



Strategic Planning as a Foundational Tool for Leadership Development

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CHALLENGE: A 7 hospital health system in Pennsylvania was struggling to achieve dependable outcomes across multiple entities, establish systemness and reliability. The root cause was traced to gaps in consistent departmental visioning and the development of leadership contextual goals. As operational goals and subsequent objectives were coalesced, the need for leadership teaming was clearly acknowledged.

STRATEGY:

- ❑ Develop a solid departmental strategic plan by enculturating Appreciative Inquiry (AI) and SOAR approaches.
- ❑ Use positivism in the strategic planning process to support creative thinking and identify aspirations that can be held constant by the leadership team.
- ❑ Employ SOAR versus SWOT analysis to support a creative, sustainable and objective Strategic Plan.



Spotlight on Appreciative Inquiry (AI)

AI is an approach to organizational analysis and learning that is intended for discovering, understanding, and fostering innovations in social organizational arrangements and processes.

Appreciative Inquiry is a search for knowledge; and a theory of collective action designed to evolve the vision and will of a group.

Instead of negation, criticism and spiraling diagnosis, there is discover, dream, design and destiny. It works from accounts of the "positive change core."

AI links the energy of the positive core directly to any change agenda and changes never before thought possible are suddenly and democratically mobilized.



S.O.A.R.

operationalizes the Appreciative Inquiry philosophy to a strategic thinking and dialog process.

S.O.A.R.

- Strengths – What can we build on; proudest achievements?
- Opportunities – What are our stakeholders asking for?
- Aspirations – What do we care deeply about?
- Results – How do we know we are succeeding?

OUTCOMES:

- ✓ Created a sustainable Nursing Strategic Plan that supported the goals of the System while ensuring the uniqueness of Nursing
- ✓ The Executive Leadership Team grew into a strong decision-making entity, driven by aspirations of and the vision for a high performing team
- ✓ Achieved consistency in identifying **and** communicating departmental goals

KEY RESULT: The health system's 7 hospitals are moving in one unified direction capable of measuring progress and course correcting along the journey. Remarkable gains in quality indicators are evidenced, including:

- 365+ days without CLABSI in ICU @ WPH
- 10% reduction in overall HAI
- 10% reduction in medication errors

