

CALIFORNIA SOCIETY
OF
HEALTH-SYSTEM
PHARMACISTS

DECISION
MAKING
FOR EFFECTIVE
ACTION

The STP Process

TABLE OF CONTENTS

Decision Making for Effective Action

The STP Process

	<u>PAGE</u>
THE S-T-P (Situation/Target/Proposal)Model of Problem Analysis	3
The S-T-P Model - How to Use It	4
STP Checklist (A one-page quick checklist that prompts submission of STPs in a manner that guarantees success!)	5
STP form	6
Definition of Consensus	7
Sample STPs	8

THE S-T-P (SITUATION/TARGET/PROPOSAL) MODEL OF PROBLEM ANALYSIS

Learning S-T-P Improves Organizational Functioning

The S-T-P model is useful for:

- 1) Analyzing problems, by yourself or in a group;
- 2) Chairing or facilitating a problem-solving or planning group; or,
- 3) Formatting proposals to decision-makers.

This model provides a way of organizing complex information. It also helps resolve or manage the conflicts that occur when a group tries to create a solution to a problem that each individual experiences differently. Finally, it provides categories of information that should be filled to get a good solution as well as a sequence for putting information on the table. Every organization should have at least one shared method for solving problems that are complex or require everyone's commitment to the solution.

Practicing the Model Builds Individual Skills

Using the model encourages participation by all group members because most individuals are good at providing at least one of the kinds of information needed to solve the problem. The model also builds analytic and leadership skills. You learn how to provide information in all categories by watching each other. As the group leader you learn: how to elicit information in specific categories, how to distinguish between a target and a proposal for getting to a target, and how to recognize when the group is getting off-track.

Defining the Problem So You Can Start Solving It

A problem exists when we experience a discrepancy between the current state and a desired alternate state. We can point to incidents or conditions that make us feel disappointed, frustrated, anxious, or angry. We want something different even if we're not aware of exactly what that "something different" is.

A good definition of the problem exists when three sets of information have been made explicit.

- 1) What are the essential features of the current state?
- 2) What are the key attributes of the desired alternate state?
- 3) What forces facilitate and what forces impede our moving from the current state to the desired state?

Problem Solution

You have a problem solution when group members can agree to support a series of actions which they agree will probably change the current state into the more desired alternate state.

THE S-T-P MODEL - HOW TO USE IT

The S-T-P model, like others used for planning, organizes information to define a problem and to resolve or manage the conflict that often occurs in creating a solution. Information is organized into three interrelated dimensions.

Situation Dimension

Information about the essential features of the current state and the forces that facilitate and that impede moving to a more desired state.

Target Dimension

The desired state. What you want to accomplish and to avoid. Targets are chosen because those working on the problem value and desire them; they are not imposed. (Imposed requirements are part of the situation dimension.)

Proposal/Plan Dimension

Specific action proposals aimed at changing the current state into the desired state. Who will do what by when? Any proposal for action implies some view of the situation and of the target.

Here are some common expressions and terms that fit into the three dimensions used in this model:

<u>SITUATION</u>	<u>PROPOSAL/PLAN</u>	<u>TARGET</u>
Starting point	Path from S-T	Termination point
Facts, opinions, explanations about the current conditions.	Means, plan strategy, implementation.	Goals, aims, ends values, purposes, objectives.
Predictions about efforts to change.		The group's new behavior.
Environment as the group perceives it.		Outcome desired by the group.

Basic Sequence for Problem Solving

- 1) Identify the problem (S, T)
- 2) Analyze the problem (T, use Mager's *Goal Analysis*)
- 3) Generate multiple solutions (P)
- 4) Design plans for action (who does what by when)
- 5) Predict consequences of intended actions (*Managing Stress, Appraisal, and Coping in Changing Organizations*)
- 6) Take action (take first step, revise if necessary)
- 7) Evaluate problem-solving process and its results and decide what you should do differently next time.

STP Checklist
**(A one-page quick checklist that prompts submission of STPs
in a manner that facilitates success!)**

DESCRIPTION OF CURRENT SITUATION:

(Describe problem/concern/issue. Include history and background, facts, opinions, feelings about the situation)

- Are the facts current (does the source need to be stated)?
- Were facts verified by the Board Liaison, President, Treasurer or Executive Vice President, if appropriate?
- Are the facts balanced (pros and cons)?
- Are the perceptions of the situation put into perspective? (i.e., how many members feels this way? How urgent is it and why?)
- Make sure your *facts* are accurate. Be specific, avoid generalizations (e.g., "communication is poor").
- Provide numbers to support and define the situation (rather than, "attendance is declining" state that, "attendance has gone from 1,000 in 1992 to 1400 in 1998").

TARGET/ DESCRIPTION OF DESIRED SITUATION

(Outcome, e.g. goals, objectives, targets to be met, how desired situation relates to strategic plan)

- Where does it link to the strategic plan?
- What will it look/feel like when we get there?
Is it a "P" in search of a "T"?

PROPOSED ACTION(S):

(Include cost analysis and who should address the issue (Board, specific committee, specific individual(s) on the board.))

