Operational Planning Guide

Developed by Beth Jordan, OODP Consultant

Edits by Dionne A. Falconer, OODP Consultant

February 2021

Copyright Statement

Production of the *Operational Plan Guide* has been made possible through financial contributions by the AIDS Bureau, AIDS and Hepatitis C Programs, Ministry of Health and Long-Term Care, Ontario.

Copyright to the *Operational Plan Guide* is held by the Ontario Organizational Development Program (OODP). The OODP acknowledges the contributions of its consultant, Beth Jordan, in preparing this document.

The OODP encourages the use of the *Operational Plan Guide* by organizations. However, any such publication shall acknowledge OODP as the source and Beth Jordan as the Author. Its content cannot be edited or otherwise altered without permission of the OODP.

Operational Plan Guidelines

An Operational Plan is a document that is approved by the Board of Directors and enables an organization to define its main objectives, have greater control over its direction, be proactive, assess risk and improve financial performance. An Operational Plan maps out the annual objectives for an organization and proposed steps for how a goal will be accomplished, including who will lead, timelines, and success indicators. Operational Plans will contain high-level information on achieving the short-term or annual objectives of the organization.

Operational planning processes involve budgeting, assigning human resources and risk assessment. It is a leading practice for an organization to have an Operational Plan to focus its human and financial resource priorities, ensure governance and leadership accountability, provide directional clarity, specify expectations and enable everyone in the organization to work towards the same goals.

This document is intended for use by the organizational leadership, i.e. the Executive Director and Boards of Directors in the HIV sector. It can also be used by a leadership team. It is a planning tool that brings all of the goals identified by the organization to achieve its mission together into a single document or tool each year. It is intended to complement the other planning documents used by the organization, including the strategic plan and implementation plan, and to support the development of Staff work plans. The figure below shows the relationship between the organization's mission and planning documents.

Figure 1: Relationship between Organization's Mission and Planning Documents

Mission

Strategic Plan with Implementation Plan

Operational Plan

Staff Workplan

All organizations should have an Operational Plan. It should be reviewed and updated annually, and contain goals and activities that will contribute to maintaining the core business (operational systems and structures) of the organization, achieving the implementation objectives of the strategic plan and achieving the mission of the organization within the operational budget.

When developing the Operational Plan, the following should be considered to identify and incorporate relevant goals and activities into the Plan:

- Organizational Budget;
- Strategic Plan and Implementation Plan;
- *Integrated HIV & HCV Prevention, Engagement and Care Cascade Framework*, including the focus on populations most impacted by HIV in Ontario;
- Program goals and relevant evaluation information, specifically the AIDS Bureau Funding Program Schedule A and B;
- Obligations from other funding agreements;
- Risk management plans;
- Communication Strategy;
- Fund Development Strategy; and
- Organization wide events, initiatives or other activities that require resources and planning, e.g. 25th Anniversary.

