DEVELOPING LONG TERM STRATEGIC OBJECTIVES &

SHORT-TERM GOALS

SWOT to Goals for Public Health

Step 1: Synthesize your SWOT

The SWOT factors identified SWOT analysis are important because they are the foundation for identifying those key strategic issues that face your organizations and those areas that we need to address in forms of strategies and goals. Once your team has completed the Community Assessment, reviewed geographical and national statistics and trends and evaluated internal operations to successfully build out a comprehensive SWOT grid, we need to begin the process of synthesizing the SWOT into "key strategic issues/priorities". (See Phase Two: Enviro Scan, Opportunities & Threats, Strengths & Weaknesses, and SWOT sections in our Virtual Strategy Guide. Use the SWOT Templates in the Public Health Department Strategic Planning Workbook)

The grid below (Figure 1) represents a synthesized listing of strategic priorities. This listing may be exceedingly overwhelming for an organization, especially when funding is a precious resource. The next step helps you to process this list to identify and prioritize which of these factors will be targeted by your plan.

Figure 1

Community Health Assessment Public Priorities	Statistical Assessment Priorities Based on Geographic National Stats
1. Addictions-Alcohol and Tobacco 2. Obesity/Overweight 3. Infant Mortality 4. Diabetes 5. Addiction: Pharmaceutical/Street Drugs 6. STDs/VD 7. Aging Population 8. Infectious Disease 9. Heart Disease 10. Asthma	1. Obesity/Overweight 2. Heart Disease 3. Infant Mortality 4. Diabetes 5. Dental Health 6. Mental Health Conditions 7. Cerebrovascular Disease/Stroke 8. Cancer: Lungs 9. Cancer: Prostate **10.** Asthma
Non-Clinical Health Strategic Issues	
1. Food Safety and Lodging 2. Environment-Water 3. Emergency Preparedness 4. High Risk Youth	
Internal Strategic Issues (Operations & Program Development)	
1. "Green Initiative" for internal operations -Electronic Record Management/Technology 2. Logistics-Program Coordination 3. Communication-Public 4. Skilled Public Health Workforce/Competencies	

Step 2: Identifying Key Strategic Priorities

By now, you have collected so much information, input, and feedback that sorting through it all seems impossible. It can feel disorienting. So step back and review what you're doing. Strategic planning answers where you are now, where you're going, and how you're getting there. (See Phase Three: Developing Your Strategies and Priorities in our Virtual Strategy Guide)
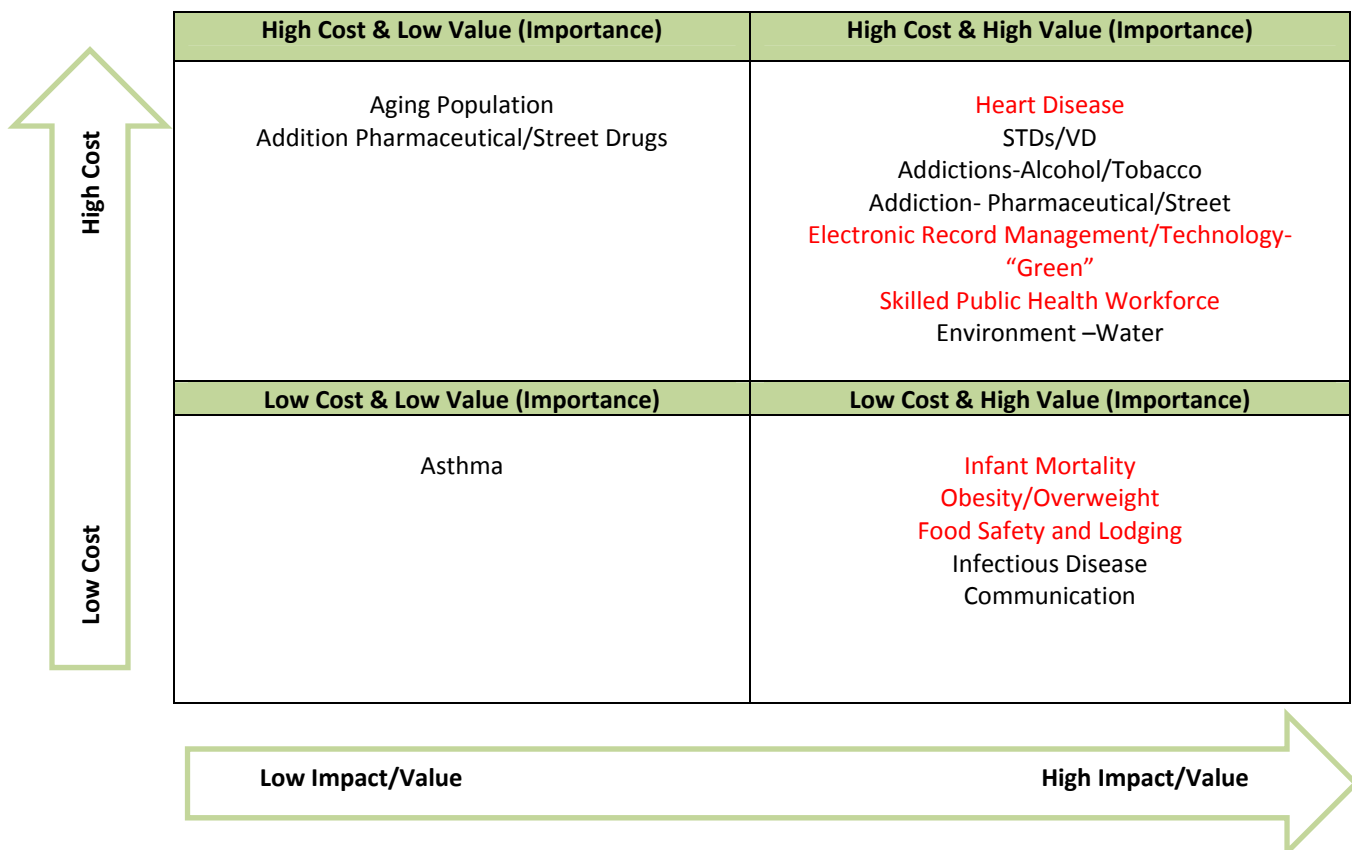
Visualize a famous bridge such as the Golden Gate Bridge, Brooklyn Bridge, or Tower Bridge. All bridges have two primary support pillars and span in between the two, allowing one part of land to be connected with another. One of these pillars explains where you are now — your mission, your values, your strengths, weaknesses, opportunities, and threats. The pillar on the far side represents where you are going — your vision. And how you get there is the span or the road in between — your strategic objectives, goals, and action plans.

