

STRATEGY TO ACTION

A practical implementation system for turning scattered plans, recommendations and decisions into sequenced work.

FICTIONAL DEMONSTRATION

This sample was created by BETWEEN POINTS to demonstrate the structure, thinking and level of finish that can be provided. It does not reproduce confidential information, employer-owned materials or a real client's records.

DEMONSTRATION CLIENT

Crescent Community Partnership · Community Access Strategy 2026-2029

Fictional scenario: five partner organizations, three source documents, 24 recommendations and no shared implementation system.

WHAT IS INCLUDED

- Executive implementation brief
- Source-document and recommendation crosswalk
- Consolidated recommendation register
- Transparent prioritization model
- Implementation workstreams and sequencing
- Milestones, owners and dependencies
- Risk and decision logs
- 12-month roadmap and 90-day mobilization plan
- Working implementation tracker and dashboard

1. The implementation challenge

The strategy was complete. The operating structure was not.

STARTING POINT

The Crescent Community Partnership completed a strategic plan, an evaluation and a service-access review. Together, the documents contained overlapping recommendations, different timelines and inconsistent language. Some recommendations were ready to begin, while others depended on policy decisions, partner capacity or new resources.

WHAT WAS NOT WORKING

- Recommendations were repeated across documents without a single source of truth.
- Owners were unclear or assigned broadly to the partnership as a whole.
- Urgent work was mixed with long-term structural change.
- Dependencies and decision points were not visible.
- Progress updates focused on activity rather than implementation results.
- Leaders could not quickly see what required approval, escalation or additional capacity.

BETWEEN POINTS APPROACH

FROM DOCUMENTS TO DECISIONS

BETWEEN POINTS converts the source material into one implementation architecture: every recommendation is traced, assessed, grouped, sequenced, assigned and connected to the decisions and dependencies required to move it forward.

THE FINISHED SYSTEM

Layer	Question answered	Primary tool	Output
Evidence	What do the source documents actually recommend?	Crosswalk	Traceable recommendation set
Priority	What should happen first and why?	Prioritization model	Approved sequence
Delivery	How will the work move?	Workstreams and roadmap	Milestones and owners
Control	What could block progress?	Risk, decision and dependency logs	Visible management actions
Learning	Is implementation producing the intended change?	Dashboard and review cycle	Decision-ready reporting

2. Source-document crosswalk

A traceable foundation before recommendations are combined, rewritten or prioritized.

ID	Source	Original direction	Theme	Relationship	Consolidated recommendation
S1-04	Strategic Plan	Create a common intake and referral approach across partners.	Access	Overlaps S2-03	Design and pilot a shared access and referral standard.
S1-07	Strategic Plan	Clarify partner roles and accountability for coordinated delivery.	Governance	Reinforces S3-02	Approve a partnership accountability model with named decision rights.
S2-03	Evaluation	Reduce repeated intake and improve referral follow-through.	Access	Overlaps S1-04	Design and pilot a shared access and referral standard.
S2-08	Evaluation	Introduce routine outcome and implementation reporting.	Measurement	Expands S1-10	Establish a quarterly implementation and outcome review cycle.
S3-02	Service Review	Define escalation routes when barriers cannot be resolved operationally.	Governance	Reinforces S1-07	Approve a partnership accountability and escalation model.
S3-06	Service Review	Develop a shared service inventory and update process.	Information	Unique	Create and maintain a shared service-information process.

CROSSWALK RULES

- Preserve the original source and reference before changing the wording.
- Separate direct recommendations from BETWEEN POINTS inferences.
- Combine recommendations only where the intended change is genuinely the same.
- Record disagreements, missing decisions and unsupported assumptions explicitly.
- Do not prioritize until the consolidated recommendation set has been validated.

3. Prioritization model

A visible rationale for what moves now, next or later.

Recommendation	Impact	Urgency	Alignment	Feasibility	Effort	Priority result
Shared access and referral standard	5	5	5	4	3	Wave 1 · Mobilize
Partnership accountability and escalation model	5	5	5	3	3	Wave 1 · Mobilize
Quarterly implementation and outcome review	4	4	5	5	2	Wave 1 · Mobilize
Shared service-information process	4	3	4	4	3	Wave 2 · Build
Partner training and change-support plan	4	3	4	3	4	Wave 2 · Build
Long-term shared data platform assessment	4	2	4	2	5	Wave 3 · Prepare

SCORING LOGIC

Recommendations are assessed against five criteria: expected impact, urgency, strategic alignment, feasibility and effort. The model supports judgment; it does not replace it. A lower-scoring recommendation may still move earlier where it is a legal requirement, a dependency or a necessary risk control.

DECISION GATE

The prioritization is not final until leaders confirm the trade-offs, identify mandatory work and approve the first implementation wave.

4. Implementation workstreams

Recommendations are organized around the work required to deliver them, not the document they came from.

