

# Performance Excellence and Continuous Improvement Methods

*Game On! What's in your strategic playbook?*



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Vice President, Strategic Management

AAMC GIP Meeting  
September 19, 2013



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# *Characteristics of Successful Planning & Planners*

"Plans are useless but planning is everything," Dwight Eisenhower

- Planning Framework
- Guiding Coalition
- Integrated Planning
- Unified Strategy
- Environmental Assessment
- Quantifiable Results
- Continuous Process
- Organizational Learning



# *UTMB Health Planning for our Future*



Education

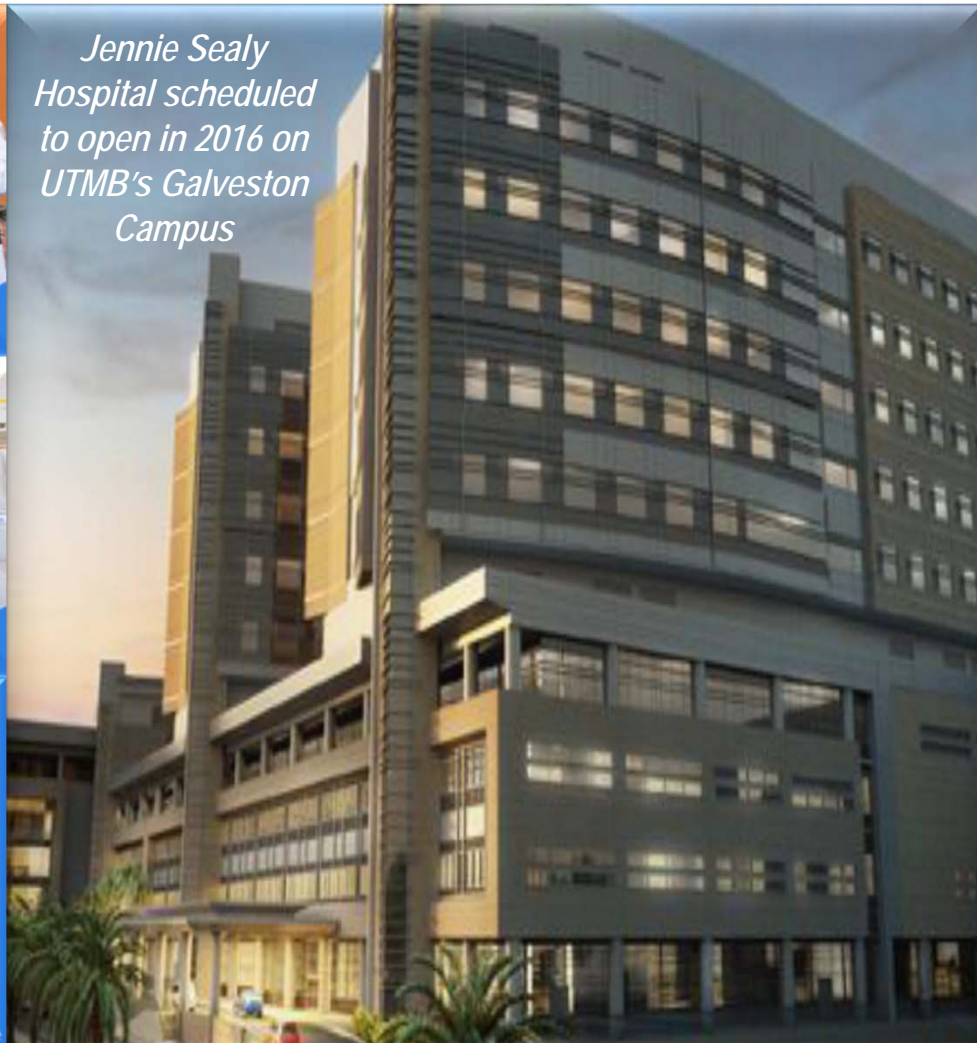


Research



Patient Care


*Jennie Sealy  
Hospital scheduled  
to open in 2016 on  
UTMB's Galveston  
Campus*



# Working Together to Work Wonders

## Working Together to Work Wonders:

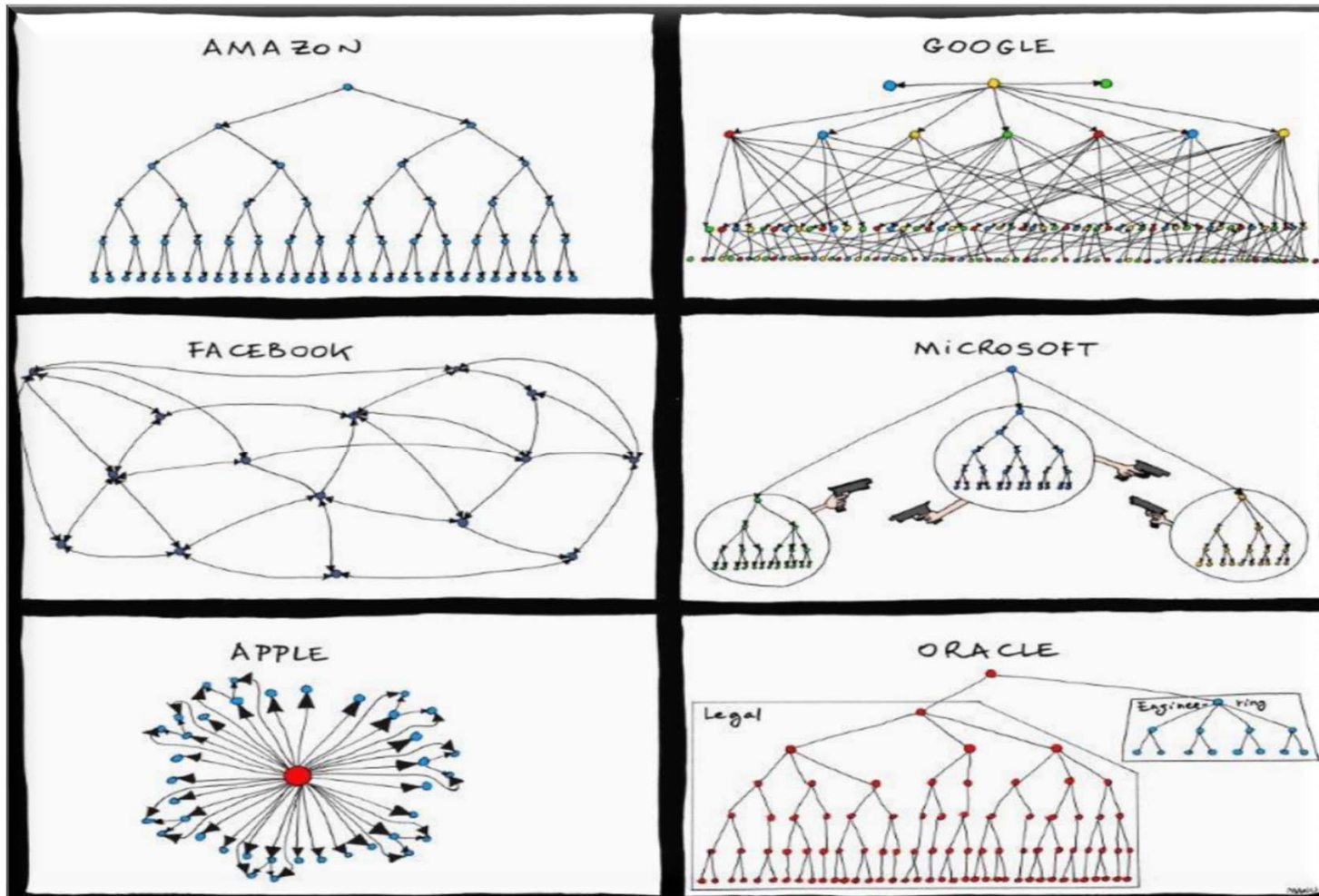
A Brief Overview of UTMB Health's Key Contributions and Vision for the Future



