



**RESPIRATORY
HEALTH
ASSOCIATION®**

**Strategic Planning Summary Report
July 2016**



Prepared by the Illinois Public Health Institute

Table of Contents

Executive Summary.....	3
Purpose	3
Strategic Planning Process	3
Key Decisions	4
Methods and Inputs.....	5
Mission, Vision, and Values.....	5
Environmental Scan	5
Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis	6
Strategic Priorities.....	7
Summary of Decisions and Key Findings.....	8
Mission.....	8
Vision.....	8
Values.....	8
Strategic Priorities.....	8
Next Steps	9

Executive Summary

Purpose

The Respiratory Health Association (the Association) engaged in a strategic planning process from December 2015 through June 2016 to develop a 5-year strategic plan with defined goals and objectives addressing infrastructure priorities and mission priorities for the organization. To oversee the process, the Association formed a strategic planning committee (SPC) with representatives from staff leadership and the Board of Directors. The Association engaged the Illinois Public Health Institute (IPHI) for meeting facilitation, survey analysis and presentation, and coaching with staff leading the process. Prior to beginning work with IPHI, the SPC facilitated a meeting to explore ideas for mission, vision, and values. Staff from IPHI facilitated four additional meetings. The final meeting with the full Board of Directors resulted in a revised mission statement, an inspirational vision statement, a set of guiding principles, and the prioritization of infrastructure issues and mission issues for the 5-year strategic plan.

Strategic Planning Process

IPHI recommended the following six-component strategic planning process for the Association, modified to be completed by June 2016.

Strategic Planning Process and Committee

- Form Strategic Planning Committee (SPC)
- Determine timeline, methods and level of staff/stakeholder engagement

Mission, Vision, and Values

- Revisit and update current mission
- Develop a vision statement
- Develop a set of guiding principles/ value statements

Environmental Scan

- Analyze data and information to explore the following perspectives:
 - Organizational success/ impact
 - Organizational infrastructure (i.e. financial, leadership, learning and growth etc.)
 - Stakeholder / partner
 - Community
 - Local/ State/ Federal policy and influences

SWOT Analysis

- Sort environmental scan findings according to internal strengths and weaknesses and external opportunities and threats
- Identify cross-cutting themes and emerging issues

Strategic Priorities: Mission Focused and Infrastructure Focused

- Explore which issues must be addressed to achieve vision and demonstrate guiding principles
- Prioritize and select strategic issues related to mission and infrastructure of organization

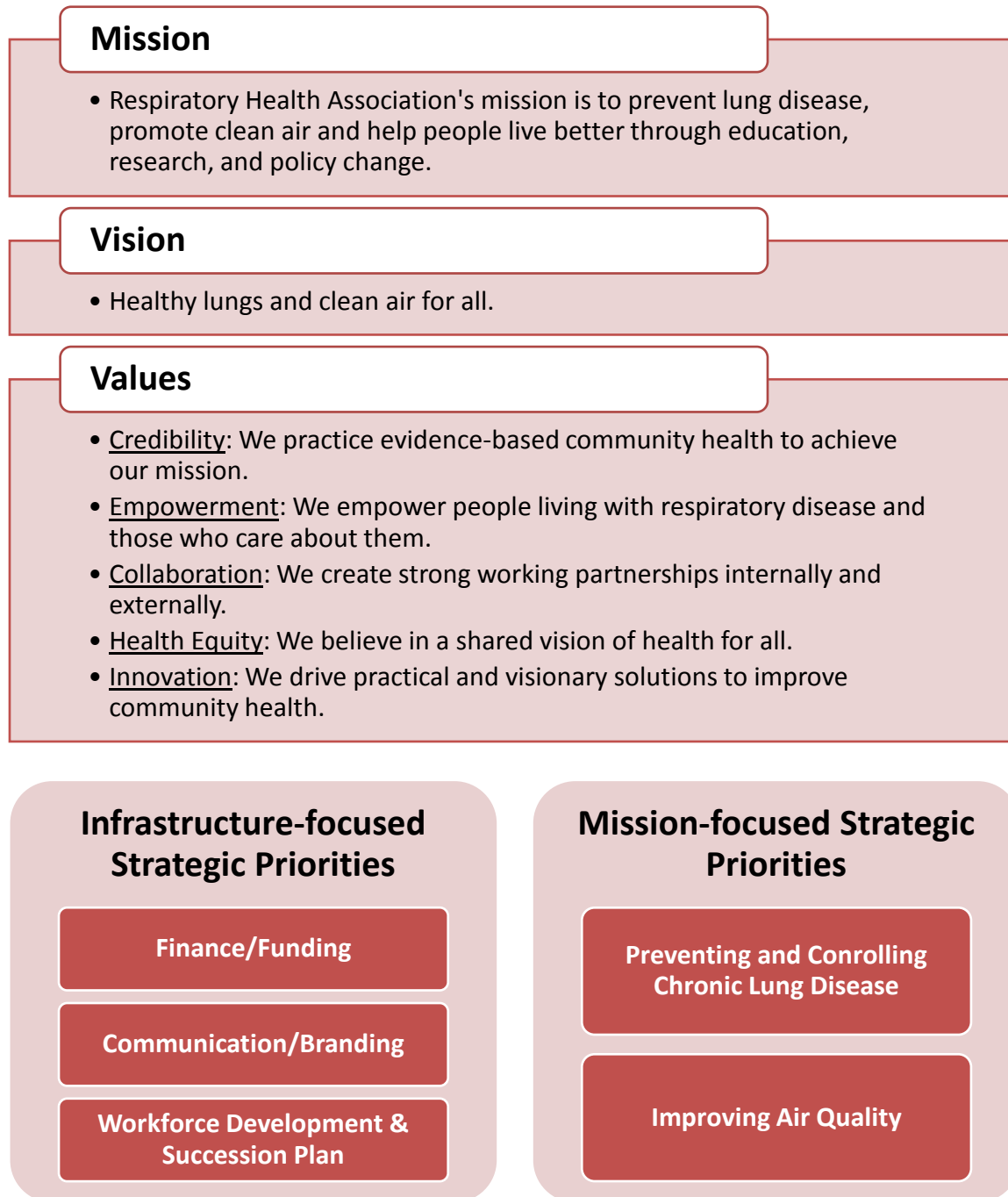
Measurable Plans to Address Strategic Priorities

