



STRATEGIC OBJECTIVES – TACTICAL IMPLEMENTATION PROJECT MAPPING

As dining options and service evolution and enhancements are discussed, **specific** initiatives are defined and envisioned by community leadership, community constituencies, department management and staff. As these new “dining experiences” and expectations are defined, mapping aligns resources from vision to strategic objective to tactical implementation assuring effective implementation and benefits.

Drs. R. Kaplan and D. Norton present this process in *Strategy Maps*. The mapping process allows communities to:

- ❖ Clarify strategies and communicate them to all constituents
- ❖ Identify key internal services that drive strategic success
- ❖ Align resources to a common objective
- ❖ Expose operational gaps and initiate appropriate corrective response

Dining Management Resources facilitates the process of mapping and alignment to coordinate the required community resources to the communicated objective. This is a collaborative project incorporating input from all community constituencies.

Executive and Board leadership must clearly identify specific strategic organizational objectives and their contribution to mission, core values and philosophy. Leadership must clearly define their expectation of a successful contribution to the community strategic objectives.

The following are the task requirements for the mapping process:

1. Identify Service Initiatives
2. Define Their Contribution to Strategic Objectives
3. Define Appropriate Measurements of Successful Experience Outcomes
4. Identification of Resource and Operational Intersects
5. Identification of Intersects and Roles of Collaborating Departments
6. Structure of the Process for Resource Allocation to Develop the Defined Initiative
7. Sequencing of The Tasks
8. Implementation of the Initiative.

The steps are required in order to take the specific initiative to a successful implementation. Once the initiative has been implemented, there is ongoing assessment, alteration, training and improvement of the new service experience.

In order to identify the multitude of tasks and to map intersects, community leadership and department management must identify these intersects and articulate their content. The following is the process and tools Dining Management Resources applies for Project Mapping and resource alignment.

Step 1

This step identifies the service initiatives envisioned by department management. These initiatives intersect with the strategic objectives defined by community leadership. Department management must stipulate within these intersects of the grid how each service initiative will contribute to that specific strategic objective.

Step 2

This phase defines the measurement of the service initiatives' contributions to the strategic objectives. At each intersect department management articulates the measurements criteria and tool/process for measurement of each initiative's contribution to the strategic objective.

Step 3

This phase demonstrates the resources required at each intersect to implement the initiative. Intersect columns are headed by the six areas of operational and community intersects.

Administration: fiscal, management and leadership considerations, feasibility budgets

Regulatory: compliance criteria (grouped by clinical and operational considerations)

Operations: software programs, forms, policy & procedures, protocols

Personnel: staffing requirements, training, HR. The impact on each care and service discipline is identified by department

PP&E: Property, Plant & Equipment necessary to perform the tasks and functions

Community: Communications, Resident & Family education; community collaboration

At this point in the process, department management and community leadership have an opportunity to make a preliminary “go/no go” decision based upon the initial resource requirements identified in Phase 3. If there is a “go” decision, the process moves on to Phase 4. If there is a “no go” decision, department management and community leadership must reconsider the contribution requirements of service initiatives designed to enhance the dining experience.

Step 4

This phase identifies intersect and impact of each of the service initiatives with other contributing departments i.e. nursing, housekeeping, activities, therapies, etc. This map identifies the roles, impact of/to these departments and their responsibility and contribution to implementing the service initiative. The outcome of this step is to

establish and identify the appropriate members of the *Experience Alignment Teams* that must collaborate for the service initiative implementation.

Step 5

This phase maps the process sequencing necessary to effectively define, develop, codify and implement the service initiative. The intersects of this grid identify the resource, process content and responsible individual or department for completing this task.

Step 6

This phase posts all tasks identified in Step 5 into a Microsoft Project Management resource. This project management document becomes the timeline and resources alignment and assignment document and project Gantt chart.

Step 7

This phase reviews the Project Management timeline by the Experience Alignment Teams to properly sequence the tasks, assign duration and identify responsibility for completion of each task. This document then becomes the management tool for the implementation of new service initiatives designed to enhance “the dining experience”.

It is Dining Management Resources’ role to facilitate this process. It is the role of community executive leadership, operational leadership, department management and staff to provide the content necessary to fulfill these experience initiatives.