KEY WINGS STRATEGIC PLANNING TERMS WITH EXAMPLES

Acknowledgement: This document borrows heavily from the Community Tool Box, a service of the Center for Community Health and Development at the University of Kansas. Concepts and examples have been adapted for WINGS.

VMOSA – Vision, Mission, Objectives, Strategies, and Action Plans + Measures

Before you Begin: Each WINGS group has different dynamics, experiences, and resources. Some are at different points in the strategic planning process. Use the WINGS Strategic Planning Tools flexibly as best fits your group.

- In some cases, the WINGS Coordinator and Steering Committee may view the strategic planning process as an exercise for the full WINGS group. The steering committee may plan the session(s), perhaps having the full group break into brainstorming teams led by steering committee members. Involving the full group will ensure that all stakeholders participate, and will promote lots of interaction – a key to collaborative action.
- In other cases, the Coordinator and Steering Committee may use the process themselves - perhaps inviting selected additional stakeholders, - and then present the results in draft for structured input, prioritizing or refining by the full WINGS group.
- Some WINGS may already have a strategic plan in place, and may decide to use the WINGS Strategic Planning Tools as a resource to renew and reinvigorate the plan, or to flesh out parts of the plan.

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VISION (THE DREAM)

Your vision communicates what your WINGS group believes are the ideal conditions for improving guardianships in your state or territory. It conveys how things would look if guardianships were perfectly addressed. These are brief proclamations that convey your dreams for the future.

Generally, vision statements are (1) understood and shared by members of the community; (2) broad enough to encompass a variety of perspectives; (3) inspiring and uplifting to everyone involved in your effort; and (4) easy to communicate (short enough to fit on a t-shirt!).

Example: Preserving Autonomy through Guardianship Reform

MISSION (THE WHAT AND WHY)

WINGS mission statement will describe what your group is going to do, and why. Mission statements are more concrete and “action-oriented” than vision statements. It might refer to a problem, such as the overuse of guardianships, or a goal, such as building resources that provide alternatives to guardianship. Mission statements are one sentence in length and are concise, outcome-oriented, and inclusive. Different WINGS stakeholders can pursue the mission in different ways, reinforcing each other.
Example 1 (from the ABA Commission Request for Proposals under ACL grant)): To improve a state’s guardianship system, avoid unnecessary guardianship, and prevent and address abuse.

Example 2 (from Utah WINGS): To bring together stakeholders from various disciplines to improve the state’s guardianship and conservatorship services and processes.

Example 3: To reform the guardianship process through policy advocacy, education, process changes, and collaborative planning.

OBJECTIVES (HOW MUCH OF WHAT WILL BE ACCOMPLISHED BY WHEN)

Objectives refer to specific measurable results for the WINGS broad mission. They lay out how much of what will be accomplished by when. There are three basic types of objectives, which are NOT mutually exclusive:

- **Behavioral objectives** focus on changing behaviors and the results of the behavior. For example, judges will review evidence and focus on functional capabilities of respondents to draft limited orders.
- **Community-level outcome objectives** are more focused on a community level instead of an individual level. For example, WINGS staff will engage in senior outreach efforts that encourage the use of supported decision-making agreements or other legal arrangements over guardianships.
- **Process objectives** refer to the implementation of activities necessary to achieve other objectives. For example, WINGS will help develop and comment on legislation that improves the availability of alternatives to guardianship.

Objectives should be **SMART+C**: measurable, achievable (eventually), relevant to your mission, and timed (with a date for completion.) The +C is a reminder to make your objectives challenging.

**Example 1**: By 2019, 80% of all guardianship orders will be limited.

**Example 2**: By December 2017, outreach materials for seniors will be developed and delivered to ALL Area Agencies on Aging within the state.

**Example 3**: Legislation endorsing supported decision-making agreements will be passed in the next legislative session.

STRATEGIES (THE HOW)

Strategies explain how WINGS will reach its objectives. They can be very broad, which encompass people and resources from many different stakeholders, or very specific, aimed at carefully defined areas.

Five types of specific strategies can help guide most interventions:

- **Providing information and enhancing skills.** For example, training attorneys on ABA’s PRACTICAL Guide.
- **Enhancing services and support.** For example, creating a Guardianship Assistance Program.
- **Modifying access, barriers, and opportunities.** For example, providing representation to respondents in guardianship proceedings.
• **Changing the consequences of efforts.** For example, provide incentives for retired financial experts to volunteer to examine and audit conservatorship accountings.

• **Modifying polices.** For example, court rules will be modified to promote specialization among judges who oversee guardianship cases.

**Example 1:** Judges and judicial officers will receive three hours of training on how to craft limited guardianship orders.

