

Strategic Planning Policy and Procedure

I. POLICY:

- A. It is the policy of Lartey Wellness Group, LLC to utilize an ongoing strategic planning process to produce decisions and actions that guide and shape the organization in determining the ongoing relevancy of its mission, establishing strategic goals consistent with our consensual mission, and identifying specific strategies to meet the established goals.
- B. Lartey Wellness Group's Strategic Plan is the result of a structured and disciplined administrative process guided by the Chief Executive Officer who utilizes the input of persons who are representative of the organization's stakeholders. The Strategic Plan represents the course our organization will take over a five-year period to meet the assessed external and internal environmental demands in a manner supportive of our financial, service delivery, and human resource stability and growth.
- C. The Strategic Plan is a critical element of a comprehensive planning process within our organization. The components of organizational planning, and how they support the planning process are as follows:
 1. Strategic Plan: The Strategic Plan represents the course our organization will take over a one to five-year period to meet the assessed external and internal environmental demands to support financial, service delivery, and human resource stability and growth.
 2. Ongoing Work Plans: Ongoing work plans include goals, strategies, objectives, responsibilities, and timelines that are focused on specific areas of organizational functioning and typically contain short-term goals that can be met within a 12-month period. When goals on ongoing work plans require timelines that exceed one year, and/or require resources beyond the projected budgets of our organization, those goals may be noted simultaneously on our organizational strategic plan. Our organization's work plans are as follows:
 - a. Accessibility Plan
 - b. Cultural Diversity and Competency Plan
 - c. Technology Plan
 - d. Risk Management Plan
 - e. Financial Plan/Budget
 - f. Performance Improvement Plan
 - g. Community Relations Plan (if applicable)
 - h. Diversion Plan (if applicable)
 3. Analysis Documents: Analysis documents serve to assess, evaluate, and analyze the outcomes of organizational goals, actions, and processes, contained in organizational

planning and performance improvement documents. The analysis documents represent processes that support the revision of strategic, work, and performance improvement plans. The organization's analysis documents are as follows:

- a. Annual Performance Analysis of Business and Service Delivery Functions (includes analysis of Strategic Plan progress and outcomes)
 - b. Accessibility Status Report
 - c. Annual Review of Formal Complaints
 - d. Annual Critical Incident Analysis
 - e. Annual Review or Audit of Financial Records
 - f. Quarterly Budget and Expense Reviews
 - g. Stakeholder Input Analysis Reports
 - h. Management Team Meeting Minutes
- D. The process of developing, actualizing, reviewing, and revising the Strategic Plan (described in the procedural section of our policy) will be based on taking advantage of the organization's strengths and opportunities while addressing our weaknesses and threats in the following areas:
 1. The Expectations of the Persons Served
 2. The Expectations of Other Stakeholder
 3. The Competitive Environment
 4. Financial Opportunities
 5. Financial Threats
 6. Organizational Capabilities
 7. Service Delivery Needs
 8. Community Demographics
 9. Relationships with Stakeholders
 10. The Regulatory Environment
 11. The Legislative Environment

II. PROCEDURES:

- A. Identification of Planning Participants: The participants and their key roles in Lartey Wellness Group, LLC's strategic planning process are as follows:

1. Leadership: Franklin Lartey, Chief Executive Officer

Leadership Role: Advocates for the strategic planning process and supports individual roles and responsibilities of those involved in the process. Identifies the members of the planning group and encourages participation. Seeks and identifies facilitators of the planning process. Reviews plan drafts and analyzes for final approval. Responsible for final approval of the plan and facilitates the communication of the final plan within the organizational system. Has oversight of the monitoring and revision of plan, as needed, on an ongoing basis.

2. Planning Facilitator: Chief Operations Officer

Planning Facilitator Role: Facilitates the organization's strategic planning process in coordination with leadership.

