

UNIVERSITY OF
SOUTH CAROLINA

South Carolina
ARNOLD SCHOOL OF PUBLIC HEALTH

Strategic Planning Document

July 12-13, 2012

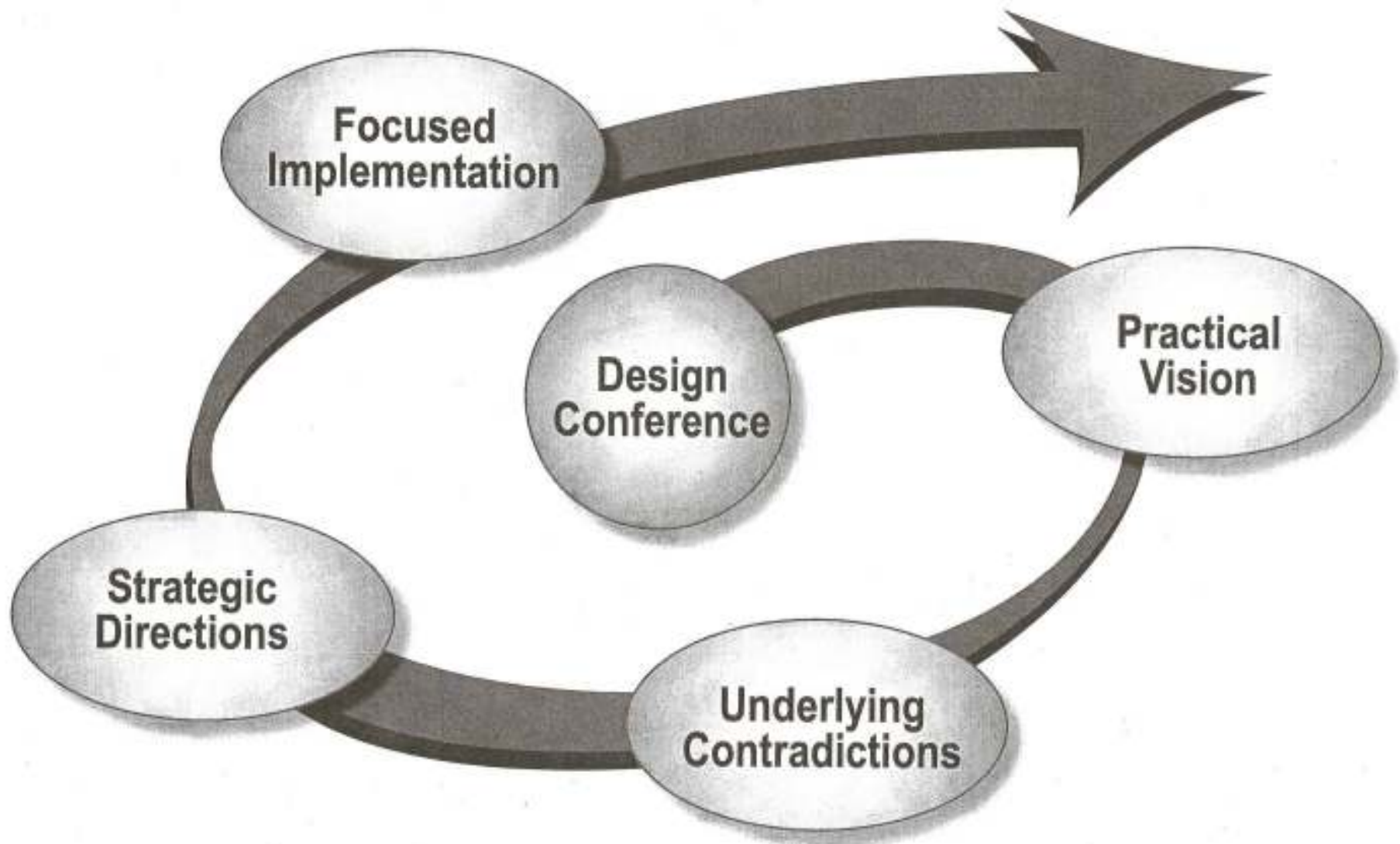
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The Technology of Participation® Participatory Strategic Planning



The Technology of Participation (ToP®) Participatory Strategic Planning Process Summary

Practical Vision

The ToP strategic planning process begins by asking: **“What do we want to see in place in 3 years as a result of our actions?”**

The Practical Vision remains latent in the imagination of members until it is called forth and objectified in the workshop.

