



American Society for
Clinical Pathology

**128 Strategic Planning:
How to Create and Implement a Plan to Achieve Your Vision for
Your Laboratory**

**Paul Kimsey
Sally Liska**

2011 Annual Meeting – Las Vegas, NV

**AMERICAN SOCIETY FOR CLINICAL PATHOLOGY
33 W. Monroe, Ste. 1600
Chicago, IL 60603**

128 Strategic Planning:

How to Create and Implement a Plan to Achieve Your Vision for Your Laboratory

This interactive session will guide participants through a concise, but comprehensive approach to creating and implementing a laboratory strategic plan that will achieve the vision and mission of the laboratory.

- Apply SWOT analysis for strategic planning and developing appropriate strategic goals and objectives
- Illustrate the importance of operational plans and explain their relationship to the success of the strategic plan goals and objectives
- Employ monitoring and evaluation (M&E) of plan objectives in the laboratory setting

FACULTY:

Paul Kimsey
Sally Liska

Entire Pathology Team
Professional Development, Leadership, Career Management
Professional Development & Leadership
2.0 CME/CMLE Credits

Accreditation Statement: The American Society for Clinical Pathology (ASCP) is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education (CME) for physicians. This activity has been planned and implemented in accordance with the Essential Areas and Policies of the Accreditation Council for Continuing Medical Education (ACCME).

Credit Designation: The ASCP designates this enduring material for a maximum of 2 *AMA PRA Category 1 Credits*[™]. Physicians should only claim credit commensurate with the extent of their participation in the activity. ASCP continuing education activities are accepted by California, Florida, and many other states for relicensure of clinical laboratory personnel. ASCP designates these activities for the indicated number of Continuing Medical Laboratory Education (CMLE) credit hours. ASCP CMLE credit hours are acceptable to meet the continuing education requirements for the ASCP Board of Registry Certification Maintenance Program. All ASCP CMLE programs are conducted at intermediate to advanced levels of learning. Continuing medical education (CME) activities offered by ASCP are acceptable for the American Board of Pathology's Maintenance of Certification Program.

Strategic Planning: How to Create and Implement a Plan to Achieve Your Vision for Your Laboratory

Paul Kimsey, PhD
Director
CA State PH Lab
APHL Member Consultant

Sally Liska, DrPH
Director (ret.)
San Francisco PH Lab
APHL Member Consultant



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Objectives

- ✦ Explain the components of a laboratory strategic plan
- ✦ Explain how to develop a strategic plan
- ✦ Apply SWOT analysis for strategic planning
- ✦ Compose the right strategic goals and objectives
- ✦ Explain why the process of developing a strategic plan is critical to its successful implementation



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Objectives cont.

- ✦ Illustrate the importance of operational plans and explain their relationship to the success of the strategic plan goals, objectives and its continual updating
- ✦ Employ monitoring and evaluation (M&E) of plan objectives in the laboratory setting
- ✦ Explain the importance of M&E in all areas of the laboratory
- ✦ Identify ways to strengthen and improve existing methods of M&E



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Content Outline

1. What is a lab strategic plan
 - + Vision and mission statements
 - + SMARTER goals and objectives
 - + SWOT analysis
2. Implementing a lab strategic plan
 - + Operational plan
 - + Change management
3. Monitoring and evaluating a lab strategic plan

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

1. The Strategic Plan

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Why?

- ✕ Laboratories are organizations, too
 - + Planning is necessary for:
 - ✕ Resource allocation
 - ✕ Operational effectiveness
 - ✕ Providing appropriate laboratory services to meet current and future needs
 - ✕ Adapting to constantly changing technological, political, social environments

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Strategic Planning Determines

1. Organization's direction over time (3-5 years)
2. The plan to get there
3. Ongoing assessment (PDCA)
4. Criteria for success

"If you can't measure it, you can't improve it."



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan



Needs Assessment: Where are we?

Define roles, priorities and interventions: What should we do?

Consensus: Do we think this is what we should do?

Strategic Plan: What will we be doing in five years?

Annual Operational Plans: What will we do every year?

2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Tasks of Strategic Management

1. Form strategic vision
2. Set strategic objectives
3. Design strategy
4. Implement and execute
5. Evaluate performance and initiate corrective actions



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Key Components of Laboratory Strategic Plan

1. Vision and Mission
2. Organizational framework
3. Policy, legal and regulatory framework
4. Human resources
5. Laboratory services (diagnostic)
6. Laboratory support services
7. Laboratory networks
8. Laboratory quality systems
9. Monitoring and evaluation of laboratory services



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Start with Vision and Mission Statements

Vision –

Defines the future aspirations of the organization

Mission –

Broad but clear statement of:

1. What the organization does
2. Who it serves
3. How it does its work



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

How Do We Develop a Vision?

- ✕ How do our stakeholders see us?
- ✕ How do we want to be seen in 5 years?
- ✕ Envision how we would change the perception of the laboratory system



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Mission Statement: Reason for Existing

- ✧ Encompass all programs and services
- ✧ Should be brief
- ✧ Long-lasting
- ✧ Guide to what is done and how it is done
- ✧ How is your organization different from all others?
- ✧ How is your lab system different?



