



Strategic planning

STRATEGIC DOMAIN



Strategic Planning



“Tyranny of the urgent” is the enemy of finding time to think strategically

DDJ Myers

Advancing Leadership Success

(800) 574-8877 ddjmyers.com

The 4 rules of strategic thinking

Strategic thinking



seeks hard,
fact-based, logical
information

questions
everyone's
unquestioned
assumptions

is characterized by
an all-pervasive
unwillingness to
expend resources

is usually indirect
and unexpected
rather than head-on
and predictable

Strategic planning core elements

Know why

Stay relevant in a changing world

- Purpose, vision, mission
- Relationships
 - Ear to the ground

Plan

Plan to deliver on your purpose

- Right team, right culture, right capacity
- Be connected

Act

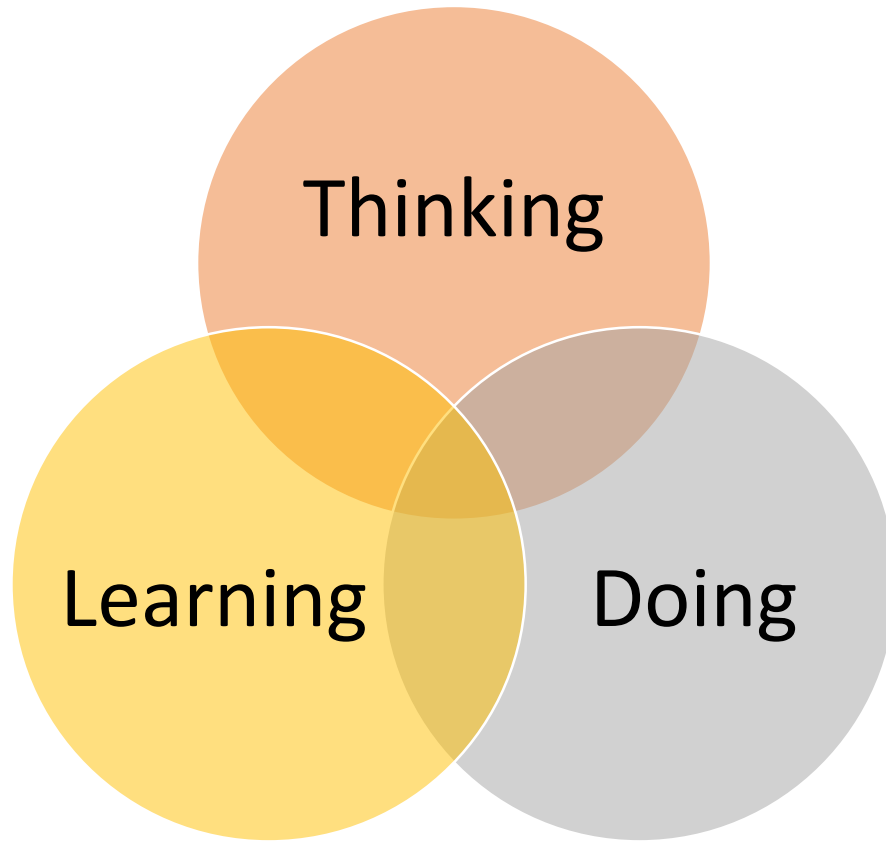
Have a plan to turn activities to outcomes