Workstream	Purpose	Included recommendations	12-month result	Executive sponsor
1. Access & Referral	Create a more consistent participant pathway.	Shared standard; pilot; referral follow-up.	One tested standard used by pilot partners.	Director, Programs
2. Governance & Decisions	Clarify accountability, escalation and approvals.	Accountability model; escalation pathway; decision log.	Approved structure and operating rhythm.	Executive Director
3. Measurement & Learning	Create a practical review and reporting cycle.	Indicator set; quarterly review; implementation dashboard.	Four decision-ready reviews completed.	Director, Quality
4. Information & Tools	Improve access to current service and implementation information.	Service-information process; templates; shared repository.	Single maintained information process.	Director, Operations
5. Change & Capability	Prepare staff and partners to use the new structures.	Training; communications; readiness checks.	Pilot teams trained and supported.	Director, People

WORKSTREAM OPERATING RULE

ONE OWNER, VISIBLE DEPENDENCIES

Each workstream has one accountable lead, named supporting roles, approved milestones and a clear route for decisions that cannot be resolved within the workstream.

5. Twelve-month roadmap

Sequenced work that makes dependencies and decision points visible.

Period	Access & Referral	Governance	Measurement	Information	Change
Q1 · Mobilize	Map current pathway; draft standard	Approve decision rights and escalation design	Confirm indicators and reporting cycle	Inventory current tools and sources	Readiness interviews; communication plan
Q2 · Build	Configure pilot tools and training	Launch governance rhythm and decision log	Baseline data; first dashboard	Create shared service-information process	Train pilot teams
Q3 · Pilot	Run pilot and referral follow-up	Resolve escalated barriers; review structure	Quarterly review and learning actions	Maintain and test information process	Coaching and adoption support
Q4 · Refine	Evaluate pilot and approve next phase	Annual governance review	Year-end implementation assessment	Confirm sustainability and ownership	Update training and transition plan

MAJOR DECISION POINTS

- Approve the consolidated recommendation set and first-wave priorities.
- Confirm accountable workstream leads and required capacity.
- Approve the shared access and referral pilot design.
- Review pilot evidence and decide whether to refine, expand or stop.

6. Risks, dependencies & decisions

Implementation stalls when these are buried in meeting notes.

Item	Type	Impact	Response / dependency	Owner	Decision date
Partners cannot assign staff to the pilot	Risk	High	Confirm minimum capacity before final pilot scope.	Executive Sponsor	September 15
Accountability model approval	Decision	High	Required before escalation workflow is launched.	Executive Committee	August 30
Common definitions and participant consent	Dependency	High	Resolve before shared referral data is collected.	Program + Privacy Leads	October 1
Service inventory owner not identified	Risk	Medium	Assign maintenance owner and update frequency.	Operations Lead	September 30
Baseline data are incomplete	Risk	Medium	Use a time-limited baseline period and document limits.	Measurement Lead	November 15

CONTROL RHYTHM

- Workstream leads update progress and risks monthly.
- The implementation lead reviews overdue milestones and unresolved dependencies.
- Decision items are written as clear asks with a required decision date.
- Quarterly reviews assess both delivery progress and early outcome signals.

7. First 90 days

A focused start that creates enough structure to move without overbuilding.

Timing	Action	Finished product	Approval / owner
Days 1-15	Confirm source documents, recommendations, mandatory requirements and decision-makers.	Validated source map and draft register.	Implementation Lead
Days 16-30	Consolidate recommendations, identify overlaps and prepare prioritization session.	Consolidated register and scoring draft.	Executive Sponsor
Days 31-45	Facilitate priority and sequencing decisions.	Approved Wave 1 and Wave 2 priorities.	Executive Committee
Days 46-60	Confirm workstreams, owners, milestones, dependencies and reporting rhythm.	Implementation architecture and roadmap.	Workstream Leads
Days 61-75	Set up tracker, risk log, decision log and dashboard.	Working management system.	Implementation Lead
Days 76-90	Launch Wave 1, complete readiness checks and issue the first implementation brief.	Mobilization report and active workplan.	Executive Sponsor

FOCUSED STARTER ENGAGEMENT

STARTING AT CAD \$1,250

One focused implementation problem; one kickoff meeting; review of available source material; one defined finished product; and one revision round. Examples include a recommendation crosswalk, prioritization session and register, 90-day roadmap or implementation tracker setup.

FULL STRATEGY TO ACTION ENGAGEMENT

A complete engagement is scoped according to the number of source documents, recommendations, partners, workstreams and decisions involved. The full system may include the source crosswalk, recommendation register, prioritization, roadmap, workstream design, risk and decision controls, dashboard, facilitation and implementation support.

BETWEEN POINTS

Simple by design. The purpose is not to create another strategy document. It is to build the operating structure that gets the strategy implemented.