

BUILDING A STRATEGIC PLAN: THE ROADMAP TO SUSTAINABLE GROWTH



THE PROBLEM STATEMENT

- 67% of strategic plans fail (HBR)
- 90% of strategic plans are not adequately executed (Kaplan, Harvard)
- 74% of executives do not have confidence that the company will accomplish their strategic plan (Inc)
- 50% of companies don't even make one (Forbes)
- Why?



KEY DRIVERS OF FAILURE

- Lack of Clear Vision and Objectives
- Failure to Align with Company Culture
- Poor Communication
- Lack of Resources / Firefighting
- Inadequate Leadership / Now vs Later
- Failure to Adapt when needed
- Unrealistic Expectations
- Lack of Accountability
- Not Involving the Right People
- Failure to Monitor & Adjust



REFLECTION: Which of these resonates most with your business?



FIRST: VISION & DIRECTION

Starting with Long-Term Vision

- Define where you want to be in 3-5 years
- Key Focus Areas
 - Revenue Goals
 - Geographic Expansion
 - Value | Sale
 - Service Offerings
 - Market Influence
- Make it Concrete! (Vision for Impact?)
- Example: Serve 200 clients with 5,000 care hours/week across 3 locations in 5 years.



MAJOR STRATEGY AREAS

FINANCIALS

- Key Metrics: Revenue, Expenses, Profit Margin, Debt, Cash Flow

SERVICE DELIVERY

- Efficiency in Operations and Meeting Client Needs

PEOPLE INVESTMENT

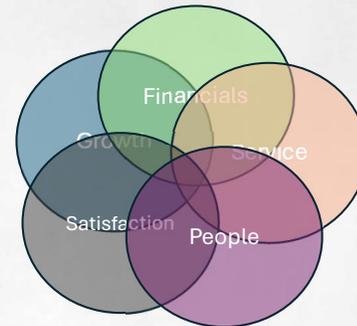
- Innovations, Training, and Market Expansion

SATISFACTION

- Customer and Employee Retention Rates

BUSINESS DEVELOPMENT

- Effectiveness of Marketing and Sales Funnels



FIRST: VISION & DIRECTION

Trajectory Assessment

- Where are you headed?
- What **must** be true to make that vision a reality?
- Exercise Time!
 - Gift of a Tool
 - Look at your current trajectory – does it directionally align with your vision?
 - Capacity challenge
- List what would need to change/stay the same to achieve optimized trajectory



FROM LIST TO ACTIONS

- What needs to change to align with your vision?
- What resources will you need?
 - People – Talent Infrastructure
 - Cash – Financial Health & Funding
 - Process – Operational Efficiency, Technology, Workflows
 - Market – Where and to Whom
- Pause: Reality Check
- Next Step: Ideation



WHAT COULD YOU DO NOW TO DRIVE TRAJECTORY RESULTS?



List of Ideas / Initiatives	Ease	Impact	Order
Hold a huge party and celebration once per year with giveaways and rewards	4	6	
Hire a schedule optimizer to Refocus the operations team on ensuring staff are getting the hours that they want within 10% +/-	7	1	8 #4
Start new benefits including major benefits and PTO that are truly differentiating in the market by exceeding norms.	6	7	
Engage Caribou for turn-key employee engagement, recognition, and rewards	2	2	4 #1
Develop a caregiver mentorship program to pair staff with experienced caregivers offering additional hands-on training, plus comp the mentors.	5	5	
Have an anonymous suggestion box to gather ideas from staff which can be implemented	1	4	5 #2
Form a caregiver advisory board which can consider ideas and understand the impact to the company resources	3	3	6 #3



KEYS TO SUCCESS ON PRO

- Involvement**
 - Ensure the right people are engaged in decision-making
- Vulnerability**
 - Foster an open environment where new ideas can be discussed freely
- Discipline**
 - Limit focus to no more than four initiatives at a time to maintain execution momentum
 - No “pet projects”
- Clear Ownership**
 - Assign specific leaders to oversee each initiative
- Regular Check-ins**
 - Create a structured follow-up cadence for accountability




LET'S GET SMART!!!

S SPECIFIC

M MEASURABLE

A ATTAINABLE

R RELEVANT

T TIMED

HOME CARE INSIGHTS

AZNHA
ARIZONA IN HOME CARE ASSOCIATION

ACCOUNTABILITY

- Align Financial Incentives to the plan**
- Does the company culture support execution & Accountability – what can you do about it if the answer is no...**
- Get Loud! Reinforce the message in as many channels as you can**
- Public Monitoring – Share the status and results of all the initiatives**

HOME CARE INSIGHTS

PHONE A FRIEND

- Codify the Vision**
 - Help refine and articulate your long-term strategy
- Ideation**
 - Facilitate brainstorming and problem-solving sessions
- Validate SMART Goals**
 - Ensure that objectives are realistic and measurable
- Guide Communication & Monitoring**
 - Help structure updates and accountability mechanisms
- Ensure Adaptability**
 - Help you know when it's time to adapt with changing circumstances
- Ensure Accountability**
 - Provide an external perspective and keep leadership accountable for execution



KEY DRIVERS OF FAILURE REVIEW

- Lack of Clear Vision and Objectives**
- Failure to Align with Company Culture**
- Poor Communication**
- Lack of Resources**
- Inadequate Leadership**
- Failure to Adapt**
- Unrealistic Expectations**
- Lack of Accountability**
- Not Involving the Right People**
- Failure to Monitor and Adjust**

