

The Art & Science of 21st Century Strategic Planning

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Learning Objectives

- ✎ Identify and understand what strategic planning brings to your system of care
- ✎ Identify key activities within a strategic planning process
- ✎ Learn from the shared wisdom of others who have undertaken a strategic planning process within their system of care
- ✎ Assess where your communities strengths and challenges are within your strategic planning process

Participants will explore the following questions:

- ✎ How are we addressing strategic planning in our child welfare led system of care?
- ✎ Why is strategic planning important in a system of care?
- ✎ What are the barriers to fully implementing your strategic planning within your system of care infrastructure?
- ✎ What are some solutions to the implementation of our strategic planning process?

System of Care Principles

- ✎ Child Youth and Family Involvement/Partnership
- ✎ Cultural and Linguistic Competence
- ✎ Home and Community Based
- ✎ Individualized and Strength-based Care
- ✎ Interagency and Intra-agency Collaboration
- ✎ Accountability



System of Care Infrastructure Components

- ✎ **Planning**
- ✎ Governance
- ✎ System Management
- ✎ Coordination of Services and Service Array
- ✎ Communication
- ✎ Policy
- ✎ Finance
- ✎ Continuous Quality Improvement
- ✎ Training, Development and Human Resources

Webinar Format

- ✎ Definition
 - ✎ Key Partners
 - ✎ Pre-Planning Phase (Activities/Wisdom Shared)*
 - ✎ Planning Phase (Activities/Wisdom Shared)*
 - ✎ Implementation Phase (Activities/Wisdom Shared)*
 - ✎ Continuous Quality Improvement Phase (Activities)*
 - ✎ Sustainability Tips*
 - ✎ Lessons Learned
 - ✎ For More Information
- * Opportunity to send questions for panel response

Strategic Planning Definition

Strategic planning is the dynamic process of gathering information from stakeholder groups, including youth, parents, provider organizations, public and private agencies, and the community at-large, to develop a shared mission and vision for children and families specifically within the systems of care infrastructure, or within any child- or family-serving system in general.

The information gathered is used to formulate a strategic plan to guide infrastructure development activities. Agreed upon indicators of system, organization, and individual child and family outcomes are critical to success.

Key Partners

- ✎ Advisory board members
- ✎ Interagency evaluation team
- ✎ Family and community members
- ✎ Service delivery staff
- ✎ Administrative support
- ✎ System of care coordinator
- ✎ Other members?

Key Strategic Planning Activities – Pre-Planning

- ✎ Embracing a “planning to implement” strategy
- ✎ Identifying key partners for the strategic planning effort.
- ✎ Ensuring strategic planning group members are representative of the target population.
- ✎ Seeking out tested tools, methodologies, and experts on strategic planning.
 - ✎ Has a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis been conducted?
 - ✎ Has a needs assessment been conducted?

Key Strategic Planning Activities – Pre-Planning

- ✎ Are various methods for collecting information from key stakeholder groups being planned (focus groups, interviews, surveys, public forums)?
- ✎ Are you planning to map out resources: fiscal, personnel, and services?
- ✎ Have the policies, funding mechanisms, mandates, and procedures of key interagency partners been assessed?

Wisdom Shared-Pre-Planning

“Engage and involve families from the start by meeting them where they are.”

Birth Parent/Vice President, Kansas Family Advisory Network, Inc.

“Plan for sustainability from the start...Everything that we planned to do needed to be purposeful...A significant and positive early step in the strategic planning process was involving our evaluation team. Their help with developing a logic model, developing workable outcomes were critical factors in our eventual successful strategic planning.”

System of Care Project Director, Kansas

Key Strategic Planning Activities - Planning

- ✎ Identifying appropriate community locations for strategic planning meetings.
 - ✎ Having assembled your advisory board of stakeholders, have you gained consensus on the time and place for meetings?
 - ✎ Have you considered child care and travel expense reimbursement for family members attending?
 - ✎ Have you considered some form of honorarium for family members who attend?

