

Key Strategic Objectives - 3- 5 year

Finance			
	Vision Statement:	Own and Operate International Class Facility	
	Context:	Blah, blah	
	Objective:	Ensure appropriate business models meet clinical service and ownership needs	
	KPI's	Year 1 Year 3 Year 5	
	Strategy 1 – Facility Ownership	Implementation Activities	Notes/Responsibility
	Proposition for debt-relief	<ul style="list-style-type: none"> Re-negotiate facilities 	Managing Principal
	Prepare a redevelopment strategy	<ul style="list-style-type: none"> Build new consulting and training rooms 	Practice Manager
	Implement high service standards to tenants	<ul style="list-style-type: none"> Review quality of practice staff and facility support and review management fees charged 	
	Budget	\$	
	Target	Year 1: - Year 3: - Year 5: -	

	Strategy 2 – Maximise Commercial Returns	Implementation Activities	Notes/Responsibility
	Implement new commercial business model	•	Practice Manager
	Budget	Review offering discounts for golden hand cuffs or utilisation of spare capacity on the bottom line	<ul style="list-style-type: none"> • See Business Model – a new staffing structure must be applied to the Facility to ensure delivering commercial return. • Formal budget provision needs to be made to: <ul style="list-style-type: none"> ○ Capital development ○ Plant and Equipment Works ○ Mortgage repayment ○ Major maintenance program
	Target	<p>Year 1: - Business Model Implemented driven by commercial targets</p> <p>Year 3: - Deriving a 20% margin on all activity and running at 85% capacity</p> <p>Become debt free</p> <p>Year 5: - New business ventures operational (ie take-over management of other practices)</p>	

	Strategy 2 – Diversified Income Strategy	Implementation Activities	Notes/Responsibility
	Implement new commercial business model Identify new tenant	<ul style="list-style-type: none"> Co-locate pathology and pharmacy services 	Practice Manager
	Introduce a patient safety net scheme	<ul style="list-style-type: none"> Contact Health and Life on classing services to patients 	Practice Manager
	Budget	\$	<ul style="list-style-type: none"> See Business Model – a new staffing structure must be applied to the Facility to ensure delivering commercial return. Formal budget provision needs to be made to: <ul style="list-style-type: none"> Capital development Plant and Equipment Works Mortgage repayment Major maintenance program
	Target	<p>Year 1: - Business Model Implemented driven by commercial targets</p> <p>Year 3: - Deriving a 20% margin on all activity and running at 85% capacity</p> <p>Become debt free</p> <p>Year 5: - New business ventures operational (ie take-over management of other practices)</p>	

Strategic Platform: High Performance

	Customer / Patient		
	Vision Statement:	The Practice is regarded as an industry and community leader	
	Context:	Blah, blah	
	Objective:	Blah, blah	
	KPI's	Year 1 Year 3 Year 5	
Key Strategies:			
	Strategy 1	Implementation Activities	Notes/Responsibility
	Develop a position on building: <ul style="list-style-type: none"> • the capacity of women • the utility of the practice as a vehicle for community development <ul style="list-style-type: none"> ○ inclusion ○ remote communities ○ health education 	•	Managing Principal
	Develop a position of leadership regarding a major charity (ie health and financial literacy e.g. One Moment Foundations etc)		
			Task Force Member
	Budget	\$	

Strategic Platform: High Performance

Process			
Vision Statement:		The best High Performance structures in Australia	
Context:		A high performance strategy will provide an integrated development program for talented staff to realise their full potential at all levels within the practice	
Objective:		An integrated High Performance Program centred around excellence	
KPI's	Year 1	Staff surveys report high professional development satisfaction	
	Year 3	1/3rd of staff achieve a promotion	
	Year 5	Employer of choice award	
Key Strategies:			
Strategy 1		Implementation Activities	Notes/Responsibility
<p>High Performance Strategy is developed to win; and develops a high performance culture.</p> <ul style="list-style-type: none"> ○ Implement operational structure to best deploy staff that meets the practice Strategy 		<ul style="list-style-type: none"> • Grow the quality of staff consistent with the requirements for high performance participation • Implement a talent identification and selection process 	Practice Manager
		<ul style="list-style-type: none"> • Establish a staff education structure specifically targeted to the demands of high performance staff complete with tools and experiential learning opportunities 	Practice Manager
		<ul style="list-style-type: none"> • Develop a communication framework for staff performance pathway 	Practice Manager
		<ul style="list-style-type: none"> • Review performance competition pathway 	Practice Manager

		<ul style="list-style-type: none"> • Communication and promotion – who's on the pathway and what is our expectation? • Communicate the pathways to excellence 	Practice Manager
	Budget	\$?	
	Target	Year 1: - ? Year 3: - ? Year 5: - ?	
	KPI	<ul style="list-style-type: none"> • ? • ? 	

Strategic Platform: Leadership

Learning and Growth			
Vision Statement:		The Practice is an industry leader	
		A sustainable organisation based on best practice	
Context:		Blah, blah	
		Management objectives	
		Income objectives	
Objective:		The Practice leads in innovation based by empowering its staff	
KPI's		Year 1	
		Year 3	
		Year 5	We achieve 80% new external services and revenue stream giving The Practice diversified income/investment opportunities
Key Strategies:			
Strategy 1 – Sustainable Organisation		Implementation Activities	Notes/Responsibility
Organisational structure that drives the organisations strategies		<ul style="list-style-type: none"> New staffing structure implemented Training and development program in place Performance bonus program implemented 	Managing principal <ul style="list-style-type: none"> See proposed structure attached Request 4 new positions to the organisation taking staffing to 4 FTE's Increase staffing expenses to \$200k (currently at \$150k)
High staff capabilities <ul style="list-style-type: none"> Including a high quality pool of leadership talent across all business units Effective succession planning 		<ul style="list-style-type: none"> Implement Health and Life's Directors Pathway program 	

	<ul style="list-style-type: none"> Established governance structure to drive a modern organisation 	<ul style="list-style-type: none"> Implement Health and Life's Directors Pathway program 	<p>Managing principal</p> <ul style="list-style-type: none"> Key members of the medical and stakeholder community are identified and targeted to help the organisation drive its vision
	Collaborative communications system enabled via technology	<p>Improve website and intranet</p> <p>Develop Facebook / Twitter Strategy</p>	Practice Manager
	Budget	Identify resources required and assess impact on annual operational budget and over a 5 year period	Practice Manager
	Target	<p>Year 1: - New staffing structure implemented</p> <p>Year 2: - ?</p> <p>Year 5: - Regarded as an employer of choice</p>	

Operating Plan – 12 Month and Monthly Dash Board Report

	Vision Statement:	Develop from the Strategic Plan a 12 Month Operating Plan			
	Objective:	Identify Agreed Strategies to be implemented in the next 12 months and list and prioritise (max. usually 3 significant strategies in any one year)			
Key Strategies: (in order of priority)					
	Strategy 1 – Facility Ownership	Implementation Activities	Project Status	Estimated Date Of Completion	Notes/ Responsibility
	Proposition for debt-relief	<ul style="list-style-type: none"> Re-negotiate facilities 		Dec 2011	Managing Principal
	Prepare a redevelopment strategy	<ul style="list-style-type: none"> Build new consulting and training rooms 		Jan 2011	Practice Manager
	Implement high service standards to tenants	<ul style="list-style-type: none"> Review quality of practice staff and facility support and review management fees charged 		May 2012	Practice Manager
					Project not on track and over budget. Review overall financial position
	Target Annual/Monthly	\$100,000 / \$50,000			
	Actual Annual/Monthly	\$250,000 / \$20,000			