



TIOGA COUNTY Partnership for Community Health

REVISED Planning Guide



The Work Group Guide to Holistic Strategic Planning

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Holisticgoal for the Tioga County Partnership for Community Health

Statement of Intent: To provide innovative leadership for improving the health and quality of life for individuals and communities in Tioga County.

Quality of Life—What We Value:

The Tioga County Partnership for Community Health has identified values to best describe the Partnership’s “Quality of Life.” Since the Partnership understands the interconnectedness of environmental, economic, and social concepts, it is extremely important that we integrate the interdependence of our stakeholders and the contributions that they provide.

The Partnership believes in:

- ♥ acceptance of diversity
- ♥ continued learning personally and professionally
- ♥ honesty, integrity, self-reliance, and respect
- ♥ the importance of family, faith, and opportunities
- ♥ collaboration, a positive attitude, and the power of volunteerism



Forms of Production—How We Will Provide Leadership to Foster Our Quality of Life:

Empower and continue to articulate a larger vision of a healthy vibrant functioning community.

Support personal and family engagement and commitment to healthy living with an increased understanding of human behavior and how choices are made.

Continue to define and link the community with environmental health.

Provide for increased capacity building of the Partnership and stakeholders with outreach and by facilitating a broad range of workgroups and projects.

Provide the opportunity and support for new and evolving workgroups.

Engage an intergenerational mix, from youth through seniors, in the process of healthy community building.

Future Resource Base—Our Vision—The Landing Strip:

Tioga County of the future is a healthy place to live, work, and play. Citizens act responsibly and respect and contribute to each other, the environment, and the community.

Adults are employed in sustainable occupations, students attend quality schools that prepare them well for their future, and everyone has access to quality medical and mental health care.

Parents have the resources they need to raise their children in a healthy way, with support from the community.



Senior citizens live independently for as long as they are willing and able, and when needed are cared for with dignity and respect.

Healthy and productive recreational, social, and lifelong learning opportunities are available to all residents.

Community decisions are based on the welfare of all citizens.

Dear Work Group Members,

In 2003 we presented you with the “Work Group Cookbook for Strategic Planning,” which was a success, thanks to your strategic “recipes.” Because the 2005 HolisticGoal was created *by* our community *for* our community, you can still take pride and ownership in the words that mean most to you. And then in 2009, we introduced the Planning Guide to implement the Partnership’s HolisticGoal and take the workgroups to a new level of community building.

For this latest planning guide we are continuing our holistic approach, where everything functions as part of the whole. The process we are outlining is called Holistic Management (read about it at www.holisticmanagement.org), which uses value-based goals to make decisions that are economically, socially, and environmentally sound. By only looking at one or two components, we miss or short circuit the others. This process of looking at the whole is paramount to making progress.

The full Partnership and the Planning Committee have spent over a year working on making sense of the dynamic changes in our county and their implications to the Partnership and our communities. By applying holistic principles, we anticipate growth in our organization and successes in ways we haven’t imagined. The implementation, measurement, outcomes, responsibility, and ownership are built into the process.

The Planning Committee is committed to helping you with this process and we remain at your service for any and all questions, feedback and help you may require.

Thank you,

The Planning Committee

We owe special thanks for inspiring us: Otto Scharmer’s *Theory U*; John McKnight & John Kretzmann’s *Building Communities from the Inside Out*; and Bob Chadwick’s *Beyond Conflict to Consensus*

