

STRATEGIC PLANNING & BUSINESS DEVELOPMENT

**Overview of Triad Consulting Group, Inc.'s
Strategic Planning & Business Development Process**

WHAT IS STRATEGIC PLANNING?

- We define strategy as a portfolio of linked and evolving initiatives that *together* enhance long-term performance and marketplace value
- Our strategic plans provide the organization with a blue-print for the future along with a framework for decision-making
- We have developed a **unique strategic planning process** that places an emphasis on aligning with the marketplace to ensure long-term performance and competitive positioning
- We do not place a lot of emphasis on writing vision statements – rather, we believe that debating assumptions and organization goals are the keys to preparing a cohesive set of strategic initiatives and priorities that will ultimately create the vision
 - In the typical strategic planning process, significant time is spent on formulating a vision statement that describes what an organization wants to become- yet, often the priorities and strategic initiatives implemented have little impact on realizing that vision
 - Our strategic planning process entails developing a vision statement **AFTER** the goals, strategic initiatives, priorities, and investments are determined by the organization- in other words, “You are what you do”

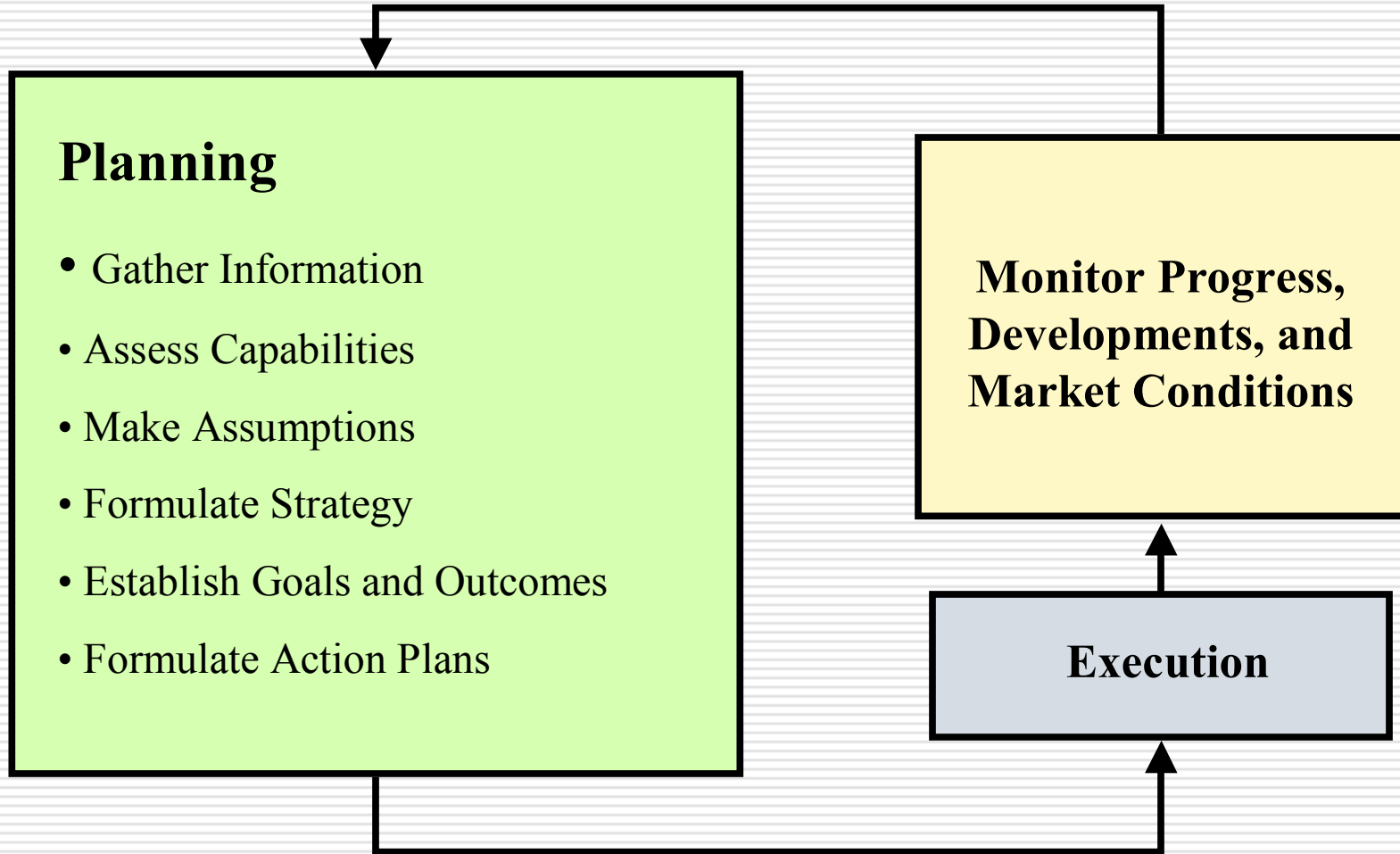
BENEFITS

OUR STRATEGIC PLANNING PROCESS

- Increase market share
 - Identify, select and lead with clinical programs that have the greatest return opportunities and operational capabilities (identify through our proprietary Portfolio Analysis tool)
 - Align clinical services with the marketplace to maximize growth and create value
- Improve fiscal performance and service line profitability
- Create innovative healthcare delivery products and services; encourage risk-taking
- Leverage the organization's strengths and capabilities
- Incorporate flexibility to respond to changes in market conditions
- Prioritize the application of capital resources based on return on investment
- Ensure accountability for execution
- Support missions (e.g. research and education for AMC's)