- A Practical Vision is evolutionary and dynamic,
- It needs to be constantly reviewed and renewed,
- It is founded on learning that takes place while doing the mission and
- It is changed by both accomplishment and failure

Underlying Contradictions

Then the process asks: **“If this is our practical vision, why aren’t we already there? What is blocking our vision from coming into being?”**

- The real issues become apparent when examined in light of the practical vision.
- As the group considers the entire range of issues, root causes are uncovered and objectified, enabling deeper analysis to occur.
- Analysis allows a group to identify its role in holding the current system in place
- Once named, a solution often manifests itself from within the root cause.

Strategic Directions

The third step in the process asks, **“How can we move through (or around, or over) these blocks and release the vision?”**

- The group chooses arenas of work a group chooses when it has identified the contradictions to its vision.
- Plans made only in relation to a vision run the risk of being nullified or limited by unforeseen obstacles.

Focused Implementation

Finally, the process asks, **“How will this happen? Who will do what? When? How will we put wheels under the whole process?”**

- Successful implementation depends on decisions made by the whole group taking responsibility for specific tasks.
- Each strategic direction is looked at relative to the current situation.
- The group decides what success will look like – then determines the actions and timeframe.
- Resources are aligned with the actions.
- Leadership roles are formalized in relation to the new plan of action.

Strategic Planning Agenda

July 12, 2012	July 13, 2012
<p>Introduction to ToP Strategic Planning</p> <ul style="list-style-type: none"> • What it is; what it isn't; how we facilitate it. • Thinking strategically. 	<p>Introduction to Day Two of Strategic Planning</p> <ul style="list-style-type: none"> • Review products of first two sessions • Elicit participants' reflection on products
<p>Mapping Out a Practical Vision</p> <ul style="list-style-type: none"> • Visioning Context • Vision Workshop – “What do we want to see in place in five years as a result of our actions?” 	<p>Setting the Strategic Directions</p> <ul style="list-style-type: none"> • Strategic Directions Context • Strategic Directions Workshop – “What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?”
<p>Break</p>	
<p>Grounding the Vision</p> <ul style="list-style-type: none"> • Groups further describe the components of the vision • Plenary - building a common picture and understanding 	
<p>Lunch</p>	<p>Lunch</p>
<p>Analyzing the Underlying Contradictions</p> <ul style="list-style-type: none"> • Contradictions Context • Unique element of strategic planning • Contradictions Workshop – “What is blocking us from moving toward our vision?” 	<p>Ensuring Implementation</p> <ul style="list-style-type: none"> • Summarize the planning journey to this point • Implementation context • Describe “success” in each of the Strategic Directions • Clarifying the current reality • Determine realistic accomplishments for first year • Build first year timeline and assignments • Complete 90-day implementations steps for each of the Qtr. I accomplishments • State next steps •
<p>Introduction to Strategic Directions Session</p>	<p>Reflection on the Strategic Planning Process/Product</p>

Office of Public Health Practice Practical Vision

Focus Question: What do we want to see in place in five years as a result of our action?

