

*GIP Strategic Planning and Management
Subcommittee Webinar:*

Tips and Tools to Successfully Implement a Strategic Plan

Walter Douglas
Chief Operating Officer
Rutgers New Jersey Medical School

and

Linda Reimann
Chief of Staff/Assistant Dean Strategic Initiatives
University of California, Riverside School of Medicine

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Tomorrow's Doctors, Tomorrow's Cures

Learn

Serve

Lead



Association of
American Medical Colleges

Today's Objectives

At the end of today's session, you will have a greater understanding of:

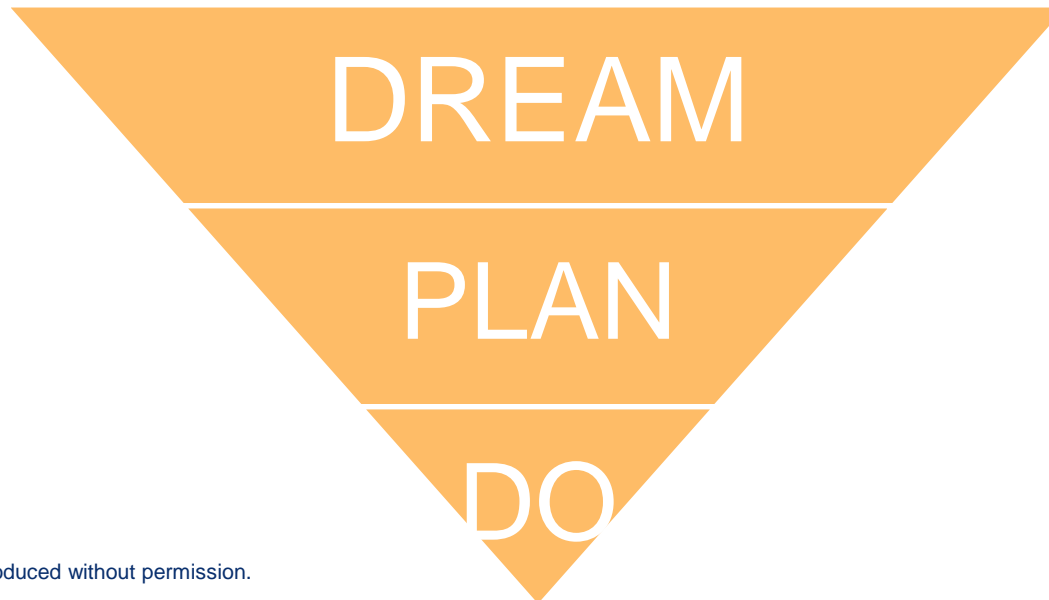
- ✓ How to successfully implement your strategic plan – including the major barriers to implementation
- ✓ Measuring success and increasing transparency and accountability
- ✓ Change management tools and the importance of communication and alignment

So You've Got a Strategic Plan!

