

Developing the Action Plan— Moving from Planning to Action

AAMC, Group on Institutional Planning

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Today's Agenda

1. Who we are
2. Why action planning is challenging
3. Case Study: Action planning in turbulent times
4. Key Takeaways
5. Q&A



Who We Are

Rutgers, New Jersey Medical School



- **22** Basic Science and Clinical Science Departments
- **2,200** faculty consisting of
- **754** Medical Students
- Over **600** Residents and Fellows
- **53** Graduate Medical Education Programs
- **\$75 million** in NIH Awards



All of this supports our missions: **Education, Research, Clinical Care and Community Service**

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CFAR

- Management consulting firm with offices in Philadelphia and Cambridge
- Academic Medicine is one of several specialty areas
- Expertise in strategic planning and implementation



Lead



Engage



Act



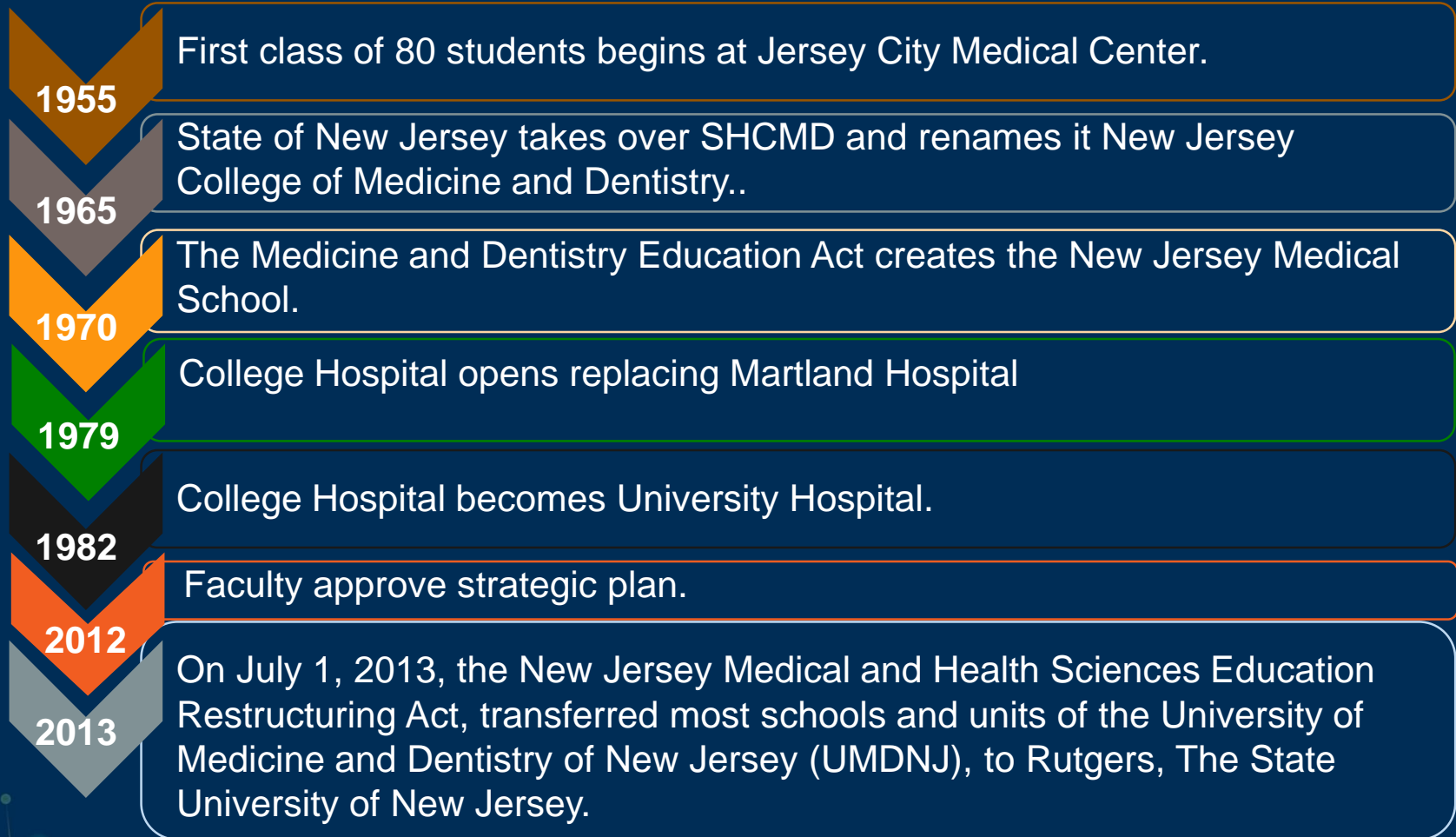
On the index card at your seat, take a couple of minutes and draw a picture or jot down a few key words that illustrate:

- What has been the **biggest challenge** for you in implementing your strategy?
- Turn to your neighbor and **share what you jotted down** on your index card.

Case Study: Action Planning in Turbulent Times



NJMS has a long history of caring for the people of New Jersey





**We began developing
an action plan in the
midst of turbulence**

So there were many barriers to action

“If people keep **pushing back**, it will mean more work for me.”

“Implementation is so **complicated**.”

“People have this terrible **negative idea** that things will never work right.”

