

Strategic Planning for the Arts in Healthcare

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A strategic plan clarifies...

- **Where are we now?** (external analysis of the environment, internal analysis/management audit, SWOT analysis)
- **Where are we going?**
- **How will we get there?**

The Strategic Planning Process

- **What kind of process will you engage?**
(consultant services, group process, etc)
- **Who will you include in it?** (identifying stakeholders)
- **How will you establish roles?**
- **What preparation/preliminary research will you undertake?** (SWAT analysis, white paper, etc.)

- **Setting up:** committing resources, adopting a framework, establishing a planning calendar, developing a mission statement
- **Analyzing:** collecting data, performing internal and external analyses
- **Strategizing:** developing strategies, creating an implementation plan, completing financial forecasts
- **Implementing:** communicating the plan, tracking and revising

Source: The Kennedy Center, artsmanager.org

Elements of a strategic plan

- Vision
- Mission
- Values
- Goals
- Strategies (priorities)
- Initiatives (timeline and budget)
- Evaluation Plan

Vision Statement

- What will your world be like once you've changed it?
- a deep purpose that expresses the organization's reason for existence

United Way

We will build a stronger America by mobilizing our communities to improve people's lives.

Society for the Arts in Healthcare

To be the foremost global resource uniting the arts and healthcare.

Mission Statement

- clear and concise
- coherent and memorable
- **complete** (who you are, what you do, who you serve)
- defines purpose and success

ASAP Africa

ASAP's mission is to cultivate self-reliance.

UNICEF's mission statement

UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.

UNICEF is guided by the Convention on the Rights of the Child and strives to establish children's rights as enduring ethical principles and international standards of behaviour towards children.

UNICEF insists that the survival, protection and development of children are universal development imperatives that are integral to human progress.

UNICEF mobilizes political will and material resources to help countries, particularly developing countries, ensure a "first call for children" and to build their capacity to form appropriate policies and deliver services for children and their families.

UNICEF is committed to ensuring special protection for the most disadvantaged children - victims of war, disasters, extreme poverty, all forms of violence and exploitation and those with disabilities.

UNICEF responds in emergencies to protect the rights of children. In coordination with United Nations partners and humanitarian agencies, UNICEF makes its unique facilities for rapid response available to its partners to relieve the suffering of children and those who provide their care.

UNICEF is non-partisan and its cooperation is free of discrimination. In everything it does, the most disadvantaged children and the countries in greatest need have priority.

UNICEF aims, through its country programmes, to promote the equal rights of women and girls and to support their full participation in the political, social, and economic development of their communities.

UNICEF works with all its partners towards the attainment of the sustainable human development goals adopted by the world community and the realization of the vision of peace and social progress enshrined in the Charter of the United Nations.

Student Movement for Real Change

To be a leadership development organization that provides students in the United States a vehicle to advocate for positive change in neglected regions of the world. We empower students to become leaders, giving them opportunities to improve health and education in developing communities worldwide.

Bill and Melinda Gates Foundation

Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation works to help all people lead healthy, productive lives.

United Way

To improve lives by mobilizing the caring power of communities.

The Society for the Arts in Healthcare

The Society for the Arts in Healthcare is a nonprofit membership organization dedicated to advancing the arts as integral to healthcare.

Values

- Values represent the core priorities in the organization's culture
- Consider all participants (including service providers and recipients) and stakeholders
- The Bill and Melinda Gates Foundation's core value: that every life has equal value

Developing Goals

- What are you trying to achieve?
- What are you trying to preserve?
- What are you trying to avoid?

Strategies

- **Stage 1: What do you want to do?** (should be specific and measurable)
- **Stage 2: Grouping and connecting to goals**
- **Stage 3: Prioritizing** (or eliminating)

Initiatives

- Post-planning administrative process
- Developing timelines, structures, and budgets

Evaluation Plan

- Post-planning administrative process
- Outlines what is to be evaluated (including measures of success), when, and by whom
- Should generate the most critical (not just positive) and useful information possible
- Plan and results should be accessible by all stakeholders
- Should drive strategic plan updates

Your strategic plan should...

- be a working roadmap for the organization
- be accessible and reviewed often by all staff members
- be revisited and updated annually
- drive organizational expansion (without rigidity)

Strategic Planning Resources

- The Kennedy Center, Strategic Planning in the Arts:
<http://www.artsmanager.org/strategic/>
- Free Management Library Strategic Planning Guide:
http://www.managementhelp.org/plan_dec/str_plan/stmnts.htm