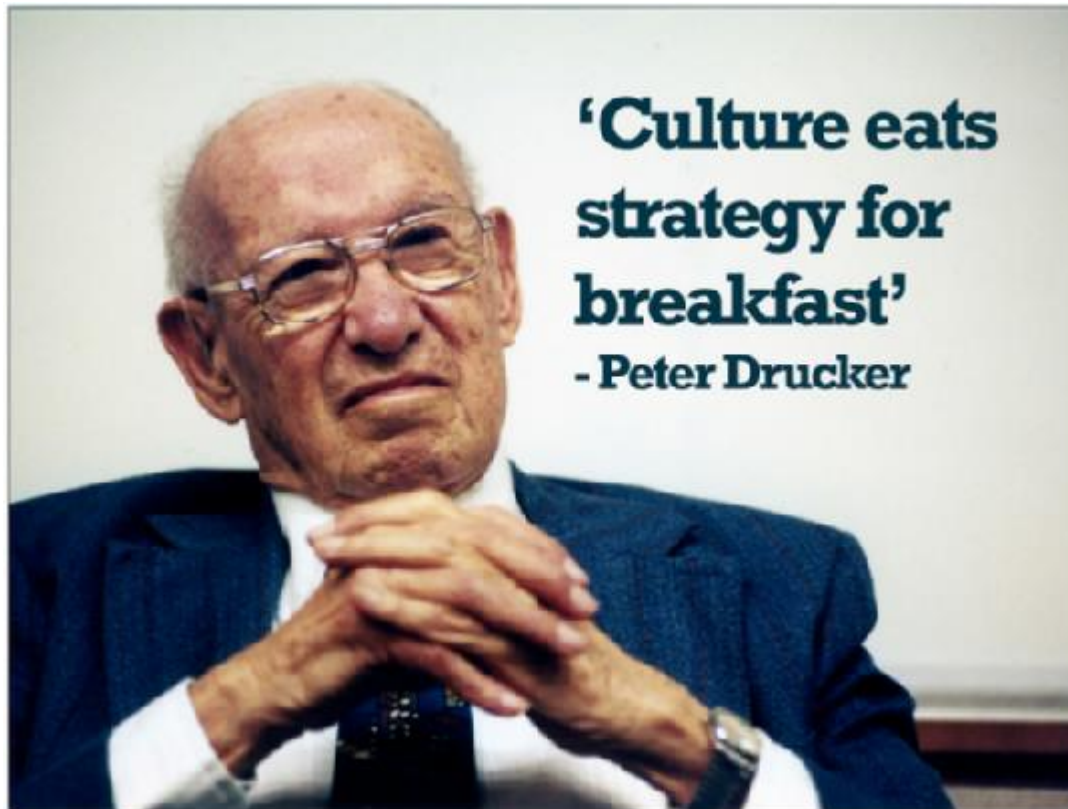
Congratulations!!

However, many institutions put a lot of time, resources and effort into developing a strategic plan...

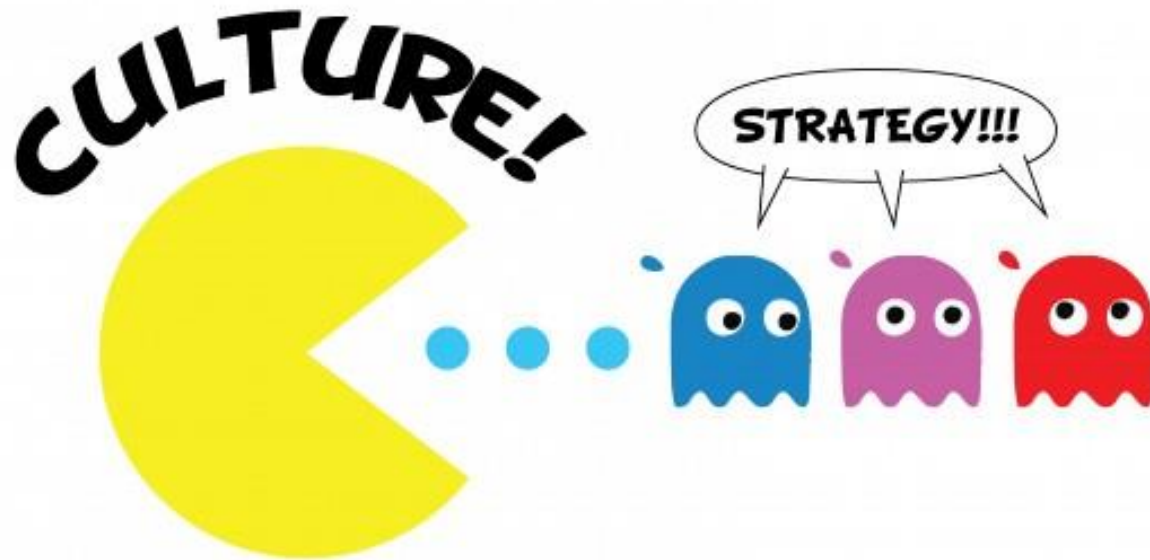
...and implementation is almost an afterthought.