**Example 2:** At least 100 accountings will be examined by a new volunteer corps program of retired financial experts.

**Example 3:** WINGS will work with the largest school district in the state to pilot a young adult program that steers parents toward alternatives to guardianship.

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**ACTION PLAN (WHAT CHANGE WILL HAPPEN, WHO WILL DO WHAT WHEN)**

Your action plan will describe exactly how strategies will be implemented to accomplish your objectives. The plan refers to (1) specific (community and systems) changes to be sought, and (2) the specific action steps necessary to bring about changes. The plan may note resources needed, potential barrier, and stakeholders or others that need to be active. An action plan guides you to your dream through "do-able" steps.

You will create an action plan for each strategy that includes the following:

• Action steps: what will happen
• Stakeholder(s) responsible: who will do what
• Date to be completed: timing of each step
• Resources required: what is needed and what is available
• Barriers and a plan to overcome them
• Stakeholders and other collaborators: who else should know about this action

**Example of Action Plan for Strategy 1:** Judges and judicial officers will receive three hours of training on how to craft limited guardianship orders.

• [Assigned stakeholder] will conduct an online search and query to identify examples of limited orders.
• WINGS will form a workgroup, consisting of stakeholders to address limited guardianships.
• Members of the workgroup will review sample orders and draft a template.
• Upon the completion of the draft template WINGS will request that no fewer than five knowledgeable judges/judicial officers review and provide feedback on the limited order template.
• Upon revision, the workgroup will determine how best to present the template to judges/judicial officers and have it adopted statewide.
• The workgroup will develop instructions and work with state judicial educators to conduct a three-hour training program for judges.

Once you’ve decided on specific actions, begin to think about deadlines and milestones. Draft a timeline and if you like, create a Gantt chart as a visual tool.
Example: A Gantt Chart on Developing and Delivering a Training Program for Judges

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Workgroup Meetings

**OUTCOME MEASURES (WHAT THE PROJECT ACCOMPLISHED)**

Now it’s time to think about how you will measure progress. In many cases, the data for the entire state/territory will not be available. Think about how you might get the information from a sample of courts or other stakeholders, perhaps the courts serving the largest jurisdictions. It won’t be perfect but it will be a start. In the example of limited orders, here’s what you would need:

**Example of Outcome Measure:** The percentage of limited guardianships will increase after judges have been trained on crafting limited orders.

**Example of Data Collection Strategy:**

1. Collect baseline data – the current percentage of limited orders issued
2. Strategy to collect baseline data – information on limited orders is not currently collected. We will conduct a file review from (identify courts) by pulling 300 of the most recent orders to determine the percentage of limited orders.
3. Strategy to collect data points moving forward – we will recommend that a new data element (limited vs. full orders) be added to the case management systems or internal spreadsheets. In the interim, we will work with a subset of courts/jurisdictions who agree to collect the information going forward.
4. Timeframe - We will repeat the data collection method every six months to determine any changes and will work to expand data documentation statewide.
**Refer to the Key Strategic Planning Terms with Examples document before starting this activity**

We recommend completing the strategic planning process in two meetings. The first meeting will focus on vision, mission, and objectives. The second meeting will address strategies, action plans, and outcome measures.

In Strategic Planning Meeting One you will (1) draft a vision and mission statement; (2) identify gaps and issues; and (3) develop objectives. You should also note any coordination issues that need to be addressed to achieve your objectives.

**USE FORM 1 BELOW TO RECORD YOUR DISCUSSIONS**

**Step 1.** Briefly introduce yourselves, select a person to lead the discussion, and select a recorder to complete the WINGS Meeting 1 Report as you work through steps 2-7. The recorder should bring the report to the WINGS Strategic Planning Meeting 2.

- Discussion Leader: _______________________
- Recorder: _____________________________

**Step 2.** The WINGS Coordinator or designee should provide a brief overview of the guardianship process.

**Step 3.** What is your vision, or dream for the future? Draft a very brief vision statement that best speaks toward that dream.

**Step 4:** Develop a one-sentence mission statement that describes what WINGS will do and why.

**Step 5:** Now it’s time to think about guardianship issues in your state/territory. What are the gaps in the system? What are the needs in your state? Brainstorm a list of the key issues. Then prioritize each issue using either a number ranking or a low/medium/high rank.

**Step 6:** Develop objectives for the top three to five priority issues. Remember to make the objectives “SMART+C” (specific, measurable, achievable, relevant, timed, and challenging).

**Step 7:** Discuss your state’s current working relationships among the guardianship stakeholders, and any challenges you perceive. Identify ways of addressing coordination challenges.
VISION

Develop three potential vision statements. Ask the group to select the one that best expresses the vision of WINGS. **BOLD** the selected vision.

