

STRATEGIC PLANNING

Goals Development Rubric

OIHCD Board Work Session, August 11, 2022

Our strategic planning will be to identify goals based on the data you have received. (See steps 1-3 below.)

1. Start by reflecting on the District's foundational purpose. This could be recrafted into a mission statement in the future: *To assure high quality primary, acute and after-hours medical care for all community members in a financially sustainable and cost-effective manner.*
2. Based on a review the Needs Assessment information received to date, make a list of the service gaps that could keep the District from satisfactorily achieving that purpose.
 - a. Example **Service Gap**: We don't have timely access to primary care providers
3. Next restate the service gap / problem as a GOAL (i.e., the preferred "state of being", not the actions causing it.)
 - a. Example **GOAL**: Patients on Orcas have timely access to primary care providers
4. Then list Objectives (things to do) that will cause or support that GOAL occurring over time.
 - a. Example **Objective**: Hire adequate number of providers.
5. Finally list any specific actions that would help us succeed in accomplishing the objective
 - a. Example **Action**: Provide housing or assist providers in securing housing.
 - b. Example **Action**: Participate in a residency program for physicians

Note:

- Any Goal could have several objectives. So, for example, the Goal above could have a second Objective: *Retain adequate number of providers to reduce turnover (churn)*. Any Objective could serve more than one goal.
- An Action for that second Objective could be: *As a Rural Health Center (RHC), provide National Health Service Corps (NHSC) Provider Loan Repayment for medical school expenses.*
- We don't need to get all the goals and supporting objectives identified on Thursday. Our first task is just to get a clear set of goals started. We will capture any objectives and actions you think of on Aug. 11, however, we will edit this list several times to provide time to clarify and focus your strategic plan.