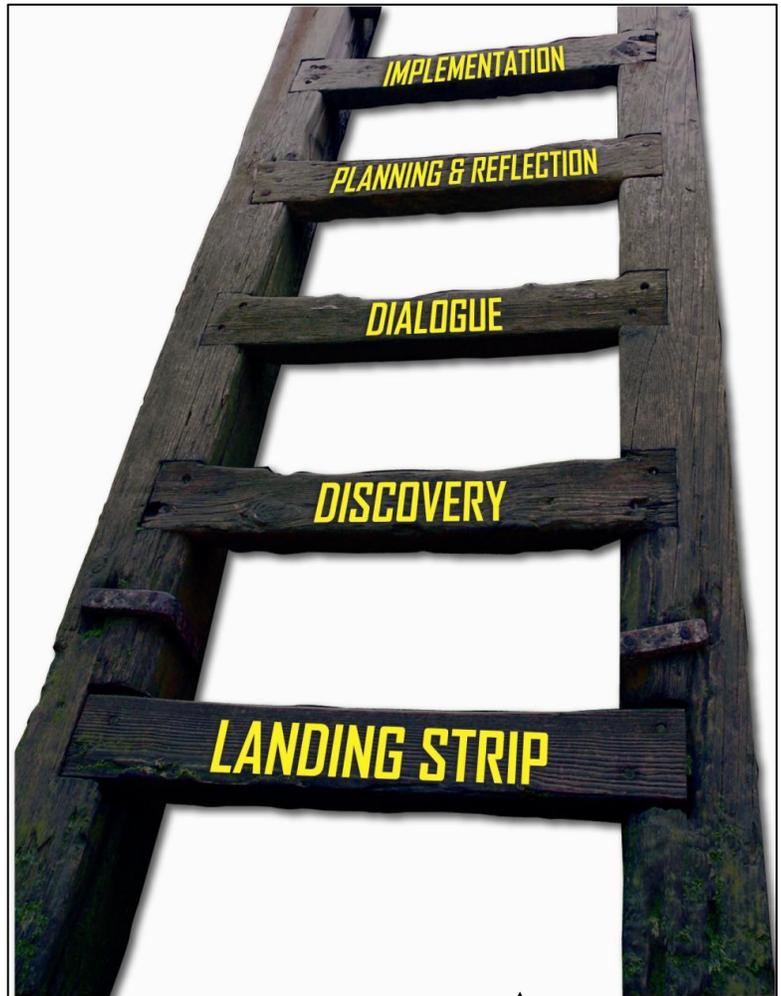
P.S. If strategic planning makes you shudder, don’t worry. The guide isn’t meant to be completed in one sitting. For a quick run-through, just focus on completing the shaded areas. And if you get stuck, look at the pictures!



Behold the Ladder to the Future!!

Albert Einstein defined insanity as “doing the same thing over and over again and expecting different results.” Because strategic planning can be arduous and often ends with a plan that is rarely consulted, the Planning Committee is using the metaphor of a ladder as a guide for planning your workgroup’s strategies, actions and transformation. Using the ladder is an iterative, recurring process resulting in continual improvement (Kaizen).

- Landing strip – Picture of the future
 - ~ Defining what the people and the landscape should be like far into the future
 - ~ The vision to pursue
- Discovery – asking the *right* questions
 - ~ Gather info on capacity, resources, skills, barriers, and needs
 - ~ Identifying the problem or issue
- Dialogue
 - ~ Effective communication across all boundaries
 - ~ Establish objectives, STEEPLE (trends) analysis, cultural competence
- Planning and reflection
 - ~ Decision Matrix—what actions will get us where we want to go?
 - ~ Defining indicators and outcomes
 - ~ Considering sustainability
- Implementation
 - ~ Getting there—Plan of Work—defined action steps
 - ~ Measuring and evaluating



Start Climbing Here ↑



The Landing Strip

Look again at the Partnership vision in the HolisticGoal (p.2) and imagine it as a landing strip in the future, the destination toward which you are navigating. Envision your favorite parts of the HolisticGoal -- what will it look like when you achieve them? This is the future that is waiting to emerge from your workgroup's good work.



Note: if you are writing a proposal or grant, the landing strip and/or your goals may be defined by the funder. It is helpful to answer the questions below to determine if the project fits with the HolisticGoal, your workgroup, and our community.