- Develop time-oriented and measurable 1-year, 2-year and 3-5 year objectives to address the strategic issues
 - Define strategies and key activities to achieve the objectives
 - Assign ownership and link to department and individual performance objectives

Key Decisions

Using the strategic planning process, the Board of Directors came to consensus on mission, vision, values, and five strategic priorities, outlined below in Figure 1.

Figure 1: Key Decisions from Respiratory Health Association Strategic Planning Process



Methods and Inputs

Mission, Vision, and Values

The strategic planning process helps an organization define and solidify their mission, vision, and values in order to foster a shared understanding of the organization's purpose, intended goals, and underlying principles guiding the work of the organization.¹ Organizational mission, vision, and values as it relates to strategic planning are defined below:

Mission: The organization's purpose: what the organization does and why.

Vision: Futuristic view regarding the ideal state or conditions that the organization aspires to change or create.

Values: Principles, beliefs or underlying assumptions that guide the organization.

The Association distributed online surveys to the staff, Associates' Board, and Board of Directors for input on the mission, vision, and values. IPHI analyzed the surveys and reported the results to the SPC. The SPC discussed the survey results and drafted the mission, vision, and values based on the survey recommendations. The draft statements were refined over multiple meetings with the SPC and work by a small subcommittee of staff and board members.

Environmental Scan

The purpose of the environmental scan is to compile information to be used for decision making and strategic issue identification. The data should come from multiple perspectives including: community, organization, financial, learning and growth and state and national policy. The following questions were offered as a framework to identify information to inform the strategic plan:

- a) As it relates to respiratory health, what is going on in the community/state in terms of how healthy residents are and their needs? What are the trends, needs and opportunities for improvement within the community/state?
- b) How is Respiratory Health Association doing? What are the organization's strengths and weaknesses? Are internal processes efficient and meeting needs of the customer (internal or external)? What impact is Respiratory Health Association making and how? What are our gaps?
- c) What is the financial picture within the economic climate? What are the organization's resources, assets and opportunities?
- d) What types of learning and growth are important for the organization? What is the current capacity of the organization to do the work needed now and in the future? What is the capacity of the members and public health system workforce?
- e) What is going on at the state, national and legislative level that may impact the organization, state or public health system?

Data for the environmental scan came from several sources, including:

- Ongoing Respiratory Health Association program evaluation and grant reports
- Other agency strategic plans
- Community Health Assessments and Improvement Plans (CHIPs)
 - Healthy Chicago 2.0

¹ *Developing a Local Health Department Strategic Plan: A How-To Guide*. 2010. NACCHO.

