

## Strategic Planning

**Client:**  
Fulton County Health

**Highlights:**  
Training Retreat

Despite its goal to increase community access to healthcare, Fulton County's General Medical is facing the reality of budget cuts due to a down economy. While health centers are being closed, there is an increase of potential customers due to layoffs. Additional customers also come from undocumented, illegal aliens and customers from jurisdictions other than Fulton County.

Nursing Services is facing an organizational change in that it will be merged with Fulton County's Wellness and Mental Health Divisions. Additional challenges include tough restrictions on the use of state funds. The inflexibility makes it difficult to shift funds and to increase budget amounts when there are shortfalls.

There is pressure to plan strategically and prepare a culture ready for positive change. There are state mandated goals as well as operational needs internal to the agency.

To this end, Fulton County Health invested in a Strategic Planning Retreat facilitated by Clovia Hamilton, a member of the American Institute of Certified Planners (AICP) and President of Lemongrass Consulting. Approximately 20 division leaders participated in strategic planning training and exercises to draft a Strategic Plan.

The training included:

- Discussion of Services Performed
- Performance Based Budgeting
- Establishing Goals, Objectives, and Activities
- Crafting Performance Measures that are Quantifiable and Effective
- Identifying Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis)
- Establishing Goals that Minimize Weaknesses, Maximize Strengths, and Capitalize on Opportunities
- Prioritizing Goals



Clovia Hamilton facilitating the  
Fulton County Health General Medical  
Strategic Planning Retreat