Operational Planning Guide

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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
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;
- *Ontario HIV/AIDS Strategy to 2026: Focusing Our Efforts – Changing the Course of the HIV Prevention, Engagement and Care Cascade*, including the focus on populations most affected by HIV and the HIV Prevention, Engagement and Care Cascade;
- 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
- Strategic Plan & Implementation Plan
- Program goals and relevant evaluation information
- Obligations from other funding agreements
- Organization wide initiatives or activities that require planning
- Communications and Fund Development Strategies
- Ontario HIV/AIDS Strategy to 2026

Operational Plan
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 Proposed Ontario HIV/AIDS Strategy to 2026: Focusing Our Efforts – Changing the Course of the HIV Prevention, Engagement and Care Cascade, 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 Provincial Strategy, 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:

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

<table>
<thead>
<tr>
<th>Goal (What)</th>
<th>Success Indicator (Target)</th>
<th>Key Activities (How)</th>
<th>Lead (Who)</th>
<th>Timelines/Completion Dates (When)</th>
<th>Resources Required (Supports)</th>
<th>Status</th>
</tr>
</thead>
</table>

**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 2018 2. September 2018 3. Ongoing starting October 2018 | Example:  • Sample evaluation or questions  • Volunteers to administer survey during drop-in time  • Database of potential funders |
# Operational Plan Template – Strategic Plan

[Name of organization]

[Time period covered]

<table>
<thead>
<tr>
<th>Goal (What)</th>
<th>Success Indicator (Target)</th>
<th>Key Activities (How)</th>
<th>Lead (Who)</th>
<th>Timelines/Completion Dates (When)</th>
<th>Resources Required (Supports)</th>
<th>Status</th>
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<tbody>
<tr>
<td>Strategic Direction 1:</td>
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<td>Strategic Direction 2:</td>
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<tr>
<td>Strategic Direction 3:</td>
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</tbody>
</table>
Area Two – Core Business Operational Systems and Structures - 6-step process that requires identifying the following:

<table>
<thead>
<tr>
<th>Step 1 - What</th>
<th>Step 2 - Target</th>
<th>Step 3 - How</th>
<th>Step 4 - Who</th>
<th>Step 5 - When</th>
<th>Step 6 - Resources</th>
</tr>
</thead>
</table>
| **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...* |

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

<table>
<thead>
<tr>
<th>Goal (What)</th>
<th>Success Indicator (Target)</th>
<th>Key Activities (How)</th>
<th>Lead (Who)</th>
<th>Timelines/Completion Dates (When)</th>
<th>Resources Required (Supports)</th>
<th>Status</th>
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<tbody>
<tr>
<td><strong>Human Resources</strong></td>
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<tr>
<td><strong>Example:</strong> Review and revise HR Policies</td>
<td><strong>Example:</strong> New HR Policy Deck</td>
<td><strong>Example:</strong> 1. Strike a policy review committee 2. Determine breadth of policy review consultation 3. Review and revise policies 4. Seek Board approval</td>
<td><strong>Example:</strong> 1. Executive Director 2. Executive Director</td>
<td><strong>Example:</strong> 1. May to July 2018 2. September 2018 3. October to December 2018 4. January 2019</td>
<td><strong>Example:</strong> 1. Sample HR policies from other ASOs 2. Consultant support - $10,000.00</td>
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<tr>
<td><strong>Financial Management / Development</strong></td>
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# Operational Plan Template 2 – Core Business Operational Systems and Structures

<table>
<thead>
<tr>
<th>Goal (What)</th>
<th>Success Indicator (Target)</th>
<th>Key Activities (How)</th>
<th>Lead (Who)</th>
<th>Timelines/Completion Dates (When)</th>
<th>Resources Required (Supports)</th>
<th>Status</th>
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</thead>
<tbody>
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<td>Human Resources</td>
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<td>Financial Management / Development</td>
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<td>Physical Plant/ Facilities</td>
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<td>IT Resources</td>
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<tr>
<td>Communications</td>
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<tr>
<td>(Insert name of system/structure)</td>
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</tbody>
</table>
Area Three – Programs - 7-step process that requires identifying the following:

