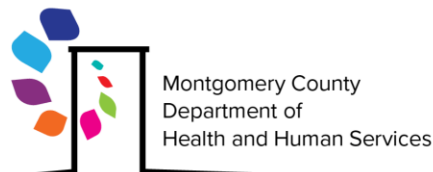


# Montgomery County Department of Health and Human Services

Strategic Plan

*September 16, 2019*



WHOLE PERSON. WHOLE FAMILY. WHOLE COMMUNITY.

**Solutions that Matter**

# Agenda

Introductions

About PCG and our Project Team

Project Overview and Description

Project Communication and Risks

Facilitated Visioning Session



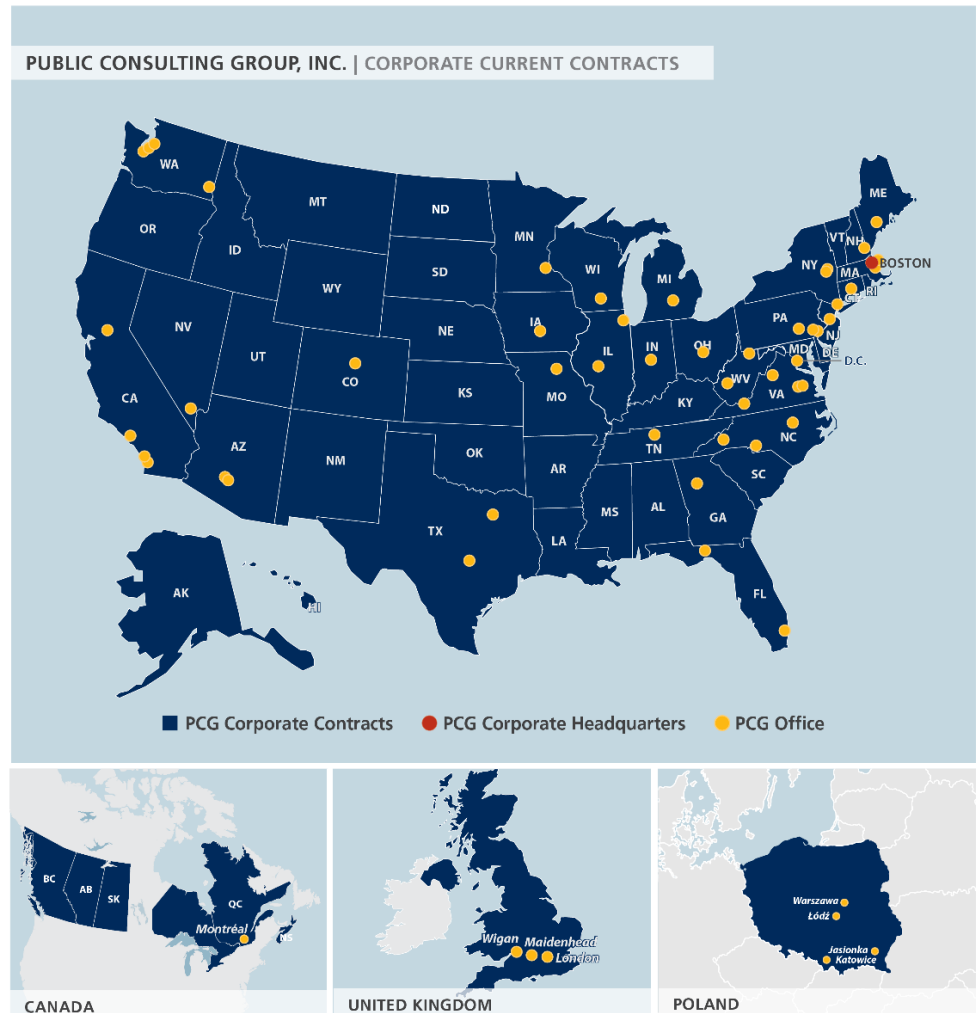
# Introductions

- Name
- Title
- Tell us one thing you hope to gain from this project



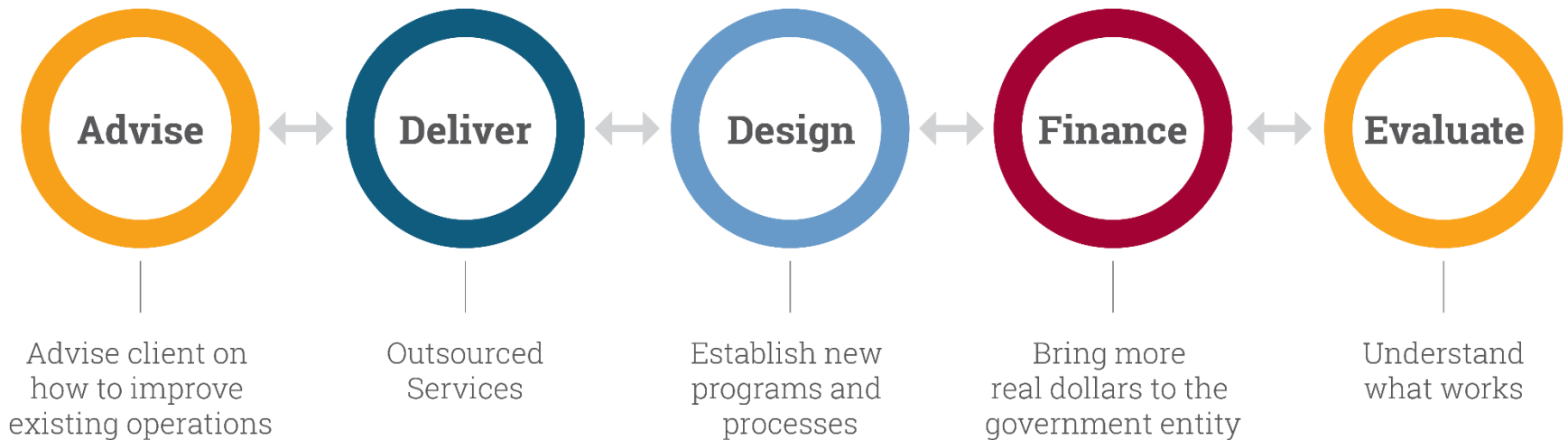
# Public Consulting Group

- Founded in 1986, PCG employs more than 2,000 professionals in more than 58 offices.
- PCG has extensive experience in all 50 states, with more than 1,000 currently-active contracts.
- PCG has five designated practice areas which each have a proven track record of achieving desired results for clients.
  - Human Services
  - Education
  - Health
  - Technology Consulting
  - Public Partnerships



# Our Clients & Our Work

## PCG Human Services Populations



# Project Team



## Beth Osborne; Engagement Manager

- Responsible for contract compliance and project oversight
- Over 14 years' experience delivering financial consulting, project management, and strategic planning and assessment services.
- Managed strategic planning and assessment projects in NY, RI, and NC



## Robin O'Brien; Team Lead

- Lead team member responsible for the development and facilitation of strategic planning efforts
- 25 years experience leading strategic planning efforts across the Country from non-profits, to counties and states



## Kacie Schlegel; Project Manager

- Responsible for both managing project deliverables and communication as well as for facilitating and supporting stakeholder outreach and the development of the strategic plan
- 7 years cross-functional experience across HHS leading and supporting county- and-statewide strategic planning efforts in NY, OH, and IN

# Project Overview



## Phase 1: Frame Up

- Facilitate visioning and project planning session with Montgomery Co. HHS Cabinet
- Prepare key project documents



## Phase 2: Prepare

- Conduct interviews and focus groups with frontline staff and external stakeholders



## Phase 3: Facilitate

- Facilitate two one-day working sessions with HHS Cabinet
- Prepare initial draft Plan