- Adaptive management

Assess

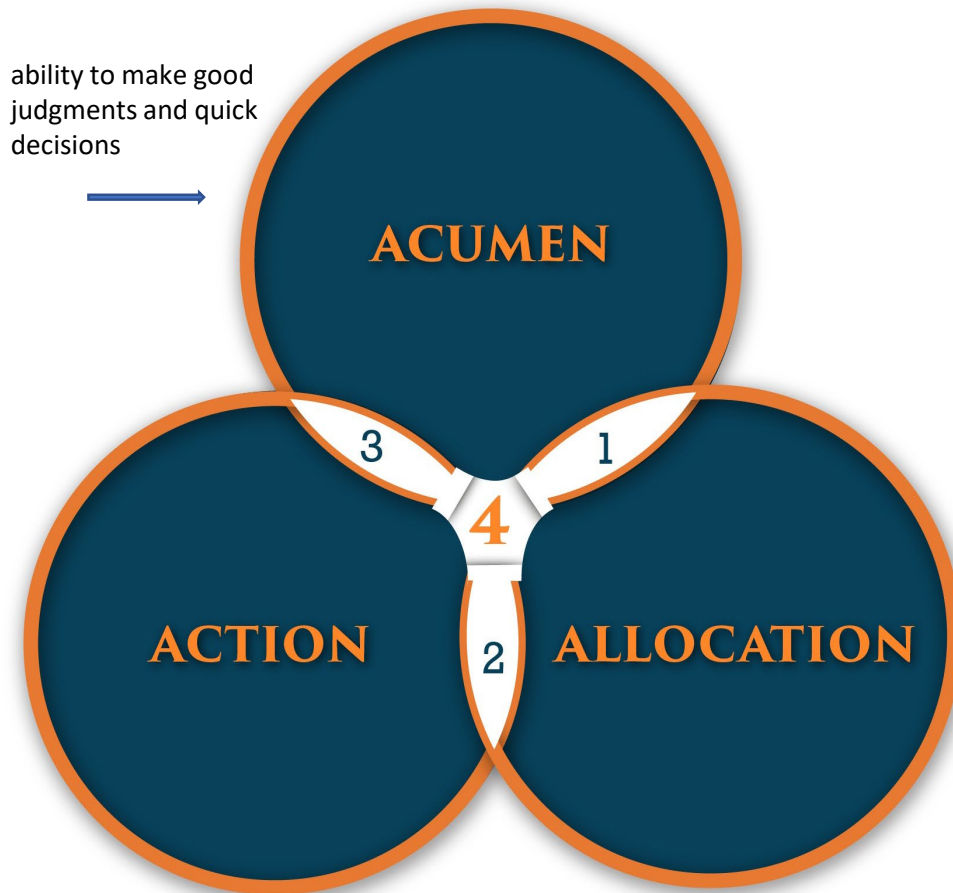
Have a plan to see if it is working

- Help people see this is feasible



3 components of being strategic

THE THREE DISCIPLINES OF STRATEGIC THINKING



1. LACKS ACTION
“Ready-Aim-Aim”
2. LACKS ACUMEN
“Ready-Fire-Aim”
3. LACKS ALLOCATION
“Ready-Fire-Fire”
4. **STRATEGIC THINKER**
“Ready-Aim-Fire”

