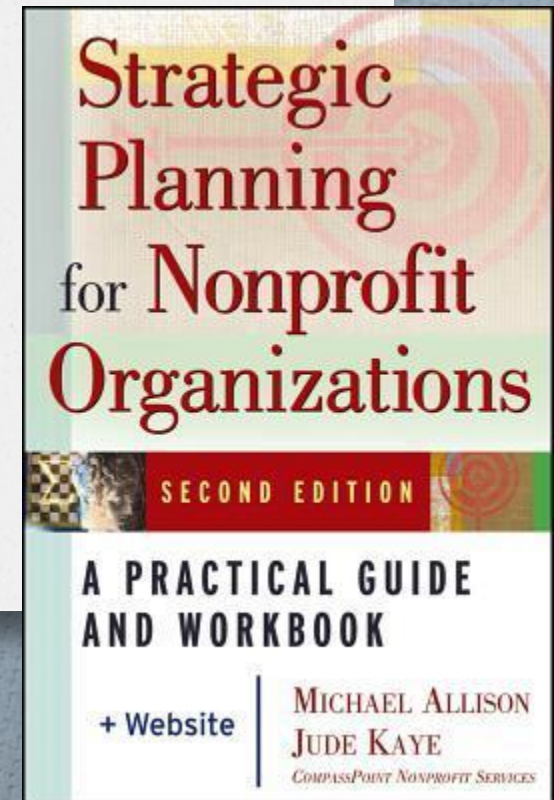


Strategic Planning

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“Strategic planning is a systematic process through which an organization agrees on – and builds commitment among key stakeholders to – priorities that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition and allocation of resources to achieve these priorities.”

Strategic Planning for Nonprofit Organizations. 2nd Ed. Allison M, Kaye J. John
Wiley and Sons

In other words...

- o Strategic Planning is a management tool to :
 - o Help an organization to do a better job by...
 - o Focusing on vision and priorities, and ...
 - o Ensuring members are working toward same goal
- o Answers the Questions:
 - o What are we really doing here?
 - o What is our purpose?
- o **CT-ACS Experience**

Strategic Planning

Is...

- o A plan of action to achieve stated goals
- o Systematic
- o Agreed upon priorities
- o Commitment
- o A guide for future resource acquisition and allocation

Is not...

- o Predictions
- o A substitute for judgement
- o Smooth, linear
- o Written in stone

Before you plan, some rules:

- o Focus on what is important
- o Question status quo and sacred cows
- o Be realistic
- o Brainstorm
- o Produce and document
 - o Guide future plans
- o Hold members accountable
- o Reassess regularly and when necessary

Plan:

- 1) Get Ready – identify issues
- 2) Articulate a Vision and Mission
 - 1) Vision – where do you want to be in 5 years?
 - 2) Mission – the “who, what, how and why” to get there
- 3) Assess the current state – SWOT Analysis
- 4) Agree on priorities
- 5) **Document the plan**
- 6) Implement the plan
- 7) Evaluate / monitor/ reassess

Vision of the American College of Surgeons

The American College of Surgeons, as an association of surgeons, is dedicated to promoting the highest standards of surgical care through education of and advocacy for its Fellows and their patients. The College provides a cohesive voice addressing societal issues relating to surgery.

Mission of the American College of Surgeons

Dedicated to improving the care of the surgical patient and to safeguard standards of care in an optimal and ethical practice environment.

SWOT Analysis

- o Strengths- Internal
- o Weaknesses – Internal
- o Opportunities – External
- o Threats – External

Putting it together:

- o Create a to-do list, shaped by your SWOT analysis
- o Share with your members
- o Assign responsibilities
- o Reassess

Next Steps

- o Have stake holders decide if this is for you
- o Call ACS – Luke
- o Ask to set up a strategic planning session
 - o DEVOTE ALL day or evening + half day for this
- o Have rooms ready
- o Have equipment ready
- o Go!