SWOT*IE* Action Prioritization Matrix
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A previous paper[2] discussed how a SWOT*IE* Analysis tool can be used by a health department to strategically build Inclusion and Equity into a traditional SWOT Analysis. Once the SWOT*IE* Analysis is completed, the health department can then move to developing clear action steps as shown in Figure 1. In this way, the SWOT*IE* becomes an integral part of the overall organizational improvement process by using the SWOT*IE* Action Prioritization Matrix.
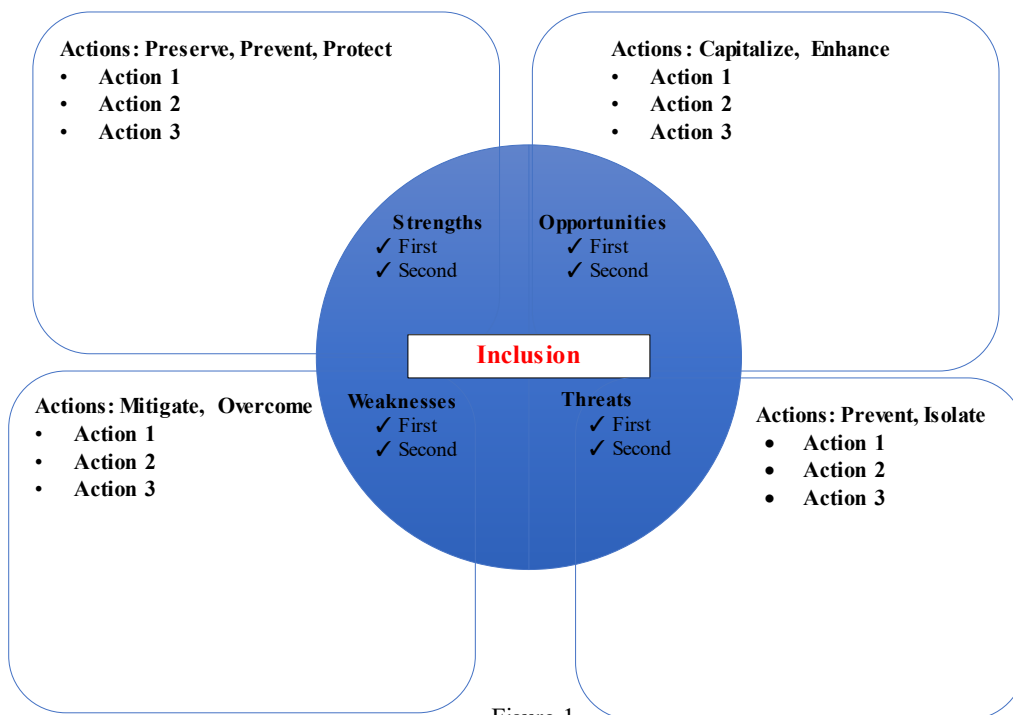

Actions: Preserve, Prevent, Protect
- Action 1
- Action 2
- Action 3

Actions: Capitalize, Enhance
- Action 1
- Action 2
- Action 3

Strengths
✓ First
✓ Second

Opportunities
✓ First
✓ Second

Inclusion

Actions: Mitigate, Overcome
- Action 1
- Action 2
- Action 3

Weaknesses
✓ First
✓ Second

Threats
✓ First
✓ Second

Actions: Prevent, Isolate
- Action 1
- Action 2
- Action 3

Figure 1

The SWOT*IE* Action Prioritization Matrix is an adaption of the Kraljic Matrix[3], which is used in Supply Chain Management. This matrix helps position each of the SWOT*IE* actions to determine how much each will impact the community and the number of resources required to effectively implement the actions as shown in Figure 2.