Figure 2: Considerations to Inform the Organizations Operational Plan Content

Budget

Risk Management Plan

Organization wide initiatives or activites that require planning

Operational **Plan**

Communications and Fund Development Strategies

Strategic Plan & Implementation Plan

Obligations from other funding agreements

Integrated HIV & HCV Prevention, Engagement and Care Cascade Framework

Program goals and relevant evaluation information

OODP

To prepare to complete an Operational Plan, the Executive Director should gather any necessary information and documents related to the above. For additional information on the *Integrated HIV & HCV Prevention, Engagement and Care Cascade Framework,* please see the Appendices.
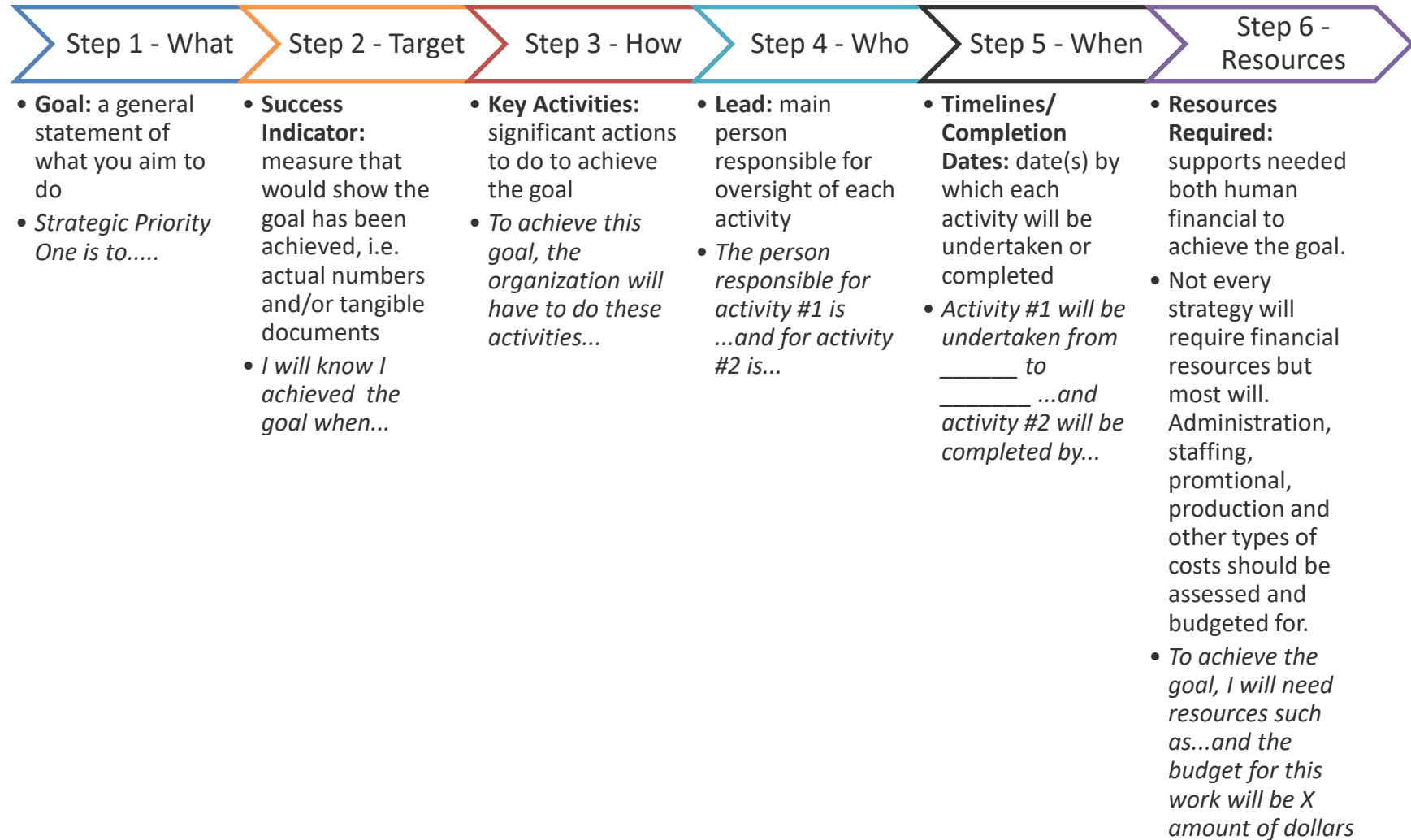
The completion of the Operational Plan templates is a multi-step process covering three distinct but inter-related and inter-dependant areas: (1) Strategic Plan Implementation, (2) Core Business Operational Systems and Structures, and (3) Programs. The steps are similar for each area. The completion of areas One and Two (Strategic Plan Implementation and Core Business Operational Systems and Structures) follow a 6-step process as outlined below, whereas the completion of area Three follows a 7-step process. This ensures that the goals established at the program level are aligned with and will achieve the Cascade Framework goals, Organizational Strategic Directions and other relevant goals/directions established for planning purposes.

The **OODP Operational Plan templates** are available in Excel format on the OODP website.

Risk Assessment and Mitigation

As organizations develop an Operational Plan, it is important to identify and assess the risks to your organization posed by your goals and activities. Risk exists for all organizations; they are conditions under which your organization is expected to function. Not all risks are created equal! Many risks involve conditions that your organization will have little or no control over. Some risks however, particularly those deemed high, can pose significant issues for organizations if not overcome or mitigated. The operational planning process requires Boards and Executive Directors to identify risks posed by the Plan and for medium to high risks, how they can be addressed.

