



Healthcare
Division
The Global Voice of Quality™



Strategic Planning Process and History



The Global Voice of Quality™

HCD Strategic Planning

HCD has adopted a strategic planning approach that is based on the following considerations:

- The strategic plan is used to set the division's overall long-term direction
 - The strategies represent the division's firm intentions but do not become a straightjacket when the environment changes and the division needs to respond to those changes
 - The strategies described in the plan are funded appropriately in the budget, which also includes allotments for ongoing, routine revenue and expenses

HCD Strategic Planning

- The strategic plan is reviewed in detail during even-numbered years
 - Those reviews include an analysis of changing environmental trends, changing members' needs, and other factors that might impact the division's responses
 - Division leaders and members participate in this detailed revision process
 - Leaders and members are asked to provide feedback through an online process
 - Some leaders participate in a collaborative work session



HCD Strategic Planning

- The strategic plan is updated in odd-numbered years to reflect information that has become available since the detailed plan review occurred
 - Usually a subgroup of the officers, including the Chair and Chair-Elect, assist in that process
 - Substantive changes to the existing strategic plan are not considered during this revision process
 - If major changes in direction are required, the Leadership Committee members are asked to provide feedback before finalization

HCD Strategic Planning

- The strategic plan that is developed by the HCD leaders also is submitted for ASQ's Performance Award and Recognition (PAR) program
- The PAR team uses the ASQ Society-level strategic plan as a starting place for the division planning form
 - Goals from that plan that are applicable to divisions are provided
 - Divisions align their specific goals with the Society goals, as appropriate



Performance Awards and Recognition (PAR)

The Healthcare Division received the Silver award for 2015

- This was achieved by meeting the good-standing requirements and meeting or exceeding the member value and retention and growth metrics
 - The strategic plan and budget are two components of the good-standing requirements



2015 Strategic Plan (PAR Format)

Objective	Activity Title	Activity Description	Activity Dates	Measure	Goal	Status	% of Goal Achieved	Contact	Comments
Increase Impact									
Support Global Transformation Initiative	Global Healthcare SIG	Establish a Healthcare SIG in one of the Global Market Focus Areas	12/31/2014	Number of Global Healthcare SIGs Created	1			G de L Penez	
Support Social Responsibility Initiative	Social Responsibility in Healthcare Education	The Division will promote and support the development and publication or delivery of an article or webinar on Social Responsibility in Healthcare	12/31/2014	Number of Social Responsibility Educational Products Developed	1			L Kinney	
Support Improvement of Healthcare Delivery System	Healthcare Market SIG - Public Health	Pilot of PH QMS Template with Houston Department of Health and Human Services	1/4/2014	Completion of MOU	100%			G Duffy	
			3/31/2014	Template Documented	100%			G Duffy	
			7/30/2014	Completion of Pilot Project	100%			G Duffy	
			12/15/2014	Lessons Learned and Final Report	100%			G Duffy	
			12/21/2014	Process Owner Satisfaction	90%			G Duffy	
Support Improvement of Healthcare Delivery System	Healthcare Market SIG - Public Health	White paper documenting benefits of QMS impacts to operational efficiency for LPH	9/15/2014	Submitted for publication	100%			G Duffy	
Support Improvement of Healthcare Delivery System	Healthcare Market SIG - Public Health	HCD newsletter status report on interim project successes and lessons learned	11/30/2014	Number of short articles submitted to ASQ for HCD newsletter	2			G Duffy	
Grow MOC									
Grow the Number of Organizations Served	Healthcare SIG Project	Promote the success of the Healthcare SIG in high concentration healthcare areas within the U.S.	12/31/2014	Number of new Healthcare SIGs developed within US sections	2			S Pfeiffer	
Grow the Number of Members Engaged in Member Unit Activities	Healthcare Market SIGs Project	Expand the number of Healthcare Market SIGs to represent other market segments beyond the current Behavioral Health, Long-Term Care, and Public Health Markets	12/31/2014	Number of new Healthcare Market SIGs established	1			J Fortuna	
Grow the Number of Members Engaged in Member Unit Activities	Behavioral Health SIG	Expand the number of members engaged in the discussions and activities of the BH SIG	12/31/2014	Increase the number of members registered on and engaged in the Linked to Discussion Group	21 + 7			T Ginery	
Grow the Number of Members Engaged in Member Unit Activities	Public Health SIG	Expand the number of members engaged in the discussions and activities of the PH SIG	12/31/2014	Increase the number of members registered on and engaged in the Linked to Discussion Group	4 + 4			G Duffy	
Grow the Number of Members Engaged in Member Unit Activities	Long Term Care SIG	Expand the number of members engaged in the discussions and activities of the LTC SIG	12/31/2014	Increase the number of members registered on and engaged in the Linked to Discussion Group	7 + 4			S McClatchey	
Grow the Number of Members Engaged in Member Unit Activities	New Member Welcome	When new members are identified, the Chair sends a letter/email to these members welcoming them to the Division and asking the new member to identify values and needs. This letter will offer the opportunity for access to a new member packet containing information that is helpful to the new member in becoming knowledgeable of and engaged in the healthcare division.	12/31/2014	Average Annualized Ratio of downloads of the new member packet from the Division website to the number of new members each month	10%			W Durwoody	
Grow the Number of Members Advancing as Members	Fellow Member Sponsorship	Increase the number of applicants in the Division as a means of promoting commitment to continuing membership.	5/1/2014	Increase the number of applicants for Fellow status within the Division.	2			E Hardy	