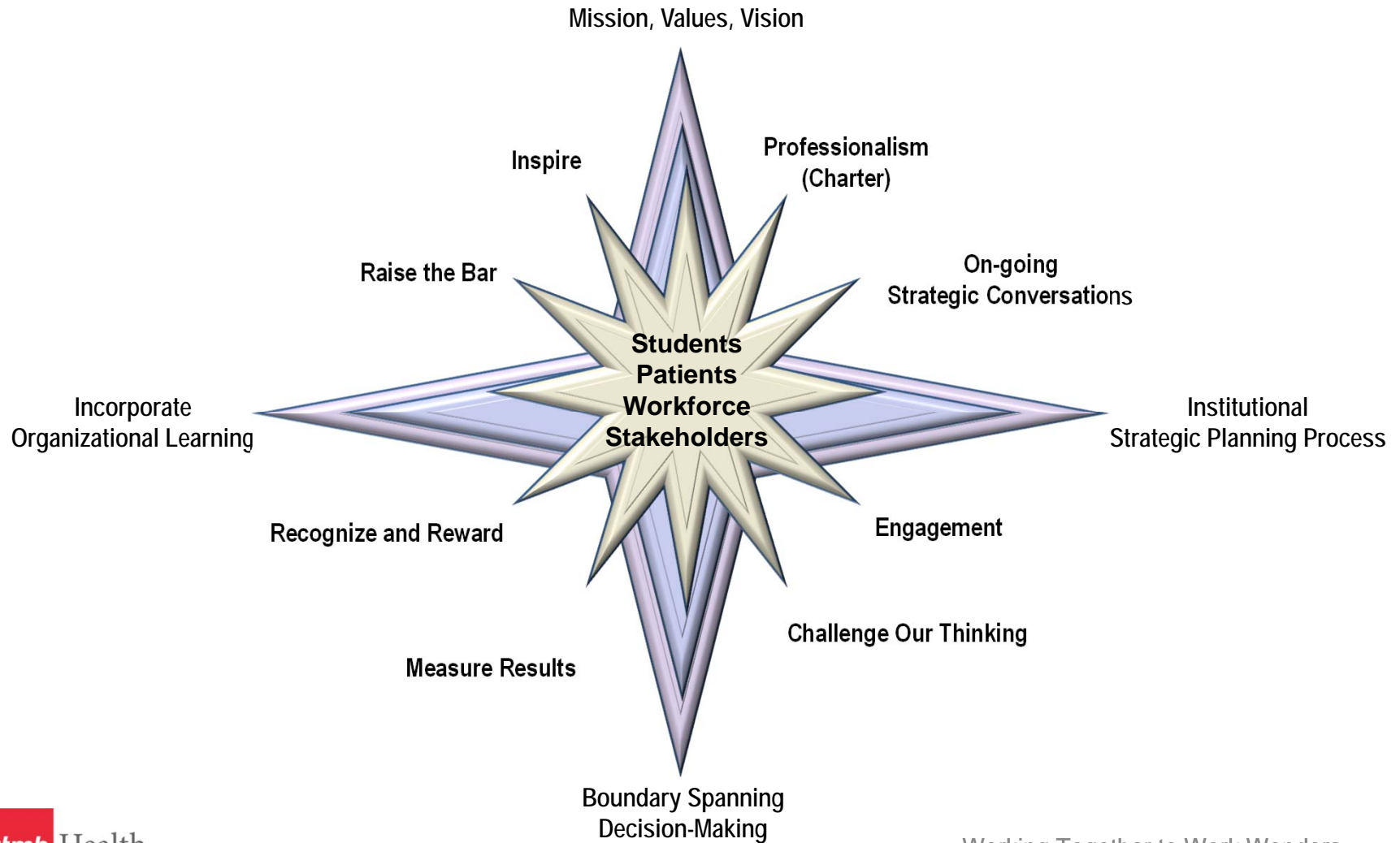
THE STATE'S FIRST ACADEMIC MEDICAL CENTER, THE UNIVERSITY OF TEXAS MEDICAL BRANCH (UTMB Health), has been at the forefront of educational, research and clinical excellence since 1891. Throughout its history, UTMB has graduated more health professionals than any other academic health center in the state and has made possible countless research and patient care advances. Today, UTMB is undergoing robust revitalization and growth to make its vision of a healthier future for our state and beyond a reality. As a proud member of the Texas Medical Center, UTMB represents an incredible return on investment for the people of Texas.

<h3>Workforce</h3> <ul style="list-style-type: none"><li>• 11,670 total headcount<ul style="list-style-type: none"><li>◦ 4,281 (Academic Enterprise; includes 974 Faculty)</li><li>◦ 3,255 (Health System w/o CMC)</li><li>◦ 3,029 (Correctional Managed Care)</li><li>◦ 1,105 (Institutional Support)</li></ul></li></ul> <h3>Economic Impact <i>(in round numbers)</i></h3> <ul style="list-style-type: none"><li>• <b>Texas:</b> \$4B total spending; \$2B output (goods, services); 26,000 permanent jobs*</li><li>• <b>Galveston County:</b> \$2B total spending; \$1B output; 15,000 jobs*</li><li>• <b>Tax revenue offsets:</b> \$96M to Texas; \$56M to local taxing authorities</li><li>• <b>Medical services</b> by physicians we've trained (Texas): \$24B total spending; \$13B output; 169,000 jobs</li><li>• <b>Research</b> (Texas): \$3B total spending; \$1B output; 16,000 jobs</li><li>• <b>Construction</b> (Texas): \$3B total spending; 16,000 employed (person-years)</li></ul>	<h3>Financial Health</h3> <ul style="list-style-type: none"><li>• Ended last three fiscal years in a row with positive margins to reinvest in mission</li></ul> <h3>Education</h3> <ul style="list-style-type: none"><li>• Enrolling more students than ever<ul style="list-style-type: none"><li>◦ 3,012 students enrolled (Fall 2012)</li></ul></li><li>• A leader in diversity<ul style="list-style-type: none"><li>◦ SOM ranked: **<ul style="list-style-type: none"><li>– 1st nationally in the number of Hispanic graduates</li><li>– 8th nationally in the number of African-American graduates</li><li>– 3rd nationally in the number and 2nd in percent of underrepresented minority graduates</li></ul></li></ul></li><li>• Training primary care physicians for Texas<ul style="list-style-type: none"><li>◦ 48% of UTMB graduates chose primary care residencies (2013)</li><li>◦ Of those, 48% stayed in Texas for training</li></ul></li></ul>
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# *Challenges to a Unified Organizational Strategy*



# *UTMB Integrative Leadership System*



# *Mission, Vision and Values*

"Strategic planning is worthless—unless there is first a strategic vision." – John Naisbitt

## *Mission*

UTMB's mission is to improve health for the people of Texas and around the world.

## *Vision*

We work together to work wonders as we define the future of health care and strive to be the best in all of our endeavors.

## *and Values*

We demonstrate **compassion** for all.

We always act with **integrity**.

We show **respect** to everyone we meet.

We embrace **diversity** to best serve a global community.

We promote excellence and innovation through **lifelong learning**.

# *Strategic Planning is a Core Competency*

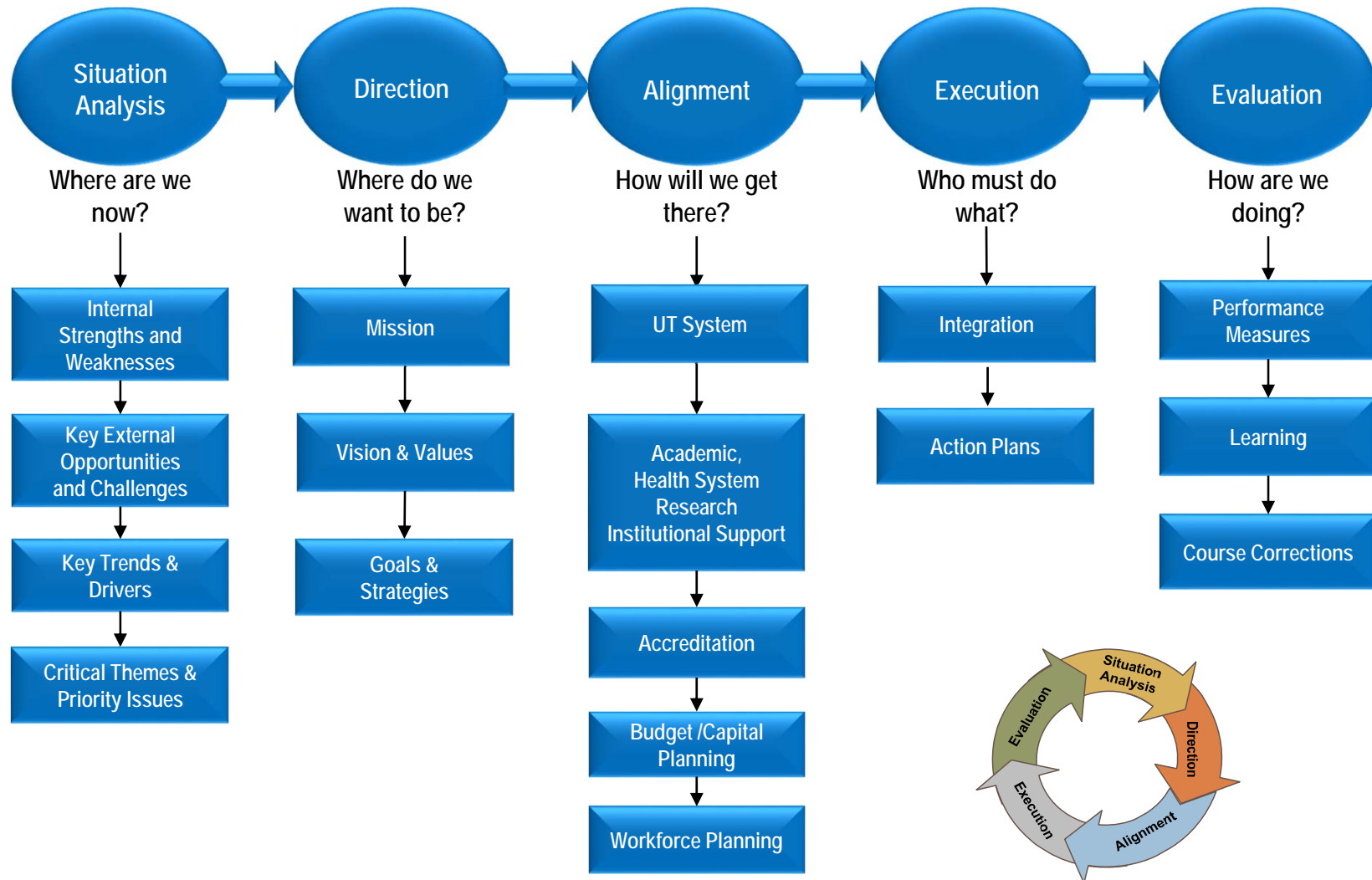
- *Planning Down* – The Art of Anticipating and Leading Change
- *Planning Sideways*- The Art of Supporting and Creating Change
- *Planning Up*- The Art of Understanding and Navigating Change



Source: Society for College and University Planning  
A Guide to Planning for Change, 2010

# Strategic Planning Process

"Setting a goal is not the main thing. It is deciding how you go about achieving it and staying with that plan." Tom Landry