Area One – Strategic Plan Implementation – should be completed for the relevant year of the Strategic Plan implementation and is a 6-step process that requires identifying the following:

Step 1 - What	Step 2 - Target	Step 3 - How	Step 4 - Who	Step 5 - When	Step 6 - Resources
• **Goal:** a general statement of what you aim to do • *Strategic Priority One is to.....*	• **Success Indicator:** measure that would show the goal has been achieved, i.e. actual numbers and/or tangible documents • *I will know I achieved the goal when...*	• **Key Activities:** significant actions to do to achieve the goal • *To achieve this goal, the organization will have to do these activities...*	• **Lead:** main person responsible for oversight of each activity • *The person responsible for activity #1 is ...and for activity #2 is...*	• **Timelines/ Completion Dates:** date(s) by which each activity will be undertaken or completed • *Activity #1 will be undertaken from _____ to _____ ...and activity #2 will be completed by...*	• **Resources Required:** supports needed both human financial to achieve the goal. • Not every strategy will require financial resources but most will. Administration, staffing, promtional, production and other types of costs should be assessed and budgeted for. • *To achieve the goal, I will need resources such as...and the budget for this work will be X amount of dollars*

Below is an example of how the **Area One: Strategic Plan** template should be completed for the relevant year of the Strategic Plan implementation.

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/ Completion Dates (When)	Resources Required (Supports)	Status
Strategic Direction 1: Develop and Support Vibrant Partnerships						
Example: Revitalize the drop-in space for queer and trans youth	**Example:** Welcoming and accessible drop-in space for queer and trans youth developed.	**Example:** 1. Conduct evaluation on current drop-in space. 2. Implement recommendations for which we have the capacity and resources 3. Seek resources to implement as many remaining recommendations as possible	**Example:** 1. Youth Worker 2. Youth Worker 3. Fundraiser	**Example:** 1. May to July 2021 2. September 2021 3. Ongoing starting October 2021	**Example:** • Sample evaluation or questions • Volunteers to administer survey during drop-in time • Database of potential funders	

Operational Plan Template – Strategic Plan

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/ Completion Dates (When)	Resources Required (Supports)	Status
Strategic Direction 1:						
Strategic Direction 2:						
Strategic Direction 3:						

Area Two – Core Business Operational Systems and Structures - 6-step process that requires identifying the following:

Step 1 - What	Step 2 - Target	Step 3 - How	Step 4 - Who	Step 5 - When	Step 6 - Resources
• **Goal:** a general statement of what you aim to do • *I aim to...*	• **Success Indicator:** measure that would show the goal has been achieved, i.e. actual numbers and/or tangible documents • *I will know I achieved the goal when...*	• **Key Activities:** significant actions to do to achieve the goal • *To achieve this goal, the organization will have to do these activities...*	• **Lead:** main person responsible for or others involved in each activity • *The person responsible for activity #1 is ...and for activity #2 is...*	• **Timelines/ Completion Dates:** date(s) by which each activity will be undertaken or completed • *Activity #1 will be undertaken from _____ to _____ ...and activity #2 will be completed by...*	• **Resources Required:** supports needed to achieve the goal • Factor in financial resources required for budgeting purposes • *To achieve the goal, I will need resources such as...*

OODP

Below is an example of how the **Area Two: Core Business Systems and Structures** template should be completed.