Elite Data Management Unit	Comprehensive Workforce Development Program	Integrated Technology Tools and Methods	Innovative and Relevant Training Methods	Expertise Recognition	Scholarship / Knowledge Dissemination	Comprehensive Partnership Network	Functional Sustainable Infrastructure	Active and Effective Public Health Community
<p>Robust data structure (technology & staff)</p> <p>People come to us for data collection systems</p>	<p>Mentor / career development</p> <p>Meaningful hands-on experience</p> <p>Comprehensive placement strategy</p> <p>Students & workforce competence</p>	<p>Automated communication</p> <p>Useful tools – My SPH, OM, virtual campus</p> <p>Applications that link stakeholders</p> <p>Practical tools that can be replicated</p> <p>Strong technological foundation</p> <p>Leading web-based source for PH info globally</p>	<p>Educational gaming</p> <p>Shortened training methods</p> <p>Provide needed training programs – students & professionals</p> <p>Primary source of competency PH training globally</p>	<p>Strong marketing strategies</p> <p>Easily identifiable OPHP brand / image</p> <p>Proven track record</p> <p>Nationally recognized “niche”</p> <p>Institutionalization of OPHP</p>	<p>Publish on IT impact on educational innovative work</p> <p>Sharing knowledge globally</p> <p>Publish in practice journals (manuscript)</p>	<p>Diversify partnerships</p> <p>Expand our reach</p> <p>Practice partners beyond SC</p> <p>Become the face of the Arnold School for the community people</p> <p>Others contact us</p>	<p>Strong staff developed process infrastructure</p> <p>Group physically together with space relevant, inclusion</p> <p>Functional organizational structure</p> <p>Team synergy</p> <p>To be recipients of an additional \$150 M in client funds to promote PH</p> <p>Continuously improving based on data</p> <p>Strong technological foundation</p>	<p>Local community public health changes</p> <p>Oral health state policy providing health access in rural areas</p> <p>Training for Integration of EMRs</p>

Grounding the Vision Details

The Strike Force (Elite) Data Management Unit	Comprehensive Workforce Development Program
<p data-bbox="92 305 1045 375">The Elite Data Management vision element is important to the work of OPHP in these ways:</p> <ul data-bbox="233 415 957 521" style="list-style-type: none"><li data-bbox="233 415 604 448">• Revenue/sustainability<li data-bbox="233 451 957 483">• Assist in generating evidence-based knowledge<li data-bbox="233 487 552 521">• Interoffice capacity <p data-bbox="138 561 863 594">The major components that will be in place include:</p> <ol data-bbox="138 634 772 773" style="list-style-type: none"><li data-bbox="138 634 415 667">1. Competent staff<li data-bbox="138 670 772 703">2. Fee-For-Services structure business plan<li data-bbox="138 706 552 738">3. Strong marketing strategy<li data-bbox="138 742 464 773">4. Latest technologies	<p data-bbox="1071 305 1938 375">The Comprehensive Workforce Development Program vision element is important to the work of OPHP in these ways:</p> <ul data-bbox="1211 415 1705 521" style="list-style-type: none"><li data-bbox="1211 415 1705 448">• Bridges academia and practice<li data-bbox="1211 451 1640 483">• Strengthens PH workforce<li data-bbox="1211 487 1493 521">• Fills a gap/need <p data-bbox="1161 561 1885 594">The major components that will be in place include:</p> <ol data-bbox="1119 634 1892 773" style="list-style-type: none"><li data-bbox="1119 634 1671 667">1. Comprehensive placement strategy<li data-bbox="1119 670 1436 703">2. Stakeholder buy-in<li data-bbox="1119 706 1892 738">3. Strong pool of training and placement opportunities<li data-bbox="1119 742 1446 773">4. Appropriate staffing

The Integrated Technology Tools and Methods

vision element is important to the work of OPHP in these ways

- Allows us to implement our programs
- Gives us a competitive edge
- Entrepreneurship sustainable

The major components that will be in place are

1. Product (Mysph, OM, Virtual Campus)
2. Process (Templates, Project Management, SOP, Frameworks)
3. Human Resources
4. Technology Support

The Innovative and Relevant Training Methods

vision element is important to the work of OPHP in these ways

- Engages people to want to learn more
- Improving the health of our communities
- Advances public health practice

The major components that will be in place are

1. Virtual Campus
2. Communities of Practice
3. Contractual partners and in-house personnel
4. Processes for development and prioritization

The Active and Effective Public Health Community

is important to the work of the OPHP in these ways

- Deliver the change to the public

The major components that will be in place are

1. Comprehensive partnership network
2. Integrated technology, tools and methods
3. Innovative and relevant training
4. Resources
5. More ...