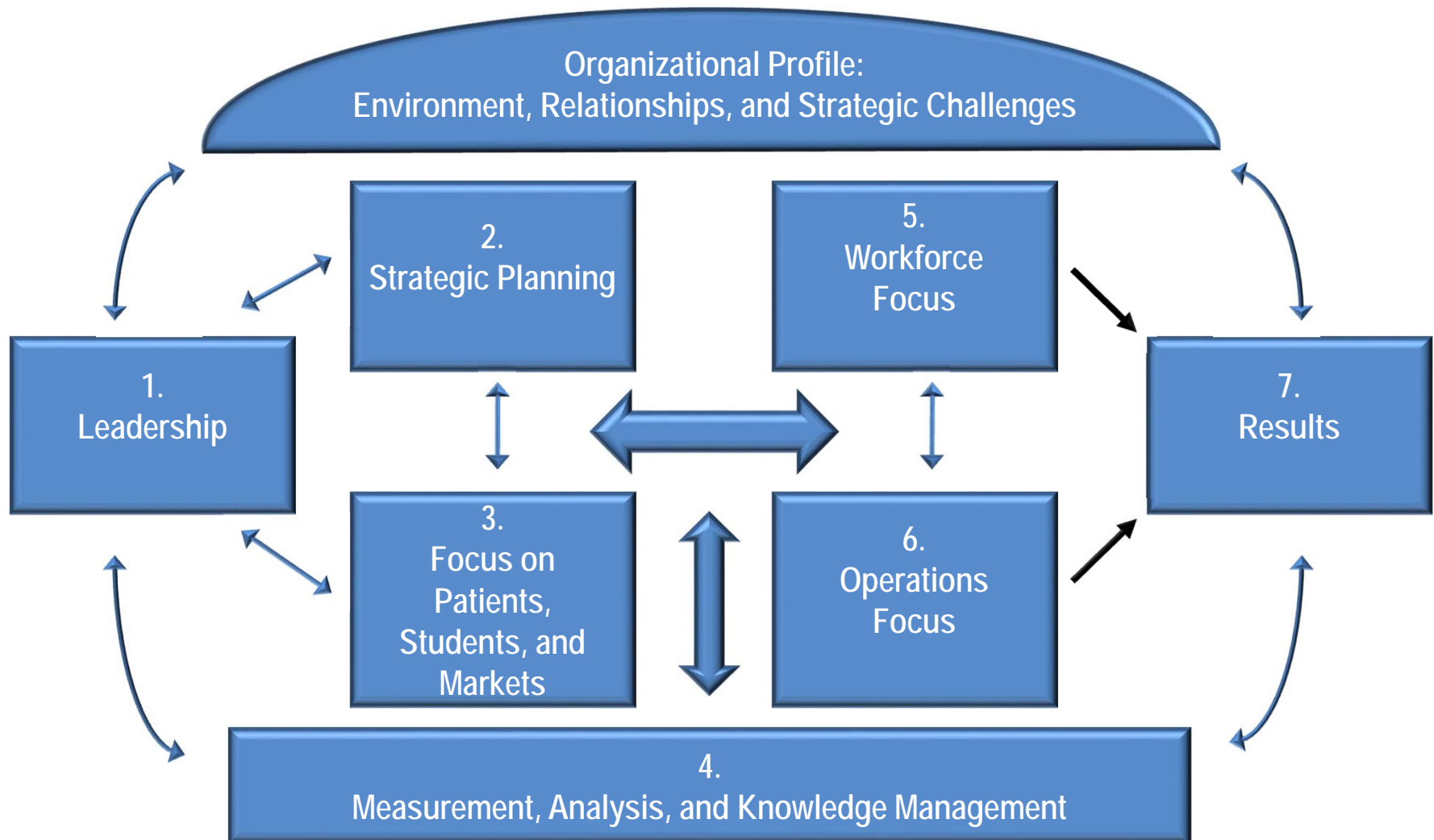


# Balanced Strategic Focus

## Institutional Goals

People	Quality	Education	Research	Health System	Strategic Mgmt. & Growth	Financial Success	Community
<i>• Invest in our number one asset, Our People.</i>	<i>• Expand and improve our quality, safety and service management systems to enhance the value and impact of our education, research and clinical care programs.</i>	<i>• Deliver highest quality educational programs to advance student learning and leadership development.</i>	<i>• Expand the impact and excellence of our research programs.</i>	<i>• Extend the capabilities of our health system to support our academic programs and offer access to the highest levels of patient care.</i>	<i>• Position ourselves for success through effective strategic management with prioritized, outcomes-driven investments in research, education, patient care and institutional support programs.</i>	<i>• Advance our financial strength.</i>	<i>• Improve health locally, nationally and worldwide through strong collaborative relationships.</i>

# Baldrige Performance Excellence Framework



# *Baldrige Criteria* Integrated Management Framework

Emphasis on

- Integration
- Innovation
- Results
- Sustainability



- Nonprescriptive
- Holistic
- Inclusive
- Adaptable

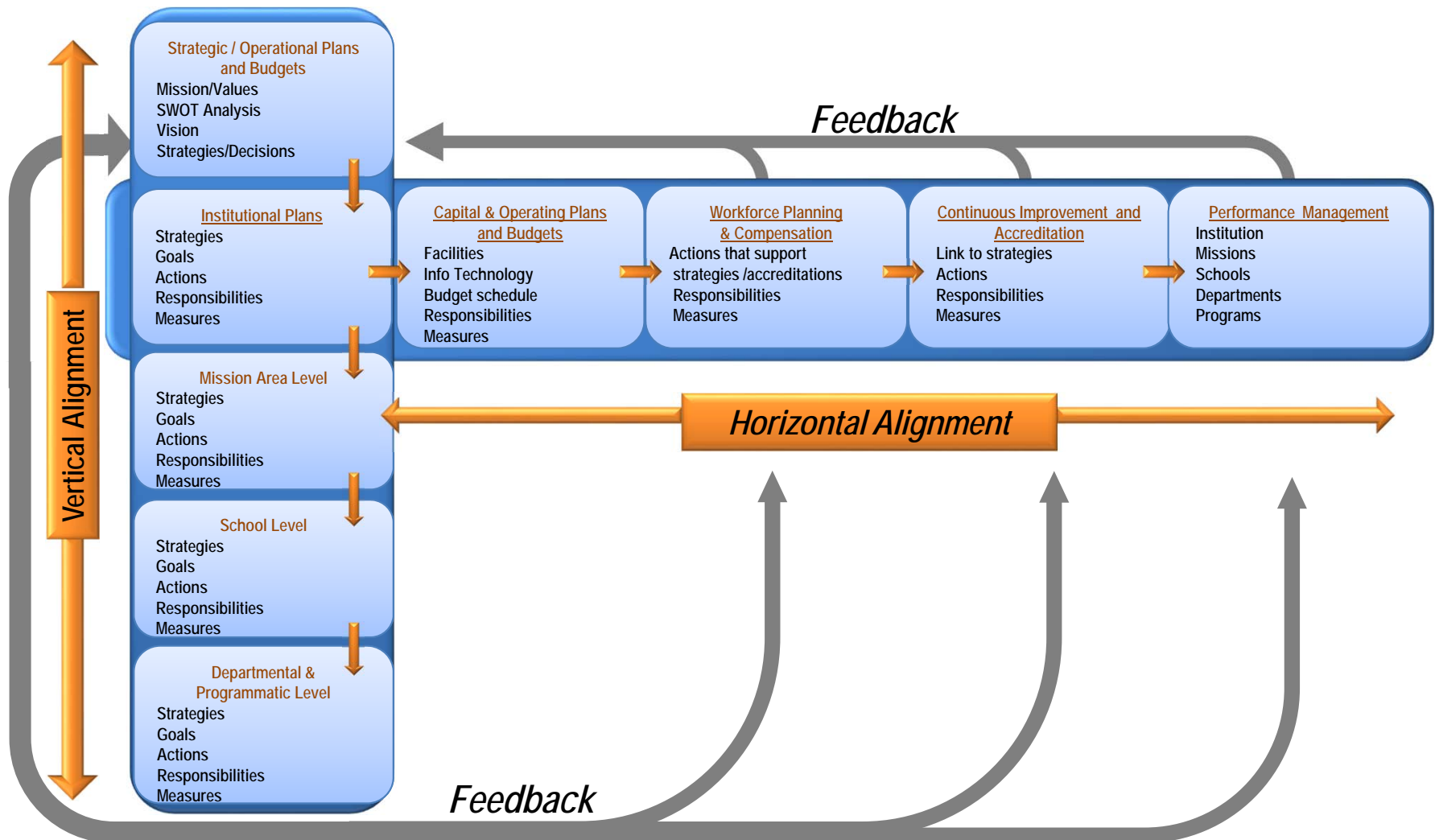
# *Making Time for Strategic Conversations*