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[2] Expand Your SWOT Analysis to Include Inclusion and Equity: Make it a SWOT*IE*, John W. Moran, January 2023. https://www.phf.org/resourcestools/Pages/Expand_Your_SWOT_Analysis_to_Include_Inclusion_and_Equity_Make_it_a_SWOTIE.aspx, accessed May 26, 2023.
[3] https://www.forbes.com/sites/jwebb/2017/02/28/what-is-the-kraljic-matrix/?sh=5f2c52e7675f, accessed May 22, 2023.
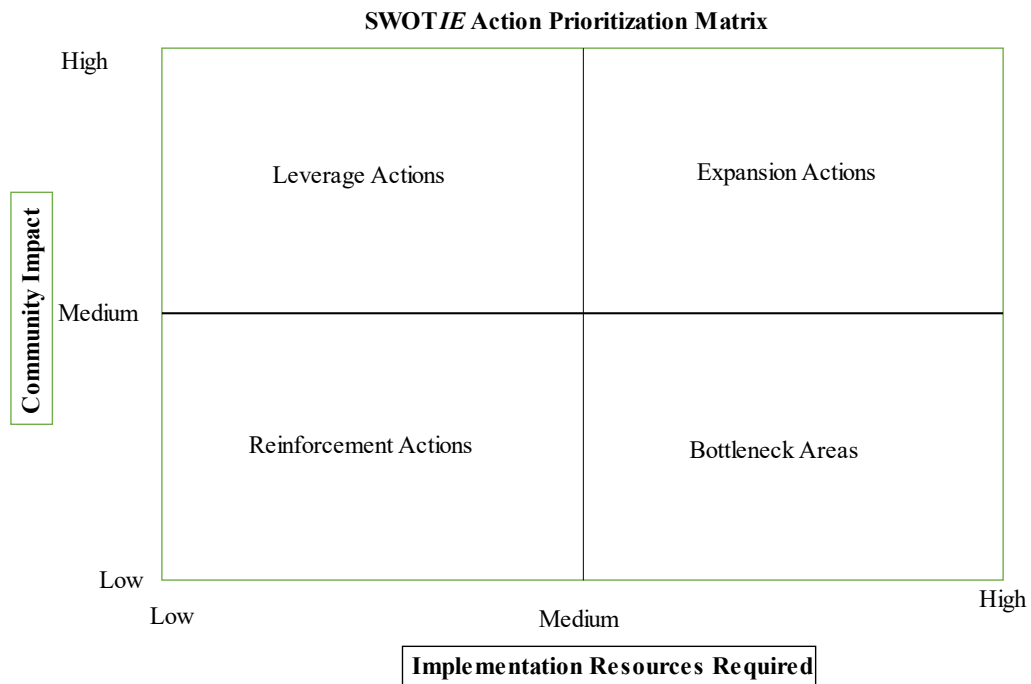
SWOT*IE* Action Prioritization Matrix

High

Community Impact

Medium

Leverage Actions   Expansion Actions

Reinforcement Actions   Bottleneck Areas

Low

Low   Medium   High

Implementation Resources Required

Figure 2

Steps to using the SWOT*IE* Action Prioritization Matrix:

1. Determine in which quadrant each action or bottleneck from the SWOT*IE* Analysis should be placed as shown in Figure 3 by asking… Is it:
   - **A Reinforcement Action?** These types of actions support existing programs that are already being offered to the community and can be implemented to enhance existing programs quickly.
   - **A Leverage Action?** These types of actions usually have high impact in the community and are quick to implement.
   - **A Bottleneck Area?** These are roadblocks that may interfere with a health department's ability to make improvements. Until bottlenecks are adequately addressed, they may consume a great deal of resources, with little positive impact on the community.
   - **An Expansion Action?** These types of actions help expand the community impact and require many long-term resources. It is important to determine the resources that can be committed to the expansion activities.

2. Once all the actions and bottlenecks are placed in the matrix, the health department can then decide which ones to address based on the impact to the community and the resources required.
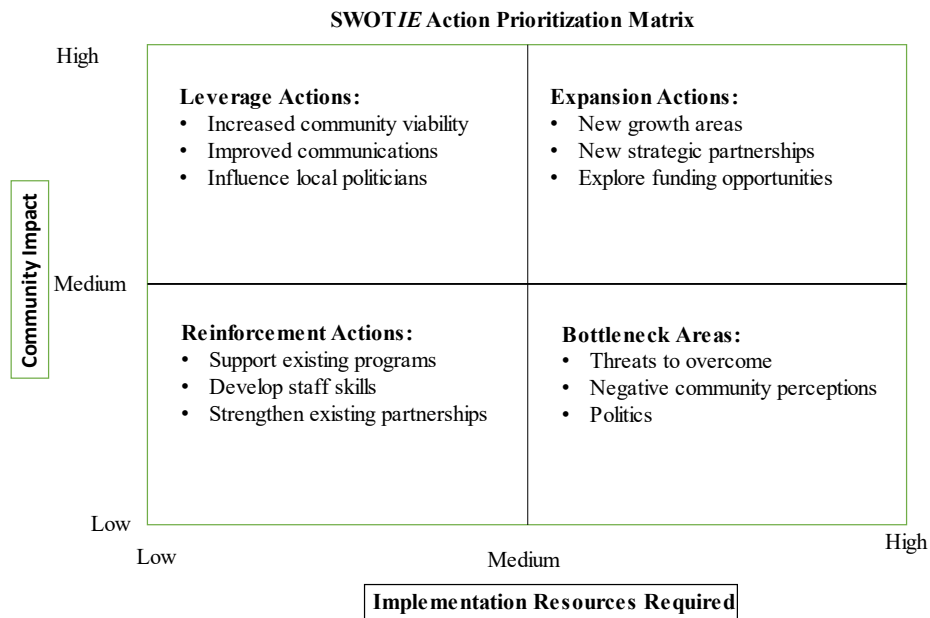
SWOT*IE* Action Prioritization Matrix

