

# Planning Pitfalls: Why Strategic Plans in Rural Facilities Don't Deliver

Rural Health Forum

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“When you make a mistake, there are only three things you should ever do about it:

Admit it,

Learn from it,

Don't repeat it.”

- Paul Bear Bryant



# Objectives:

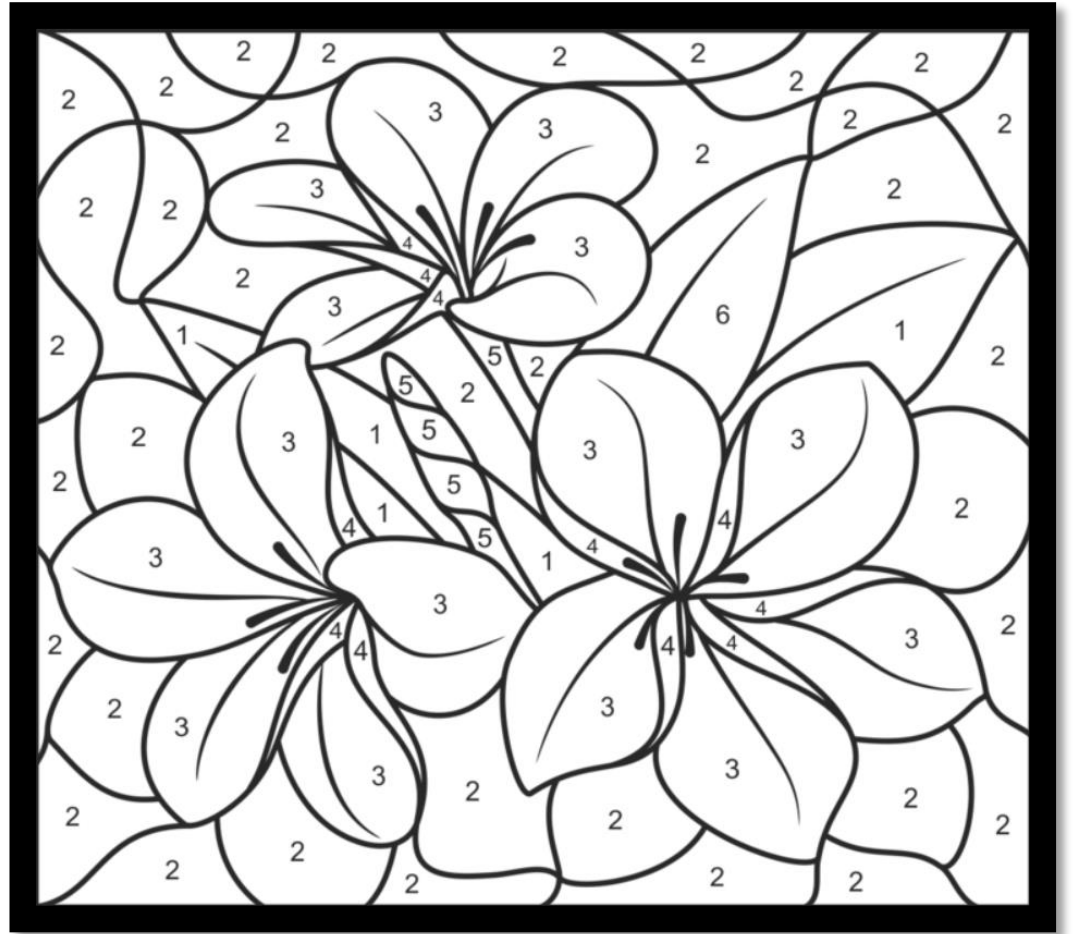
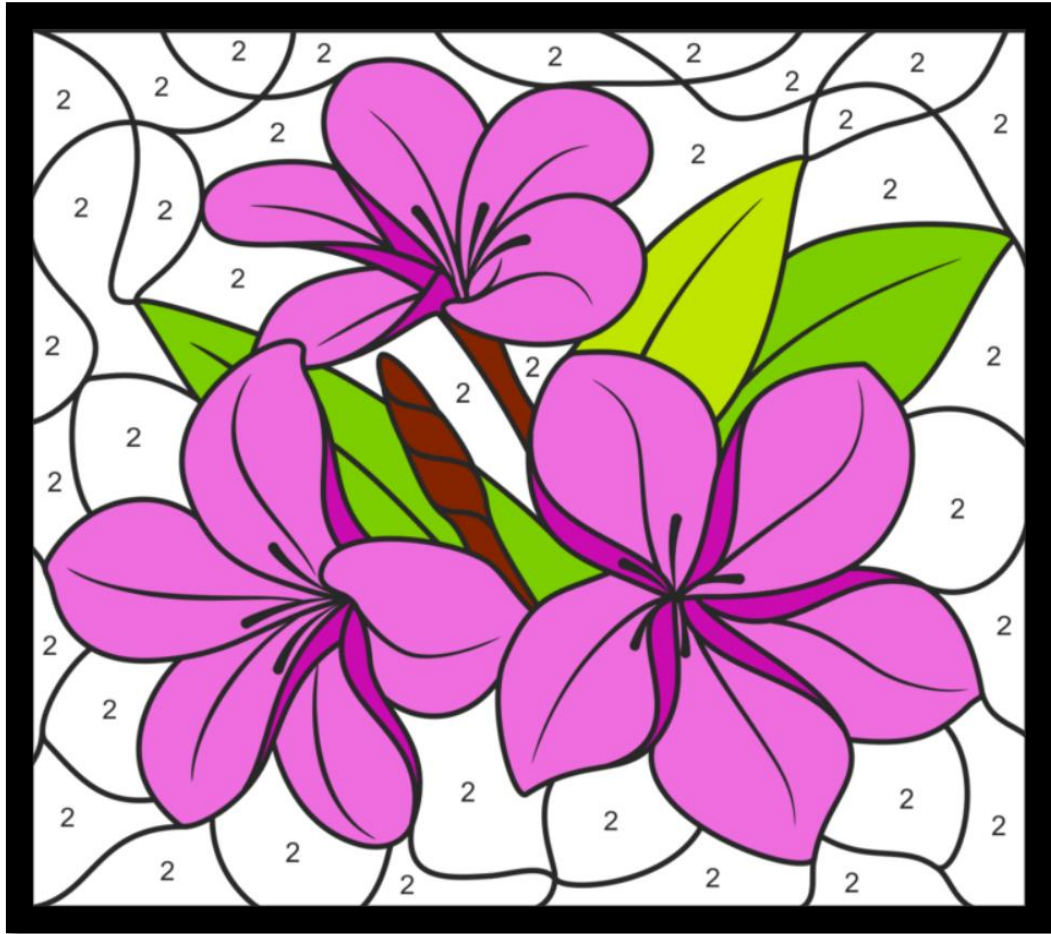
- Discuss the factors that lead to a successful planning session.
- Recognize how focus, appetite for change, and available resources support or derail a strategic plan.
- Identify key steps to operationalize strategy including accountability.



