



Organizational Planning in the Era of HIP: Aligning Your Agency with National Health Initiatives

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Organizational Alignment



Organizational Alignment

- Organizational alignment is an important concept
 - Particularly in fast-paced, complex, and constantly changing environments
- Many organizations are struggling with changes in their external environment as a result of disruptive change
- As these external changes are occurring they can lead to non-alignments within the organizations



National Center for Training, Support, and Technical Assistance

ORGANIZATIONAL ALIGNMENT IS THE GLUE
FOR ACHIEVING BETTER PERFORMANCE





5 Steps to Organizational Alignment



5-Step Process of Organizational Alignment

1. Define target structure, goals and objectives
2. Decision to align
3. Identifying areas of change
4. Adaptation & alignment
5. Monitoring and reinforcement



Decision to Align



Shared Core Values





Organizational Alignment with HIP, NHAS and ACA



Key to Organizational Alignment

The key to organizational alignment is to identify and define the core characteristics from which a comparative analysis on alignment can be made



Connectors and Core Elements

Vision	The United States will become a place where new HIV infections are rare, and when they do occur, every person regardless of age, gender, race/ethnicity, sexual orientation, gender identity or socio-economic circumstances, will have unfettered access to high quality, life-extending care, free from stigma and discrimination.
Goals	<ol style="list-style-type: none">1. Reducing new infections2. Increasing access to care and improving health outcomes for people living with HIV3. Reducing HIV-related disparities and health inequities4. Achieving a more coordinated national response to the HIV epidemic



Connectors and Core Elements (Continued)

Enhanced testing

Core strategy to reduce HIV transmission by implementing HIV testing with target populations at highest risk to increase the number of individuals who know their sero-status and identify HIV positive persons.

Increased access

Alignment of public-private healthcare sector with emphasis on integrated care models including coordination between primary care and behavioral and mental health services.



Assessment Methodology

Category	XYZ Current State	Model Core Elements
Mission		
Vision		
Values		
Practices		
Goals		
Objectives		
Activities		



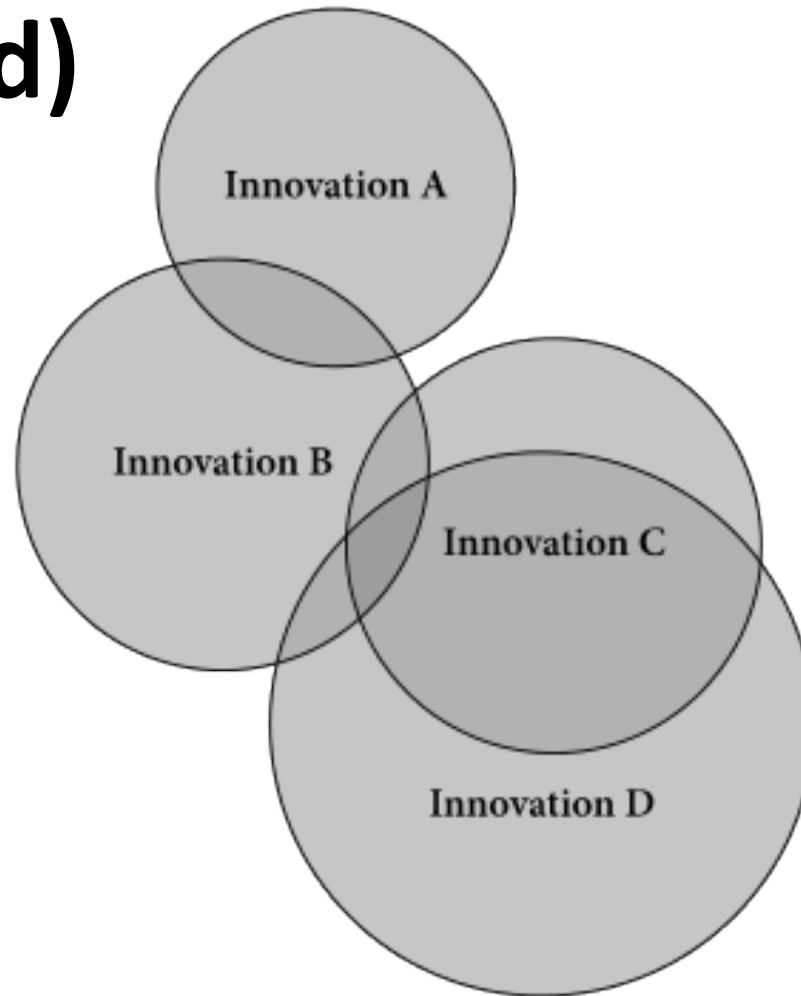
Alignment Tools and Processes

Comparative Analysis

- The item-by-item comparison of two or more comparable alternatives, processes, products, qualifications, sets of data, or systems
- In accounting, for example, changes in a financial statement's items over several accounting periods may be presented together to detect the emerging trends in the company's operations and results