## *Continuous Planning:*

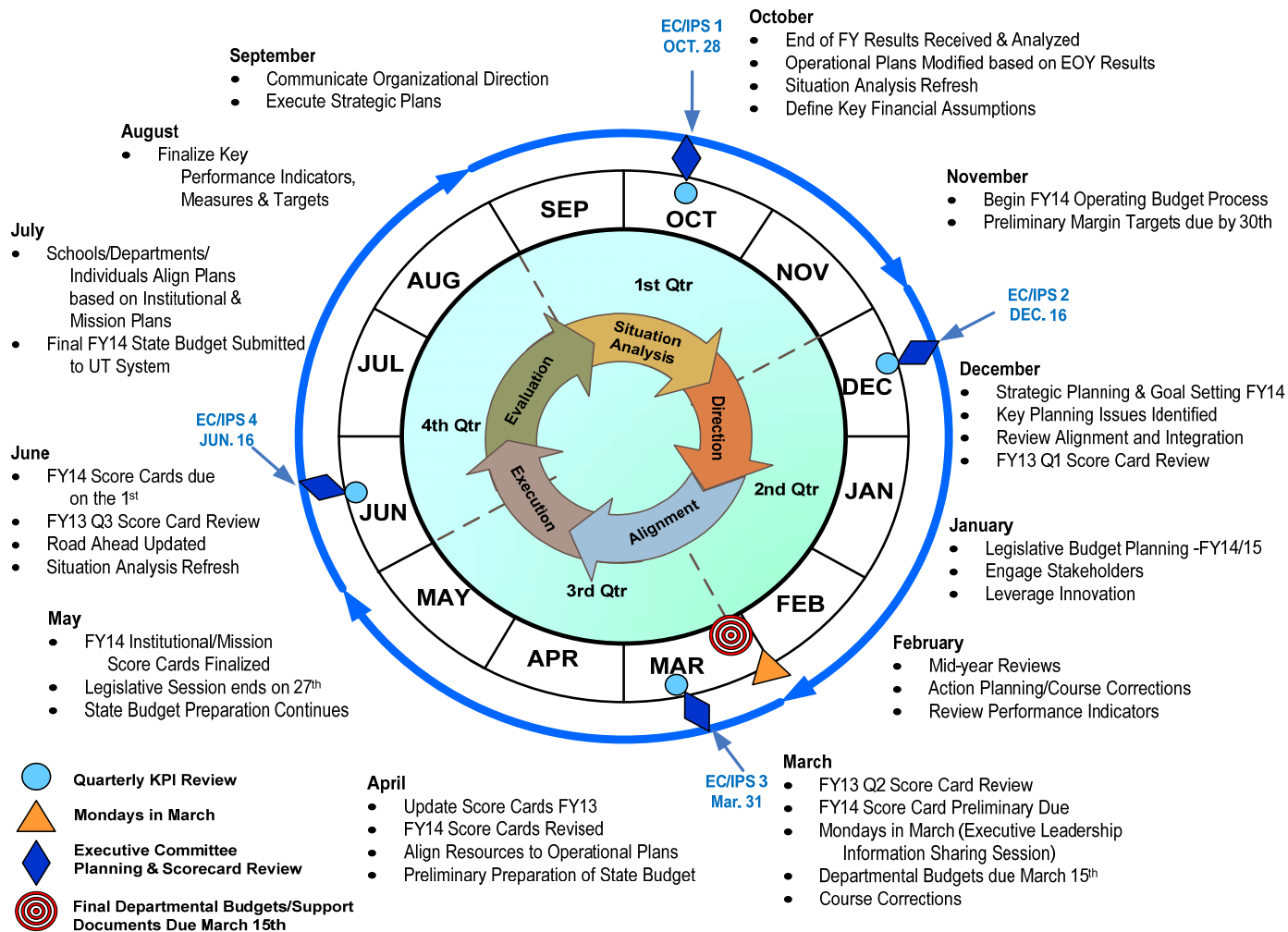
- 4 - 6 sessions a year
- 2 ½ hour sessions
- Boundary spanning leadership
- Monitor institutional progress
- Attack critical Issues
- Review market forces
- Review plan and budget linkages
- Refresh and reset strategies and tactics
- Create space for strategic thinking
- Review lessons learned



# Aligning Planning Across the Institution



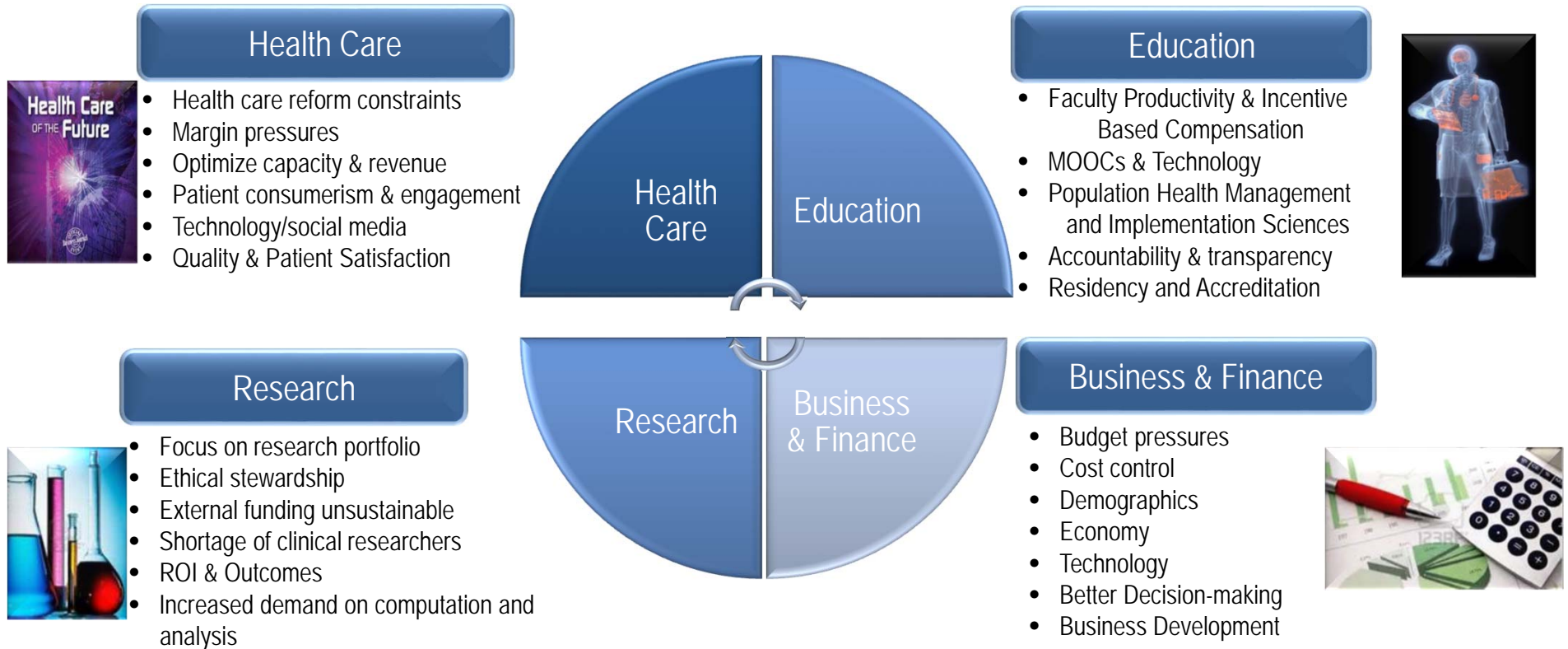
# Strategic and Operational Planning Cycle - Compass



June 13, 2013

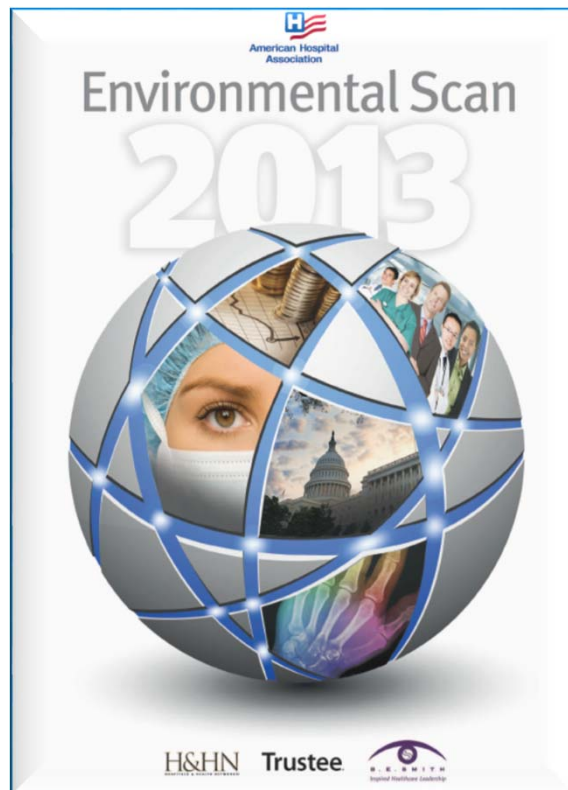
# Situation Analysis: Strategic Challenges and Advantages

## Not Business as Usual

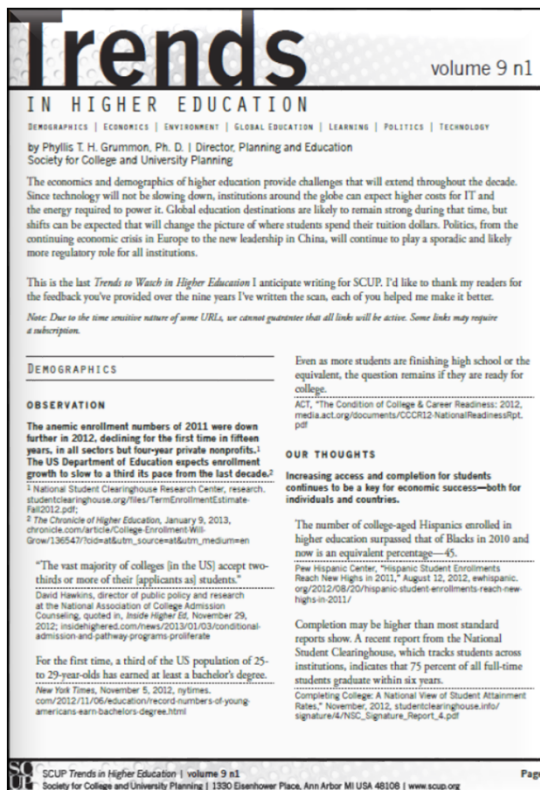


# Environmental Scans: External and Internal Analysis

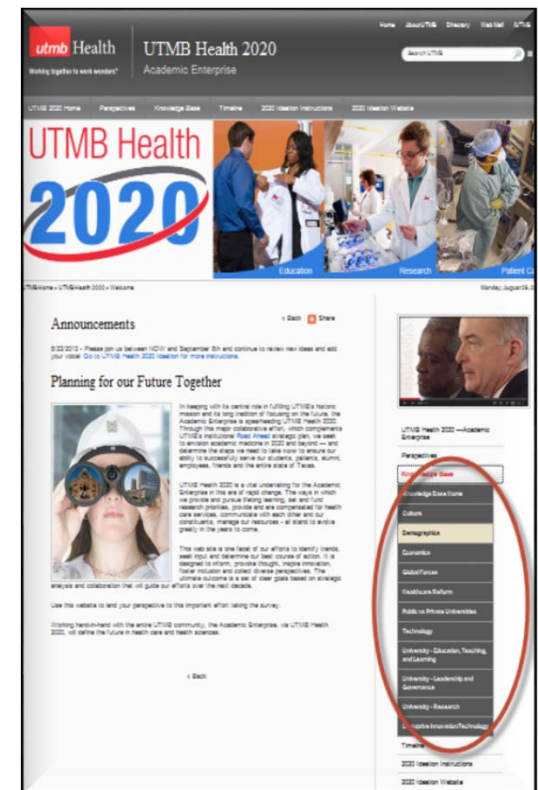
## American Hospital Association:




## Society for College and University Planning:



## UTMB Academic Enterprise:



# Crowd Sourcing Strategic Input



## IdeaScale

where ideas come to life

**UTMB 2020** <http://utmb2020.ideascale.com>

**The following perspectives have new activity**

1. ["Institutional Culture, Faculty and Staff"](#) has 3 new ideas and 1 new comments
2. ["Clinical Enterprise"](#) has 2 new ideas and 3 new comments
3. ["Financial Performance"](#) has 2 new ideas and 2 new comments
4. ["Customers: Students, Patients and Families"](#) has 3 new ideas and 3 new comments
5. ["Strategic Partnerships"](#) has 4 new ideas and 4 new comments
6. ["Discovery and Innovation"](#) has 2 new ideas and 2 new comments

To unsubscribe from new ideas digest, please [click here](#).