# Objective One

Discuss the factors that contribute to a successful planning session.







**Where is your starting point?**





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# Guest List

- Executive Team
- Clinical and Team Leaders
- Physicians
- Board
- Community and Business Leaders
- The Less Obvious
  - Decision Makers
  - Key Stakeholders
  - Subject Matter Experts
  - Consumers



# Approach

- One-Step Group Session
- Individual Interviews Prior to Session
- Focus Groups Prior to Session
- Written Survey (Survey Monkey)
- Draft to Board





The logo for SAND CONSULTING features a stylized, purple, wavy graphic element on the left that resembles a large letter 'S'. To the right of this graphic, the word 'SAND' is written in a large, orange, sans-serif font, and the word 'CONSULTING' is written below it in a smaller, purple, sans-serif font.

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# Who is leading?



Discuss the factors that contribute to a successful planning session.

- Rework the current plan or start from scratch
- Consider the guest list
- Determine your approach
- Decide who leads



# Objective Two

Recognize how focus, appetite for change, and available resources support or derail a strategic plan.





# FAR

- **Focus**
- **Appetite**
- **Resources**



**F is for FOCUS**



<b>Number of Goals</b> (In addition to the whirlwind)	2-3	4-10	11-20
	↓	↓	↓
<b>Goals Achieved with Excellence</b>	2-3	1-2	0