Alignment Tools and Processes (Continued)





Alignment Tools and Processes, Gap Analysis

A technique to determine steps needed to move from current state to the desired, future state

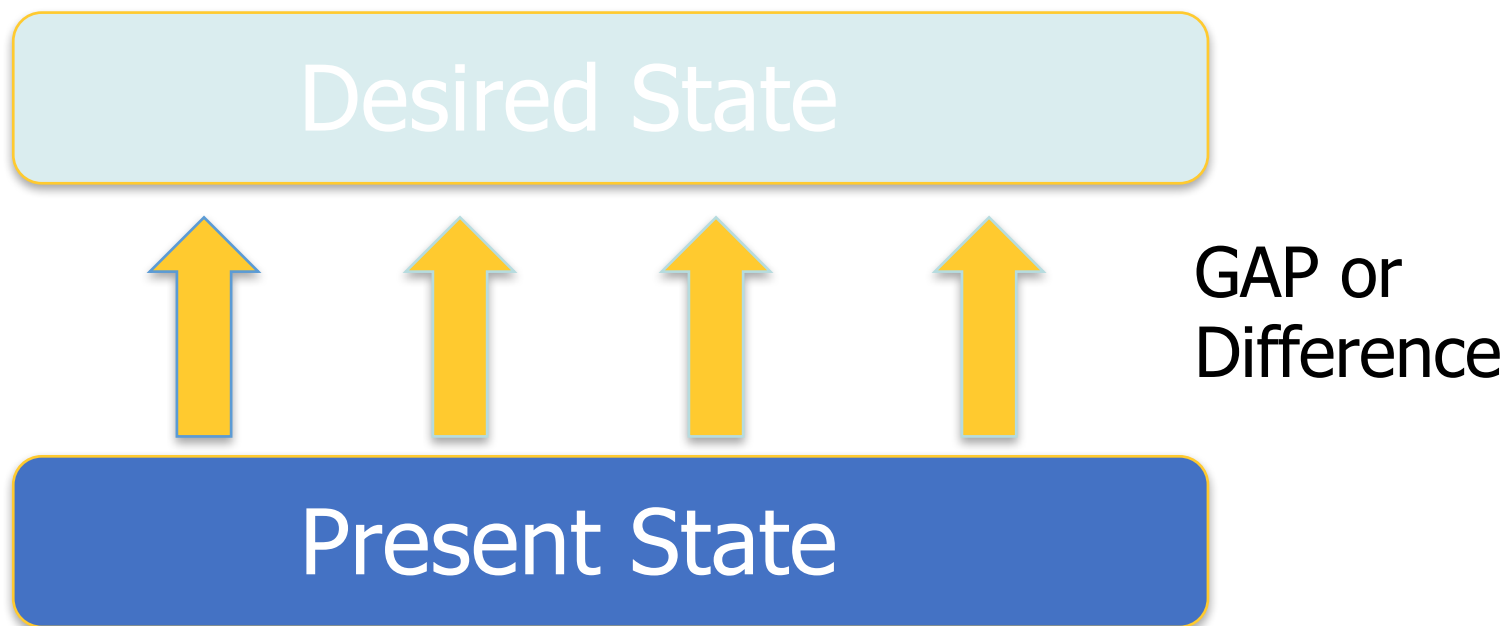
Gap analysis consists of:

1. Listing characteristic factors (attributes, competencies, performance levels) of the present situation ("what is")
2. Listing factors needed to achieve future objectives ("what should be")
3. Highlighting the gaps that exist and need to be filled



Alignment Tools and Processes

GAP Analysis Model





Bringing it all Together



Maximizing the Planning Process

- Setting the blueprint to succeed
- Internal collaboration
- Involving the whole organization
- Team building



Resources

U.S. Department of Health and Human Services

Colleen, L. Barry, Ph.D., et al., Moving Beyond Parity – Mental Health and Addiction Care Under ACA, *The New England Journal of Medicine*, 2015

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Myers, Kent, Organizational Network Alignment, Science Applications International
Balancing Competing Accountability Requirements: Challenges in Performance Improvement of the Nonprofit Human Services Agency, *Public Performance and Management Review*, Vol. 29, Issue 2, 2005

Donald T. Tosti, Stephanie F. Jackson, *Organizational Alignment*

Success Factors – *The Incredible Power of Company Wide Goal Alignment and Organizational Business Goals*



This presentation was supported by Cooperative Agreement Number, U65PS004459, funded by the Centers for Disease Control and Prevention. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the Centers for Disease Control and Prevention or the Department of Health and Human Services.