Now because the span between the two pillars is quite long, in order to bridge the gap, you need long-term strategic objectives and short-term goals. How you build the bridge is your strategy. You can have a different strategy for each section of the bridge. You can have a consistent strategy for the whole thing, it doesn't matter. But think about the strategy as the *how,* and the goals and strategic objectives as the *what.*

How to scale down strategic priorities?

Use the Impact/Effort Grid. If doing a full-blown opportunity/strategic priority analysis is too much, use Figure 2 as a simple exercise to sort out the best opportunities from those that are just "good ideas." The Y-Axis indicates "effort" or resources needed to accomplish the opportunity. The X-Axis indicates "impact" or results expected from the opportunity. For each opportunity, plot which quadrant it would fall into. (Highest "Value/Impact" shown in red in Figure 2. Use the Impact / Effort Template in the Public Health Department Strategic Planning Workbook)

Figure 2: Example of Identifying Strategic Priorities

High Cost & Low Value (Importance)	High Cost & High Value (Importance)
Aging Population Addition Pharmaceutical/Street Drugs	Heart Disease STDs/VD Addictions-Alcohol/Tobacco Addiction- Pharmaceutical/Street Electronic Record Management/Technology-"Green" Skilled Public Health Workforce Environment –Water
Low Cost & Low Value (Importance)	**Low Cost & High Value (Importance)**
Asthma	Infant Mortality Obesity/Overweight Food Safety and Lodging Infectious Disease Communication

High Cost ← → Low Cost

Low Impact/Value → High Impact/Value

Sorting out internal and external alternatives

Grouping alternatives helps you compare like things when making trade-offs. For example, choosing between investing in new technology or hiring a new person are both expense decisions with similar outcomes, whereas choosing between a plan for a new preventative health initiative or safe water for the community aren't directly related. So at this point, you want to divide your choices into two groups — those that have internal implications and those that have external implications.

Balancing Out Your Strategic Priorities

Often, the organization's leadership team falls prey to the allure of setting too many goals in one area, such as "health programs/services". This detracts from the other areas that need attention in order to offer the much needed programs, such as employing people, funding sources, and organizational effectiveness.

The Balanced Scorecard (BSC) is an excellent management tool that ensures you have a holistic and balanced strategy as well as a way to track performance over time to assess if goals are being met.

To have a balanced and holistic strategy, organizations must have goals that feed off each other. These perspectives are described below:

- **Financial Sustainability / Governance:** To provide value to your constituents, you require funding. These goals identify how you will achieve those resources.
- **Constituent Services / Programs:** In order to create value, you must have the services and programs that your constituents need.
- **Internal / Operational:** In order to provide value to your constituents, you must have internal / operational processes to create that value.
- **People / Learning:** And in order for your organization's processes to function, you need people who are skilled and knowledgeable.

Step 3: Translating Strategic Priorities into Long-Term Strategic Objectives

What are long term strategic objectives?