Throughout the Planning Guide, the words “you” and “your” can refer to you as an individual, to your workgroup, your organization, or even your project. So first answer, Who are you? _____

What should the future be like, when Tioga County lands there in 20 years, or even 100 years? (enter in A on p.14) _____

What does Tioga County need to look like? _____



Will the land be used differently? _____

What will the residents look like? _____

How will people treat each other? _____

Will children and the elderly be included? _____

How will nature be regarded? _____

How does your landing strip fit with the HolisticGoal? _____

Are you ready to work toward your vision of the future? If you begin building the landing strip now, it can be ready for you when you arrive.

To quote an influential extraterrestrial:

**“No!
Try not.
Do--or do not.
There is no try.”**
~Yoda



Discovery

The first question to ask: “What are you doing and why are you doing it?”

When you know your barriers you can strategize; think of the reasons your landing strip is not a reality today. To determine an issue’s root cause(s), ask five **WHYs**. (See Appendix C for a chart that helps ask *Why?*)



What is the problem? Why isn’t your vision a reality right now? _____

WHY is that the problem? List reasons: _____

WHY is the problem happening?	But WHY?	And WHY is that?	Root cause—why is it a problem in Tioga County? (Enter in B on p.14)

What are the barriers to improvement or success? _____

What are you competing against? _____

What aren’t you very good at (your weaknesses)? _____

What needs to be improved individually or as a workgroup? _____

What are the local conditions that contribute to this issue? _____

Are there other reasons your Landing Strip is not a reality? _____

Begin describing your “whole under management”—the resources available and whom to include—by completing Appendix A (p.10).

In addition,

How will you access money and other resources? _____

How can you address the problem with no funding? _____

Who has veto power in your community? Who can bulldoze your landing strip? _____

What additional data do you need? _____



Take a break!!!

If you have identified people that need to be involved and they don’t know you, write that as one of your objectives on the next page!



Dialogue

Use the acronym STEEPLE to think about trends affecting the problem you identified in your community. Make a note of any current conditions, situations, or trends that might affect the issue you're discussing.

Social-cultural	Technological	Economic	Environmental	Political	Legal	Ethical

Which root causes identified in Discovery (pg. 6) should you address, based on your self-assessment and STEEPLE analysis? _____

A rationale is the explanation of a set of beliefs about how change occurs. How does change occur regarding the root causes you identified? *(C on p.14)* _____

Assumptions are facts or conditions you assume to be true, and thoughts about how your service or program can reach and create change in your audience. What assumptions underlie the objectives above? *(D on p.14)* _____

What are you going to do about it? Objectives are your targets. They define the projected level of success or result you hope to achieve. **SMART Objectives are:**

S = Specific: Describe the scope as clearly and specifically as you can. Avoid vague descriptions to eliminate the possibility of confusion or misinterpretation.

M = Measurable: Quantify the desired outcome of the project either by expected performance levels or other appropriate measures of success.

A = Achievable: Confirm that the outcome is achievable within the parameters of the project. Make sure the outcome is attainable, with effort.

R = Relevant/Responsible: Confirm that the project is aligned with the community needs. Who will be responsible for accomplishing the task(s)?

T = Timed: Tie the activity to specific dates.



Create SMART objectives to address the root causes on pg 6: *(enter in E on p.14)*

1. _____
2. _____
3. _____

Communication

Find your common ground. Culture is *how we do things around here*. Cultural competence refers to a system of policies, skills, and attitudes that enable a coalition to effectively respond to differences in cultural beliefs, behaviors, and communication styles.

What is important to the people you will be working with (in the community)? _____

What do you want to be known for? _____

How will you stay in touch with each other and the community? _____

How will you build leadership? _____

How will you build credibility? _____

How will you frame the issue for media outreach? _____



Considering your rationale, assumptions, culture, and STEEPLE analysis, is now the right time for the objectives you created? If not, consider re-SMART-ening your objectives.

When ready, proceed to Planning & Reflection to create your specific actions.



Planning & Reflection



“Plans are nothing; planning is everything.” Dwight D. Eisenhower

It is time to put wheels on your goals and objectives. The five whys, barriers, and local conditions from Discovery help point to the most effective actions for accomplishing your objectives.