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Mission Answers

1. *What* functions does the organization perform?
2. For *Whom* are the functions performed?
3. *How* are the functions fulfilled?
4. *Why* does the organization exist?



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Example of Vision and Mission Statements

Commercial Laboratory



Vision:

Dedicated people improving the health of patients through unsurpassed diagnostic insights and innovation.

Mission

We will be the undisputed world leader in diagnostic testing, information and services.



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Example of Vision and Mission Statements

CDC Vision for the 21st Century
"Health Protection...Health Equity"

CDC Mission
Collaborating to create the expertise, information, and tools that people and communities need to protect their health – through health promotion, prevention of disease, injury and disability, and preparedness for new health threats.

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

How Would You Improve this Mission Statement?

Hospital Dept of Lab Medicine Mission Statement:
"The department is concerned with supporting patient care activities through the provision of accurate and timely clinical laboratory information on blood, body fluids and other specimens, as well as providing and consultation to the staff. Department sections include Phlebotomy, Immunology, Andrology, Hematology, Chemistry, Special Chemistry, Microbiology and the Blood Bank. Support services are provided by Laboratory, Information Systems, Specimen Processing and Client Services."

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

One Suggestion

Hospital Dept of Lab Medicine Suggested Mission Statement:

The department supports patient care through the provision of accurate and timely clinical laboratory information and consultation to the staff.

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Strategic Goals and Objectives

Goal: Written statement describing broad accomplishments necessary to fulfill mission

Objective: Written statement describing measureable targets of achievement to reach goal

Be realistic in defining goals/objectives

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

SMARTER Goals/Objectives

The objectives must be: SMART OR SMARTER

Specific

Measurable

Achievable

Realistic

Time

Extending capabilities (challenging)

Rewarding the challenge

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

SWOT Analysis - Definition

A tool used to organize and analyze the factors that will impact organizational effectiveness

Strengths

Weaknesses

Opportunities

Threats

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

SWOT Success

1. Requires objectivity – involve all stakeholders
2. Involve all levels of leadership and operations
3. Involve customers
4. Open atmosphere where no fear of expressing viewpoint



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

SWOT Matrix

- ✦ Situational analysis/environmental scan of your internal and external environment – assessment of the laboratory and its environment
- ✦ Organize significant issues in SWOT matrix
 - + Internal successes (strengths)
 - + Internal gaps (weaknesses)
 - + External resources (opportunities)
 - + External problems and gaps (threats)



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

SWOT Analysis Framework

	Strengths	Weaknesses
Opportunities	S-O Strategies	W-O Strategies
Threats	S-T Strategies	W-T Strategies



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Using the SWOT Matrix

- ✖ Keep focus on what is important
- ✖ Develop strategies (strategic initiatives)
 - + Based on strength that relates to opportunity
 - + In response to weakness that relates to threat
- ✖ Think strategically

2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Vision without action is merely a dream;
Action without vision just passes the time;
Vision with action can change the world.

Joel Barker

2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Activity

Individual Exercise:

Complete a SWOT analysis for your laboratory, identifying strengths, weaknesses, opportunities and threats.

The analysis should be completed on the template provided and you should be prepared to present your analysis to the large group.

STRENGTHS		WEAKNESSES	
1. Laboratory is well equipped with state-of-the-art instrumentation.		1. Laboratory is understaffed.	
2. Laboratory has a strong reputation for quality.		2. Laboratory has a high rate of rework.	
3. Laboratory has a strong relationship with the local community.		3. Laboratory has a high rate of customer complaints.	
4. Laboratory has a strong relationship with the state government.		4. Laboratory has a high rate of regulatory violations.	
5. Laboratory has a strong relationship with the federal government.		5. Laboratory has a high rate of non-compliance.	
6. Laboratory has a strong relationship with the private sector.		6. Laboratory has a high rate of financial loss.	
7. Laboratory has a strong relationship with the academic community.		7. Laboratory has a high rate of research failure.	
8. Laboratory has a strong relationship with the medical community.		8. Laboratory has a high rate of patient safety incidents.	
9. Laboratory has a strong relationship with the public health community.		9. Laboratory has a high rate of data loss.	
10. Laboratory has a strong relationship with the environmental community.		10. Laboratory has a high rate of equipment failure.	