3. Planning Group: The Administrative Team, Counseling Director and Medical Director

Planning Group Role: Directly involved in the planning process of assessing the issues the organization faces and developing ideas and options for the future.

4. Plan Writer: Administrative Team

Plan Writer Role: Assembles the planning group's process and resulting decisions into a functional document. Creates draft of the strategic plan based on notes of planning meetings.

5. Persons Served: Incorporate the feedback of the clients through surveys, suggestion box, and general questions.

B. Strategic Planning Process:

Meet annually to review program goals, processes, and put into effect any suggestions that would enhance the services of the outpatient mental health clinic.

The organization's strategic planning process is as follows:

1. Initiation of Planning Process:

- a. Plans will be reviewed every three years, based upon the recommendations of the management team, and approval of the CEO/Owner.

2. Completion Target Date:

- a. The Management Team of Lartey Wellness Group, LLC will determine a target date for completion of the planning process, by identifying the date of a future meeting for adopting the plan.

3. Approval of Resources for Planning Process:

- a. Upon the recommendations of the Management Team, the CEO will consider approval of the following components of the planning process:
 - 1) Approval of recommended employee to serve as the strategic planning facilitator(s) and any associated training to support the employee.

- 2) Approval of training site and logistical costs.
 - 3) Approval of planning date(s) and the recommended participants for the organizational planning session.
 - 4) Approval of costs associated with the training (training materials, food, etc).
4. Meeting with Facilitator:
- a. Prior to the organizational planning sessions, the designated strategic planning facilitator will meet with the management team to provide an overview of the planned strategic planning process and assess the overall organizational needs. The session will focus on gathering and presenting information in the following areas:
 - 1) Current issues that the organization is facing.
 - 2) An overview of the planning process, by the facilitator
 - 3) An assessment and discussion of any acute issues within the organization's current operations.
 - 4) A discussion regarding the management team's expectations or expected outcome of the planning sessions.
5. Strategic Planning Process/Organizational Planning Session(s):
- a. Mission Statement Review: Facilitated process in which the full group of participants responds to questions, such as: What are we? Who are we? What do we do? What are the basic social, political, environmental, financial issues or problems the organization exists to address? What is the social/community justification for the organization to exist? How does the organization recognize, anticipate, and respond to the identified needs and problems? Who are the organization's key stakeholders and what do they want from the organization? What does the organization value? What makes the organization unique and gives it a competitive advantage?
 - b. Organizational Regulatory Requirements and Mandates: Facilitated process in which the full group of participants respond to questions that address mandates, both formal (regulatory, no choice in meeting) and informal (expectations of clients or staff and how the organization responds). Questions for facilitation of this process may include: What are we supposed to do and who requires us to do it? Responses are listed under formal or informal headings. After the brainstorming, individual participants rate the top three, in terms of importance (Techniques for this include providing each participant with three adhesive circle dots and instructing them to place them by the top three requirements in terms of importance. Then a consensus can be identified by the top 4-5 rated items)