- What do you want the Board of Directors to do?
- Who will do it? How will it be done?
- Are there financial or resource implications?
- Was the Treasurer consulted if \$\$\$ involved?
- Was the EVP consulted if staff resources are involved?
- Was the President consulted if unsure of the process?
- How will you measure accomplishment?
- Proposals should include Who, What and When.
- Does any other organization need to be contacted (e.g. CPHA, Board of Pharmacy, CAHHS, CMA)?
- Be specific as to who is responsible for taking action.
- Identify what role you are personally willing to take in achieving the proposal. **Have you asked someone else to review your STP for clarity and meaning?**

PROPOSAL:

SUBMITTED BY: (your name)
(your role within CSHP)

DATE: (today's date)

S DESCRIPTION OF CURRENT SITUATION:

(Describe problem/concern/issue. Include history and background, facts, opinions, feelings about the situation)

- 1.
- 2.
- 3.
- 4.

T DESCRIPTION OF DESIRED SITUATION OR TARGET

(Outcome, e.g. goals, objectives, targets to be met, how desired situation relates to strategic plan)

- 1.
- 2.
- 3.

P PROPOSED ACTION(S):

(Include cost analysis and who should address the issue (Board, specific committee, specific individual(s) on the board.))

- 1.
- 2.

RESOURCES REQUIRED FOR PROPOSED ACTION(S)

Financial: *\$\$\$ (Impact on budget.) If it will cost money, how do you propose it be funded?*
EVP time: *Have you asked the EVP (or other staff members who will be affected) for input on how this proposal will impact their time ?*
Staff time:

CSHP BOARD ACTION

CONSENSUS

A decision-making method in which all participants contribute their thoughts and feelings and all share in the final decision. Consensus does not mean a unanimous vote, nor does it mean that everyone agrees.

It means that:

- a. everyone can paraphrase the issue to show they understand it.
- b. everyone has a chance to describe their feelings about the issue.
- c. those who continue to disagree or have doubts will nevertheless say publicly that they are willing to give the decision an experimental try for a prescribed period of time.

Consensus is a condition in which every member is willing to go along without sabotaging the decision.

Sample STPS

Proposal: Change of 2005-06 Charges to Committee on Goals

Submitted by: Bill Yee, Board Liaison, Committee on Goals

Date: July 15, 2005

DESCRIPTION OF CURRENT SITUATION:

1. The charges for Committee on Goals in the 2005-06 Strategic Plan were written in 2004, before new EVP-CEO Foutz was hired.
2. Upon EVP-CEO Foutz' hire, a desire to take CSHP in a new strategic direction was proposed and accepted at the January 2005 BOD meeting.
3. The bulk of time that the COG met was spent developing a new strategic planning structure and process.
4. At the July 2005 BOD meeting, a new process for strategic planning was adopted.
5. The new direction for the strategic planning process no longer matches the charges that were approved in the current strategic plan.
6. The strategic plan that was developed by the 2005 COG does not take effect until July 2006.
7. For COG to have realistic guidelines, and to have a structure for providing periodic update reports back to the BOD, new charges are necessary on the current strategic plan.

DESCRIPTION OF DESIRED SITUATION:

1. The CSHP strategic planning process establishes the goals of the Society and identifies activities consistent with available resources (D5)
2. CSHP provides concise guidelines for the Committee on Goals to complete desired work.

PROPOSED ACTIONS:

1. Change D5a of the 2005-2006 CSHP Strategic Plan to read:

Charge the Committee on Goals to:
 - 1) Review Goals and Strategies from the CSHP Strategic Plan as approved by the Board of Directors at the Strategic Planning session.
 - 2) Review suggested activities that are generated by Committees, Councils, Task Forces, and Regional Chapter Presidents meetings.
 - 3) By December of each year, present to the Committee on Finance a comprehensive draft of the Operational Plan that planned activities, and measurements that support the Strategic Plan.
 - 4) Modify any issues identified by the Committee on Finance and present draft to the Board of Directors (Chair, Board Liaison, EVP) by mid-December.
 - 5) At the January Board of Directors meeting, present a proposed Operational Plan for approval and implementation beginning July.
 - 6) Each Spring, prepare and conduct a survey of members to determine satisfaction and future direction of the Society.

PROPOSAL: To change the CSHP Nomination Deadline for Fellows from April 1st to May 1st of each year.

SUBMITTED BY: Marc Lefief, President-Elect, Central Valley Chapter
Bill Yee, Board Liaison, Central Valley Chapter

DATE: June 7, 2005

DESCRIPTION OF CURRENT SITUATION:

1. A majority of the 15 regional chapters have their installation of officers in January and February of each year.
2. Given a January installation, the first meeting of the new officers is generally in February. This provides little time for chapters to identify and nominate Fellows.
3. Once a regional chapter has nominated an individual for fellow status, there is little time to assure that all paperwork is turned in prior to the deadline.
4. The number of applicants for fellow status has progressively shrunk from a high of 25 candidates in 1998 to 10 applicants in 2004.

DESCRIPTION OF DESIRED SITUATION:

1. CSHP identifies and recognizes members practicing in an exemplary manner and shares their accomplishments with the membership (A5).
2. The number of members applying for fellow status increases.
3. Regional chapters have more time to identify and nominate qualified candidates.

PROPOSED ACTIONS:

1. To change the CSHP Nomination Deadline for Fellows from April 1st to May 1st of each year beginning in 2006.

RESOURCES REQUIRED FOR PROPOSED ACTIONS:

Financial: None
EVP Time: None
Staff Time: 2 Hours to update PRP documents and communicate change in deadline to regional chapters.