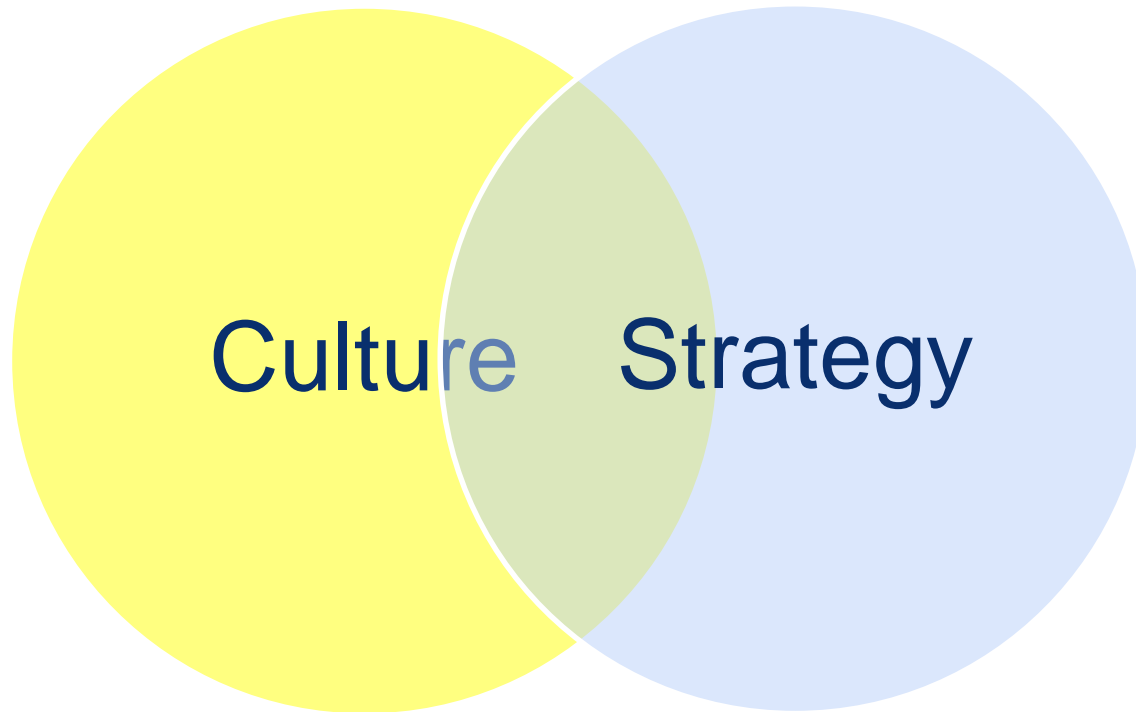
What Could Possibly Go Wrong?!...



How Do We Move from This...