For action ideas, see *Strategies for Community Change* in Appendix C.

What actions are needed to accomplish each SMART objective on page 7?

1. _____
2. _____
3. _____

If you defend your limitations you will never defeat them!!

Testing Guidelines for Decisions (How many ways could you shoot yourself in the foot?) The Decision Matrix (see Appendix B) helps you test your strategy for soundness. It assists you with considering the effectiveness of the decisions you make and their potential impact on the whole. Not all tests apply to all circumstances, but by reviewing them you can generate new questions and determine whether your decision addresses the complexity of the issue. A decision that passes most or all tests should make you feel confident. If a decision fails one or more tests, you may still decide to proceed, but the failed areas will serve as indicators to monitor for early warning signs of trouble. Place a “P” for Pass or “F” for Fail in the lines below to test your actions above.

1. Cause or Effect: Does this action effectively address a root cause (from Discovery, p.6) _____

2. Weak Link (as applicable):

a) Social: Could this action falter due to relationships, interaction, level of enthusiasm? _____

b) Biological: Does this action address the weakest point in the life cycle of this organism? _____

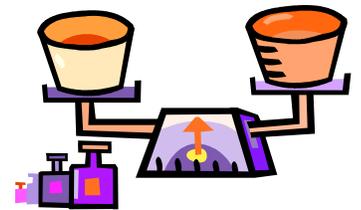
c) Financial: Will financial matters strengthen this strategy or be a barrier? _____

3. Marginal Reaction: Does this action provide the greatest return, in terms of your Landing Strip, for the time, money and effort expended? _____ Is this the wisest way to allocate your resources? _____

4. Financial Analysis: Does this action best contribute to improve your financial position? _____
Do you have a realistic budget? _____

5. Energy/Money—Source/Use: Is the energy or money for this action derived from the most appropriate source? _____ What other sources and/or uses of this energy or money could be considered? _____

6. Sustainability: How will this action affect the whole environment (STEEPLE)? _____
What can you do to increase and enhance the prospects for long-term sustainability? _____



7. Society and Culture: How do you feel about this action? _____
Will it adversely affect the lives of others? _____ Does this fit with your HolisticGoal values? _____
Where might we encounter opposition? _____
Does the action show integrity? _____ Ask yourself, “What would Mom say?” _____



Implementation

Plug the actions that survived the Testing Questions into Appendix D on page 14.

Outputs: Outputs are tangible, direct products of an action, such as number of events or number of participants. Enter expected outputs and timeline in *column 4, page 14*.

Outcomes: Outcomes are the expected changes (benefits) among clients, communities, systems, or organizations as a result of your program, often expressed in Short, Intermediate, Long Term. Enter outcomes in the table below:



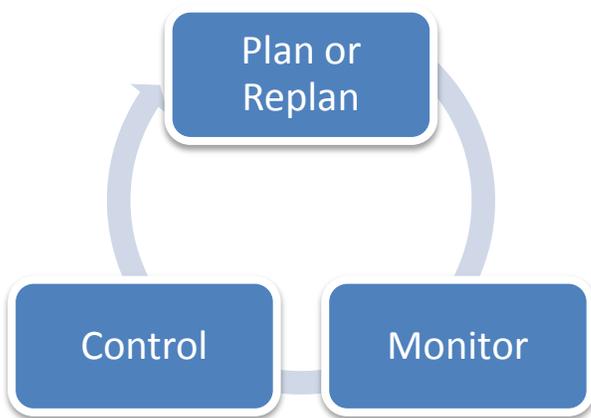
Actions Passing Tests: (<i>column 2, pg.14</i>)	Short Term Outcome: ~1 yr (<i>column 6, p.14</i>)	Intermediate Outcome: 2-4 years (<i>column 7, p.14</i>)	Long term outcome: 5-10 yrs. (<i>column 8, p.14</i>)

(For some ideas, go to Bhutan’s website, where they measure happiness using a variety of quantitative and qualitative indicators <http://www.grossnationalhappiness.com/gnhIndex/gnhIndexVariables.aspx>).