The Expertise Recognition vision element is important to the work of OPHP in these ways

- Sustainability
- Provides internal focus, direction and motivation
- Broadens the impact of the office
- Attract interests and buy-in from high achieving individuals

The major components that will be in place are

1. Strong marketing strategy that communicates a recognizable image
2. Dynamic web site that acknowledges and promotes accomplishments




<p><i>The Scholarship Knowledge Dissemination</i> vision element is important to the work of OPHP in these ways</p> <ul style="list-style-type: none">• Advance field in a meaningful way• Showcase our work and expertise• Staff motivation and development <p>The major components that will be in place are</p> <ul style="list-style-type: none">• Publishable activities• Scholarship development process• Forum to exchange ideas <p><i>The Functional Sustainable Infrastructure</i> is important to the work of OPHP in these ways</p> <ul style="list-style-type: none">• To be more productive and efficient <p>The major components that will be in place are</p> <ol style="list-style-type: none">1. Clear roles and responsibilities2. Teamwork and collaboration3. \$\$\$4. Modern work environment5. Lounge for professional reflecting6. Espresso machine	<p><i>The Comprehensive Partnership Network</i> vision element is important to the work of OPHP in these ways</p> <ul style="list-style-type: none">• Be accessible to more people• Increase opportunities for growth <p>The major components that will be in place are</p> <ol style="list-style-type: none">1. Increased membership in professional and community networks2. Collaborative efforts from individuals, communities and organizations3. Increase and diversify services we offer
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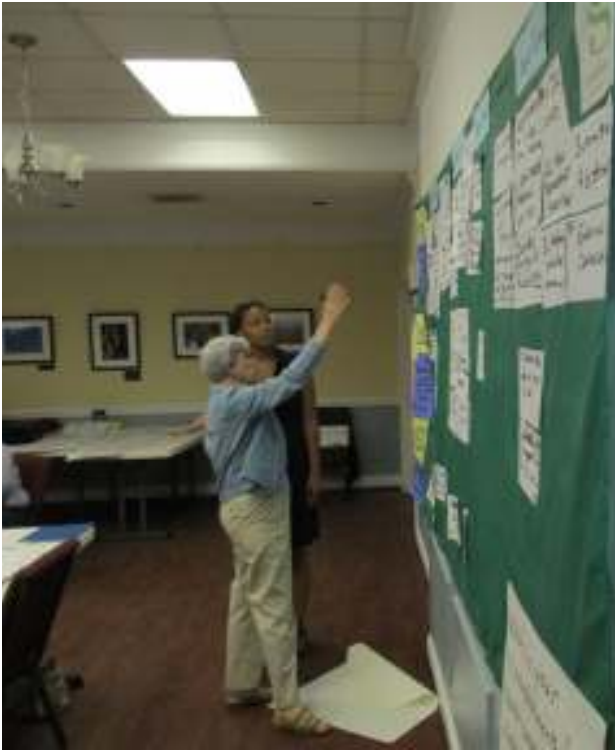
**Office of Public Health Practice
Underlying Contradictions**

Focus Question: What are the roadblocks or obstacles that prevent us from realizing our vision?

