

**STRATEGIC PLANNING PROCESS (SPP)
ACTIONS & RESULTS**

STRATEGY FORMULATION

STEPS

1

**INTERNAL
STRATEGIC
AUDIT**

or

**LOOKING
WITHIN**

- *Review strategic plan (and mission and vision statements, if applicable)
- *Determine competitive **STRENGTHS** – measurable attributes that make you better than competition
- *Determine competitive **WEAKNESSES** – what prevents you from achieving better results
- *Determine people opportunities, challenges or concerns
- *Determine if you can finance the future

2

**EXTERNAL
STRATEGIC
AUDIT**

or

**LOOKING
AROUND**

- *Analyze external environment for trends in:
 - Customers and customer demand
 - Products and technology
 - Competitors
 - Economics
 - Government policy (healthcare reform, regulatory, reimbursement, compliance, quality)

3

**CRITICAL
PLANNING
ASSUMPTIONS**

or

**LOOKING
AHEAD**

- *Determine **OPPORTUNITIES** or **THREATS** in:
 - Market assumptions
 - Key customers or repeat business
 - Costs
 - Key competitor analysis
 - Line items (Cash flow, P&L and balance sheet)
 - Key technological improvements
 - Government policy assumptions
 - People planning assumptions
- *Identify issues that will have the greatest impact on future business performance
- *Confirm whether audits and issues validate, alter or completely change strategy

STRATEGY IMPLEMENTATION

STEPS

4

**STRATEGIC
INITIATIVES
and
MEASUREABLE
PERFORMANCE
OBJECTIVES**

“The How”

5

**ACTION
PROGRAMS**

“The What”

6

**FINANCIAL
RESOURCES
and
ALLOCATION**

Scoring System

STRATEGIC INITIATIVES AND OBJECTIVES MUST BE:

Specific
Measurable
Achievable
Reviewable
Trackable

REQUIRES
APPROPRIATE

ORGANIZATIONAL
STRUCTURE

HUMAN RESOURCES

CONTROL SYSTEMS

SALARY or
INCENTIVES

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