Strategic objectives are the general areas in which your effort is directed to drive your mission and vision. With strategic objectives, the company moves from motive to action. They define what an organization is intending to accomplish both programmatically and organizationally. Strategic objectives are broad categories — non-measurable and continuous. **(**These are long term objectives that describe what the organization wants to have achieved or become at some point in the future (typically 3 to 5 years). (See Phase Three: Organization-wide Strategies, Define Long-Term Strategic Objectives, and Set Org-Wide Goals and Measures in our Virtual Strategy Guide. Use the Translating Long-Term Strategic Objectives Template in the Public Health Department Strategic Planning Workbook)

To help you write your strategic objectives, think about your answers to the following questions:

- What areas do you need to be involved in to accomplish your vision?
- In what areas will you continue being actively involved in for the next five years?

Evaluate your Strategic Objectives:
1. *They focus more on position to be attained than on specific accomplishments*
2. *Define success at a point in the future- allowing you to work backwards and identify a set of coherent actions that will accomplish them*
3. *They move the organizational strategy one more step toward action level*
4. *They are visionary and broad in scope, thus not assigned to any department or division but directly speak to addressing the vision & key strategic issues that face your organization.*

They adhere to criteria:

1. *Are they measurable or verifiable?*
2. *Are they flexible or adaptable?*
3. *Are they consistent with the rest of the plan?*
4. *Should have a representative number in the four Balanced Scorecard perspectives: Financial Sustainability/ Governance, Constituent Services / Programs, Internal / Operational, People / Learning*

Examples of Strategic Objectives in a "Balanced Scorecard" perspective*:*

1. **Financial Sustainability & Governance:**
   Increase our funding resources through additional grant opportunities and community partnerships.

2. **Constituent Services/Programs:**
   To increase community health through the reduction of individual health risk factors. (Heart Disease and Obesity)

3. **Internal / Operational:**
   Excel in our Operational Performance by improving the efficiency of our organization to better serve our constituents

4. **People / Learning:**
   Develop the internal human resources (expertise, skills and ratios) to grow and sustain the services and programs of our agency.

Making your short-term goals SMART

Realistic goals ought to serve as a tool for stretching an organization to reach its full potential; this means setting them high enough to be challenging to energize the organization and its strategy. Short-term goals are immediate mileposts on your way to your vision. Think about achieving them in a one-year timeframe. With goals, the organization converts the mission, vision, and long-term strategic objectives into performance targets. (See Phase 4: Cascade Your Strategies to Operations in our Virtual Strategy Guide. Use the Goal Development Template in the Public Health Department Strategic Planning Workbook)

For effective goals to function as yardsticks for tracking an organization's performance and progress, they must state how much of what kind of performance and by when it is to be accomplished. They must be relevant, aggressive yet achievable, and be stated in measurable or quantifiable terms. Think SMART when you create your goals:

- **S**pecific: Goals need to be specific. Try to answer the questions of How much and What kind with each goal you write.
- **M**easurable: Goals must be stated in quantifiable terms, or otherwise they're only good intentions. Measurable goals facilitate management planning, implementation, and control.
- **A**ttainable: Goals must provide a stretch that inspires people to aim higher. Goals must be achievable, or they're a set-up for failure. Set goals you know you, your company, and employees can realistically reach.
- **R**esponsible person: Goals must be assigned to a person or a department. But just because a person is assigned to a goal doesn't mean that she's solely responsible for its achievement.
- **T**ime specific: With reference to time, your goals must include a timeline of when your goals should be accomplished.

Examples of Short Term Goals using the Balanced Scorecard Perspectives

Long-Term Strategic Objectives	1-year goals	Measures	Targets	Person Responsible
Financial Sustainability / Governance				
Increase our funding resources through additional grant opportunities and community partnerships.	1. Secure the NPHII grant to total $50,000 over next 12 months.	Total funding obtain by grant	$50,000	
	2. Secure four new community partnerships to raise $30,000 in support of the "Heart Healthy" initiative.	# of new community partnerships	1 per quarter	Administration
Constituent Services/Programs				
To increase community health through the reduction of individual health risk factors. (Heart Disease and Obesity)	1. Develop the new "Heart Healthy" initiatives to elevate public awareness of risk factors through statewide health departments and medical community	Fully implemented program across LPHA and public hospitals.	100% completion	Clinical Health
Internal / Operational				
Excel in our Operational Performance by improving the efficiency of our organization to better serve our constituents	1. Improve operational efficiency developing a conversion registration process to new electronic system (Paperless)	Fully converted registration process	100% completion	Administration/IT
	2. Reduce the number of new registration errors from 3% to 2%.	# of registration errors	2%	Clinic Registration Departments
People / Learning				
Develop the internal human resources (expertise, skills and ratios) to grow and sustain the services and programs of our agency	1. Reduce turnover among sales managers by 10% by the end of the year.	Employee turnover	10%	Human Resources
	2. Hire and train a Food and Safety manager by the end of the year.	Manager hired	achievement	Executive Director