Indicators to Monitor: Every plan has potential fail-points, and those areas at risk of failure are often identified when Testing Decisions. List the “red flags” your group identified, and enter them on *page 14, column 5* so you can watch for them during implementation: _____

Indicators help you make sure your goals stay on track, to make midstream corrections, and to ensure desirable outcomes. Indicators help you know you are on the right course, and when you have reached your goal.

The Feedback Loop (with the M&O workgroup)



It is critical to assess the data you have collected to determine whether it is sufficient to give you a clear picture of your results, whether those results are the ones you had desired, and whether your actions have had unanticipated or unfavorable side effects.

Questions to ask during feedback include:

- ♥ What parts of the plan work well?
- ♥ Where are improvements needed?
- ♥ How will you get the resources you need to make adjustments?

As Allan Savory of HMI says, “If you don’t monitor you will fly directly to the crash site!”

OK!! Whether you’ve completed every line or just hit the shaded areas, you have enough to create a one-page plan of work (logic model). This reference can be used to inform and guide your workgroup and the Partnership as we work together to implement our HolisticGoal and improve the health and quality of life of individuals and communities in Tioga County.



Appendix B: The Decision Matrix Using the Testing Questions

These seven simple questions will help you ensure that the decision you are making or action you are taking is *simultaneously* socially, environmentally and economically sound and will lead you toward your Holisticgoal. If the situation is major or complicated you may want your Holisticgoal in front of you as you think through the testing questions. If the decision passes most or all and it is clear that it moves you toward your Holisticgoal you will have added confidence.

If it fails one or more of the tests, it can mean a number of things:

1. It won't work, so you abandon the decision;
2. The decision/action needs modified or adjusted; or
3. You go ahead with the decision or action knowing that sooner or later you will have to deal with the reasons it didn't pass the testing!!

If you find yourself uncertain as to whether or not a decision passes one or more of the testing questions, it means one or more of the following:

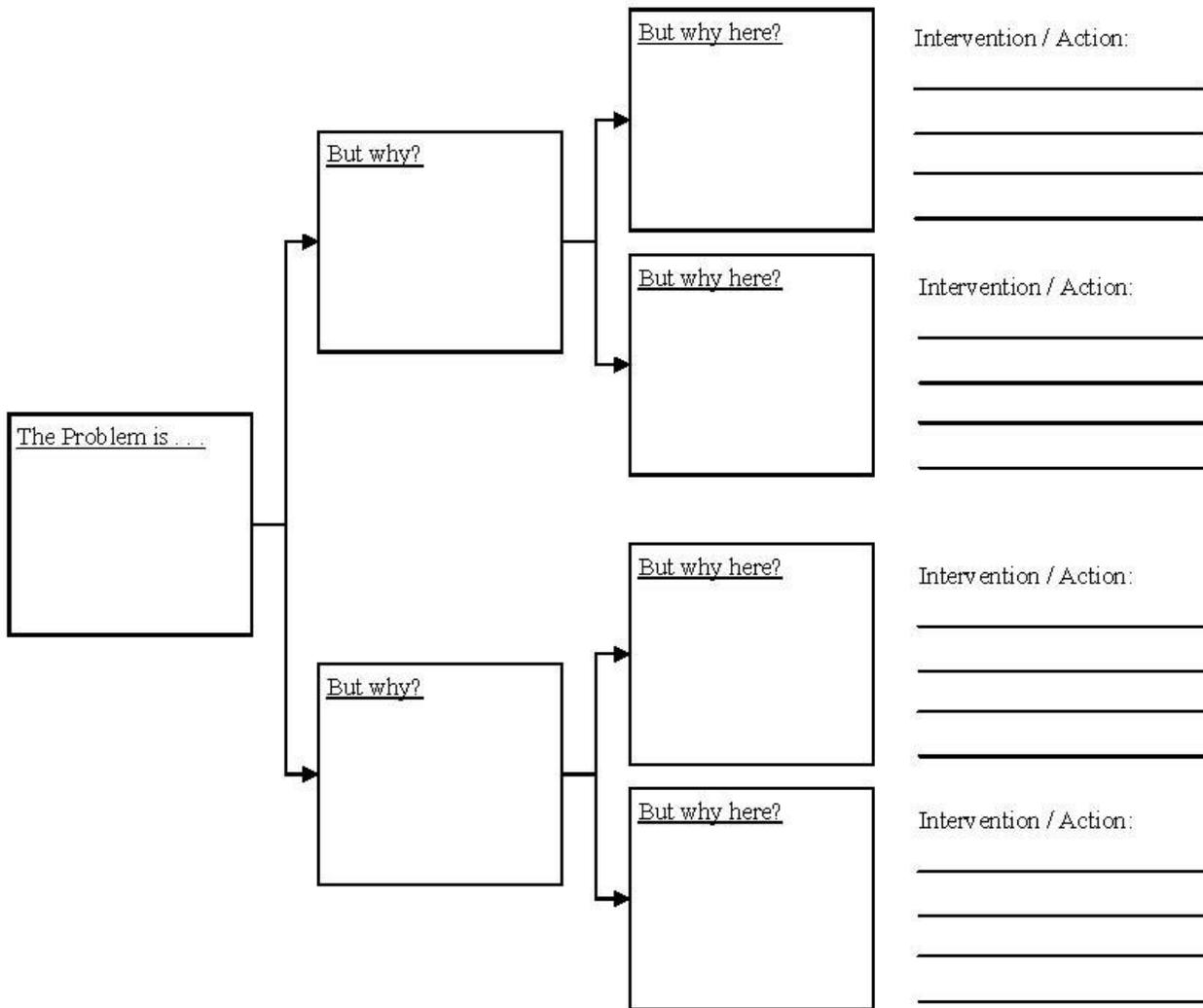
1. You need more information;
2. You are unclear on what you are testing;
3. A particular testing question does not apply in this situation; or
4. You need to revisit your Holisticgoal



<http://www.balancedweightmanagement.com/TheSocio-EcologicalModel.htm>



Appendix C: Whys and Strategies



Strategies for Community Change

(from www.cadca.org)

Individual:

1. Provide Information – PSAs, brochures, media,
2. Enhance Skills – training, workshops, classes, technical assistance
3. Provide Support – support groups, mentoring, clubs, referrals for services

Environmental:

4. Enhance access/reduce barriers – making supports more user-friendly
(the reverse also can be used: reducing access and increasing barriers to committing the problem behavior)
5. Change consequences (incentives/disincentives) – rewards, penalties, recognition
6. Change physical design – landscapes, signage, lighting, outlet density
7. Modify/change policies – workplace policy, law enforcement procedures, government policy



Appendix D: Plan of Work (Logic Model)

Workgroup, Organization, or Individual: _____ Date: _____

A) Landing Strip (from p.5): _____

B) Problem or Issue Statement (Root Causes from p.6): _____

C) Rationale (p.7): _____ D) Assumptions (p.7): _____

E) SMART Objective (from p.7): _____

Complete with your information from the Planning Guide. Use specific numbers where possible. Follow the arrows  to implement.

<i>Inputs and Actions</i>			<i>Outcomes (toward targets and objectives)</i>				
1) Inputs: what we invest for each action	2) Actions & person responsible <i>(from p.8)</i>	3) Data Collection Methods, Tools for all columns	4) Expected Outputs & Timeline <i>(from p.9)</i>	5) Indicators (red flags) to Monitor <i>(from p.9)</i>	6) Anticipated Short Term Outcomes <i>(from p.9)</i>	7) Anticipated Intermediate Outcomes <i>(from p.9)</i>	8) Long term Outcomes match Landing Strip <i>(from p.9)</i>