<table>
<thead>
<tr>
<th>Step 1 - What</th>
<th>Step 2 - Why</th>
<th>Step 3 - Target</th>
<th>Step 4 - How</th>
<th>Step 5 - Who</th>
<th>Step 6 - When</th>
<th>Step 7 - Resources</th>
</tr>
</thead>
</table>
| **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, Provincial Strategy, 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.

<table>
<thead>
<tr>
<th>Goal (What)</th>
<th>Alignment Component (Why)</th>
<th>Success Indicator (Target)</th>
<th>Key Activities (How)</th>
<th>Lead (Who)</th>
<th>Timelines/Completion Dates (When)</th>
<th>Resources Required (Supports)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Revitalize the drop-in space for queer and trans youth</td>
<td>Example: Provincial Strategy Goal #1: Improve the health and well-being of populations most affected by HIV. Strategic Direction #3: Deliver responsive programs and services</td>
<td>Example: Welcoming and accessible drop-in space for queer and trans youth developed.</td>
<td>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</td>
<td>Example: 1. Youth Worker 2. Youth Worker 3. Fundraiser</td>
<td>Example: 1. May to July 2016 2. September 2016 3. Ongoing starting October 2016</td>
<td>Example:  * Sample evaluation or questions  * Volunteers to administer survey during drop-in time  * Database of potential funders  * $2,000.00</td>
</tr>
</tbody>
</table>
Operational Plan Template 3 – Programs

[Name of organization]
[Time period covered]

<table>
<thead>
<tr>
<th>Goal (What)</th>
<th>Alignment Component (Why)</th>
<th>Success Indicator (Target)</th>
<th>Key Activities (How)</th>
<th>Lead (Who)</th>
<th>Timelines/Completion Dates (When)</th>
<th>Resources Required (Supports)</th>
<th>Status</th>
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For more information on the OODP, visit [www.oodp.ca](http://www.oodp.ca).
Appendix A: Proposed Ontario HIV/AIDS Strategy to 2026: Focusing Our Efforts – Changing the Course of the HIV Prevention, Engagement and Care Cascade

VISION
By 2026, new HIV infections will be rare in Ontario and people with HIV will lead long healthy lives, free from stigma and discrimination.

MISSION
To reduce the harm caused by HIV for individuals and communities and its impact on the health care system by ensuring all in Ontario have timely access to an integrated system of compassionate, effective, evidence-based sexual health and HIV prevention, care and support services.

GOALS
1. Improve the health and well-being of populations most affected by HIV.
2. Promote sexual health and prevent new HIV, STI and Hepatitis C infections.
3. Diagnose HIV infections early and engage people in timely care.
4. Improve the health, longevity and quality of life for people living with HIV.
5. Ensure the quality, consistency and effectiveness of all provincially funded HIV programs and services.
Appendix B: Populations Most Affected by HIV in Ontario

Populations most impacted by HIV in Ontario

- people with HIV/AIDS
- gay and other men who have sex with men (MSM), including transmen
- African, Caribbean, Black Ontarians
- Indigenous Peoples
- people who use drugs
- women from these populations or in relations with them, including transwomen
Appendix C: Prevention, Engagement and Care Cascade

Strategic Approach #2: Develop an Ontario model; a... ‘Prevention, Engagement and Care Cascade’

ENGAGEMENT

HIV/HCV/STI Prevention & Sexual Health with populations most impacted by HIV

HIV, HCV & STI Testing → Linked to care → Retained in care → Low viral load → Increased longevity, quality of life & Prevention of HIV infection

Education, Peer Programs, Community Development, HIV test counselling, Case Management, Support Services, GPA/MEPA, Active referral networks

Ontario