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MISSION STATEMENT

Craft at least three potential mission statements that describe what WINGS will do and why. Keep the statement to one sentence. Try to reach consensus on the final selection. **BOLD** the selected statement.

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KEY ISSUES & OBJECTIVES

Identify the key guardianship issues. Ask committee members to vote on the priority issues, using either a numbered ranking system or a low/medium/high priority rank. Select those issues that received the highest priority and draft objectives that will address the issues.

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COORDINATION CHALLENGES AND IMPROVEMENT STRATEGIES

Discuss any coordination issues, including the lack of understanding about stakeholder purposes and processes that may be critical to fulfilling your mission. You may want to start with a discussion of what each agency and organization does in terms of guardianship matters. Develop approaches to improve coordination.

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<th>Coordination Challenges</th>
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Congratulations on completing Step #1 of the Strategic Planning exercise!

Please refer to this document for meeting #2.
**Refer to the Key Strategic Planning Terms with Examples and your Completed Form 1 before proceeding**

In Strategic Planning Meeting Two you will (1) identify strategies to reach your objectives; (2) draft detailed action plans; and (3) propose outcome measures. At the end of this exercise, you will have all the elements necessary to build a strategic action plan that guides you toward success.

**USE FORM 2 BELOW TO RECORD YOUR DISCUSSION**

**Step 1.** The discussion leader from WINGS Meeting 1 should continue in this role. Select a recorder to complete Form 2 below.

**Step 2.** Review the WINGS Strategic Planning Meeting One Report. You may wish to modify the report and re-prioritize your objectives after reflection since the initial meeting.

**Step 3.** Develop at least three strategies that explain how you will reach the objectives you prioritized. You can have more than one strategy that addresses the same objective.

**Step 4:** For each strategy, create a detailed action plan that includes action steps, stakeholders responsible, date to be completed, resources required, barriers and how to overcome them, and collaboration needed.

**Step 5:** Draft a timeline or Gantt chart to document your projected milestones.

**Step 6:** For each strategy, propose outcome measures and develop a data collection plan.

**Step 7.** WINGS coordinator: Upload completed strategic action plan to the:

- Teamwork project site:  https://ncsccls.teamwork.com
- or email to Brenda Uekert: buekert@ncsc.org
STRATEGIES

Based on your priority objectives, develop at least one strategy per objective that explains how you will achieve that objective. Be specific. You may have several strategies for some of the priority objectives, which is fine. Prioritize the top three to five strategies and **BOLD** them.

Note: You may have multiple objectives and strategies, so here’s a general guide. If you select 3 strategies, try to have them address 2 to 3 different objectives; if you select 4 strategies, they should address 2 to 4 different objectives; if you select 5 strategies, they should address 3 to 5 different objectives. You can select more than 5 strategies – but the more you select, the more difficult it will be to implement and measure.

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ACTION PLANS & MEASURES

Copy and paste your top three to five strategies into the section below. Then develop an action plan and propose outcome measures for each strategy.

**STRATEGY #1:**

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<th>ACTION STEPS</th>
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**Proposed Outcome Measure(s):**

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Data collection strategy:

Collection timeframe:
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- **Data collection strategy:**
- **Collection timeframe:**
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**Timeline or Gantt Chart:**

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**Proposed Outcome Measure(s):**

**Measure:**

Baseline data:

Data challenges:

Data collection strategy:

Collection timeframe:
WINGS STRATEGIC ACTION PLAN FOR [STATE/TERRITORY]

**VISION**
Make this brief and focus on your dream

**MISSION**
What are you going to do and how?

**OBJECTIVES**
Make sure your objectives are SMART+C: specific, measurable, achievable (eventually), relevant to your mission, and timed (with a date for completion.)

**STRATEGIES**
Explain how you will reach your objectives.

**ACTION PLAN**
Be specific in your actions. You’ll need an action plan for each strategy. Don’t forget a timeframe/Gantt chart.