[Institutional Culture, Faculty and Staff](#)

**All hands on deck**

This idea is active.

**Submitted by [Community Member](#)**

08/24/2013

**2**

[Vote On Idea](#)

Every employee with a professional license should work spend a minimum of 10% of their time working (not just observing) in a clinical environment.

[Comments \(0\) Institutional Culture, Faculty and Staff](#)

**Better communication from decision makers to doers**

This idea is active.

**Submitted by [Community Member](#)**

07/17/2013

**4**

[Vote On Idea](#)

65 votes - Better communication from decision makers to doers

**Comment by [Community Member](#)**

08/24/2013

# *Scenario Planning*

## Annual IT Visioning Summit

**Question 1:** "What will health care look like in 2017?"

**Question 2:** "How will systems and technologies impact patient care value?"

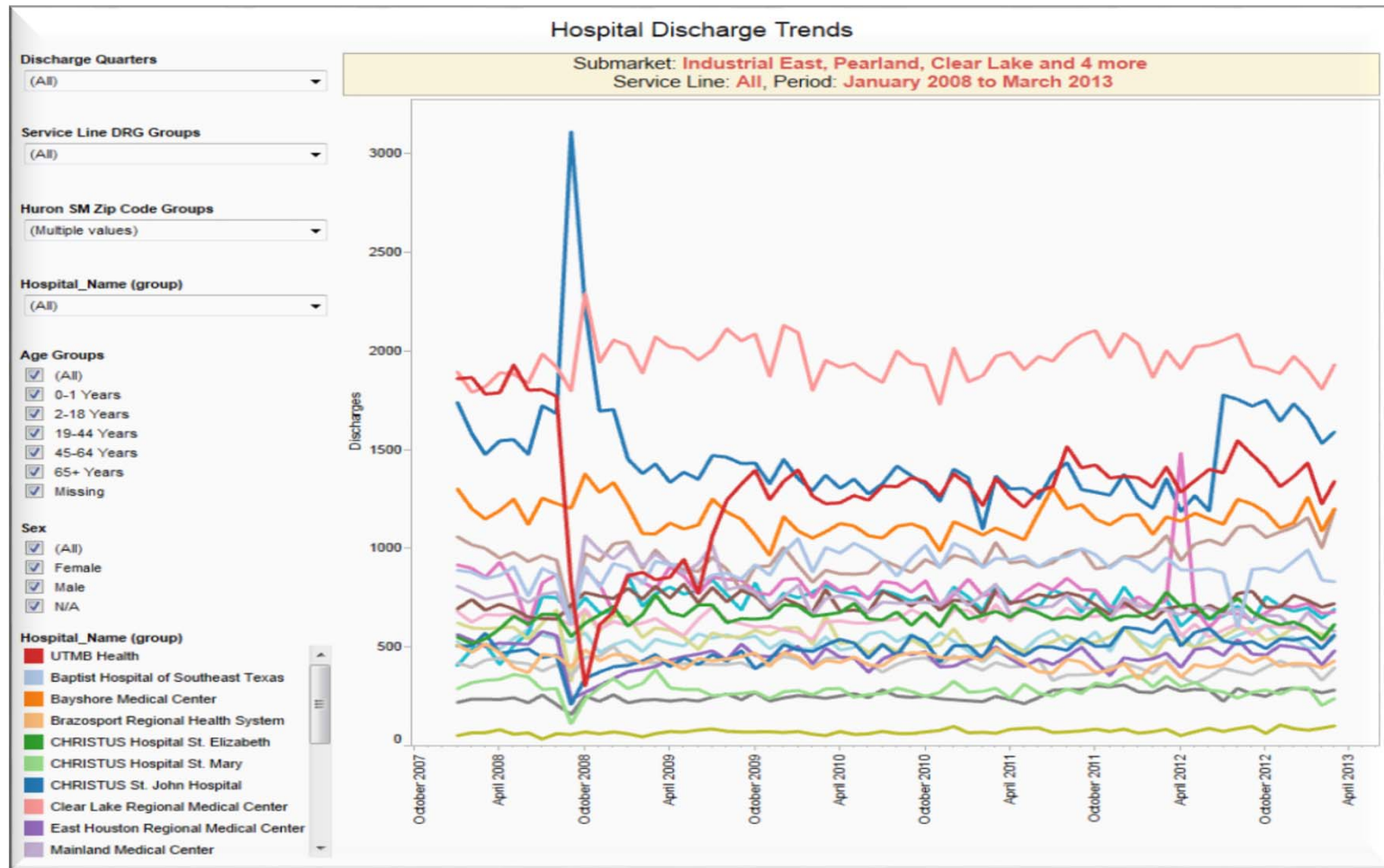
**Question 3:** "What success factors are needed to design/construct a future smart hospital using a flexible IT infrastructure?"

