

Del Puerto Health Care District

Strategic Planning: Drafting Goals Meeting

Goal - Draft Strategic Goals.

Duration - 60+ minutes

Agenda

1. **Welcome** (5 minutes) - Purpose of meeting, expectations, outcomes.
2. **Understanding Goal Setting** (15 minutes)
 - a. Discuss: What are organizational goals and why do we need them? How does goal setting fit into the process of strategic planning? How would you differentiate goals from strategies?
 - b. Agree on the timeline for our strategic goals: What is the expiry date for our goals? Based on the pace of change in our industry, can we plan five years ahead? Three years? One year?
3. **Review Vision, Mission, Values** (5 minutes)
 - a. Briefly review draft or final versions of vision, mission statement, and core values, or other foundational statements capturing the organization's aims, direction, and essence.
 - b. Note that these foundational statements are the reference point for goals; the goals are stepping stones to achieving the long-term vision.
4. **Context Setting/ Environmental Scan (20 minutes)**
 - a. Discuss: What external changes/developments (technology, competition, policy, etc.) directly impact our capacity to achieve our vision in the long term?
 - b. Now, what internal changes directly impact our capacity to achieve our vision?
5. **Individual Brainstorming (10 minutes)** – Individually, write down: What achievements or strengths do we want to build on? What weaknesses or risks do we need to address/remedy? What new opportunities should we pursue? Individuals write their ideas in a private document for the allotted time.
6. **Review Goal Themes (15 minutes)**
 - a. Individuals post/share their written ideas on a collaborative document. The team reviews the concepts together, identifying themes/commonalities, and clarifying meaning.
 - b. Then group ideas by theme, creating clusters of 'like' ideas. Write a header for each cluster that succinctly describes the theme. The header can be one word or a phrase.
7. **Prioritize Concepts (15 minutes)** – Looking at the clusters of ideas, roughly rank the themes from most important to least important. Which themes are high-impact (vis a vis our vision)? Which are highly-feasible?
8. **Draft Goal Statements (20 minutes)** – Choosing the top 3 - 5 goal themes/concepts, draft a handful of goal statements. Express goal statement in terms of 'ends' rather than 'means'.
9. **Check Draft Goals (15 minutes)**
 - a. As a team, do a quick check over the draft goal statements.
 - b. Do the goals address the most important and enduring changes in the external and internal environment?
 - c. Can we measure the goals?

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- d. Are the goals big enough for our timelines? Too big?
- e. Are the goals in line with our mission and values?
- f. Do the goals connect to achievement of our vision?

10. Review and Close (10 minutes)

- a. Agree on the process for finalizing the goals. I.e. one or two people should be responsible for finalizing and publishing the goals. Part of this task may include adding measurable objectives to the goals.
- b. Note that the next step in the strategic planning process is to generate for each goal. Note the prep work required of all participants for the next meeting.
- c. Note that the next step in the strategic planning process is to identify the handful of goals on which we will focus. Note the prep work required of all participants for the next meeting.