High

Leverage Actions:	Expansion Actions:
• Increased community viability	• New growth areas
• Improved communications	• New strategic partnerships
• Influence local politicians	• Explore funding opportunities

Medium (Community Impact)

Reinforcement Actions:	Bottleneck Areas:
• Support existing programs	• Threats to overcome
• Develop staff skills	• Negative community perceptions
• Strengthen existing partnerships	• Politics

Low

Low   Medium   High

Implementation Resources Required

Figure 3

Tri County Community Inclusion Example:

The Tri-County Health Department, a made-up health department for this example, utilized the SWOT*IE* Analysis to explore how the health department could improve its community inclusion process to better deliver needed health resources to all in the community being served by the health department. This analysis is presented in the paper entitled, *Expand Your SWOT Analysis to Include Inclusion and Equity: Make It a SWOTIE[4]*.

The health department then used the SWOT*IE* Action Prioritization Matrix to help determine which actions might have the greatest impact on the community and the resources required, as shown in Figure 4.

[4] Expand Your SWOT Analysis to Include Inclusion and Equity: Make It a SWOT*IE*, John W. Moran, January 2023. https://www.phf.org/resourcestools/Pages/Expand_Your_SWOT_Analysis_to_Include_Inclusion_and_Equity_Make_it_a_SWOTIE.aspx, accessed May 26, 2023.
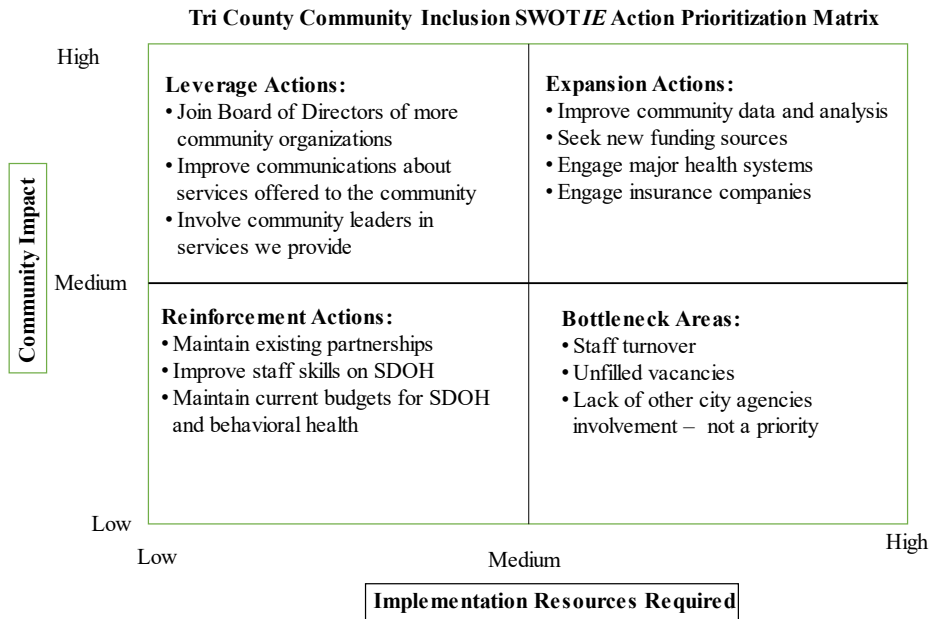
Tri County Community Inclusion SWOT*IE* Action Prioritization Matrix

Community Impact (vertical axis: High, Medium, Low)

Implementation Resources Required (horizontal axis: Low, Medium, High)

Leverage Actions:
- Join Board of Directors of more community organizations
- Improve communications about services offered to the community
- Involve community leaders in services we provide

Expansion Actions:
- Improve community data and analysis
- Seek new funding sources
- Engage major health systems
- Engage insurance companies

Reinforcement Actions:
- Maintain existing partnerships
- Improve staff skills on SDOH
- Maintain current budgets for SDOH and behavioral health

Bottleneck Areas:
- Staff turnover
- Unfilled vacancies
- Lack of other city agencies involvement – not a priority

Figure 4

Conclusion:

The next time you do a SWOT*IE* on an issue, use the SWOT*IE* Action Prioritization Matrix afterwards to help organize the actions you came up with into the four matrix categories. This will help determine where to best allocate the available resources on a short- and long-term basis to make the improvements that most effectively impact the community.