- c. Mission Statement Gaps: A facilitated discussion to determine if the identified expectations are represented in the mission statement, and a listing of potential gaps.
- d. Review of Past Outcomes: A facilitated process to determine what opportunities, threats, strengths, and weaknesses the organization has had to deal with over the past 5 years. The group is instructed to identify a list of positive and negative outcomes of the organization's operations for a specific range of years. (May go back five years. Through the separation into years, new employees can participate in the process by reviewing the past year first). Further instruction includes asking participants to identify themes in the generated lists of outcomes, and to identify antecedents that may have influenced the outcomes that are identified (loss of funding, change in leadership, etc). Large group discussion is facilitated to organize the responses into categories of Opportunities, Threats, Strengths, and Weaknesses (over the past 5 years) and, as they are being listed and identified, how each was dealt with by the organization.
- e. A Vision of the Future: A facilitated process to develop what the organization will look like in 5 years. Participants are instructed to spend 5-10 minutes in silence to imagine that they left the organization today and came back in five years to visit. After writing down their thoughts, the group leader solicits comments from the group, lists the comments, and combines common items, thus developing a master list. All participants are given three adhesive dots to place on the master list beside items they view as most important. The top 5 items become "high priority" for the planning phase of the process.
- f. SWOT Analysis of Current Environment (Strengths, Weaknesses, Opportunities, Threats): A process whereby each SWOT component is identified and a brainstorming session of noting (writing a list) current issues related to the area is completed. All participants are given 12 adhesive dots and instructed to place a dot beside three items within each SWOT category on the posted lists. The top five items in each SWOT category are noted for the planning phase of the process.
- g. Identification of Planning Themes: A process whereby the top 5 "Vision for the Future" items, the top 5 Strengths, and the top 5 Opportunities are listed in descending order. A large group process is facilitated whereby some or all of the following questions can be asked, and the identified themes can be revised accordingly:
 - 1) Are all the themes consistent with the organization's mission? If not, should the mission be revised?
 - 2) Are the themes consistent with each other? If not, have contradictions within the organization's operations and/or environment been missed?
 - 3) Are the items distinct enough that they can be categorized (physical plant, services, personnel, etc.)? Are there interrelated themes among the items (need new programs/lack of physical space)?

- 4) Is there anything missing? Are the themes focused on immediate needs? Are the themes global or general? How do the themes match up with the issues identified by the management team at the initial meeting with the facilitator?
 - 5) Are the themes understandable to everyone? Did the process change an item to the point that the original meaning/intent has changed.
 - h. Identification of Action Steps and Time Frames: A facilitated process whereby each of the 15 identified themes (will probably be less due to combining common themes) are listed separately and the large group brainstorms anticipated major steps to achieve each one. All ideas are listed, regardless of possible differences. A separate sheet of paper is created for each of the next five years. Individual participants will identify the major steps under each theme, write it on a post-it note (use three colors of post it notes, one for each theme category) and will then place each note in the year they believe they think it will be completed. A facilitated process with the large group reviews notes posted within the years, reviewing themes and the sequencing of items. Questions asked include: Are the major steps in the correct order? Are completion dates realistic? What are the linkages between the themes? What are some of the identified weaknesses and threats that will affect the organization's ability to complete each step? What resources will be needed to accomplish each major component, and are they available or must they be acquired?
 - i. Identification of Goals/Themes and Objectives/Actions: Facilitator, with support from the previously identified plan writer, will list an overall set of goals and action oriented objectives and discuss with a large group to clarify and revise according to group consensus.
6. Writing, Reviewing, and Adopting the Plan:
- a. Writing a Draft of the Strategic Plan: At this stage, the plan writer will assemble the information into a format that communicates the key areas the planning sessions identified, allowing the organization to move forward with implementing the plan. The draft of the plan will include these elements:
 - 1) Mission of the Organization
 - 2) The Organization's Mandates and Stakeholders
 - 3) Summary of the SWOT Analysis
 - 4) Vision of Future (Key items identified in the visioning exercise)
 - 5) Strategic Issues, Goals, and Objectives
 - 6) Financial Considerations
 - 7) Timeline for Reviews and Updates

- b. Review and Revision of Mission: A representative group of strategic planning participants (including the management team), led by the facilitator, will review the original mission statement, review the areas identified early that raised questions about the statement, review the planning themes, discuss linkages between the statement and planning themes, and identify possible areas of the statement that do not connect with the planning themes. Changes will be made by adding or deleting items from the mission statement and/or from the strategic issues. The process will continue until the mission statement accurately reflects the organization's current and future strategic goals.
- c. Adopt the Plan: The management team will meet and review drafts of the plan and make a final recommendation for approval. The CEO/Ownership of the organization will be responsible for the approval of any mission revision and the strategic plan.

7. Reviewing Plan Progress:

- a. Progress Checks: The Management Team will review the plan's progress, and revise as needed, every three months.