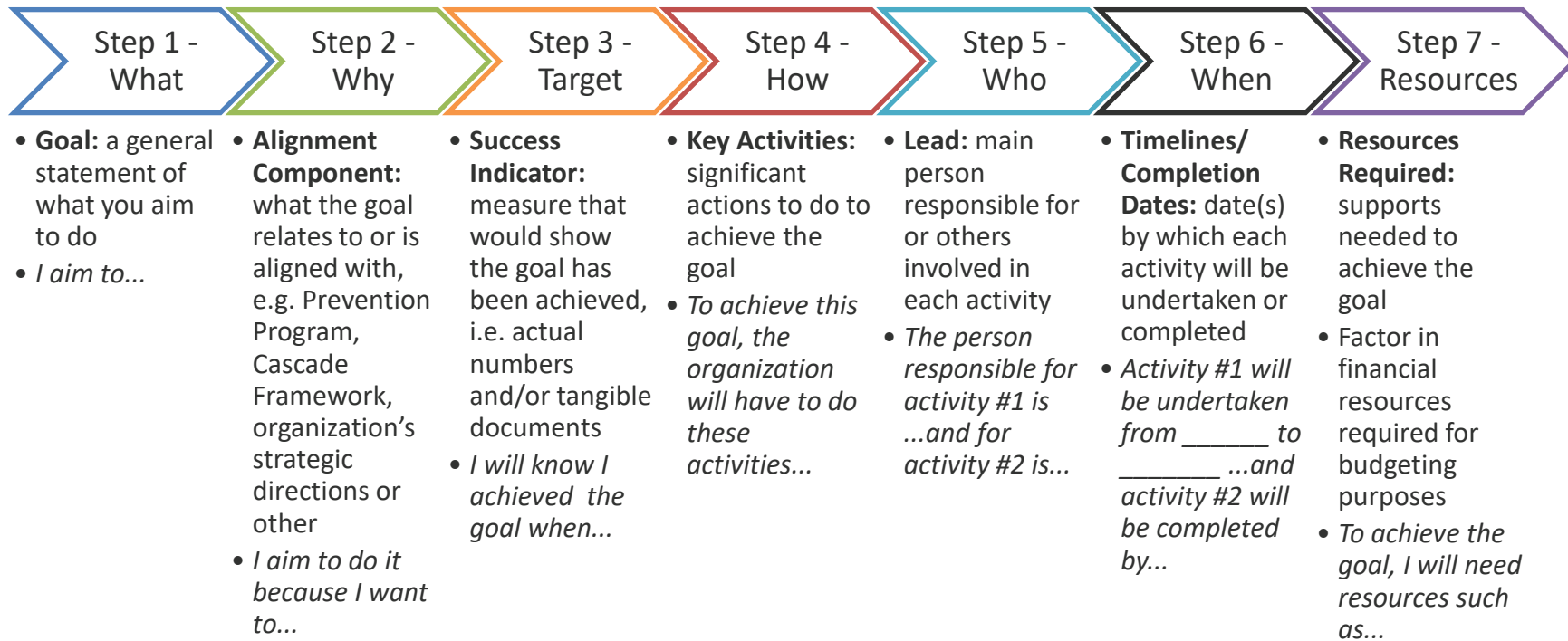| Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/ Completion Dates (When)	Resources Required (Supports)	Status
Human Resources						
Example: Review and revise HR Polices	**Example:** New HR Policy Deck	**Example:** 1. Strike a policy review committee 2. Determine breadth of policy review consultation 3. Review and revise policies 4. Seek Board approval	**Example:** 1. Executive Director 2. Executive Director 3. Policy Review Committee 4. Executive Director	**Example:** 1. May to July 2021 2. September 2021 3. October to December 2021 4. January 2022	**Example:** • Sample HR policies from other ASOs • Consultant support - $10,000.00	
Financial Management / Development						

Operational Plan Template 2 – Core Business Operational Systems and Structures

[Name of organization]
[Time period covered]

Goal (What)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/ Completion Dates (When)	Resources Required (Supports)	Status
Human Resources						
Financial Management / Development						
Physical Plant/ Facilities						
IT Resources						
Communications						
(Insert name of system/structure)						

Area Three – Programs - 7-step process that requires identifying the following:

Step 1 - What	Step 2 - Why	Step 3 - Target	Step 4 - How	Step 5 - Who	Step 6 - When	Step 7 - Resources
• **Goal:** a general statement of what you aim to do • *I aim to...*	• **Alignment Component:** what the goal relates to or is aligned with, e.g. Prevention Program, Cascade Framework, organization's strategic directions or other • *I aim to do it because I want to...*	• **Success Indicator:** measure that would show the goal has been achieved, i.e. actual numbers and/or tangible documents • *I will know I achieved the goal when...*	• **Key Activities:** significant actions to do to achieve the goal • *To achieve this goal, the organization will have to do these activities...*	• **Lead:** main person responsible for or others involved in each activity • *The person responsible for activity #1 is ...and for activity #2 is...*	• **Timelines/ Completion Dates:** date(s) by which each activity will be undertaken or completed • *Activity #1 will be undertaken from _____ to _____ ...and activity #2 will be completed by...*	• **Resources Required:** supports needed to achieve the goal • Factor in financial resources required for budgeting purposes • *To achieve the goal, I will need resources such as...*

Below is an example of how the **Area Three: Program** template should be completed.

| Goal (What)	Alignment Component (Why)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/ Completion Dates (When)	Resources Required (Supports)
Example: Revitalize the drop-in space for queer and trans youth	**Example:** Cascade Framework Goal: Keep people engaged in care. Strategic Direction #3: Deliver responsive programs and services	**Example:** Welcoming and accessible drop-in space for queer and trans youth developed.	**Example:** 1. Conduct evaluation on current drop-in space. 2. Implement recommendations for which we have the capacity and resources 3. Seek resources to implement as many remaining recommendations as possible	**Example:** 1. Youth Worker 2. Youth Worker 3. Fundraiser	**Example:** 1. May to July 2016 2. September 2016 3. Ongoing starting October 2016	**Example:** • Sample evaluation or questions • Volunteers to administer survey during drop-in time • Database of potential funders • $2,000.00

Operational Plan Template 3 – Programs

Goal (What)	Alignment Component (Why)	Success Indicator (Target)	Key Activities (How)	Lead (Who)	Timelines/ Completion Dates (When)	Resources Required (Supports)	Status

For more information on the OODP, visit www.oodp.ca.