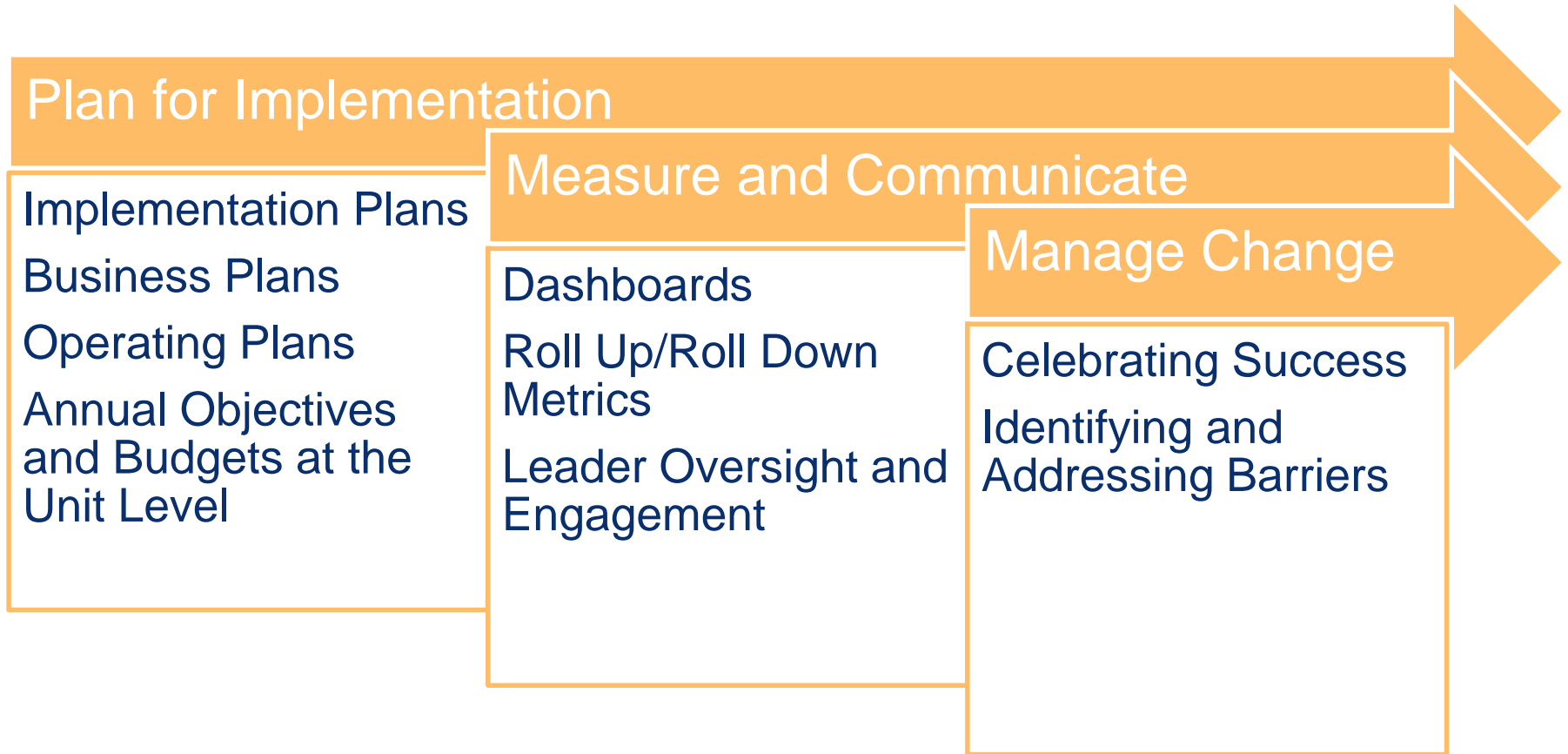
...To This



Barriers to Implementation

- Failure to integrate strategic plan into operating plans and budgets
- Insufficient leadership accountability and communication
- Lack of clarity on and/or reporting of key metrics
- “Set it and forget it” mentality
- Unclear prioritization – “fighting fires”
- And so many more...

Implementing Your Strategic Plan



Planning for Implementation



Planning for Implementation

STRATEGIES/TACTICS	TARGET DATE	PERSON(S) RESPONS.	RESOURCES REQUIRED
1. Link with Community Hospital ACOs to develop network for tertiary services			
1.1 Assess necessary IT/EMR infrastructure	October 2014	A. Jones	\$50,000
1.2 Approach existing partners	July 2014	M. Smith	
1.3 ETC.			