Key Strategic Planning Activities - Planning

- ✎ Using a variety of mechanisms, such as public hearings, town hall meetings, public forums, surveys, focus groups, and individual and group interviews, to gather input to inform your strategic planning.
- ✎ Developing consensus among stakeholders wherever possible

Alamance Child-Serving Committees

Children's Executive Oversight Committee



Child & Family Support Team Initiative

Community Collaborative

Juvenile Crime Prevention Council

Local Interagency Coordinating Council

Community Child Protection Team

The Alliance

Subcommittees

Social Marketing

Evaluation

EBP

Cultural Competence

Education Training
Publicity

Faith-Based

Monitoring

Care Review

Needs Assessment

School-Based Mental Health

Family Involvement

Funding



You're Invited - 2008

Alamance County System of Care Fall Symposium Kick Off Breakfast & Keynote Address September 15, 2008 - 9:00AM

Registration: 8:30 - 9:00 AM

"State of the Child in Alamance County"

Dr. Elizabeth Snyder, Duke Evaluator

"Alamance-Burlington School System: Drop Outs"

Dr. Randy Bridges, ABSS Superintendent



The focus of the Fall System of Care Symposium for 2008 is strategizing a county-wide approach to help reduce the dropout rate by beginning with early intervention and continuing through to graduation.

Please join System of Care for two full days of strategic planning:

September 15-16, 2008

Wade's Diamond Room

101 East Main Street
Gibsonville, North Carolina



Kindly RSVP by September 8, 2008 Sue Ward at 513-4225 or sward@acmhdds.org

Wisdom Shared - Planning

“[We followed a] step-by-step process of working committees being established or re-figured from existing community committees, monthly reporting of progress made by each committee, and annual retreats where accomplishments from the prior year were noted and new goals were set for the upcoming year.”

“People need to see a product to make the strategic planning real. You need to show results of the effort short- and long-term...”

System of Care Coordinator, Alamance County, North Carolina

Key Strategic Planning Activities - Implementation

- ✎ Creating workgroups or committees that handle issues such as:
 - ✎ Interagency collaboration
 - ✎ Training
 - ✎ Marketing
 - ✎ Data management
 - ✎ Fiscal management
 - ✎ Program development
 - ✎ Policy development
- ✎ These should be interagency committees with both family and community representation. Some communities have used systems of care principles to shape their committees, adding policy, training, and marketing committees.

Wisdom Shared – Implementation Phase

“Our strategic planning was successful because everyone saw themselves in it... Parent involvement helped open up a discussion about the state of affairs in child welfare and thus made it easier to make a culture shift within child welfare.”

System of Care Project Director, Jefferson County, Colorado



More Wisdom – Implementation Phase

“The strategic planning committee work helped us build our infrastructure, which in turn allowed us to take deliberate steps in building our system of care. In the end, this whole strategic planning process created the foundation for sustainability.”

System of Care Coordinator, Alamance County, North Carolina



Key Strategic Planning Activities – Continuous Quality Improvement

- ✎ Ensuring the foundational information for the strategic plan is available to all system of care participants.
- ✎ Reinforcing the value of the strategic plan by embedding its components in the work of all stakeholder groups.
- ✎ Tracking the outcomes that were identified during the strategic planning process.
- ✎ Reporting to stakeholder advisory groups on the progress made toward identified outcomes.
- ✎ Having an internal and external communication plan related to strategic plan dissemination.
- ✎ Using the strategic plan to inform program development activities of participating stakeholder groups.

Key Strategic Planning Activities – Continuous Quality Improvement

- ✎ Using the strategic plan to shape training activities of participating stakeholder groups.
- ✎ Using the strategic plan to secure Federal and private foundation grants.
- ✎ Ensuring that agencies involved in your strategic planning develop their budgets and requests for funding based on the needs prioritized in the strategic plan.
- ✎ Adapting and updating the timelines of the existing strategic planning process to prepare for the next strategic planning effort.

Strategic Planning Sustainability Tips

- ✎ If you are thinking of creating policy or legislation related to your system of care, be sure to imbed the strategic planning process into that legislation. For example, you may want the legislation to specify that every other year an updated plan on progress made, current needs, and future direction must be presented to the governor and legislature.
- ✎ Consider linking your system of care strategic planning to other existing and ongoing strategic planning work.
- ✎ Publicize your strategic planning successes.
- ✎ Rely on the expertise of the data managers and evaluators within the stakeholder agencies.
- ✎ Align the outcomes identified in the strategic plan with Federal and State outcome-based initiatives.

Lessons Learned

- ✎ Use of Data
- ✎ Getting the right people at the table
- ✎ What happens when money or the champion goes away?



For More Information

Information Gateway

✎ <http://www.childwelfare.gov/management/reform/soc/>

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A contract with the federal Children's Bureau,
Department of Health and Human Services