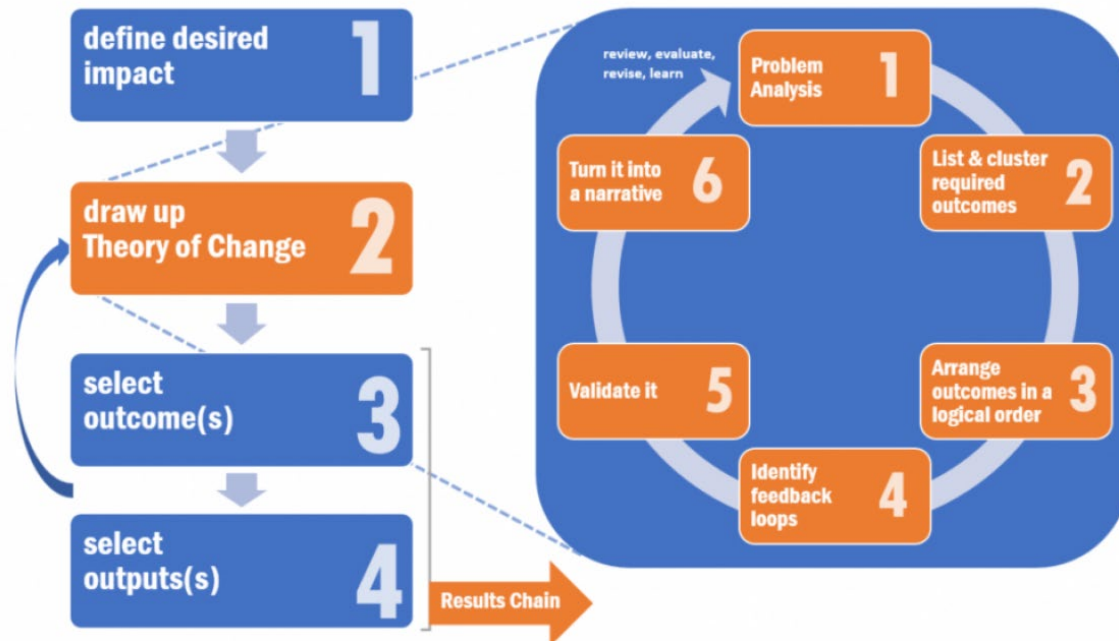


Need a theory of change to bridge thinking and doing

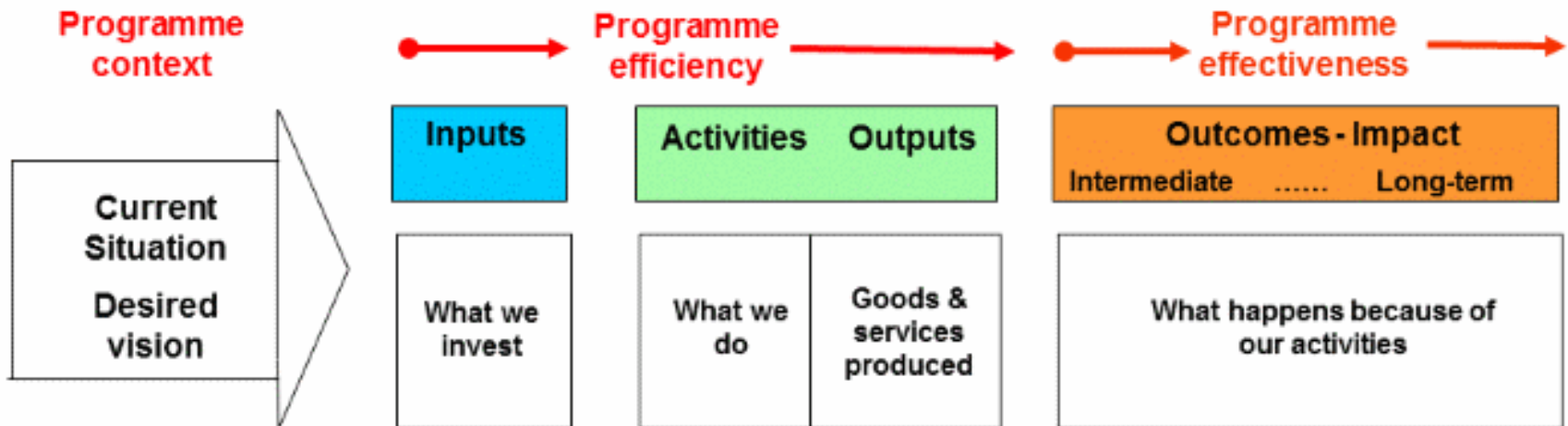
Theory of Change

When and how to use it


Thomas Winderl, Ph.D., MBA
Consultant for Planning, Monitoring & Evaluation

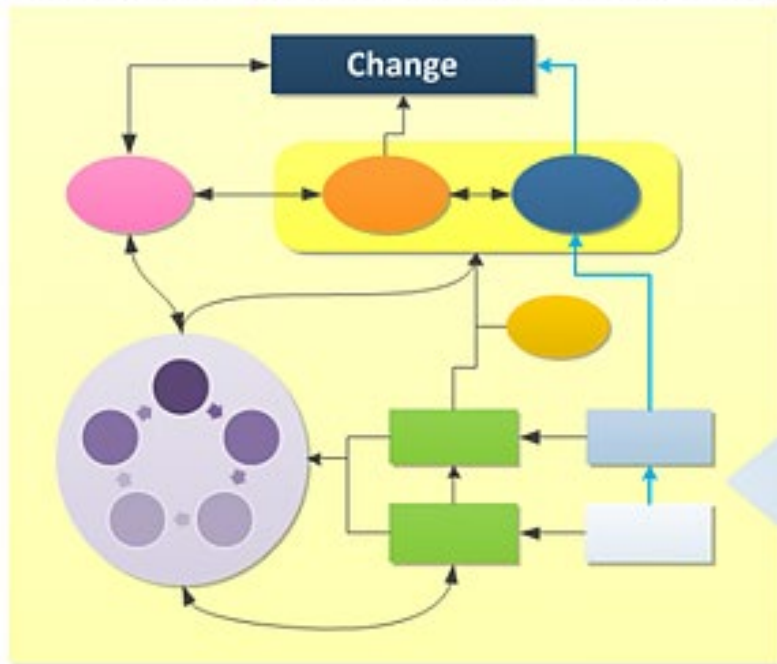


Turn the theory into action



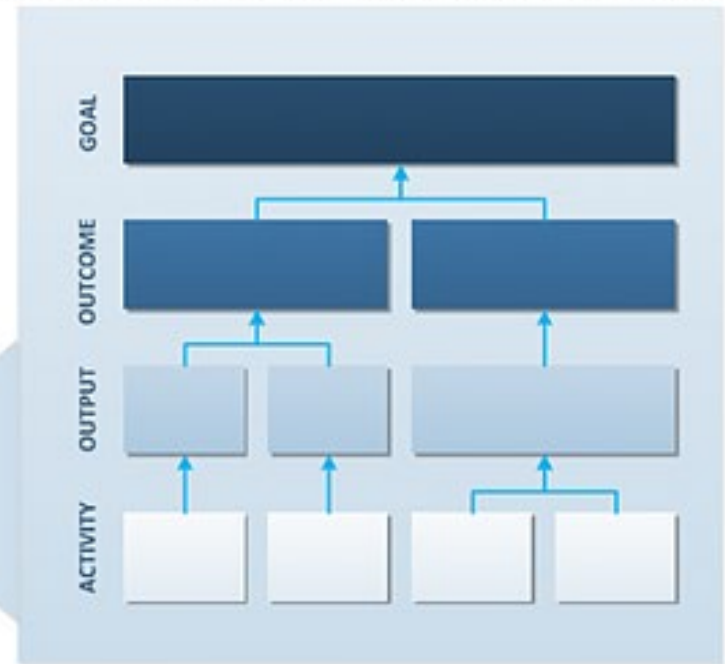
Theory of Change

Shows the big picture with all possible pathways – messy and complex



Logical Framework

Shows just the pathway that your program deals with – neat and tidy





Example Pan-Canadian Approach to Wildlife Health



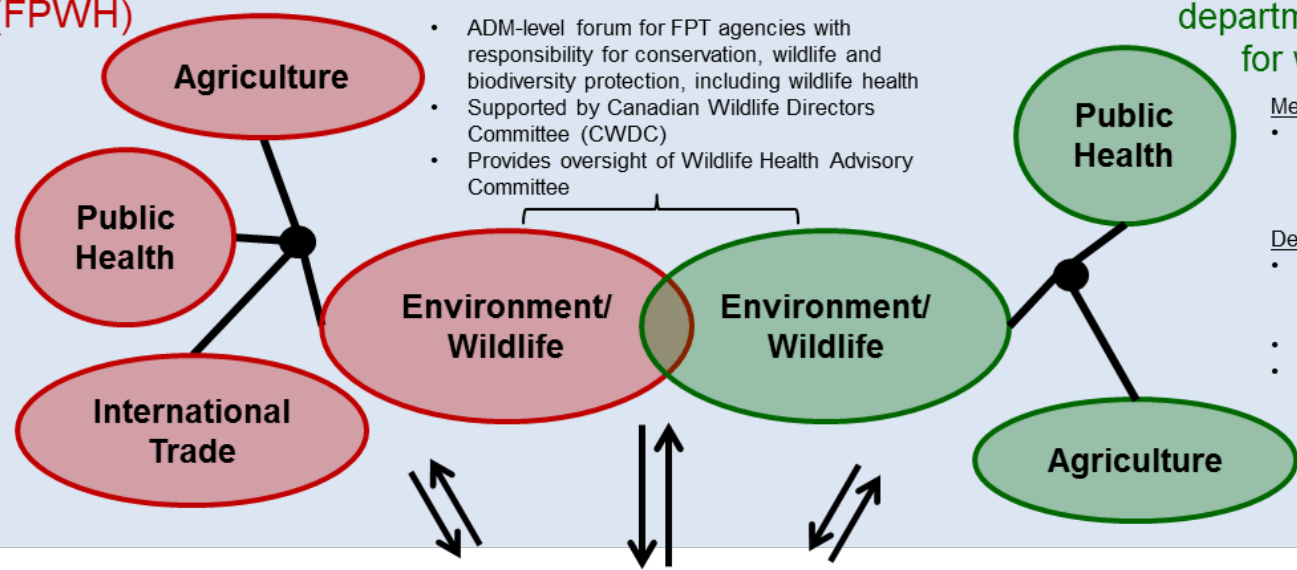
Federal Partners in Wildlife Health (FPWH)

Members

- Federal departments and agencies with a core mandate for wildlife health (ECCC, PCA, DFO, CFIA, PHAC, AAFC, INAC) and others that participate as relevant (e.g., HC, TC, NRCan, DND)

Description:

- DG-level forum
- Sets priorities