Appendix A: Integrated HIV & HCV Prevention, Engagement and Care Cascade Framework

Ministry Focus – Patient Pathway

- Integrated HIV & HCV Prevention, engagement and care cascade framework:
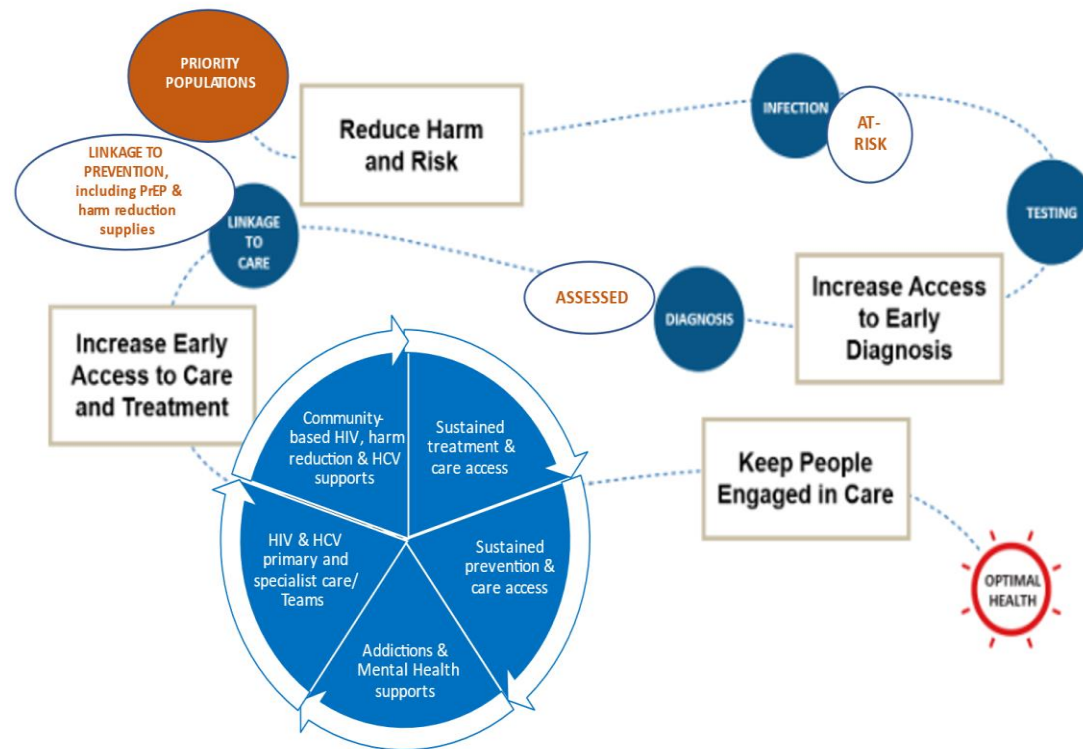
DRAFT

AIDS & Hep C Programs: Overview

Appendix B: <u>**Populations Most Impacted by HIV in Ontario**</u>

Populations Most Impacted by HIV in Ontario

- In Ontario, HIV is a concentrated epidemic– meaning that HIV has elevated rates among a number of defined populations.

- The ministry's funded HIV programs focus on reaching those populations most affected.

- These vulnerable populations experience inequities and stigma that impact access to the scientific advances in treatment and prevention.

Populations most impacted by HIV in Ontario include:
- People with HIV
- Gay, bisexual and other men who have sex with men, including trans men
- African, Caribbean, and Black communities (ACB)
- Indigenous Peoples
- People who use drugs (PWUD)
- Women*
  (includes cis and trans women, including ACB, PWUD, Indigenous women, and other women who face systemic and social inequities, are more likely to be exposed to HIV through a sexual or drug use partner)

AIDS & Hep C Programs: Overview

Ontario