**Question 4:** "How might these systems apply to business, education, and research areas?"



# Marketing and Competitor Analysis

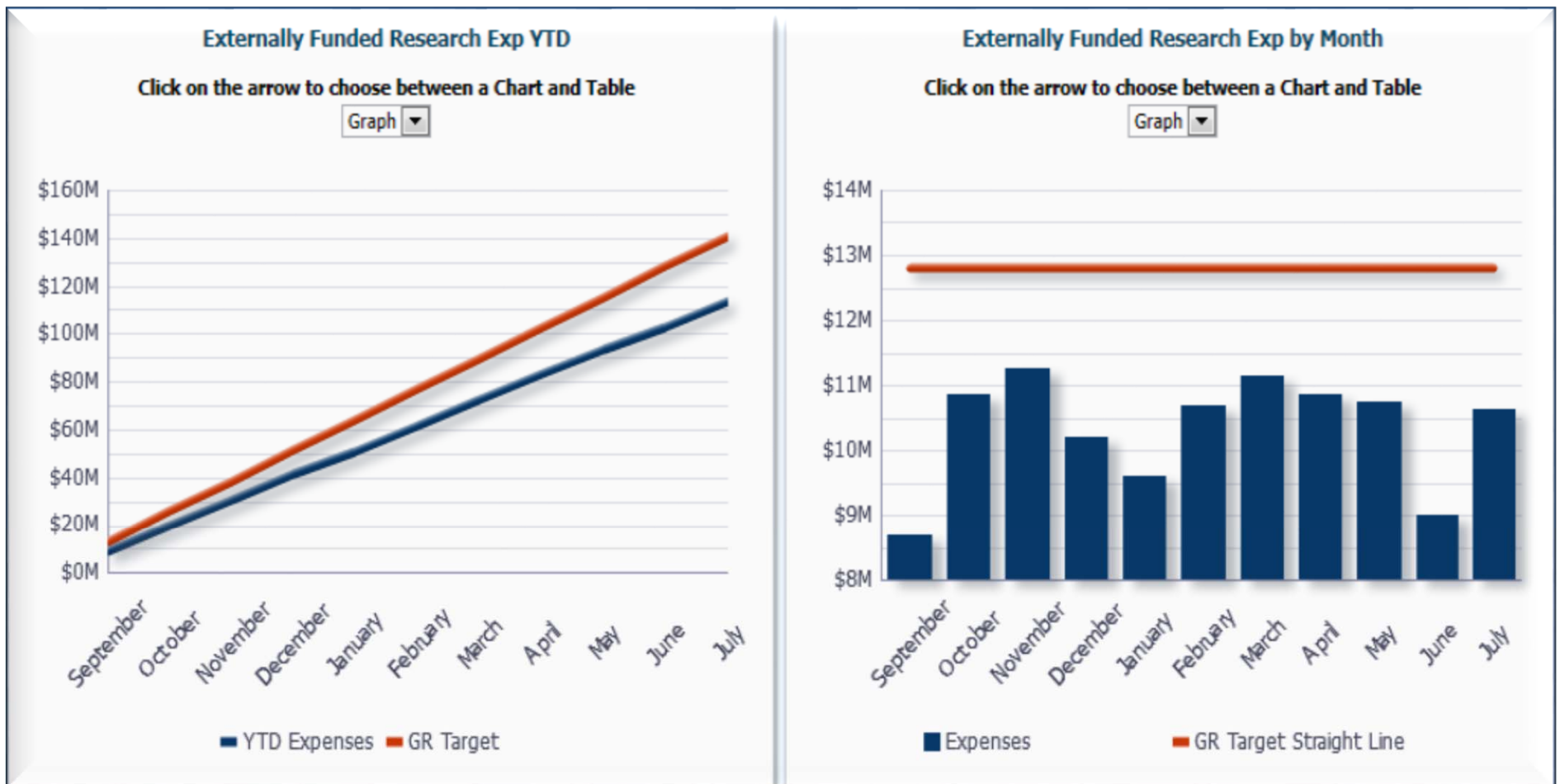
## Hospital Discharge Trends



# Scorecards: Defining What Success Looks Like

UTMB Health FY2013—2015			Institutional Score Card Quarter Three			
2. Quality	Institutional Goals	Strategies	KPIs	Targets	Timeline	Status
	<i>Expand and improve our quality, safety and service management systems to enhance the value and impact of our education, research and clinical care programs.</i> 2.1 Promote a culture of high reliability and trust by continuously improving quality and safety.	2.1.1 Implement a quality and safety curriculum for UTMB Health. [UTSF8.D.1]		2.1.1 Improve safety and quality of care. Sollenberger	2.1.1 Aug 31, 2013-2015	2.1.1
	2.2 Hold every member of the UTMB community accountable for acting with integrity, compassion and respect towards one another and those we serve.	2.2.1 Promote professionalism and a Culture of Trust and Safety.	<ul style="list-style-type: none"><li>Patient Satisfaction</li><li>CMS Core Measures</li><li>Health System Quality Measures</li></ul>	2.2.1.1 Improve patient care and satisfaction performance. Sollenberger	2.2.1.1 Aug 2013-15	2.2.1.1
				2.2.1.2 Improve patient satisfaction related to cleanliness, meals and noise. Elger	2.2.1.2 Aug 2013-15	2.2.1.2
2.2.2 Promote new standards of conduct policy to improve the professional work environment.		2.2.2.1 Identify and improve faculty professionalism metrics. Jacobs/Deans		2.2.2.1 Aug 2013-15	2.2.2.1	
		2.2.2.2 Identify and improve student professionalism metrics. Jacobs/Deans		2.2.2.2 Aug 2013-15	2.2.2.2	
			2.2.2.3 Assess professional work environment and compliance outcomes. Elger/Jacobs/Sollenberger	2.2.2.3 Aug 2013-15	2.2.2.3	
3. Education	Institutional Goals	Strategies	KPIs	Targets	Timeline	Status
	<i>Deliver highest quality educational programs to advance student learning and leadership development.</i> 3.1 Provide innovative educational programs and curricula that are continuously improved based on state and nationally recognized standards and metrics.	3.1.1 Determine appropriate sizes of residency and fellowship programs.	<ul style="list-style-type: none"><li>Enrollment</li><li>Degrees Conferred</li><li>1<sup>st</sup> Time Pass Rate</li><li>% Under-represented Minority Degrees Conferred</li></ul>	3.1.1.1 Assess departmental Residency plans outcomes. Jacobs/Deans	3.1.1.1 Aug 2013 - 15	3.1.1.1
		3.1.2 Launch narrative development and documentation process for the SACS Fifth year Interim report.		3.1.1.2 Dept. numbers reported. Jacobs/Deans	3.1.1.2 Nov 2012	3.1.1.2
				3.1.1.3 Report Outcomes Jacobs/Deans	3.1.1.3 Aug 31, 2013	3.1.1.3
3.1.2.1 Preliminary SACS report begun and identify milestones. Jacobs/Deans				3.1.2.1 Aug 31, 2013	3.1.2.1	
			3.1.2.2 Milestones met Jacobs/Deans	3.1.2.2 Aug 31, 2013	3.1.2.2	
			3.1.2.3 Interim report complete Jacobs/Deans	3.1.2.3 2014	3.1.2.3	
		3.1.3 Work with UT System administration to ensure UTMB's policies and procedures for review and continuation of doctoral programs are in compliance with regulatory agencies. [UTSF7.A.1]	<ul style="list-style-type: none"><li>Average Student Debt Burden</li><li>Student</li></ul>	3.1.3 Masters and doctoral programs review on schedule and in compliance. Jacobs/Deans	3.1.3 Aug 31, 2013-15	3.1.3

## *Dashboards: "Moving the Needle"*



## *Baldrige and the 100 Top Hospitals*

- Truven Health Analytics undertakes annual survey-based research of the 100 Top Hospitals award winning CEOs. What the results demonstrate:
- The 100 top hospital winners have extensively adopted the prescribed Baldrige practices, even though 63 percent reported they did not intentionally use Baldrige criteria to develop organizational goals and/or process improvement initiatives.
- Teaching hospitals reported the highest formal use of Baldrige criteria. Nearly 70 percent of these hospitals noted that their teams have used the award criteria to develop organizational goals and process improvement initiatives.



### *Baldrige and Joint Commission Similarities:*

- Focus on continuous improvement
- Are based on a set of core values
- Offer a means for self-assessment
- Customer focus

# Strategic Development

## 2 Strategic Planning (85 pts.)

The *Strategic Planning* category examines HOW your organization develops STRATEGIC OBJECTIVES and ACTION PLANS. Also examined are HOW your chosen STRATEGIC OBJECTIVES and ACTION PLANS are implemented and changed if circumstances require, and HOW progress is measured.



### 2.1 Strategy Development: How do you develop your strategy? (40 pts.)

Process

Describe HOW your organization establishes its strategy to address its STRATEGIC CHALLENGES and leverage its STRATEGIC ADVANTAGES. Summarize your organization's KEY STRATEGIC OBJECTIVES and their related GOALS.

Within your response, include answers to the following questions:

#### a. Strategy Development PROCESS

- (1) **Strategic Planning PROCESS** How does your organization conduct its strategic planning? What are the KEY PROCESS steps? Who are the KEY participants? HOW does your PROCESS identify potential blind spots? How do you determine your CORE COMPETENCIES, STRATEGIC CHALLENGES, and STRATEGIC ADVANTAGES (identified in your Organizational Profile)? What are your short- and longer-term planning time horizons? HOW are these time horizons set? HOW does your strategic planning PROCESS address these time horizons?
- (2) **Strategy Considerations** How do you ensure that strategic planning addresses the KEY elements listed below? How do you collect and analyze relevant data and information pertaining to these factors as part of your strategic planning PROCESS?
  - your organization's strengths, weaknesses, opportunities, and threats
  - early indications of major shifts in technology, markets, HEALTH CARE SERVICES, PATIENT and STAKEHOLDER preferences, competition, the economy, and the regulatory environment
  - long-term organizational SUSTAINABILITY, including needed CORE COMPETENCIES, and PROJECTIONS of your future PERFORMANCE and your competitors' or comparable organizations' future PERFORMANCE
  - your ability to execute the strategic plan

#### b. STRATEGIC OBJECTIVES

- (1) **KEY STRATEGIC OBJECTIVES** What are your KEY STRATEGIC OBJECTIVES and your timetable for accomplishing them? What are your most important GOALS for these STRATEGIC OBJECTIVES?
- (2) **STRATEGIC OBJECTIVE Considerations** How do your STRATEGIC OBJECTIVES achieve the following?
  - address your STRATEGIC CHALLENGES and STRATEGIC ADVANTAGES
  - address your opportunities for INNOVATION in HEALTH CARE SERVICES, operations, and your business model
  - capitalize on your current CORE COMPETENCIES and address the potential need for new CORE COMPETENCIES
  - balance short- and longer-term challenges and opportunities
  - consider and balance the needs of all KEY STAKEHOLDERS
  - enhance your ability to adapt to sudden shifts in your market conditions

# Strategy Implementation

## 2.2 Strategy Implementation: How do you implement your strategy? (45 pts.)

Process

Describe HOW your organization converts its STRATEGIC OBJECTIVES into ACTION PLANS. Summarize your organization's ACTION PLANS, HOW they are DEPLOYED, and KEY ACTION PLAN PERFORMANCE MEASURES or INDICATORS. Project your organization's future PERFORMANCE relative to KEY comparisons on these PERFORMANCE MEASURES or INDICATORS.

Within your response, include answers to the following questions:

### a. ACTION PLAN Development and DEPLOYMENT

- (1) **ACTION PLAN Development** HOW do you develop your ACTION PLANS? What are your KEY short- and longer-term ACTION PLANS and their relationship to your STRATEGIC OBJECTIVES? What are the KEY planned changes, if any, in your HEALTH CARE SERVICES, your STAKEHOLDERS and markets (including your PATIENT populations), your suppliers and PARTNERS, and how you will operate?
- (2) **ACTION PLAN Implementation** HOW do you DEPLOY ACTION PLANS throughout the organization to your WORKFORCE and to KEY suppliers, PARTNERS, and COLLABORATORS, as appropriate, to achieve your KEY STRATEGIC OBJECTIVES? HOW do you ensure that the KEY outcomes of your ACTION PLANS can be sustained?
- (3) **Resource Allocation** HOW do you ensure that financial and other resources are available to support the accomplishment of your ACTION PLANS, while meeting current obligations? HOW do you allocate these resources to support the accomplishment of the plans? HOW do you manage the financial and other risks associated with the plans to ensure the financial viability of your organization?
- (4) **WORKFORCE Plans** What are your KEY human resource or WORKFORCE plans to accomplish your short- and longer-term STRATEGIC OBJECTIVES and ACTION PLANS? HOW do the plans address potential impacts on your WORKFORCE members and any potential changes to WORKFORCE CAPABILITY and CAPACITY needs?
- (5) **PERFORMANCE MEASURES** What are your KEY PERFORMANCE MEASURES or INDICATORS for tracking the achievement and EFFECTIVENESS of your ACTION PLANS? HOW do you ensure that your overall ACTION PLAN measurement system reinforces organizational ALIGNMENT? HOW do you ensure that the measurement system covers all KEY DEPLOYMENT areas and STAKEHOLDERS?
- (6) **ACTION PLAN Modification** HOW do you establish and implement modified ACTION PLANS if circumstances require a shift in plans and rapid execution of new plans?

### b. PERFORMANCE PROJECTIONS

For the KEY PERFORMANCE MEASURES or INDICATORS identified in 2.2a(5), what are your PERFORMANCE PROJECTIONS for both your short- and your longer-term planning time horizons? How does your projected PERFORMANCE on these MEASURES or INDICATORS compare with the projected PERFORMANCE of your competitors or other organizations offering similar HEALTH CARE SERVICES? How does it compare with KEY BENCHMARKS, GOALS, and past PERFORMANCE, as appropriate? If there are current or projected gaps in PERFORMANCE against your competitors or comparable organizations, HOW will you address them?

