Putting Your Strategic Plan into Action!

Geoff Urton
General Manager, Strategy & Innovation
I WILL TRY MY BEST

I REALLY WILL
Our Goal for this Session

Everyone has a clear understanding of Results-Based Management so they can develop Key Performance Indicators for their organizations.
10 key outcomes we want to see during 2017–2021

01. Increase the understanding of the five animal welfare needs among the general public and children.

02. A 25 percent reduction in animal cruelty and mistreatment.

03. Enhanced animal welfare legislation post Brexit, and animal welfare embedded as a significant government goal.

04. Reducing the overpopulation of cats, rabbits and other pets, and a reduction in the keeping of unsuitable exotic pets.

05. Reform to the sale of animals to better protect animals and the public from unscrupulous breeders and traders.

06. Get animal welfare on the school curriculum.

07. An increase in the number of animals under the RSPCA Assured scheme from 40 million to 80 million.

08. An end to the use of animals in scientific procedures that involve severe suffering, without detriment to the public.

09. An increase in sentencing for cases of wilful animal cruelty.

10. Statutory powers for RSPCA inspectors to help them rescue animals.
The ASPCA By the Numbers*

47,000+ Animals Rescued or Assisted
4,756 Adoptions from the ASPCA Adoption Center
$12 Million Granted to Animal Welfare Organizations
89,768 Spay/Neuter Surgeries Performed
KPI’s – Examples from RSPCA Queensland

• Maintain rehoming target of 100% healthy companion animals
• Decrease animal length of stay in our care
• Maintain animal return rates under 5%
• Return 100% rehabilitate-able wildlife patients to the wild
• Achieve customer satisfaction ratings across all service delivery areas above industry standards
• Build legacy funds of 20% of operating budget by 2020
• Set and exceed benchmarks for staff and volunteer experience
The purpose of a strategic plan is to:

• Deliberately set organizational direction and set focused priorities accordingly
• Determine what success looks like and how to measure it
• Guide allocation of resources to priorities
The purpose of an operational plan is to:

• Establish clear steps that an organization’s management will take to put the strategic plan into practice over its term to achieve the established goals.

• The operational plan will be a living document, adapted by management as needed to best meet the strategic plan goals within the prevailing environment, and is used to inform annual SMART goals.

• It will include *Key Performance Indicators* established to measure our success, and *initiatives* designed to fulfill on each strategy and improve performance.
Implement Results-Based Management by Defining

<table>
<thead>
<tr>
<th>Impacts</th>
<th>↓ skin cancer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcomes</td>
<td>↑ sunscreen use</td>
</tr>
<tr>
<td>Outputs</td>
<td>Public awareness campaign</td>
</tr>
</tbody>
</table>
Focus Your Objectives by:

Defining key metrics to quantify your success at each level:

**Impact:** Decrease skin cancer rate in young adults by 30% by 2005

**Outcome:** Increase sunscreen use by 50% by 2000

**Output:** 20 million media impressions for sun safety campaign by 1996
Implementing our Plan

STRATEGIC PLAN

GOAL

STRATEGY

STRATEGY

OPERATIONAL PLAN

INITIATIVE

INITIATIVE

INITIATIVE

KPI

KPI

INITIATIVE
Implementing our Plan

**Strategic Plan**

**Goal:** New opportunities for revenue growth.

**Strategy:** Strategically invest to grow our supporter base.

**Operational Plan**

**KPI:** % of new donors who make a second gift.

**Initiative:** Establish customized retention strategies for new donor sources.
What is a Game?

Whenever you say one thing is more important than another thing.

Hockey:

Puck in net is more important than puck on stick.
Historical Priorities in Each Department

Make 2 columns:

- What we’ve measured as important
- The results we’ve gotten
Output and Outcome Measures

"Case studies show that productivity rises when managers and supervisors guard the goals, values, and inputs, while workers manage the output.

To reinforce self-control inside a system, the leaders must stay outside, working on it not in it. Staff experts seek continually to transfer what they know.

Where this does not happen, we get high error rates, unexplainable failures, dissatisfied customers, and a demoralized workforce"

- Marvin Weisbor, Productive Workplaces
GOAL:
An end to the unnecessary suffering of thousands of homeless cats each year in British Columbia.

KPI (MEASURABLE OUTCOME):
A reduction in branch intake of unwanted kittens
Key Performance Indicators to Measure Our Success

STRATEGY: Maintain existing and develop new services to prevent cat overpopulation in B.C.

INITIATIVE: Establish high-impact community spay/neuter programs at the six BC SPCA branches with the greatest pet overpopulation problems

MEASURABLE OUTPUT: Number of kittens spayed/neutered
Key Performance Indicators to Measure Our Success

Our Results

Output:
1,200 additional cats spayed/neutered annually

Outcome:
31% reduction in kitten intake at branches with high-impact spay/neuter programs
### Animal Return on Investment: Donor dollars per animal impacted

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost per Animal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal sheltering:</td>
<td>$521.88</td>
</tr>
<tr>
<td>Cruelty investigations</td>
<td>$409.60</td>
</tr>
<tr>
<td>Spay/neuter:</td>
<td>$100.00</td>
</tr>
<tr>
<td>Farm animal certification:</td>
<td>$0.51</td>
</tr>
<tr>
<td>Advocacy for breeder regs:</td>
<td>$0.43</td>
</tr>
<tr>
<td>Advocacy for laying hen code:</td>
<td>$0.001</td>
</tr>
</tbody>
</table>
Performance Indicators at Different Levels of the Org

1. **Departmental PIs** that may be used to measure success and evaluate performance within each department;

2. **Strategic Plan KPIs** that will be used to judge our overall success in accomplishing the plan

3. **Organization-Wide KPIs** that will be elevated from the list of KPIs, and which require contributions from multiple departments at multiple levels in the org chart for success
SMART

Specific  Measurable  Attainable  Relevant  Time Based
Identifying Outcomes

Vague Goal: Increase revenue from my dog walking business

Specific – how much revenue increase?
Measurable – how will I know?
Actionable/Attainable – what do I need to do to achieve it?
Realistic – How achievable is it?
Time-based – When?
SMART Goal: Increase revenue from my dog walking business by 30% by March 2017 by engaging with dog guardians and distributing my business card in person at neighbourhood dog parks and community centres.
Consider:

• Will your team need to be involved as a collaborator to achieve that KPI?
• Could the KPI in question have a positive impact on your own KPIs, where improving one is likely to result in an improvement of the other?
• Could the KPI in question have an unintended negative impact on your own KPIs, setting us up for potential conflict between our goals?
Let’s talk:

604.773.0421

consultations@spca.bc.ca