- Determines funding



Provincial and Territorial departments responsible for wildlife health

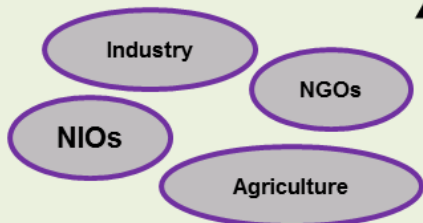
Members:

- Provincial and Territorial departments and agencies with a core mandate for wildlife health

Description:

- Linkages and process differ according to jurisdiction
- Sets priorities
- Determines funding

Key non-governmental advisory groups



Examples

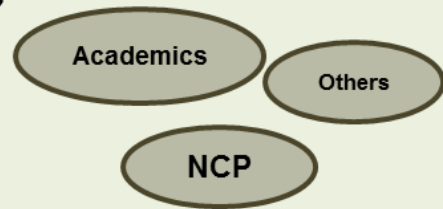
- National Indigenous Organizations (NIOs)
- Hunter, fisher, and environmental advisory groups (NGO)
- Agriculture and industry advisory groups

Description:

- Non-governmental stakeholders which serve an essential function in health intelligence gathering and depend upon the information that is collected

Wildlife Health Advisory Committee
 Co-chair: CWHC + ECCC
 Secretariat: CWHC

Additional partners in wildlife health



Examples

- Northern Contaminants Program (NCP)
- Academics

Description:

- Partners in addition to CWHC that deliver wildlife health programs in partnership with government

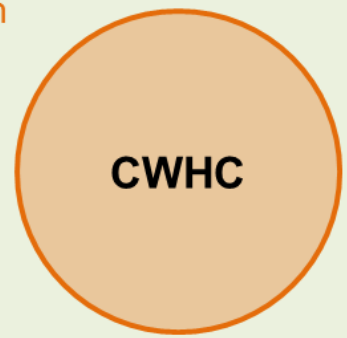
Canadian Wildlife Health Cooperative (CWHC)

Members

- Network of wildlife health experts, includes Canada's veterinary schools

Description:

- Delivers wildlife health programs in partnership with government and non-governmental organizations



VALUE TO PROVINCES AND TERRITORIES OF CONTRIBUTING TO A NATIONAL WILDLIFE HEALTH PROGRAM

NEEDS

NEEDS SHARED ACROSS JURISDICTIONS & PORTFOLIOS

Early risk detection to promote prevention
Anticipate and prepare for climate change
Assessment capacity to provide safety assurances
Equivalent awareness of changing infectious and pollution risks
Support Indigenous and rural health
Foresight into the effects of landscape change
Reliable, coordinated information for decision making

BE BETTER PREPARED IN A RAPIDLY CHANGING WORLD



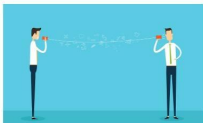
FORESIGHT

Through collaborating and integrating evidence and expertise



EVIDENCE-BASED ACTION

Sharing practices, knowledge and experience speeds the translation of information into plans and actions



COMMON MESSAGES

Advocacy and communications to give profile and a shared voice



EFFICIENCY

Preparedness exceeds the capacity of any single program. Collaboration and coordination is needed

A NATIONAL APPROACH

health intelligence

Diversify, harmonize, coordinate & assess information to promote anticipation & preparedness

innovation

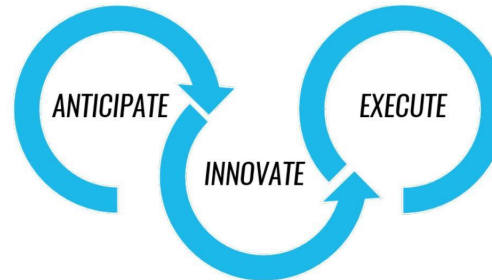
Facilitate government-academic collaborations to build tools and information to meet evolving threats

stewardship

Foster collaborations and sharing to produce a national perspective on the state of wildlife health

governance

Develop, measure and assess strategic goals and targets via national partnerships and planning



VALUE

SAVINGS



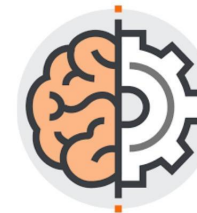
A co-funded collaborative model reduces the burden on any single program and reduces the cost of outcomes for all

CAPABILITIES



No jurisdiction maintains the capacity to address all its wildlife health priorities. A networked approach shares capacity to prioritize, prepare and plan risk management policies and practices.

IMPACT



Decide together by thinking together. Shorten the knowledge to action path

PROOF



25 years of collaboration provides the foundation for an innovative and impactful national approach