- Health Impact Collaborative of Cook County
- Statewide Health Improvement Plans (SHIPs)
 - Illinois Department of Public Health
 - Illinois Asthma Partnership
 - Illinois Tobacco Control State Plan
- Federal Action Plans to Improve Health
 - The Coordinated Federal Action Plan to Reduce Racial and Ethnic Asthma Disparities
- Community Preventative Task Force
- Staff Survey (20 responses)
 - Respiratory Health Association Strengths, Weaknesses, Opportunities and Threats
- Board of Directors Survey (20 responses)
 - Respiratory Health Association Strengths, Weaknesses, Opportunities and Threats
 - Where should Respiratory Health Association be in five years?
- Associates Board Survey (8 responses)
 - Which mission activities are you most interested in?
- Key Stakeholder Interviews
 - Respiratory Health Association Strengths, Weaknesses, Opportunities and Threats
- Special Event Participants (7,000+ responses)
 - Mission connection

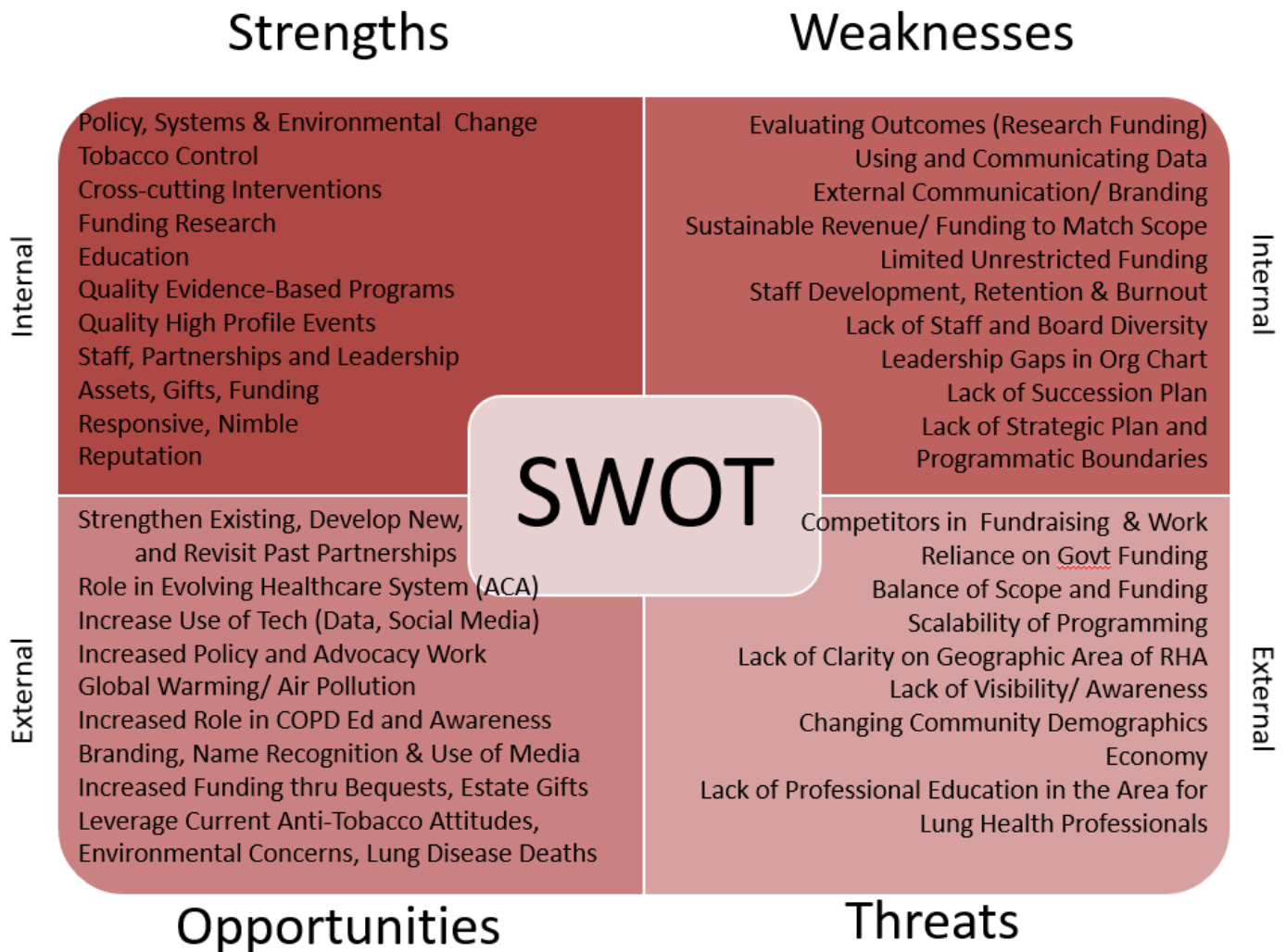
Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