Grow Means	New Member Value Assessment	Establish a process where "Fellowship" members of the Health Care Division are contacted between months six and eight to determine if the Division is meeting their needs and to solicit recommendations for improving the value of membership with the purpose of encouraging membership renewal.	12/31/2014	Increase average annualized retention rate of first year members.	5%			P Grizzell G Kolin	
Grow the number of renewing members									
Enhance Member Retention	Nightingale Scholarship	Expand the number of applicants for the Nightingale Scholarship	3/31/2014	Increase the number of applicants for the Nightingale Scholarship	5			T Lampiro G Paranzino	
Enhance Member Retention	Direct Communication to Members	Through focused communication with existing members, engage the members in understanding the value proposition of membership and participation.	12/31/2014	Reduce the level of non-renewing members	5%			P Grizzell	
Enhance Member Retention via Engagement	Member Development of Webinars for online presentation.	Utilizing abstracts from the WCQI and LIS conferences and other sources, develop webinars for online distribution through the HCD web portal.	3/31/2014	Increase number of webinars created and presented per quarter by HCD members.	2			D Rand	
Enhance Member Retention via Engagement	Sponsorship of WCQI Healthcare Speakers	The Division will provide financial support for a limited number of speakers sponsored by the HCD and selected by the WCQI TPC as a presenter to the WCQI.	9/30/2014	Increase the number of financial sponsors for HCD sponsorship of WCQI Healthcare focused presentations.	10			D Rand	
Process									
Leverage Utilization of the OBOK	HBOK Development Project	Continued work on the development of the HBOK	12/31/2014	Expand HBOK through analysis and content identification for topic areas 11 through 31	20			S Pfeiffer	
Leverage Utilization of the OBOK	HBOK Development Project	Continued work on the development of the HBOK	12/31/2014	Develop external content for additional topic areas	10			S Pfeiffer	
Leverage Utilization of the OBOK	HBOK Development Project	Continued work on the development of the HBOK	12/31/2014	Review new OBOK content for inclusion in HCD Knowledge Center	100%			S Pfeiffer	
Leverage Utilization of the OBOK	HBOK Development Project	Continued work on the development of the HBOK	12/31/2014	Post selected OBOK content in HCD Knowledge Center	100%			S Pfeiffer	
Leverage Utilization of the OBOK	TC Conference	Develop a plan for participation in the Fall 2014 Technical Conferences in Orlando	3/31/2014	Solicit speakers to support one or more day long tracks related to HBOK topics for each day to the conference.	1			W Durwoody	
Leverage Utilization of the OBOK	Certification Development	Develop the sponsorship to prepare and submit a proposal to the ASQ Certification Board for the creation of a new certification(s) or add-on exam(s) specific to healthcare quality.	3/31/2014	Review the existing job analysis and/or curriculum study results.	100%			C Gates	
Leverage Utilization of the OBOK	Certification Development	Obtain approval for the certification(s) formally from ASQ Certification Board and the Board of Directors.	6/30/2014	Prepare a presentation to present to ASQ.	100%			C Gates	
Leverage Utilization of the OBOK	Certification Development	Design the healthcare quality certification exam(s) test specifications, item writing, item review, and exam review.	9/30/2014	Select a committee of experienced practitioners.	100%			C Gates	
Leverage Utilization of the OBOK	Certification Development	Administer the pilot certification(s) exams.	12/31/2014	Successful exam pilot.	100%			C Gates	