The Four Disciplines of Execution





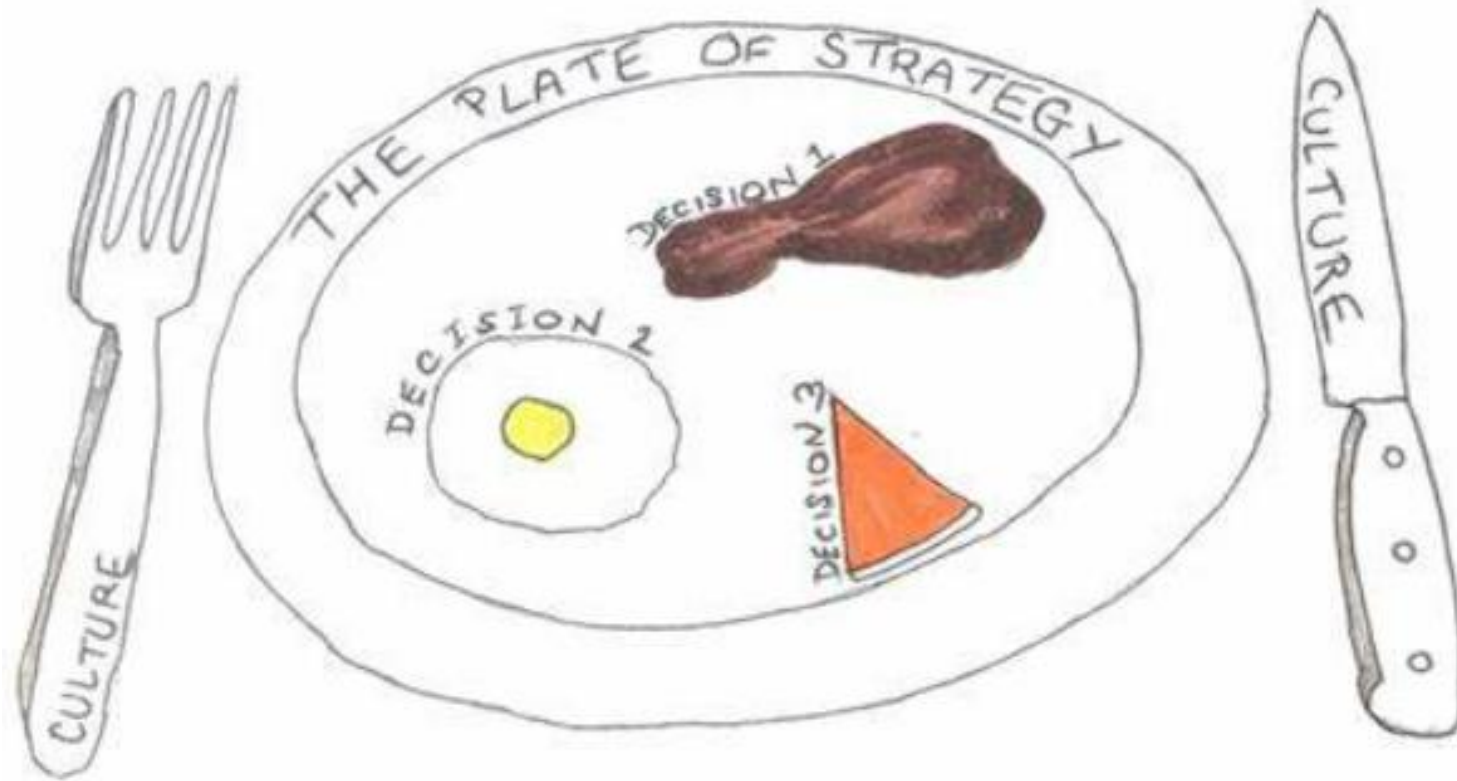
**A is for APPETITE**





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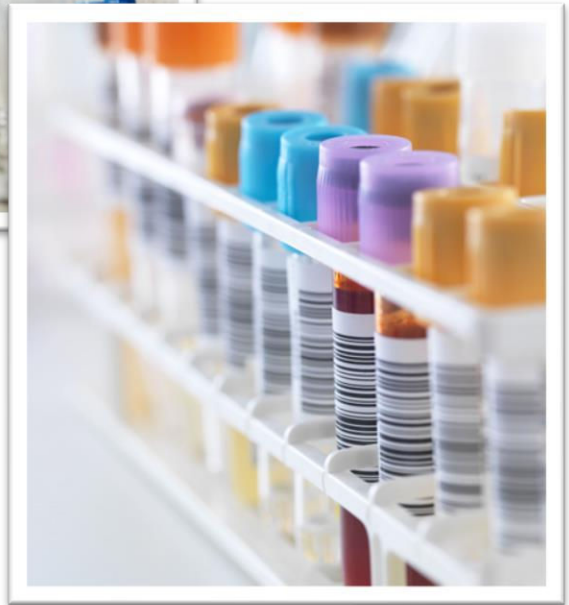
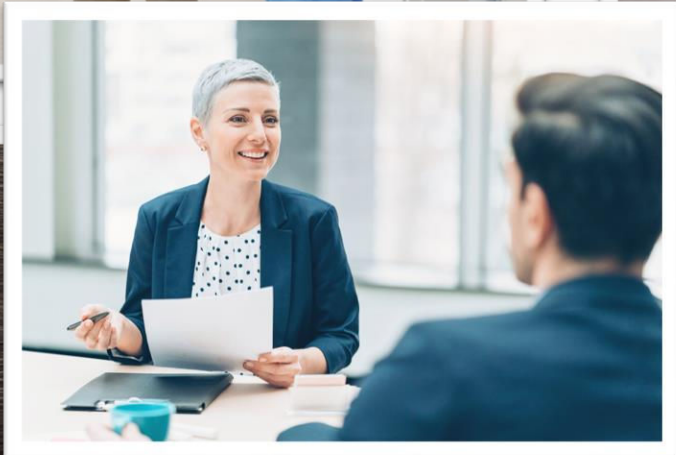
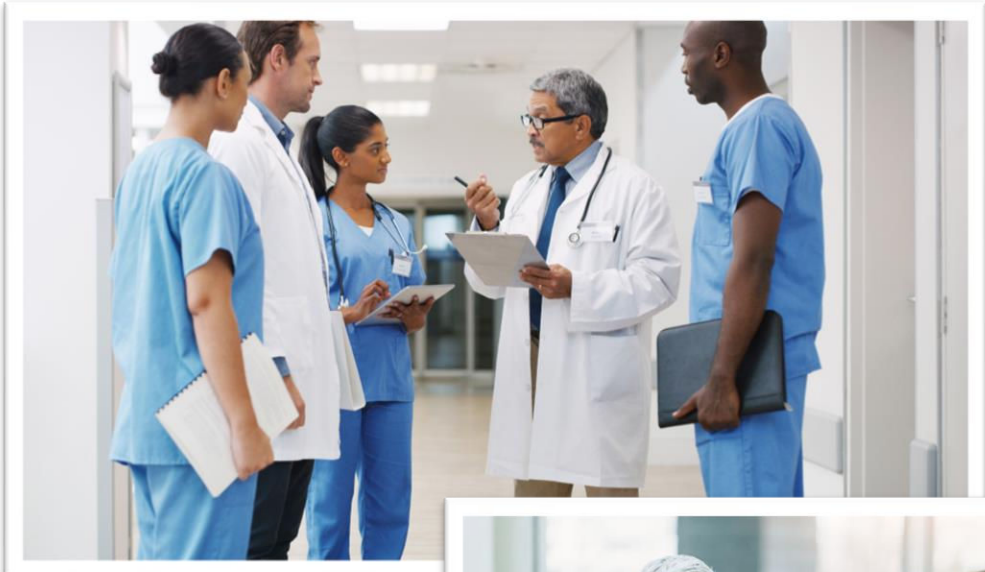
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**R is for RESOURCES**







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Recognize how focus, appetite for change, and available resources support or derail a strategic plan.

- Less is more!
- Let's be realistic!
- Does your organizational culture support it?
- Is it achievable?
- Is it measurable?
- Do you have what you need?



# Objective Three

Identify key steps to operationalize strategy including accountability.

