MQA's Strategic Planning Process

WHAT IS STRATEGIC PLANNING?

Strategic Planning is an organizational management activity that is used to set priorities, focus energy and resources and strengthen operations. Strategic planning ensures that employees and other stakeholders are working toward common goals and establishes agreement around intended outcomes/results. It is also used to assess and adjust an organization's direction in response to a changing environment.

STEPS IN THE STRATEGIC PLANNING PROCESS

Start Here: Develop and administer surveys to gather feedback from internal (organization) and external (stakeholders) environments to complete analysis in Steps 1 & 2.

1 Internal Workforce Analysis

Conduct environmental scans of internal workforce, relative to day-to-day activities, for identifying continuous process improvement efforts, efficiencies, and technology needs that will support and further enhance business functions. Analyze how internal workforce view their job functions and their understanding of how those functions impact business priorities.

2 External Boards and Stakeholders Analysis

Conduct environmental scans of external boards and stakeholders to gather feedback regarding MQA's provision of services. Analyze external feedback on how well MQA coordinates with the boards and professions in regulating and licensing.

3 SWOT Analysis

The SWOT analysis is part of the strategic planning process where it connects the objectives and strategies to actionable processes that are carried out by the workforce. Specifically, SWOT (Identifying Strengths, Weaknesses, Opportunities, and Threats) is part of the situation analysis, where the department determines where it stands on four key strategic areas to better determine where improvements are needed. Survey data along with statistics are analyzed and interpreted to determine the target areas in need of the most attention.

Start Here

Establish Objectives/Focus Areas

4 Based on the SWOT Analysis, key focus areas for process improvement are identified. Focused areas usually stem from critical needs, legislative focus, and increased available opportunities. Then goals and objectives are formulated. Goals and objectives should be challenging but achievable and should include performance measures/indicators to monitor the organization's progress allowing for corrections to be made as needed along the way. A high level strategy is developed based on the goals and objectives and is documented in a strategic plan for the organization.

Develop Implementation Plan Including Goals, Strategies, Objectives, and Performance Measures

5 The goals, strategies, objectives, and performance measures/indicators identified in step 4 are used to create the implementation plan. The implementation plan illustrates in detail the critical steps in developing and starting projects along with timelines for completion. It is a guide or map that helps the organization be proactive rather than reactive in developing programs and identifying any challenges along the way. When creating an implementation plan, being clear what systems and structures will be used to measure progress is critical. What is being measured will give an indication of how well the organization is doing in achieving its goals, hence, the name indicators or performance measures.

Monitor and Evaluate

6 Monitoring performance continuously to assess the progress of achieving desired outcomes is essential and allows an organization to either validate progress or take corrective actions, when needed, if the goals and objectives are not being achieved. Reviewing reports, data elements, work flows, policy and procedures, and operational plans are a few mechanisms used during this step to assess progress. Next, evaluate performance measures/indicators periodically to validate the measure being used is correct and the source of the information that supports the measure is valid.

Review and Revise the Strategic Plan

7 Review the climate for current trends, technology changes, and best practices to understand the environment. Initiate the strategic planning process considering research gathered about the environment, stakeholder, and organizational needs to formulate, improve, or retain stated goals, objectives, and strategies.

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