BROAD OVERVIEW

OUR STRATEGIC PLANNING PROCESS FLOW

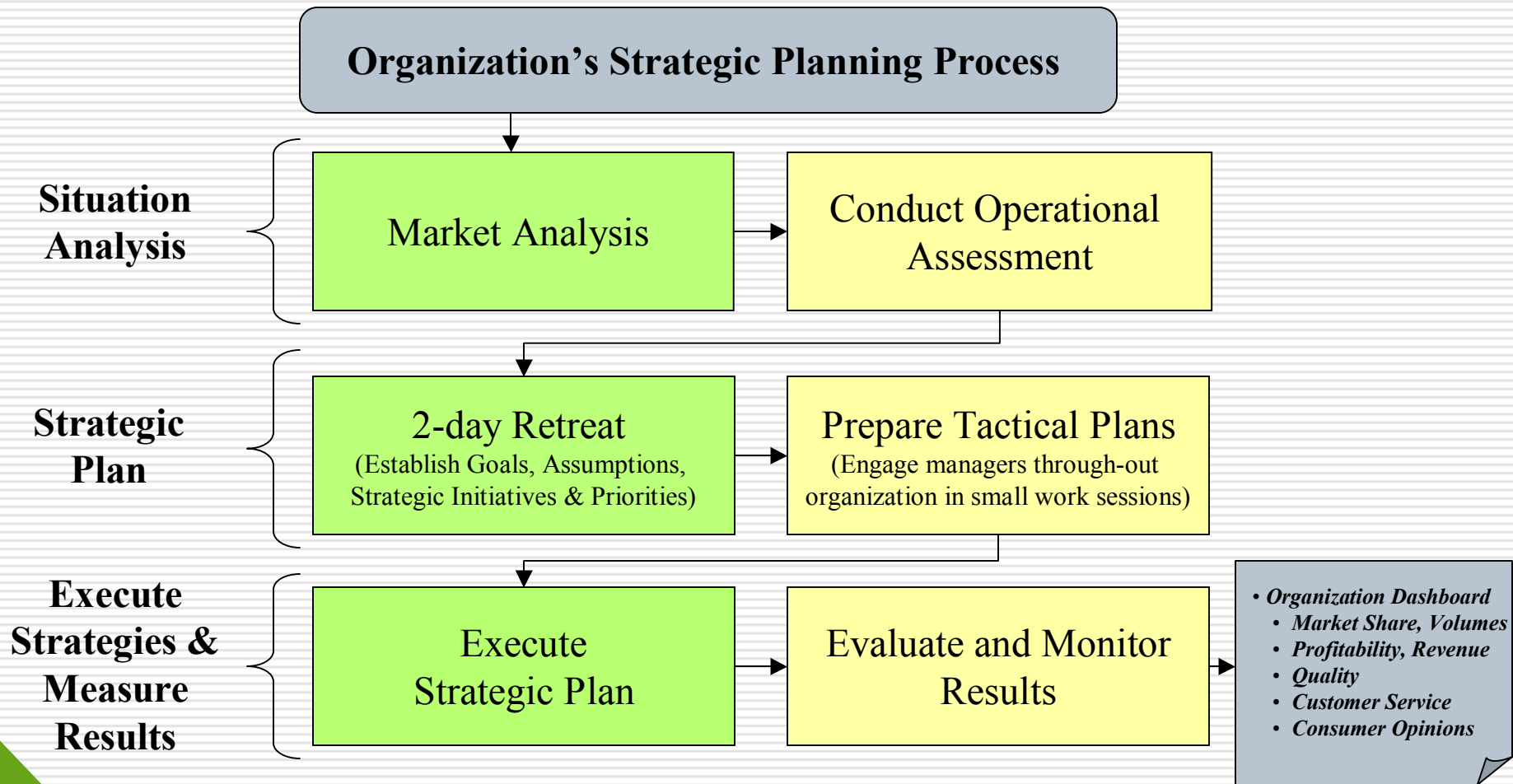


ORGANIZATIONAL STRATEGIC PLANNING

OUR PROCESS ANSWERS THE FOLLOWING CRITICAL QUESTIONS

- Where are we?**
(Strategic Assessment: Situation Analysis & SWOT Analysis)
- Where do we want to go?**
(Portfolio Analysis, Ideas, Assumptions, Goals, Mission/Vision)
- How do we get there?**
(Strategic Initiatives)
- How do we know when we've arrived?**
(Objectives/Measurable Outcomes/Performance Indicators)
- When do we arrive?**
(Timeline, Resources, and Capabilities)
- Who is responsible?**
(Accountability)

STRATEGIC PLAN DEVELOPMENT PROCESS



OUR UNIQUE PROCESS

□ Phase I – Situation Analysis

- Conduct market analysis and assess the organization's capabilities (capacity, expertise, resources, operations, technology, political environment, and execution talent)
- Conduct portfolio analysis using our proprietary model to identify core services that offer your organization the greatest opportunities
- Define market issues and prepare list of assumptions for discussion and debate

□ Phase II – Preparation of Strategic Plan

- Facilitate two-day planning retreat leading our clients through the market analysis and problem-solving process
 - The planning retreat is scheduled with a small group of key decision-makers in the organization (preferably less than 10). Unlike other processes that involve “many” stakeholders, our strategic planning process focuses on a few key leaders within the organization that have the responsibility for determining the strategic direction of the organization. It is our experience that larger groups often have difficulty discussing and debating market issues and assumptions that predicate the organization's future strategic initiatives
