

Big Bend Community Based Care Policy & Procedure

Series: 1000: Network Administration

Policy Name: BBCBC Network Strategic Planning and Reporting

Policy Number: 1001

Origination Date: 3/28/09

Revised: Board Meeting of 12/13/2018

Referenced Documents:

1000-1001 x 1, Strategic Planning Process Flow

Policy

It is the policy of Big Bend Community Based Care, Inc. (BBCBC), to conduct Network strategic planning in order to:

1. Clarify the vision, mission, values and mandates of the BBCBC Network;
2. Assess the strengths, weaknesses, opportunities and threats of the Network;
3. Establish goals and objectives, which flow from the mission and BBCBC's mandated responsibilities;
4. Identify and formulate strategies to meet identified goals.

Procedure

A. Long-term Strategic Planning.

1. The BBCBC Board of Directors, Network Leaders, community partners and management will establish and maintain a 5-year, long-term strategic plan.
2. At least every five (5) years, BBCBC will conduct a system-wide, long-term strategic planning process. This review will include:
 - a. Review of the Network's mission, vision and values;
 - b. Assessment of the Network's strength and weaknesses;
 - c. Establish goals and objectives that align with the mission, vision and values;
 - d. Identify appropriate strategies for meeting goals, including:
 - i. Continued sustainability;
 - ii. Redirection, elimination, or expansion of services to respond to community needs.
 - e. Allocation of resources to support capacity development;
 - f. Changes in the funding environment;
 - g. Changes in the regulatory environment;
 - h. Includes input from Network, community and client stakeholders;

Big Bend Community Based Care Policy & Procedure

3. The strategic planning process is modeled on the *Baldrige Excellence Framework* as depicted in the attachment (*BBCBC OP 1000-1001 x 1, Strategic Planning Process Flow*) and includes:
 - a. A situational analysis;
 - b. A comprehensive community needs assessment addressing:
 - i. Demographic information regarding the areas and populations served;
 - ii. Trends in the programs the BBCBC Network presently provides;
 - iii. Changes that have taken place or are projected;
 - iv. Demographic profiles of the communities and population of persons being served;
 - v. Input from stakeholders, including; persons served, staff, Board and management members, members of BBCBC advisory Boards, volunteers, community representatives, and contractor organizations to determine:
 - a) Perceptions of changing community conditions, trends and needs, particularly in areas that BBCBC may be able to address;
 - b) Perceptions of current performance and opportunities for improvement.
 - c. An analysis of the strengths, weaknesses, opportunities, and threats to the provision of exceptional services.
4. BBCBC's Board of Directors, BBCBC Senior Management Team and Network Leaders will review the situational analysis information and establish the future direction of BBCBC, including goals, objectives, strategies, and resource needs.
5. The BBCBC Network Long-term Strategic Plan will be reviewed and approved by the Board of Directors.
6. The BBCBC Long-term Strategic Plan will be:
 - a. Included in the Board of Directors' Orientation packet;
 - b. Distributed annually to all Board members with the BBCBC Board Policy Manual; and
 - c. Shared with BBCBC management, staff and Network providers (electronically, via the agency website www.bigbendcbc.org, etc.).

B. Short Term/Annual Strategic Planning.

1. The BBCBC Board of Directors and Network Leaders will annually conduct an assessment of BBCBC service capabilities and analysis of trends likely to impact the BBCBC Long-term Strategic Plan and develops a short-term plan that:
 - a. Evaluates and identifies the type and number of service providers required to accomplish the BBCBC Network's mission, goals and objectives;
 - b. Supports the achievement of the BBCBC Network's long-term goals and objectives.
2. In developing and maintaining the Network, BBCBC will meet with the Network Leaders and community partners to annually review:
 - a. The full range of services within the BBCBC Network and the Network's capacity to meet its responsibilities and goals;
 - b. Geographic access to Network services, including travel times to locations and proximity to public transportation;

Big Bend Community Based Care Policy & Procedure

- c. The demographic makeup of service providers compared to the demographic makeup of service recipients;
 - d. Access to specialty service providers, including culturally relevant service providers;
 - e. Flexible hours of operation that meet the needs and preferences of service recipients.
- 3. After review the BBCBC Senior Management Team will develop and outline the short term/annual goals and priorities for the agency.
- 4. The Short Term Strategic Plan/Annual Strategic Priorities will be reviewed and approved by the Board of Directors.
- 5. The BBCBC Short Term Strategic Plan/Annual Strategic Priorities will be included in the Board Orientation packet, annually distributed to all Board members with the BBCBC Board Policy Manual, and shared with BBCBC management, staff and Network providers.