

## *Assessing Your Value Based Vision and Strategies*

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How do you develop your strategy?

How do you conduct your strategic planning?

What are the key process steps?

Who are the key participants?

What are your short- and longer-term planning horizons?

How are they addressed in the planning process?

How does your strategic planning process address the potential need for transformational change and prioritization of change initiatives; and organizational agility, including operational flexibility?

How does your strategy development processes stimulate and incorporate innovation?

How do you identify strategic opportunities?

How do you decide which strategic opportunities are intelligent risks to pursue?

What are your key strategic opportunities?

How do you collect and analyze relevant data and develop information for your strategic planning process?

In this collection and analysis, how do you include these key elements:

- Your strategic challenges and strategic advantages
- Potential changes in your regulatory and external business environment;
- Potential blind spots in your strategic planning process and information; and
- Your ability to execute the strategic plan

How do you decide which key processes will be accomplished by your workforce and which by external suppliers and partners?

How do those decisions consider your core competencies and the core competencies of potential suppliers and partners?

What are your key work systems?

How do you make work system decisions that facilitate the accomplishment of your strategic objectives?

How do you determine what future organizational core competencies and work systems you will need?

What are your organization's key strategic objectives and timetable for achieving them?

What are your most important goals for these strategic objectives?

What key changes, if any, are planned in your health care services, customers and markets, suppliers and partners, and operations?

How do your strategic objectives achieve appropriate balance among varying and potentially competing organizational needs?

How do your strategic objectives address your strategic challenges and leverage your core competencies, strategic advantages, and strategic opportunities; balance short- and longer-term planning horizons; and consider and balance the needs of all key stakeholders?

How do you implement your strategy through **Action Plans**?

- Key short- and longer-term action plans?
- Relationship to your strategic objectives?
- Develop your action plans?
- Deploy your action plans?
- Deploy your action plans to your workforce and to all key stakeholders, to ensure that you achieve your key strategic objectives?
- How do you ensure that you can sustain the key outcomes of your action plans?

What key performance measures or indicators do you use to track the achievement and effectiveness of your action plans?

How does your overall action plan measurement system reinforce organizational alignment?