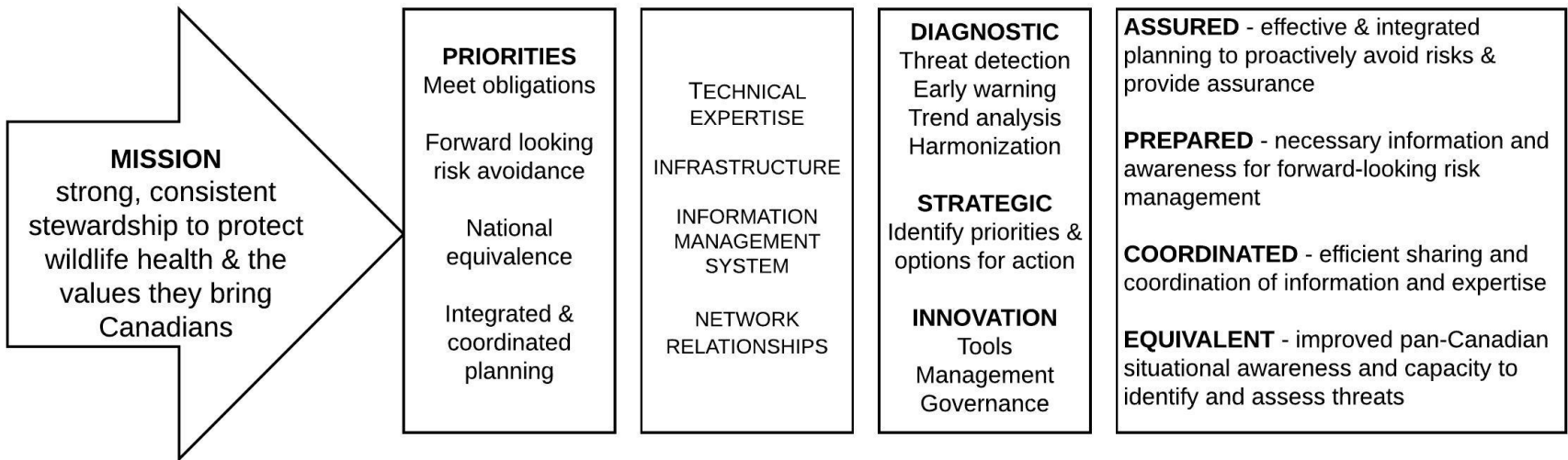
OUTCOMES

Safe social use of wildlife for economic, cultural and personal use. Protect natural heritage. Forecast or prevent unanticipated or undesired impacts. Better informed. Costs saved

INCREASING SAFETY AND SUSTAINABILITY THROUGH PARTNERSHIPS, PREPAREDNESS, COLLABORATIVE PLANNING AND PREVENTION

Developed a logic framework to doing

INPUTS → OUTPUTS → OUTCOMES





CANADIAN
WILDLIFE HEALTH
COOPERATIVE

LOGIC MODEL - CORE PROGRAMS

CREATING A WORLD
THAT IS SAFE AND SUSTAINABLE
FOR WILDLIFE AND SOCIETY

MISSION: Timely awareness of the national wildlife health situation to identify priorities and actions

GOAL: Geographically representative detection, assessment and communication of information on a diversity of wild terrestrial and aquatic species

RATIONALES

Limited options for treatment and recovery necessitate early detection and rapid response

Limited resources requires evidence-based strategies for action & resource allocation

Multi-jurisdictional management for wildlife benefits from a centralized view of risks & opportunities

ASSUMPTIONS

Core support is sustained at a sufficient level to meet goals

A national wildlife health program is valued and required

Inputs to the core program (submissions, samples, information, resources) support the mission and goal

ACTIVITIES

Scanning surveillance to document trends in endemic threats & detect new disease situations

Health Intelligence to assess, interpret and report trends and emerging events

Data management and storage to support claims on wildlife disease status

Reporting & communicating findings to stakeholders and decision makers

Knowledge-to-action by working with partners to mobilize outputs

Coordination of targeted surveillance activities

OUTPUTS

Morbidity & mortality reports on individual and incidents of wildlife disease

Timely reports of disease incidence for targeted surveillance

Periodic summaries of trends

Notifications of emerging & introduced diseases

Expert interpretation of social and ecological implications of findings

Recommendations on priorities & actions

National archive of wildlife disease reports

LONG TERM OUTCOMES

Confidence in statements of assurance of presence/absence of hazards

Strategic policy priorities identified & supported

Value of wildlife health programs for society documented and sustained.

MEDIUM TERM OUTCOMES

Trends detected and relevance communicated

Regional & national networks for information sharing

Priorities for additional investigation, targeted surveillance and/or capacity development identified

SHORT TERM OUTCOMES

Cause of death and illness for individual cases/incidents determined

Local response to cases/incidents supported

Emerging issues or introduced diseases detected & reported

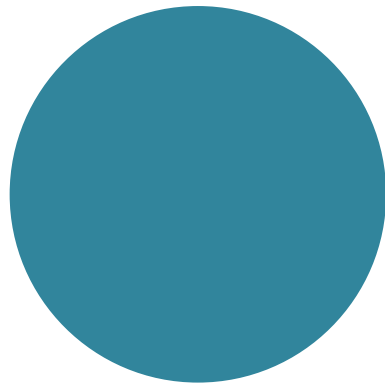
Annual priorities identified

www.cwhc-rcsf.ca

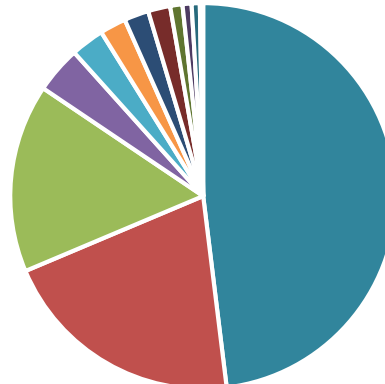
Developed budget and governance options tied to functions and goals to start empowerment