Measuring and Communicating

Socializing Change

- Language Matters
- Nothing Beats FaceTime
- Messaging
- Collateral

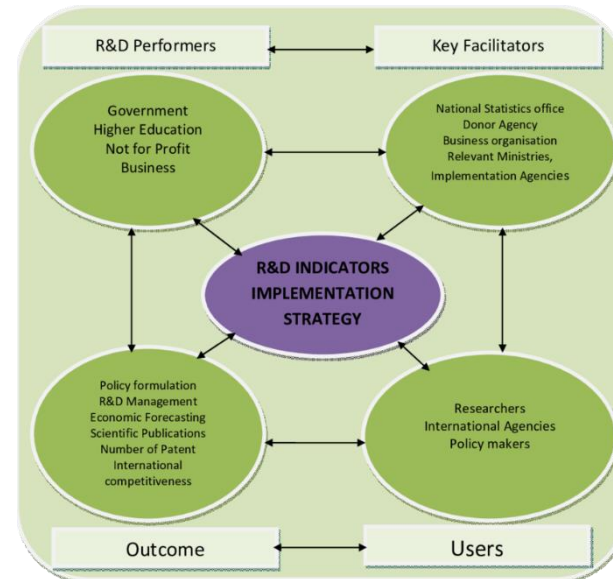
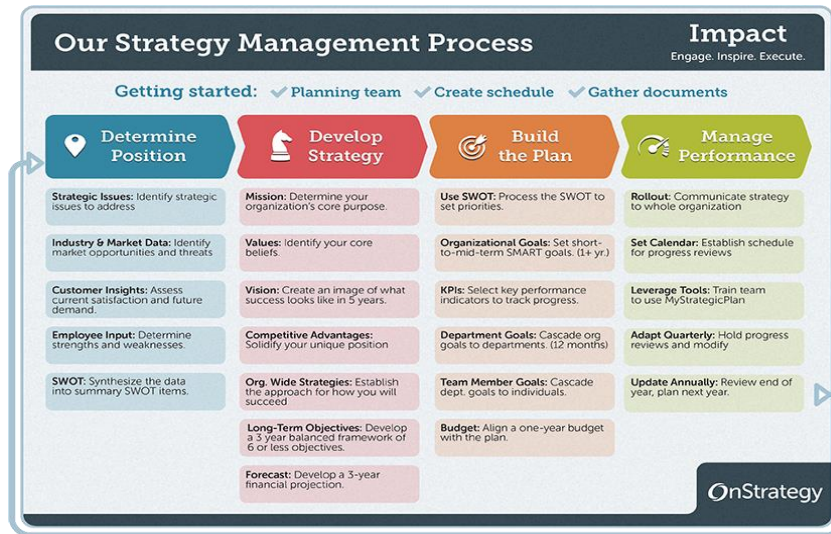
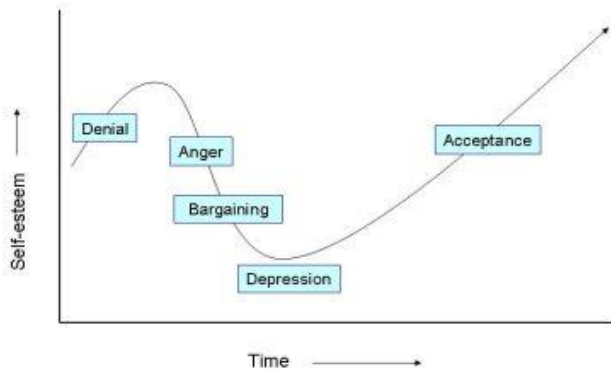


Tools

- Metrics that Matter
- Dashboards
- Charts
- Infographs



Measuring and Communicating



Measuring and Communicating

<u>Goals</u>	<u>Metrics</u>	<u>Current Situation</u>
<ul style="list-style-type: none"> • Market leader in both volume and market share 	<ul style="list-style-type: none"> • 20% local market share • 5% regional market share 	<ul style="list-style-type: none"> • 16% local share • 4% regional share
<ul style="list-style-type: none"> • “Known” for 3 - 4 key services 	<ul style="list-style-type: none"> • >50% market share in key programs • 3 - 4 programs “dominant” in market 	<ul style="list-style-type: none"> • Cancer Center
<ul style="list-style-type: none"> • Top 20 in NIH Funding 	<ul style="list-style-type: none"> • Targets: RO1 per faculty • Hit “Top 20” NIH Rank 	<ul style="list-style-type: none"> • No. 26 in NIH funded Schools of Medicine
<ul style="list-style-type: none"> • Superior Financial Performance <ul style="list-style-type: none"> - Low cost - Strong operating management 	<ul style="list-style-type: none"> • Lowest cost tertiary provider • Operating margin = 7% 	<ul style="list-style-type: none"> • UHC top 5 %ile cost/pt day • Operating Margin = 3%