IPHI analyzed SWOT data and presented the SPC with a summary of themes resulting from the Environmental Scan. IPHI facilitated a discussion of cross-cutting issues and themes to identify potential strategic issues related to Respiratory Health Association infrastructure, mission, programs, and policy. To compliment the discussion at the meeting, the Association distributed online surveys to the Board of Directors for feedback on strategic priorities with the following questions:

- 1) What does Respiratory Health Association need to do to prepare for threats and challenges?
- 2) What does Respiratory Health Association need to do to improve impact (achieve vision) and improve weaknesses?
- 3) Based on your responses to the last two questions, which issues are most important for Respiratory Health Association to address to advance our mission and achieve our vision?
- 4) Which are the top five issues that are strategic and require a long-term focus/plan?

IPHI analyzed the surveys and reported the results to the SPC. See Figure 2 for the SWOT analysis summary.

Figure 2: SWOT Analysis Summary



Strategic Priorities

Strategic issues are fundamental questions or critical challenges that must be addressed in order for an organization to achieve its vision.² They require long term planning (3 to 5-year time frame) and forward thinking. At the final strategic planning meeting, IPHI asked the Board of Directors to prioritize the strategic issues using the following criteria:

- **Data-driven** (related to input received from staff, Board of Directors, Associates’ Board, Environmental Scan)
- Advances our **Mission**
- Helps to Achieve our **Vision**
- Consistent with our **Values/Guiding Principles**
- **Strategic** (requires long-term solutions and planning)
- **Consequences** (consequences of not addressing issue are significant)

² *Developing a Local Health Department Strategic Plan: A How-To Guide*. 2010. NACCHO.

Guided by the mission, vision, and values and the prioritization criteria, each member individually identified their top five strategic issues, with the requirement that at least one issue be mission-focused. The members gathered in small groups to discuss their recommendations for the top five strategic issues and then worked to arrive at consensus on two infrastructure-focused priorities and one mission-focused priority for their small group. Representatives from each small group reported out priority recommendations to the full Board to identify common priorities across small groups. IPHI facilitated discussion and consensus on the infrastructure-focused priorities and created a list of the mission-focused priorities for further exploration and decision-making at the next board meeting.

The Board of Directors came to consensus on three infrastructure-focused priorities for the 2016 – 2020 Strategic Plan during the May 2016 meeting and two mission-focused priorities during the June 2016 meeting.

Summary of Decisions and Key Findings

Using the strategic planning process, the Board of Directors came to consensus on mission, vision, values, and five strategic priorities.

Mission

Respiratory Health Association's mission is to **prevent lung disease, promote clean air and help people live better through education, research, and policy change.**

Vision

The Association adopted a vision that promotes a future state of the community with **“Healthy lungs and clean air for all.”**

Values

The values of the Association are based on considerable input from the staff, Board of Directors, and Associates' Board surveys. Of the many values suggested, the Board of Directors settled on the five central values that will shape the organization's work for the next five years.

Credibility: We practice evidence-based community health to achieve our mission.

Empowerment: We empower people living with respiratory disease and those who care about them.

Collaboration: We create strong working partnerships internally and externally.

Health Equity: We believe in a shared vision of health for all.

Innovation: We drive practical and visionary solutions to improve community health.

Geographical Scope

The Board of Directors previously made a decision to define the geographical target as Illinois with an emphasis on the Chicago regional area. However, the Association is invested in sharing best practices and policy work across the country.

Strategic Priorities

The Association identified priorities in two broad focus areas: infrastructure priorities include strategic issues to strengthen and grow the capacity of the organization, while mission priorities include strategic issues that help advance the mission of the organization and address program areas.

The Board of Directors recommended that staff and board members address the following **infrastructure-focused priorities** from 2017 – 2020:

1. Finance/Funding
2. Communication/Branding
3. Workforce Development & Succession Plan

In addition, the Board of Directors recommended that staff and board members address two **mission-focused priorities**:

1. Preventing and Controlling Chronic Lung Disease
2. Improving Air Quality

Next Steps

The next step in the strategic planning process is to create an implementation plan to address strategic priorities. This should be a highly interactive process engaging staff throughout the organization as well as board members. The plan should contain time-oriented and measurable 1-year, 2-year and 3-5 year objectives to address each of the strategic priorities. The Association must define strategies and key activities to adequately address each objective. In addition, implementation planning should include the identification of persons accountable for activities and strategies, resources needed, and methods and plans for measuring and monitoring progress. Finally, the Association should work with staff and leadership to link the strategic plan objectives to department and individual performance objectives.