Expectations Without Authority / Empowerment / Legitimacy	Historical / External Threats	Ineffective Project Management	Unclear Simple Statement	Rapid Growth Led to Inadequate Organizational Structure	Fragmented Communication	Maintaining Employee Morale
<p>Research / academia environment</p> <p>Minimized capacity of faculty/staff competencies</p> <p>Competition in Arnold School</p> <p>University branding limitations</p> <p>Insufficient buy-in from school</p> <p>Unsupportive political climate</p> <p>Politics within the school</p> <p>Power and territory issues</p> <p>Leaders/representatives in title and authority vs. leaders in character and abilities</p> <p>Obtuse bureaucracy</p> <p>Red tape process in decision-making</p> <p>Endorsed / empowered</p>	<p>Funding bureaucracy</p> <p>Threats to funding</p> <p>Limited resources</p> <p>Rapid technological changes</p> <p>Terrible facilities</p> <p>Inadequate facility: credibility and functionality</p> <p>Role of hospitals in PH</p> <p>Conflicting politics</p>	<p>Systematic disorganization: concrete decisions</p> <p>Inaccessible resources</p> <p>Scarce policies and procedures</p> <p>Infancy of program</p> <p>Nebulous deadlines</p> <p>Disorganized and little documentation</p> <p>Inadequate project descriptions</p>	<p>Inadequate partnership diversification</p> <p>Neglected to access needs of PH practitioners</p> <p>Low demand for services</p> <p>Apathetic / unmotivated PH workforce</p> <p>Mismatched competition</p> <p>People don't understand us</p> <p>Poor stakeholder buy-in</p>	<p>Ineffective employee performance management system</p> <p>Unsatisfactory new employee orientation</p> <p>Priority on consensus</p> <p>Unclear roles and responsibilities</p> <p>Fractured authority (silos)</p>	<p>Systematic disorganization: information flow</p> <p>Poor internal communication</p> <p>Fragmented communication</p> <p>Poor / fragmented communication</p>	<p>Inadequate establishment of personnel expertise</p> <p>Low retention of staff</p> <p>Inadequate employee incentive ☹</p> <p>Unskilled labor force</p>

Strategic Directions

<p>Focus Question: What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?</p>	<p>Refine Communication</p> <ul style="list-style-type: none"> • Develop relationships internally • Share in staff meetings • Inter-Office Newsletter • Streamline Staff meetings • Establish clear guidelines for communication 	<p>Promote Office Synergy</p> <ul style="list-style-type: none"> • Hold regular social events • Set up informal staff space • Improve office aesthetics • Purchase paint, decorative items • Embrace different perspective and opposing opinions 	 <p>Cultivating Office Culture</p>
<p>Mitigate External Threats</p> <ul style="list-style-type: none"> • Build relationships “outside” of existing partners • Prepare staff for changes • Create written scope with AC Council • Reach out to competitors and create collaborations • Create a clear charter and present to administration • Avoid reliance on unstable infrastructure • Create metrics to quantify value and barriers • Identify new external funds • Create outline of supporters and barriers • Monitor threats/trends (develop process) 	<p>Define The Message</p> <ul style="list-style-type: none"> • Define OPHP and develop elevator speech • Streamline OPHP overall 1/3 page description • Develop Clear elevator statement • Write a clear short and simple mission statement 	<p>Publicize OPHP Message</p> <ul style="list-style-type: none"> • Hold regular brown bag seminars • Advocate OPHP vs. specific projects • Post accomplishments in “daytimes” • Serve on committees • Build reputation by branding projects “created by” • Engage stakeholders • Implement PR plan (web, brochure, staff) • Increase profile of individual staff members • Develop relationships externally • Ask partners to present on our projects • Publish success stories (case studies) 	 <p>Establishing OPHP Presence & Identity</p>
<p>Improve Project Management</p> <ul style="list-style-type: none"> • Develop a multi-step project structure • Empower SME to lead • Implement PM system and assign responsibilities and accountability • Implement robust project management system • Develop prioritization plan • Determine a project management system used by all with project lead • Establish policies for project management • Identify clear project target, dates, milestones and resources • Implement PM software and ensure buy-in from staff • Create project description template 	<p>Develop HR Processes</p> <ul style="list-style-type: none"> • SPR attend HR SPR training • Define/share job descriptions and expertise • Formalize flex schedules • Prepare staff for changes • Post orientation materials to LMS • Go with state EPMS • Create staff feedback mechanism • Create an employee skills list/bio sketch 	<p>Streamline Organizational Policies & Procedures</p> <ul style="list-style-type: none"> • Create logical/sustainable infrastructure • Create list of needed policies and procedures • Streamline organization policies and procedures 	 <p>Developing Internal Processes</p>



Photographs from the workshop.

Note: The implementation timeline has been prepared in separate document using legal page format for readability.



Turning Green Dreams into Green Schemes

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