

Appendix A
Strategic Planning Detail

Appendix A: Strategic Planning Process

The strategic planning process includes seven fundamental phases that allow for flexibility and creativity, while providing a structured process to focus the participants. This project addressed the first five fundamental phases, although it describes the last two phases so the Intimate Partner Violence Prevention Strategic Planning Coalition will have an understanding of the necessary steps involved in implementing a strategic plan. The seven phases are as follows:

Phase 1: Getting Ready

Prior to initiating the strategic planning process, the Intimate Partner Violence Prevention Strategic Planning Coalition assessed if it was ready for strategic planning at this time. The most important factor of readiness is a true commitment to the planning process amongst the key leaders. Following that determination, five things were accomplished in phase one to pave the way for an organized strategic planning process:

- Identification of specific issues or choices that the planning process should address.
- Clarification of roles of members involved in the planning process.
- Creation of a planning committee.
- Development of an organizational profile.
- Identification of the information that must be collected to assist in relevant decision-making.

Phase 1 Outcomes:

- Agreement that the Intimate Partner Violence Prevention Strategic Planning Coalition was ready to initiate a strategic planning process.
- Identification of potential members of the Intimate Partner Violence Prevention Strategic Planning Coalition, Internal Work Group, Sub-Committees and External Advisory Group.
- Detailed Plan for Planning including agreement on process and procedures for all phases of planning, planning outcomes, possible activities, personnel responsibility and timeframe.
- Knowledge about planning process and agreement on terminology by all Internal Work Group members.
- Common base of knowledge about organizational and project history and programs.
- Agreement on initial critical issues and initial plan for gathering information that will assist with strategic decisions.

Phase 2: Articulating the Mission and Vision

The mission statement communicates the essence of the Intimate Partner Violence Prevention Strategic Planning Coalition. For this phase, the mission statement described the Intimate Partner Violence Prevention Strategic Planning Coalition in the following terms:

- *Purpose:* Why the group exists and what it seeks to accomplish.
- *Business:* A description of the primary means used to accomplish the purpose.

- *Values:* The principles or beliefs that guided the group's members as they pursued the purpose.

A vision statement presents an image in words that describes the image of success. With a mission statement and a vision statement, the Intimate Partner Violence Prevention Strategic Planning Coalition had a solid understanding of what it needed to accomplish, the reasons behind the accomplishments, and what it hoped to achieve.

Phase 2 Outcomes:

- Agreement on Mission and Vision Statement

Phase 3: Assessing the Environment

During the strategic planning process, it was important for DHS to examine its current situation. During phase 3, information was collected regarding DHS' internal strengths and weaknesses, and its external opportunities and threats in regard to addressing intimate partner violence. These assessments assisted the Intimate Partner Violence Prevention Strategic Planning Coalition in determining the most critical issues to address. During phase 3, the DHS healthcare facilities were assessed to identify the current practices and protocols regarding IPV and the degree of implementation of these procedures. The Internal Work Group and the Intimate Partner Violence Prevention Strategic Planning Coalition agreed on eight critical issues around which to organize the strategic plan.

Phase 3 Outcomes:

- Compilation of information to help inform strategic decisions.
- Sufficient information about the organization and issues so as to be able to make informed choices about long and short-term priorities.
- Evaluation of current policies and procedures and degree of implementation.

Phase 4: Agreeing on Priorities

During phase 4, the Internal Work Group and the Intimate Partner Violence Prevention Strategic Planning Coalition decided on the strategies to address the eight issues and established goals and objectives. It was during this phase that the Intimate Partner Violence Prevention Strategic Planning Coalition agreed on its top priorities.

Phase 4 Outcomes:

- Agreement on core strategies and long term and short term program and administrative priorities.
- Agreement on overall program and organizational project goals.
- Agreement on specific objectives that the Intimate Partner Violence Prevention Strategic Planning Coalition wished to accomplish in the immediate and long term.

Phase 5: Writing the Strategic Plan

The information collected in the previous phases will be synthesized into one coherent, consolidated document that will be submitted for review by all of the Strategic Planning Coalition Advisory Group.

Phase 5 Outcomes:

- Approval of Strategic Plan.
- Distribution of Plan to key leaders and stakeholders.

Phase 6: Implementing the Strategic Plan

The interface between the strategic plan and the daily operations is a concise and easy-to-use operating plan. This plan should coincide with the organization's fiscal year and accommodate the need for detailed program-level planning related to funding cycles or other reporting cycles. The Intimate Partner Violence Prevention Strategic Planning Coalition will need to develop an overall operational plan, while each DHS health care facility will need to develop an implementation plan to integrate the new policies and protocols into their operations.

Phase 6 Outcomes:

- Detailed operating plan.

Phase 7: Monitoring and Evaluation

The strategic planning process should always be responsive to a changing environment. Periodic assessment will need to be conducted to determine if the Intimate Partner Violence Prevention Strategic Planning Coalition is meeting its goals and objectives and if those goals and objectives are still pertinent. An evaluation should analyze the following:

- Applicability of the current strategic plan.
- Accomplishments of goals and objectives.
- Validity of the internal and external environment of the original strategic plan.
- Current issues facing the organization.
- New priorities that need to be addressed.
- Performance targets.

Phase 7 Outcomes:

- In-depth system to monitor and evaluate implementation of the plan and achievement of success factors.
- Processes to ensure that the Operating Plan is modified as needed and that the Strategic Plan continues to provide guidance for the setting of current priorities for the following year. Evaluation will assist the Intimate Partner Violence Prevention Strategic Planning Coalition with analyzing its efficacy in meeting the needs of its clients.