Enhance Member Value	Website Management and Content Development	Enhance member value by providing and expanding access and features to the existing website.	12/31/2014	Post member created articles and white papers to the website for member and public access	8			J Fortuna	
Enhance Member Value	Website Management and Content Development	Enhance member value by providing and expanding access and features to the existing website.	12/31/2014	Create Expert Knowledge Portal to allow members interested in sharing knowledge via consulting or presentation opportunities to post information on topics and services offered.	100%			W Durwoody	
Enhance Member Value	Website Management and Development	Make the website partially self-sustaining through the development of a process for managing advertisements on the website.	12/31/2014	Total dollar value of advertisement posted to the HCD website	1000			J Fortuna	
Improve Workforce Engagement									
Increase member leader participation in training	Member Leader Online Training	Expand the number of member leaders participating in the online training opportunities.	12/31/2014	Number of member leaders participating in online education.	10			W Durwoody	
Increase member leader participation in training	Leadership Institute Participation	Expand the number of member leaders attending the WCQI Leadership Institute	6/30/2014	Number of member leaders attending the Leadership Institute	4			W Durwoody	
Columns with bold headings are required.									
* This can be used for tracking progress. A common legend to use: GREEN (ahead of schedule), RED (behind schedule), YELLOW (on schedule), GRAY (complete).									
† (on hold), ‡ (suspended)									
‡ These columns must be filed in when plan is submitted for the PAR Award.									
Who is responsible for this activity?									
ASQ Strategies									
Value of Being a Member									
Support ASQ Leadership									
Make Global ASQ a Reality									
ASQ PAR Categories									
Member Leader Engagement									
Member Retention & Growth									
Innovation									



2016 Strategic Plan (PAR Format)

2016 Business Plan for: Healthcare Division 0018										Review Date:	
ASQ Strategic Objectives: 1. Accelerate Growth 2. Increase Impact 3. Achieve Operational Excellence										Form Revision Date: October 12, 2015	
ASQ Strategies	ID	2016 Objectives	Priority (L-M-H)	Action Descriptions	Action Plans	Owner (or Role)	Due Dates	Status (G-Y-R)	Progress/ Comments	Measures	Targets
1. Global Expansion: Leverage the ASQ brand to increase market share worldwide, emphasizing growth in current and new ASQ markets.	1	Promote Quality Healthcare in Africa	Medium	Describe the key actions to be taken to achieve the objective. Explore a Partnership to Bring Quality to Healthcare in Africa	1. Meet with the leader of Lubica One to discuss how ASQ and the HCD can meet the quality needs of the healthcare system being established in Keedong (Rift Valley), Kenya. 2. Explore establishment of a Local Member Community in Kenya	DAC	1/1/2016 - 12/31/2016		Enter the progress, concerns or road blocks or actions are completed	What are the measures for this action? Use SMART criteria. Complete discussions to establish LMC to deliver quality needs for Lubica One and/or Liberia One	What are the targets for this action? Use SMART criteria. LMC establishment discussed or formed
2. Membership Transformation: Serve the needs of individuals around the world to ensure their professional success through membership, products, and services.	2	Retain First-Year Members	High	Develop and Sustain a Process to Engage and Demonstrate Membership Value to First-Year Members		Membership team	1/1/2016 - 12/31/2021			Satisfaction rating of new members joining between January 1 and December 31, 2016	Mean satisfaction rating of 4.0 on a 5.0 scale
	3	Engage Members	High	Increase Member Participation in Division Committees/Teams		Committee/ Team Chairs	1/1/2016 - 12/31/2016			1. Number of members joining committees/teams in 2016 2. Percent of members remaining involved in committee/ teams in 2016 compared to 2015	1-10 2. 50%
	4	Establish a Healthcare Certification	Medium	Further integration of non-clinical quality professionals into healthcare	1. Re-form a certification prep team 2. Compile a reading list that will develop members to attain a healthcare quality certification	HCD Non-Clinical PI Professionals Task Group	1/1/2016 - 12/31/2016			Establish a reading list for integration of non-clinical professionals into healthcare	Reading list is complete
	5	Enhance Healthcare Market SIGS	Low	Develop and Sustain Special Interest Groups Associated with Key Healthcare Market Segments		Market SIG team	1/1/2016 - 12/31/2016			Division approval of completed list of resources.	Approval of certification body of knowledge/expertise by HCD DAC and L.C.
	6	Healthcare Webinars	Medium	Develop and disseminate webinars based on HBCOK content		Education team	1/1/2016 - 12/31/2016			1. Number of new SIGS established 2. Satisfaction ratings determined for members of established SIGS	1. One 2. Satisfaction ratings established
	7	Healthcare Webinars	Medium	Develop and disseminate webinars based on HBCOK content		Education team	1/1/2016 - 12/31/2016			Number of new webinars disseminated	Four