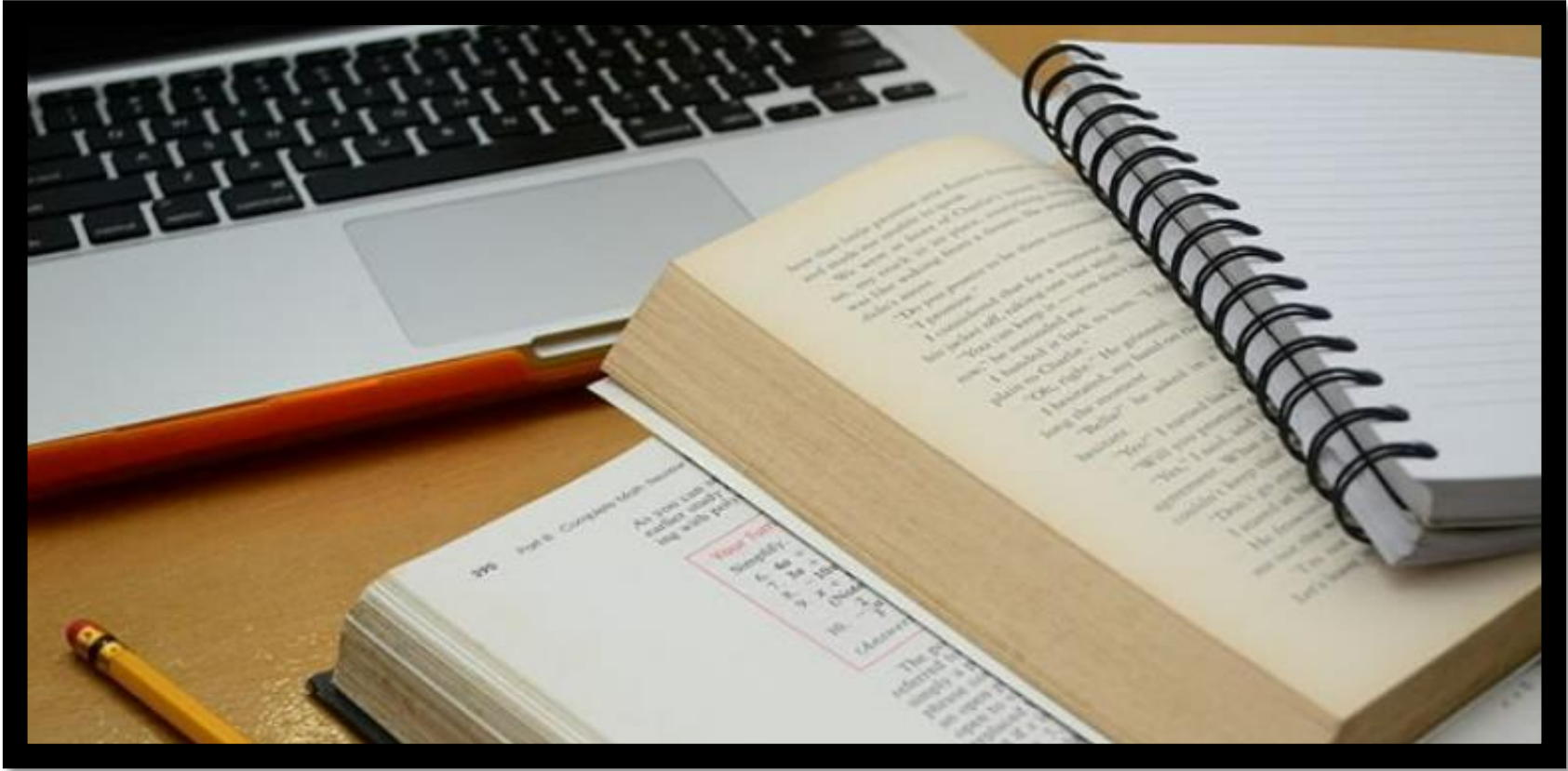




Daily  
Operations

VS

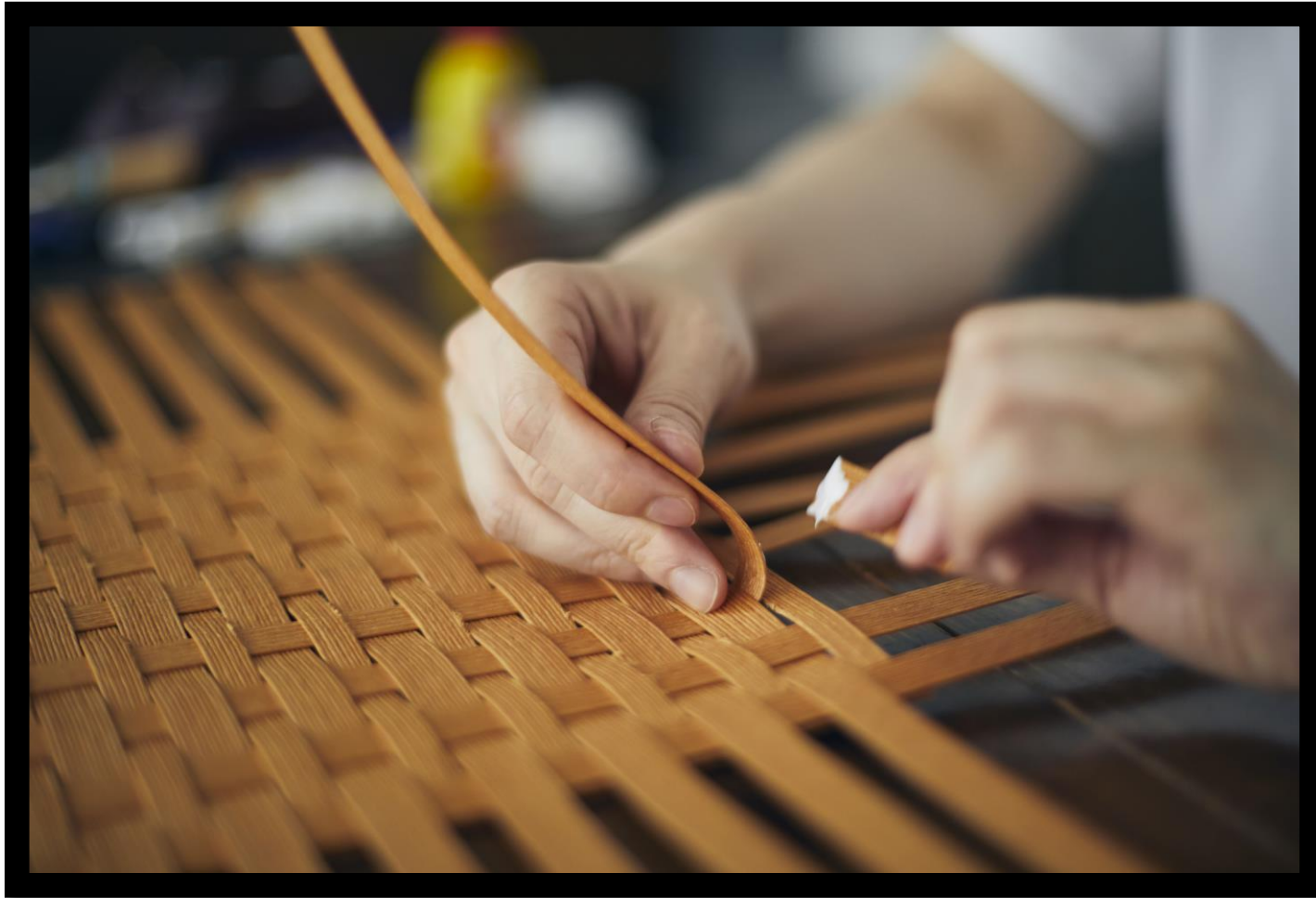
Strategy &  
Growth



# Be Intentional

- Ownership
- Timelines
- Milestones
- Accountability
- Course Correction





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# Be Intentional

- Meetings (all levels)
  - Agendas
  - Updates
  - Discussions
  - Cadence
- Reports
- Communication – Verbal & Written



# Identify key steps to operationalize strategy including accountability.

- Daily operations win the day!
- Success with strategy is intentional!
- Success with strategy is structured!



# Planning Pitfalls: Why Strategic Plans in Rural Facilities Don't Deliver.

- We need to plan for the planning session
- We need to focus, check our appetite and know our resources
- We need to intentionally operationalize the plan



# Thank You!

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