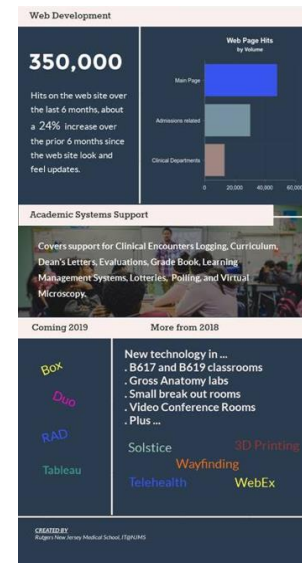
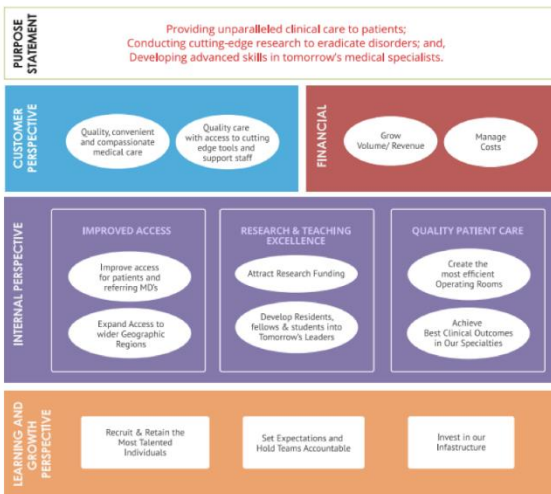
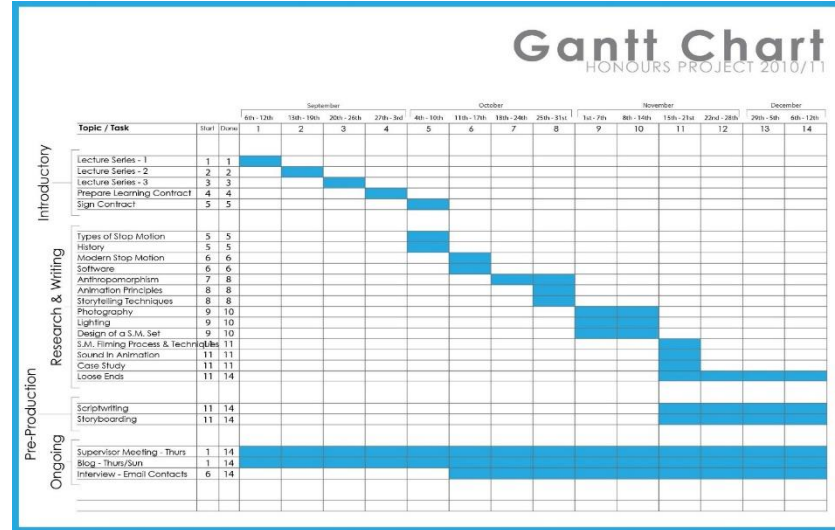
Measuring and Communicating



Hospital Strategy Map

* Strategy Map is Modified for Educational Purposes

To care for our patients and their families as if they were our own



Managing the Change Process

Leadership, Authority, Responsibility

Leadership is responsible for defining the vision

- Executives
- Governance Committee

Authority is responsible for directing the vision

- Senior Management Team
- Steering Committee

Responsibility for executing the vision

- Project Manager/Project Lead
- Operations and Management

Implementing Your Strategic Plan



Plan for Implementation

Measure and Communicate

Manage Change

Discussion and Questions



GIP Upcoming Events

GBA/GDI/GIP Joint Spring Meeting

April 9-12, 2019

Fairmont Chicago—Millennium Park

Chicago, Illinois

Registration is open on the AAMC GIP website

GIP/GRAND/GBA Symposium: Strengthening the Resilience of the Academic Medicine Community

September 5-6, 2019

AAMC Learning Center

Washington, D.C.

Learn Serve Lead: The AAMC Annual Meeting

November 8-12, 2019

Phoenix, Ariz.



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