

Health Services Planning and Budgeting

Strategic Planning

What is Strategic Planning?

- The process of defining the vision of the organization
- Identifying goals and objectives
- Setting the sequence of achieving goals
- Goals usually mid to long-term
- Strategic plan can be adjusted periodically

Why Strategic Planning?

- Gives an organization direction
- Provides goals to work towards
- Strategic planning acts as a roadmap to achieve the goals of an organization

Aspects of Strategic Planning

The Mission

- Strategic planning involves developing an organizational mission
- The mission represents the purpose and direction of an organization
- The mission provides the following;
 - Describes who the organization is
 - Outlines what the organization does



Goals

- Strategic planning requires setting organizational goals
- The goals should be SMART
 - **S**pecific
 - **M**easurable
 - **A**chievable
 - **R**ealistic
 - **T**ime-bound
- The goals should be in line with the mission
- Possible to measure performance against goals

Aligning short and long term goals

- Short term goals and budgets feed into long term goals
- Achievement of short term in line with strategic plan
- Periodic evaluation of short term goals to ensure no deviation

Monitoring and Evaluation

- Monitor and evaluate progress in achieving goals
- Make revisions if necessary
- Important to keep goals up to date with changing environment

Some Strategic Planning Processes

Problem Identification

- Conduct a situation analysis
 - What is the organization's current position
 - Use of existing strategic plan
- Conduct a needs assessment
- SWOT Analysis
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats

Prioritization

- Setting goals in line with organization vision and mission
- Prioritize goals
 - Importance
 - Relevance
 - Urgency
- Budget and time frame

Setting objectives

- Purpose driven
- Actionable
- Measurable
- Focus on long term

Strategy formulation

- Putting together the strategic plans
- Defining the steps needed to meet the set goals
- Costing activities
- Short term activities to feed into long term strategic plans

More Strategic Planning Processes to follow....