# *Baldrige Criteria, Six Sigma, and Lean Methodologies*

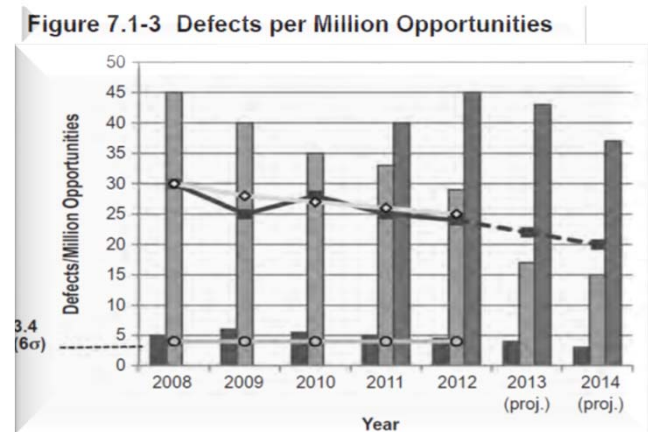
## Baldrige

- Framework focused on results
- Integrated systems
- Organizational improvement and innovation
- Systematic approach



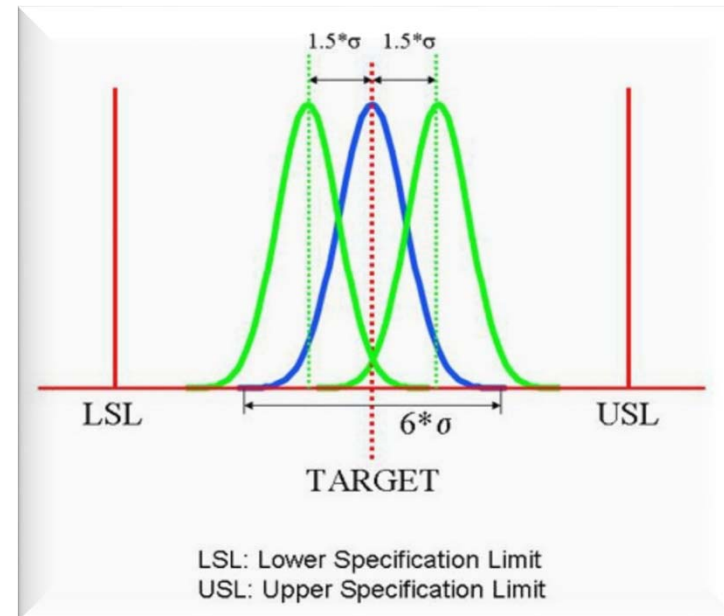
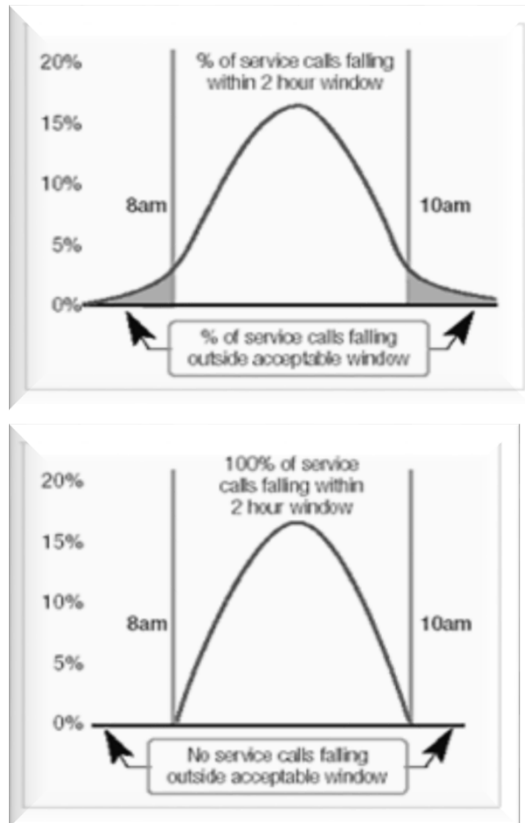
## Six Sigma & Lean

- Drive waste and inefficiencies from **processes**
- Data driven/Reduce variations
- Monitoring of operational results
- Lower defect rates