3. Growing Organizations: Serve the needs of organizations around the world providing quality solutions to increase impact through membership, products, and services.	7	Obtain Grants, Sponsorships, and/or Donations	High	Promote Activities that Increase Quality Management Knowledge and Skills in HCD Members and their Organizations						1. Develop and implement a process for obtaining financial support from other healthcare organizations 2. Promote activities that increase quality management knowledge and skills in HCD members and their organizations	DAC	1/1/2016 - 12/31/2016	May/June 2016 sponsorship (\$2,500 - \$5,000) budgeted in November	1. Number of grants or sponsorships obtained 2. Number of donations of at least \$500 obtained 3. Establish a plan for recruiting sponsors	1. One 2. One 3. Recruitment Plan completed by 3/31/16
	8	Develop Partnerships	High	Establish Strategic Partnerships with other Organizations to Promote Engagement in Quality Management						1. By 3/31/16 establish formal plan of who larger partners are and what we plan to do with the partners 2. Survey leadership council about partnership needs that will promote the goals of the various groups	DAC	1/1/2016 - 12/31/2016		Number of partnerships established	One partnership established
4. QBOK Leadership: Design and develop relevant, innovative offerings that directly influence how our customers practice quality.	9	Expand the Healthcare Knowledge Center	High	Expand Resources Available to HBCOK						Finalize Public Portal for Access to Collected Materials	HBCOK Content and Infrastructure Teams	1/1/2016 - 12/31/2016		Number of items available in Knowledge Center	3000 items
5. Operational Excellence: Empower employees, collaborate with member leaders and design and deploy reliable systems with technology that provide an	10	Establish an Operations Manual	Low	Document and implement policies and procedures for the division's key operational process						1. Assign individual process owners to complete associated job description and policies 2. Document key operational processes for nomination, accounting/financial reporting, HBCOK, content selection and management, webinar selection and management, and member needs and satisfaction evaluation processes	Process Owners	1/1/2016 - 12/31/2016		Key operational processes are documented and implemented	Complete documentation by 6/30/16
6. Gift of Quality: Enhance the ASQ brand by supporting the use of quality to make the world a better place.	11	Develop Partnerships	High	Establish Strategic Partnerships with other Organizations to Promote Engagement in Quality Management						1. By 3/31/16 establish formal plan of who target partners are and what we plan to do with the partners 2. Survey leadership council about partnership needs that will promote the goals of the various groups	DAC	1/1/2016 - 12/31/2016		Number of partnerships established	One



HCD Strategic Planning History

- Prior to 2012
 - Established the “Big Hairy Audacious Goal (BHAG)”
 - Reviewed committee reports
 - Established committee goals and timelines
- 2012
 - Carried BHAG forward
 - Reviewed committee reports
 - Reorganized leadership structure and accountabilities
 - Sharpened direction by increasing focus on a few vital developmental areas that would be most valued by members

HCD Strategic Planning History

- 2014
 - Updated purpose, mission, vision, and values
 - Sharpened alignment of key initiatives with the new vision
 - Aligned all plans with the PAR format
 - Improved connection between planning and budgeting processes
- 2015
 - Updated plans based on new environmental conditions and opportunities