**OUTCOME MEASURES**
Propose an outcome measure for each strategy. Outline your data collection strategy.
WINGS
Working Interdisciplinary Networks
of Guardianship Stakeholders

Strategic Action Planning
Brenda K. Leoker, PhD
National Center for State Courts
August 28, 2017

NCSC
National Center for State Courts

Results from Baseline Survey

Top Five Issues Rated as Extremely Important or Very Important by 7 to 8 WINGS Coordinators

- Identifying & Tracking Existing Guardianships
- Use of Least Restrictive Alternatives
- Providing Training & Information
- Assuring Quality Representation
- Effectively Monitoring Guardianship
Survey Results: Elements of Success

- Use less restrictive alternatives to guardianship (6)
- Statewide uniformity of practice (4)
- Stakeholder training (4)
- Easily accessible information for the public (4)

Proposed WINGS Check-ins

**Purpose**
- To document the impact of collaboration over time and record “aha” moments
- To demonstrate the value of WINGS to funding agency

**Steps**
- Coordinators to send following to Brenda
  - WINGS meeting dates
  - Contact information for WINGS members
- NCSC will send a brief online questionnaire a week after each full meeting of WINGS
Why develop a strategic plan?

- Provides a blueprint to move from dreams to actions to outcomes
- Helps build consensus
- Builds strong collaborative with focused mission
- Addresses challenges and changes over time

Center for Community Health and Development at University of Kansas.

Strategic Plan Elements

V - Vision
M - Mission
O - Objectives
S - Strategies
A - Action Plans
+M - Measures
VISION (The Dream)

1. Understood and shared by WINGS members
2. Broad enough to encompass variety of perspectives
3. Inspiring and uplifting
4. Easy to communicate

MISSION (the What and Why)

- WHAT is your WINGS going to do and WHY?
- One sentence in length - concise, outcome-oriented, inclusive

Example 1 (Utah)
To bring together stakeholders from various disciplines to improve the state's guardianship and conservatorship services and processes

Example 2
To reform the guardianship process through policy advocacy, education, process changes, and collaborative planning
OBJECTIVES (How Much will be Accomplished by When)

- Behavioral, Community-level, Process Objectives
- SMART+C: Specific, Measurable, Achievable, Relevant to your Mission, Timed + Challenging

Example 1
- By 2019, 80% of all guardianship orders will be limited

Example 2
- Legislation endorsing supported decision-making agreements will be passed in the next legislative session

STRATEGIES (the How)

- Steps your WINGS will take to reach its objectives
- Can be very broad or very specific
- Five types
  1. Providing information and enhancing skills
  2. Enhancing services and support
  3. Modifying access, barriers, and opportunities
  4. Changing the consequences of efforts
  5. Modifying policies

Example: Judges and judicial officers will receive three hour of training on how to craft limited guardianship orders.
ACTION PLAN (What Change Will Happen, Who Will do What When)

➤ Describes exactly how strategies will be implemented to accomplish your objectives
  1. Specific changes to be sought
  2. Specific action steps necessary to bring about changes
➤ Each strategy needs an action

STRATEGY: Judges and judicial officers will receive three hours of training on how to craft limited guardianship orders

ACTIONS:
1. Stakeholder X will conduct an online search and query to identify examples of limited orders
2. WINGS will form a workgroup, consisting of [stakeholders] to address limited guardianships.
3. Members of the workgroup will review sample orders and draft a template.
4. Upon the completion of the draft template WINGS will request that no fewer than five knowledgeable judges/judicial officers review and provide feedback on the limited order template.
5. Upon revision, the workgroup will determine how best to present the template to judges/judicial officers and have it adopted statewide.
6. The workgroup will develop instructions and work with state judicial educators to conduct a three-hour training program for judges.
Timeline

Example: A Gantt Chart on Developing and Delivering a Training Program for Judges

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<td>2. Convene and correspond with workgroup</td>
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<td>3. Draft limited order template</td>
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<td>4. Get feedback and make revisions</td>
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<td>5. Develop instructions and a training tool</td>
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<td>6. Conduct judicial education sessions</td>
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△ Workgroup Meetings

MEASURES (What the Project Accomplished)

- Measures based on your project objectives
- Data points may be difficult to gather – think outside the box
  1. Samples
  2. Surveys
  3. Interviews
  4. Case file reviews
  5. Data collection forms
  6. Revisions to Case Management System
OUTCOME MEASURE: The percentage of limited guardianships will increase after judges have been trained on crafting limited orders

Data Collection Strategy:
- Collect baseline data – the current percentage of limited orders issued
- Strategy to collect baseline data – We will conduct a file review from [x courts] by pulling 300 of the most recent orders to determine the percentage of limited orders
- Strategy to collect data points moving forward – we will recommend that a new data element (limited vs. full orders) be added to the case management systems or internal spreadsheets. In the interim, we will work with a subset of courts/jurisdictions who agree to collect the information going forward.
- Timeline – We will repeat the data collection method every six months to determine any changes

Performance Measures

- NCSC will work with the FOCUS WINGS to develop performance measures:
  - Identify potential data sources
  - Develop a data collection method
  - Provide instructions on analysis
  - Formulate benchmarks
Contact Me!

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757-259-1861