 - Day one entails reviewing the market analysis and organization capabilities along with debating assumptions and preparing goals. Day two involves working with the planning group to evolve a cohesive list of strategic initiatives and priorities through the use of a simulation exercise that includes modeling various scenarios to determine goals, strategic initiatives, and priorities
- Following the retreat, TCG facilitates preparation of the tactical plans through small work groups composed of managers and senior leaders within the organization
- Final Strategic Plan submitted to Board of Directors and executive leadership team

□ Phase III - Execution of Strategic Plan

- Develop communication plan
- Establish oversight group responsible for execution, monitoring functions, and organization dashboard
- Incorporate strategic initiatives into management activities

RESOURCE REQUIREMENTS AND TIMELINES

Resources Requirements

- Internal project coordinator
- Compile data for situation analysis (financial, market, quality)
- Support for scheduling meetings and conference rooms

Process Timelines – Occurs Over 4 to 6 months

■ Phase I - Situation analysis: 30 to 60 days

- Data analysis
- Operational assessment
- Personal and confidential interviews

■ Phase II - Strategic Planning Process: 60 to 90 days

- Facilitate planning retreat over two days
- Formulate action plans including resource requirements
- Final Strategic Plan submitted to Board of Directors and executive leadership team

■ Phase III - Execution of Strategic Plan: 30 days

- Communication plan developed
- Establish an oversight committee with responsibility for managing execution of the strategic plan along with Board updates
- Establish monitoring functions and an organization dashboard
- Incorporate into management activities

CONCLUSION

*“Businesses don’t
continue growing if
their value isn’t also
growing”*