- CWHC
- FTE
- Communication
- Fellowships

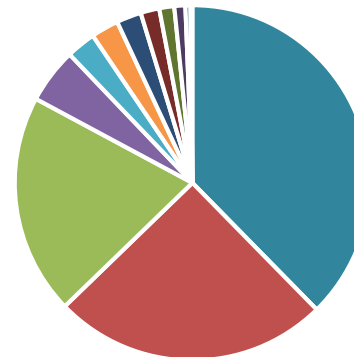
- Program - application based
- Program - internal
- Equipment
- Meeting



1. Maintenance Budget
- \$3.9 M/year



2. Pan-Canadian equivalence
- \$14.6 M/year

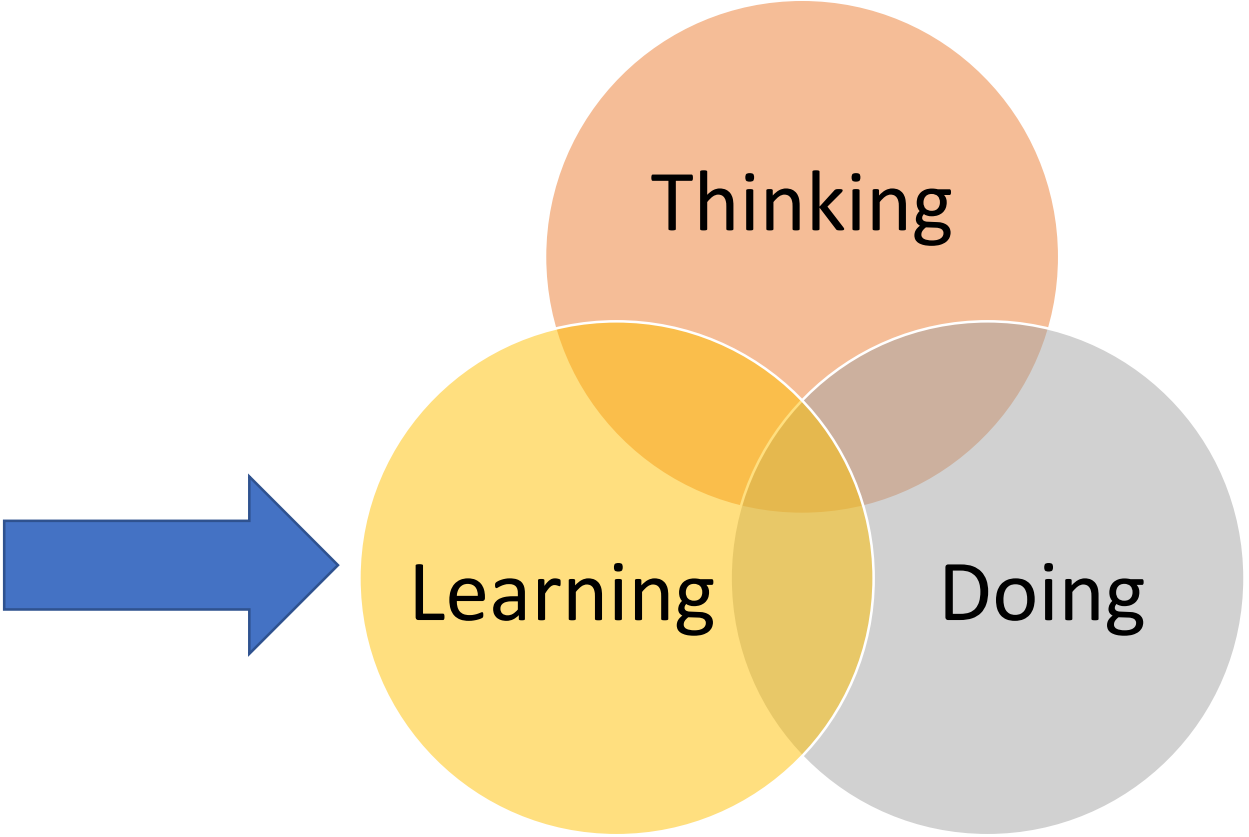


3. Full Implementation
- \$23.9 M/year

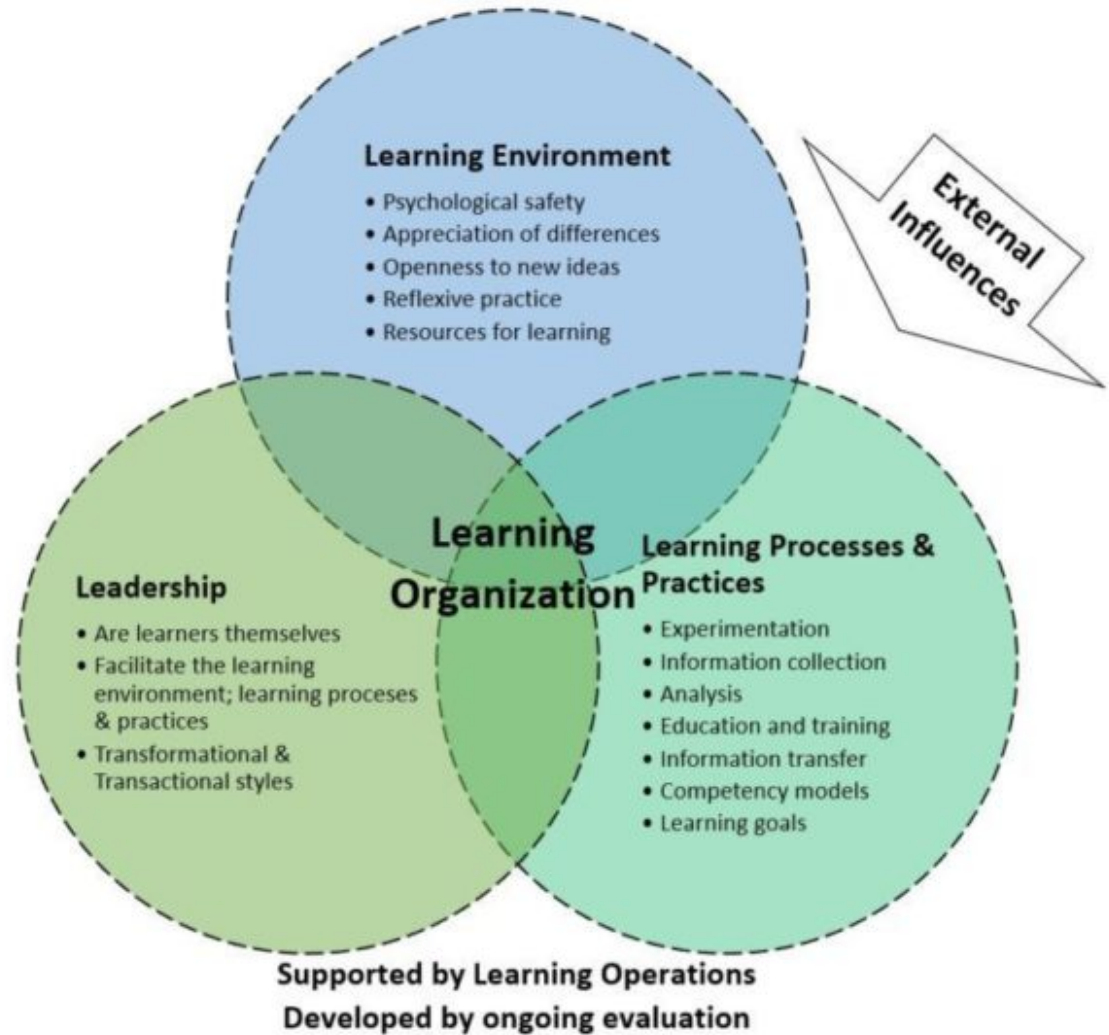
Changing the discussion on wildlife health
More players at the table
New short term funds for special projects



A 5 year journey!



Being a learning organization



Strategic learning: What do we want/need to learn?

Strategic Planning Cycle



What do we evaluate in wildlife health?

Do we change the health outcomes?

- How do we measure this?
 - Can't show freedom from disease
 - Poor data on population performance
 - No targets

Do we get rid of threats and risks?

- Rarely get rid of a disease
- Might get rid of one threat (ex. point source pollutant) but the population is still threatened

Back to the Pan-Canadian Approach

What do the users want?

- What they told us
 - Confidence and transparency in decision making
 - Assurances of safety
 - Not be surprised
- How do we get there?
 - Indicators of success vs thresholds
 - Negotiated vs imposed
- Interim step
 - Do program operations “work” as we hoped?



Standard	Indicator
Health intelligence reflects Canada’s geographic, ecological and species diversity	Spatial, species & seasonal patterns of health intelligence and sample submission
Surveillance results are available in a timely fashion	Timeliness of report generation, information input & results sharing
Information quickly & accurately shared with those who need to know	Frequency & reach of technical reporting, alerts and social media reports
Contextual information turns surveillance data into knowledge	Access & use of contextual information to supplement surveillance outputs
Expertise is available to supports decision making	Diversity, stability and growth of the expertise
Help identify priorities, options and strategies for action	Requests for assistance and feedback on impacts
Investment meets changing and growing needs	Financial status, budget sustainability and resources meet funders needs for service



Your role as
a leader



Strategic planning exercise

- Task
 - Describe **how** the new executive director of the WDA could go about developing a strategic plan for the organization
 - How to develop a vision
 - How to develop a logic framework
 - How to learn
 - Don't worry about what the plan should be, but how the plan should be created
- 4 groups
 - 20 minutes to plan
 - 20 minutes to share
 - 20 minutes to discuss