## Phase 4: Iterate

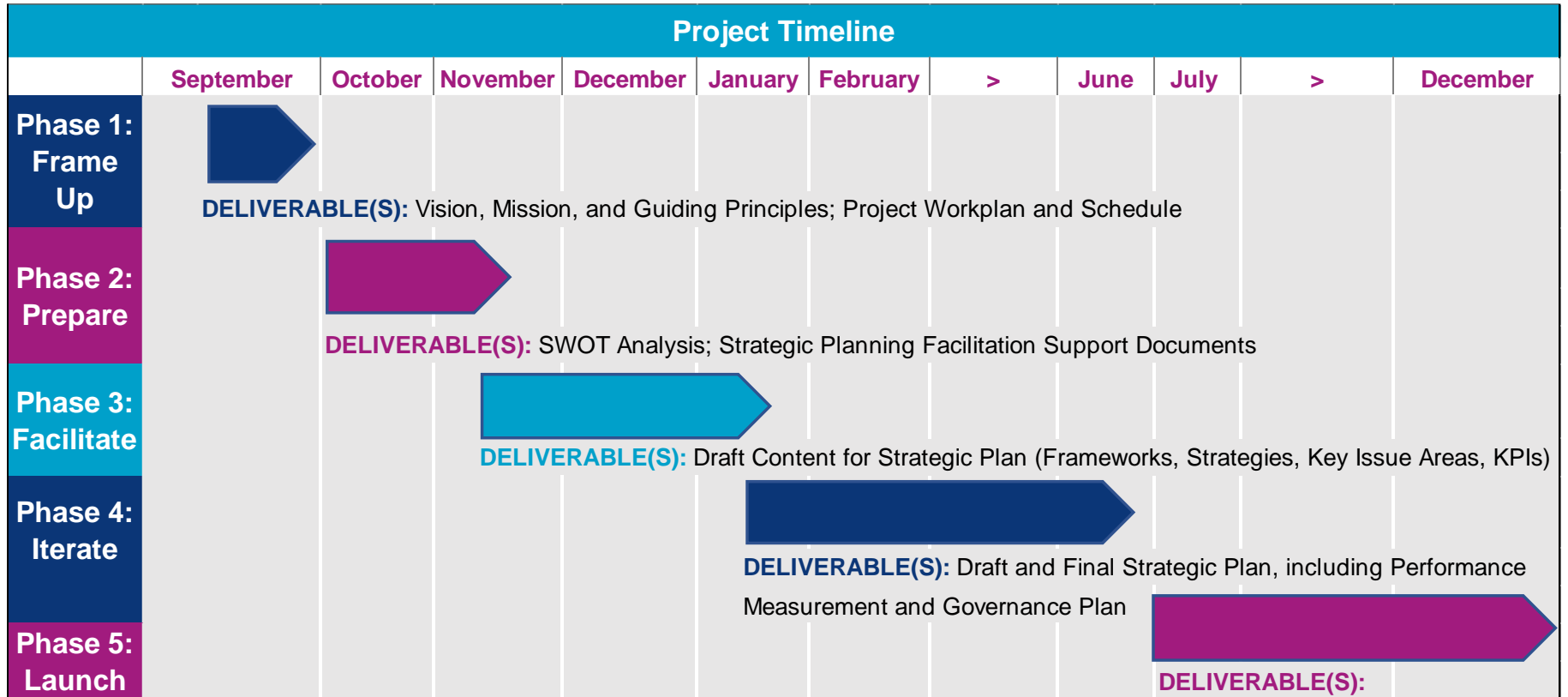
- Conduct two (2) town hall meetings with county staff and external stakeholders
- Iterate with key staff and HHS Cabinet toward final Plan



## Phase 5: Launch

- Conduct onsite meetings with County Leadership and HHS Cabinet to determine option for launch and develop workplans

# Project Timeline







# Phase 1: Frame Up

*Timeline: September 2019*

- Review written materials from HHS regarding the organization's current capacity, charge, structure, culture and constraints
- Conduct kickoff meeting, and in-person working session, and individual interviews with the Strategic Planning Team to:
  - Affirm the goals, objectives, aims, and specifications of the strategic plan
  - Begin process of re-articulating the vision, mission, and guiding principles at HHS
  - Plan data gathering to identify organization Strengths, Weaknesses, Opportunities and Threats
- Establish two key HHS teams
  1. Project Coordination Team: Tara, Penny, Andrea, and Jim
  2. Strategic Planning Team: All 16 Cabinet Members

***Do the team rosters work as is or do they need modification?***





## Phase 2: Prepare

*Timeline: October – November 2019*

- Conduct and distill input from two days of interviews and focus group discussions with internal staff and external stakeholders
  - Internal Staff: frontline staff, frontline supervisors, data and finance staff, etc.
  - External Stakeholders: non-profits, service providers, advocacy groups, etc.
- Analyze SWOT data gathered from focus groups, as well as data gathered in Phase 1, and distill observations into summary and briefing materials for HHS leadership.

***Which external stakeholders should be included?***



## Phase 3: Facilitate

*Timeline: November 2019 – January 2020*

Over 2 one-day working sessions, facilitate the Strategic Planning team (16 HHS Cabinet Members) to:

- Validate and refine the:
  - Vision, mission, and guiding principles for HHS.
  - SWOT analysis of the HHS current state and the environment in which it operates.
- Define and prioritize community and customer impact initiatives
- Define and prioritize capacity-building strategic initiatives
- Develop key performance indicators with interim and ultimate targets
- Create a governance plan for monitoring plan implementation quality, progress, and outcomes

***Dates are being identified offline, including a back-up date in the event of inclement weather.***



## Phase 4: Iterate

*Timeline: January – June 2020*

- Gather feedback from staff, governance, and stakeholders and cultivate their buy-in and “co-ownership” of the strategic plan.
- In-person, town hall-style sessions during which PCG and HHS collaborate in presenting draft strategic plan content, providing opportunities for individual and small group discussion of draft content, and large group feedback gathering and facilitated discussion.



## Phase 5: Launch

*Timeline: July – December 2020*

Build a bridge to implementation while helping key Montgomery County staff prepare to drive implementation without PCG's continued support:

- Identify and launch teams to oversee and guide implementation work
- Support launch of an initial set of implementation workstreams

***We will work with you to identify how we can best support your efforts during this phase, drawing on insights from the other phases of work.***



**Solutions that Matter**