2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

2. Implementing the Plan

2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Implementation of the Plan

- ✕ Responsibility and accountability
 - + Performance planning and evaluation
 - + Monitoring and ensuring ongoing success
- ✕ Implementation principles
 - + Commitment
 - + Continual process
 - ✕ Plan should be governed by process of continuous improvement

2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Find Your Champion

Identify personnel to lead implementation – *champions*

Champions:

- ✕ Understand the “culture” of your organization and people who make things happen
- ✕ Possess
 - + Leadership
 - + Motivation
 - + Energy

2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Strategic to Operational

The strategic goal is the finish line (specific and measurable)

The operational plan is the map to get you across the finish line

Operational plan defines how to implement strategic plan



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Operation Plan = Implementation

- ✦ Core Leadership Team must coordinate entire process
- ✦ Operational plan defines activities to progress towards Strategic Plan objectives
- ✦ Responsibility assigned and aligned with budget



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Annual Operational Plans

- ✦ Breaks down targets into manageable portions
- ✦ Spreads cost over time
- ✦ Assigns task and sets timelines
- ✦ Addresses changing priorities



2011 ASCP Annual Meeting

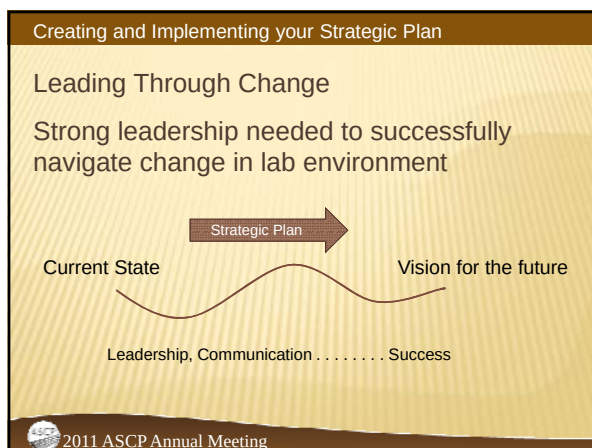


Creating and Implementing your Strategic Plan

Managing the Unexpected

- ✗ Loss of funding
- ✗ Loss of key personnel
- ✗ Situational change: plan is no longer pertinent
- ✗ 'Political' change
- ✗ Other (e.g. change of ownership of hospital)

2011 ASCP Annual Meeting



Creating and Implementing your Strategic Plan

Leader versus Manager

- ✖ A manager controls a set of processes that help to keep a complex system of people and technology functioning smoothly...

Keeps trains running on schedule!

- ✖ A leader will promote change, opportunity, growth and define the future...

Builds new train tracks!

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Manager	Leader
✖ Administrator	✖ Innovator
✖ How and when	✖ What and why?
✖ Systems focus	✖ People focus
✖ Maintain	✖ Develop
✖ Short term	✖ Long term
✖ Bottom line	✖ Horizon

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Leadership Principles for Success

1. Model the way
2. Inspire shared vision
3. Challenge the process
4. Enables others to act
5. Encourage and appreciate

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

3. Monitoring and Evaluation of the Plan

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Definitions

Monitoring: routine tracking of service and program performance using information collected on an ongoing basis

Evaluation: systematic collection of information to explore achievements and failures thus allowing improvements

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Monitoring and Evaluation

1. Ensures direction outlined in strategic plan
2. Assign responsibility for monitoring

Are goals and objectives being achieved?

If not, evaluate reasons. . . And

- + deviate from plan and/or
- + change plan

Document deviations/changes for future

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Objectives of M&E Plan

1. Guide processes for tracking performance
 - + Describe core indicators
 - + Describe processes
 - + Provide standards for data quality assessments, supervision
 - + Basis for M&E resource needs



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Objectives of M&E Plan cont.

2. Provide timely, quality information for evidence based decision-making
3. Ensure continuous improvement
4. Illustrate influencing factors



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

M&E Plan – How?

- ✕ Establish and implement processes for monitoring implementation of activities
 - + Identify responsible persons
 - + Establish regular reporting mechanisms
 - + Schedule regular review meetings to assess progress and adjust objectives



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

How to Select M&E Indicators

1. Focus on strategic objective and challenges
2. Set realistic targets to establish clear expectations
3. Address challenges that can be corrected or improved
4. Select specific indicators



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

M&E Implementation Requires

Engagement of and communication with stakeholders through continual monitoring, feedback, regular reporting, and adjustments



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Sample M&E Plan

	M&E Activity Plan	Person responsible	Costing		
			Year 1	Year 2	Total
1	Component 1: QMS system				
1.1			57,638	57,638	115,276
1.2			132,372	45,372	177,744
1.3			3,749	3,749	7,498
2	Component 2: Human Capacity Development				
2.1			344,160	344,160	688,320
2.2			12,688	12,688	25,376
2.3			38,400	38,400	76,800



2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Are We There Yet?

- ✧ Gauge progress (Are you accomplishing what you set out to do?)
- ✧ Realign activities to meet new priorities
- ✧ Ensure regular reporting (Provides information on each partner's progress)
- ✧ Provide feedback and promote communication

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Final Thoughts

1. Strategic planning is performed every 3-5 years
2. Operational planning is performed each year
3. Monitoring and evaluation is on-going

A strategic plan without an operational plan will only collect dust on the shelf!

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Activity

Small Group Activity: Developing an implementation plan

Goals
Objectives
Activities
Timelines
Financing

 2011 ASCP Annual Meeting

Creating and Implementing your Strategic Plan

Activity

Develop a Monitoring and Evaluation Plan for the strategic objective you outlined in the previous exercise.

Outcomes
Revisions
Success

 2011 ASCP Annual Meeting