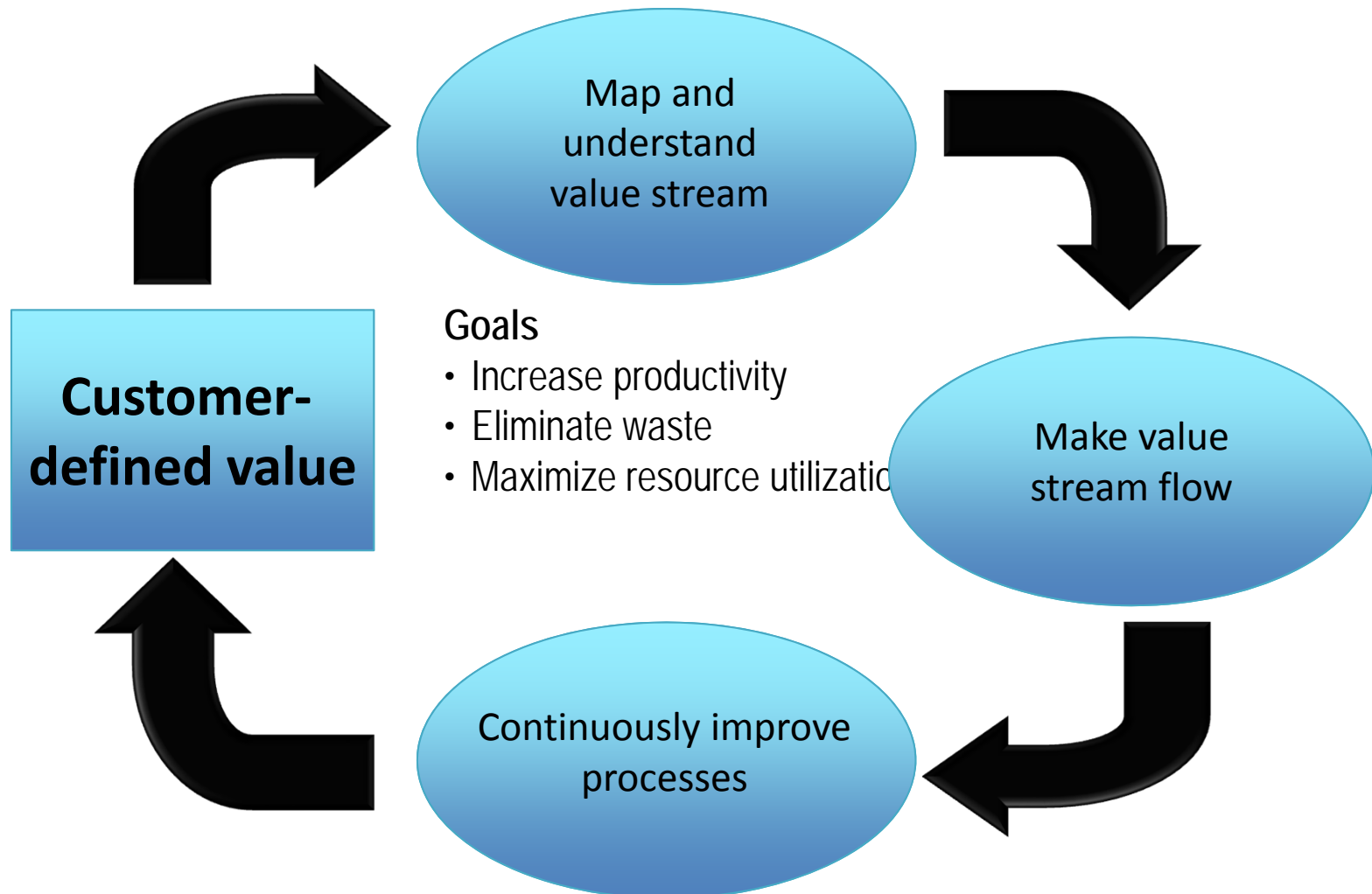
## *Six Sigma*

Reduce variation; lower defect rates

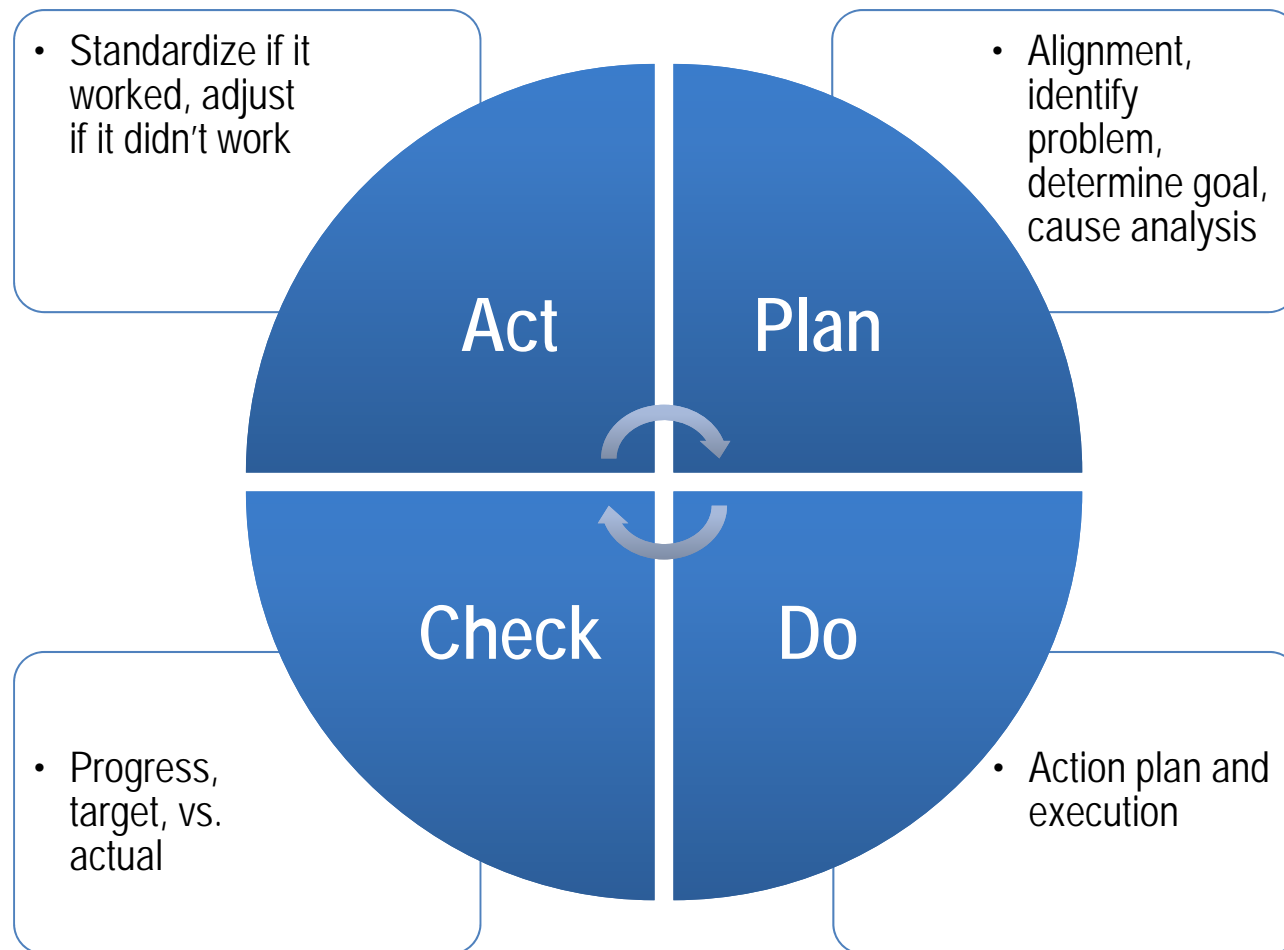


< 3.4 defects/million opportunities

# *Lean*

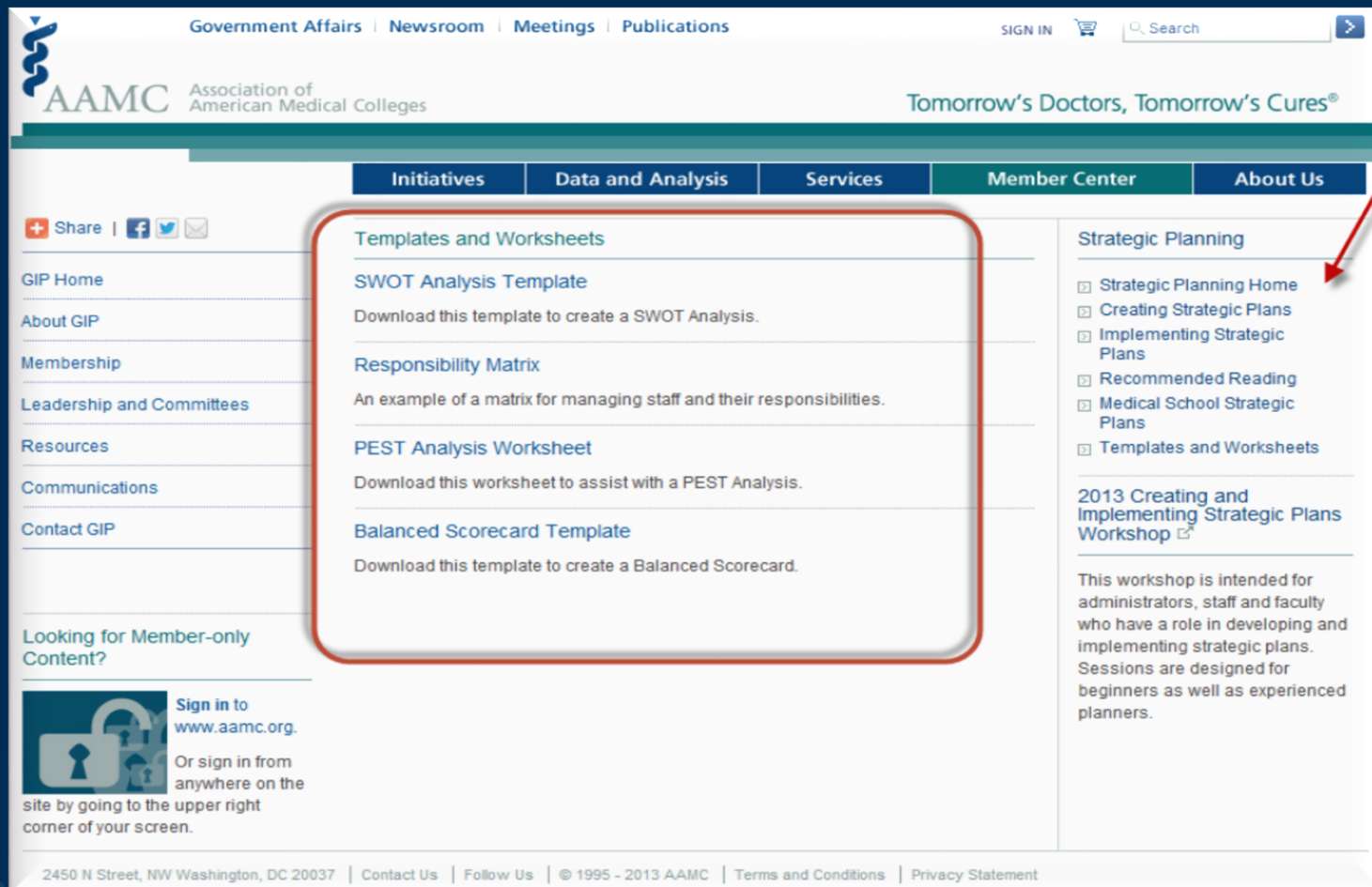


# *Plan-Do-Check-Act (PDCA) Cycle*



# AAMC Strategic Planning Tools Available

Website: <https://www.aamc.org/members/gip/strategicplanning/>



The screenshot displays the AAMC website's 'Strategic Planning' section. The header includes the AAMC logo, navigation links (Government Affairs, Newsroom, Meetings, Publications), a 'SIGN IN' button, and a search bar. The main navigation bar features 'Initiatives', 'Data and Analysis', 'Services', 'Member Center', and 'About Us'. A red arrow points to the 'Strategic Planning' link in the right-hand sidebar. The central content area, titled 'Templates and Worksheets', lists four downloadable resources: 'SWOT Analysis Template', 'Responsibility Matrix', 'PEST Analysis Worksheet', and 'Balanced Scorecard Template'. Each resource includes a brief description. The left sidebar contains links for 'GIP Home', 'About GIP', 'Membership', 'Leadership and Committees', 'Resources', 'Communications', and 'Contact GIP'. The footer provides the address (2450 N Street, NW Washington, DC 20037) and links for 'Contact Us', 'Follow Us', 'Terms and Conditions', and 'Privacy Statement'.

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Strategic Planning

- Strategic Planning Home
- Creating Strategic Plans
- Implementing Strategic Plans
- Recommended Reading
- Medical School Strategic Plans
- Templates and Worksheets

2013 Creating and Implementing Strategic Plans Workshop

This workshop is intended for administrators, staff and faculty who have a role in developing and implementing strategic plans. Sessions are designed for beginners as well as experienced planners.

Templates and Worksheets

SWOT Analysis Template

Download this template to create a SWOT Analysis.

Responsibility Matrix

An example of a matrix for managing staff and their responsibilities.

PEST Analysis Worksheet

Download this worksheet to assist with a PEST Analysis.

Balanced Scorecard Template

Download this template to create a Balanced Scorecard.

Creating and Implementing Strategic Plans Workshop

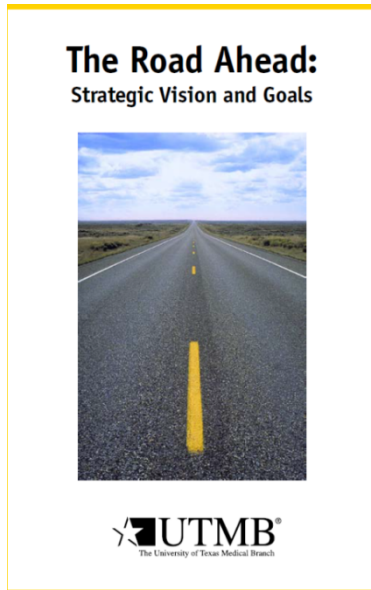
# Organizational Learning

“How a group of people collectively enhance their capacities to produce the outcome they really wanted to produce.” Peter Senge

## Journey to Organizational Excellence



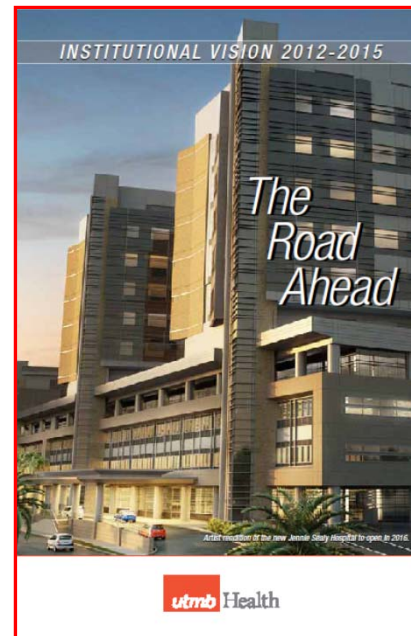
# *An Agile Learning Organization*



2010



2011



2012



2013

Innovation

Integration

Transformation

Agility

## *Group Interaction*

- What tools are you using successfully?
- What processes or approach are you using?
- What barriers are in your way?
- What are the critical lessons learned?

