

SRHD 2009-2014 Strategic Plan

Executive Summary • June 2009

In February 2009, Spokane Regional Health District (SRHD) began a strategic planning process using a methodology created by the University of Alabama. This methodology uses strategic thinking as the foundation for strategic planning and strategic management. The outcome of this process was not only a strategic plan, but a new sense of momentum for the organization. Our Executive Management staff have a more thorough understanding of where the organization is today, where they want it to go and where it should be five years into the future.

The entire Executive Management Team and five members of the Board of Health were involved in one or more of the three planning sessions. The participants went through a number of exercises intended to help them understand:

- The environment in which the organization is functioning
- What external issues will influence the success or failure of the organization
- Key stakeholders
- Internal strengths and weaknesses
- Optimal resources, competencies and capabilities needed by the organization

The mission, vision, values and principles of the organization were reaffirmed and modified only slightly. Using the above information, decisions were made that will guide the organization forward for the next five years. In making these decisions, four key questions were answered:

1. What are we currently doing, but should stop doing?
2. What are we not currently doing, but should start doing?
3. What should we continue to do as we are now doing it?
4. What are we currently doing and should continue to do, but in a fundamentally different way?

Using the above information, seven goal statements were developed. They are:

1. Increase the awareness of the value and role of public health in our community
2. Develop and implement strategies to obtain sustainable, adequate public health funding
3. Ensure optimal competent work force to fulfill our mission
4. Focus public health practice to address the determinants of health
5. Practice collaborative/integrative leadership
6. Commit to continuous quality improvement
7. Enhance our ability to respond to emerging health issues

The goal statements were presented to our Joint Management staff, and committees were formed to develop objectives and action plans for each goal. Goal committees include Executive Management staff, Joint Management staff and some Board of Health members. The goal committees are responsible for implementation and oversight of the action plan. A reporting process was developed to assure that all goals are progressing and each goal team is accountable for results. Periodic updates will be given to our employees, the Board of Health Executive Committee and the full Board of Health.

This strategic plan is based on the knowledge we have today, but due to the turbulent, changing environment we recognize this may be different tomorrow. This is a "living document" that will keep abreast of change and allow SRHD to plan and manage strategically. It establishes a strategic direction for SRHD and serves as the template for moving the organization forward, stretching us to fulfill our vision by creating a safe and healthy community for all.