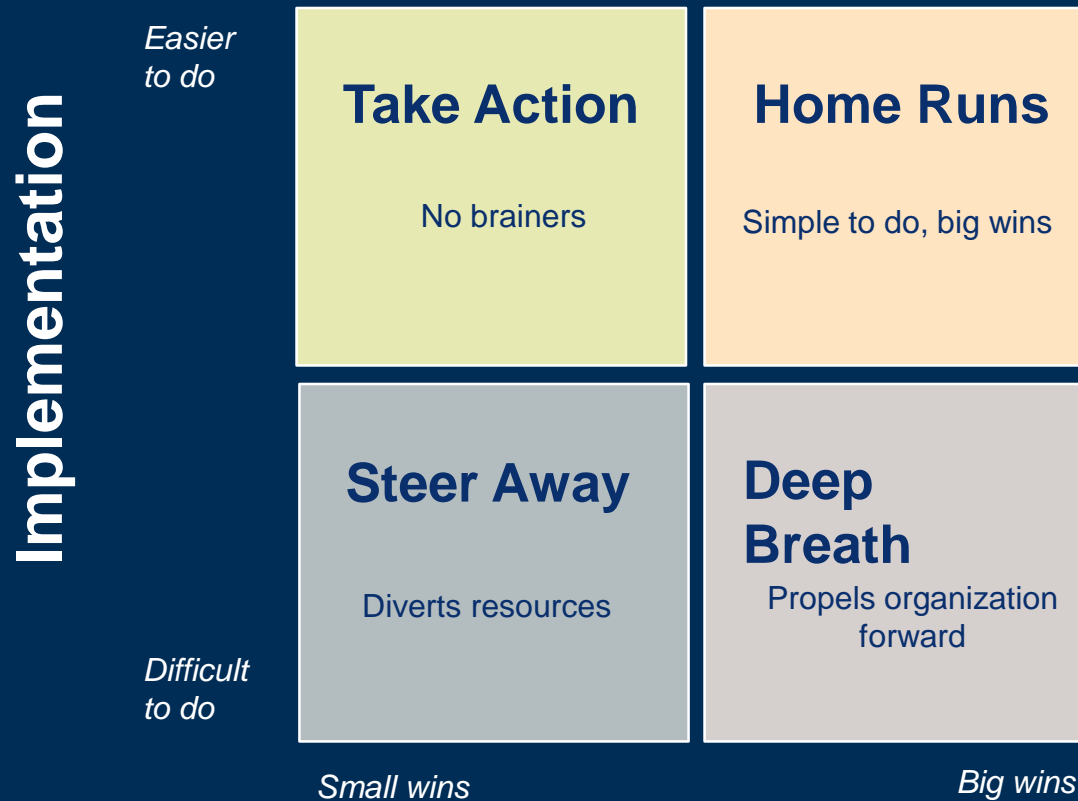


“They will be **reluctance** to change.”

“There is already **a lot going on** here.”

“There is lot of work to be done to regain faculty’s **trust**.”

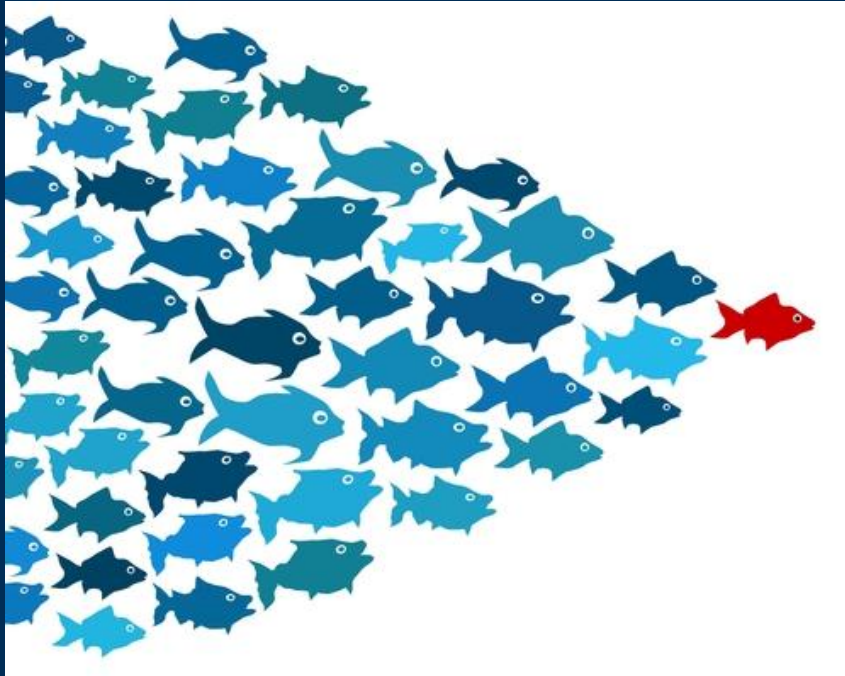
But we used a framework for prioritizing actions



And decided to focus here

Strategic Impact

We saw an opportunity to propel our action plan forward and set Rutgers Healthcare apart—by developing a Multi-Disciplinary Practice



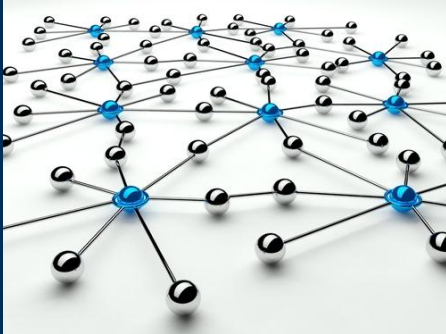
“There was urgency even before this merger was going to happen. **It’s just the right time to do it.** The merger sets us up to think in an inter-disciplinary way.”

Throughout the process, we have been listening-in

- For where **the future** is already beginning to emerge.
- For sources of **energy and momentum**.
- For what resonates with others who might join forces with you—and how they might **see themselves in what we're trying to do (interest analysis)**.



We are creating opportunities for engagement



Collaboration



Communication



Feedback loops

In this process, the **new direction is emergent**. It **changes** and **draws strength** from engaging various stakeholders in the process.

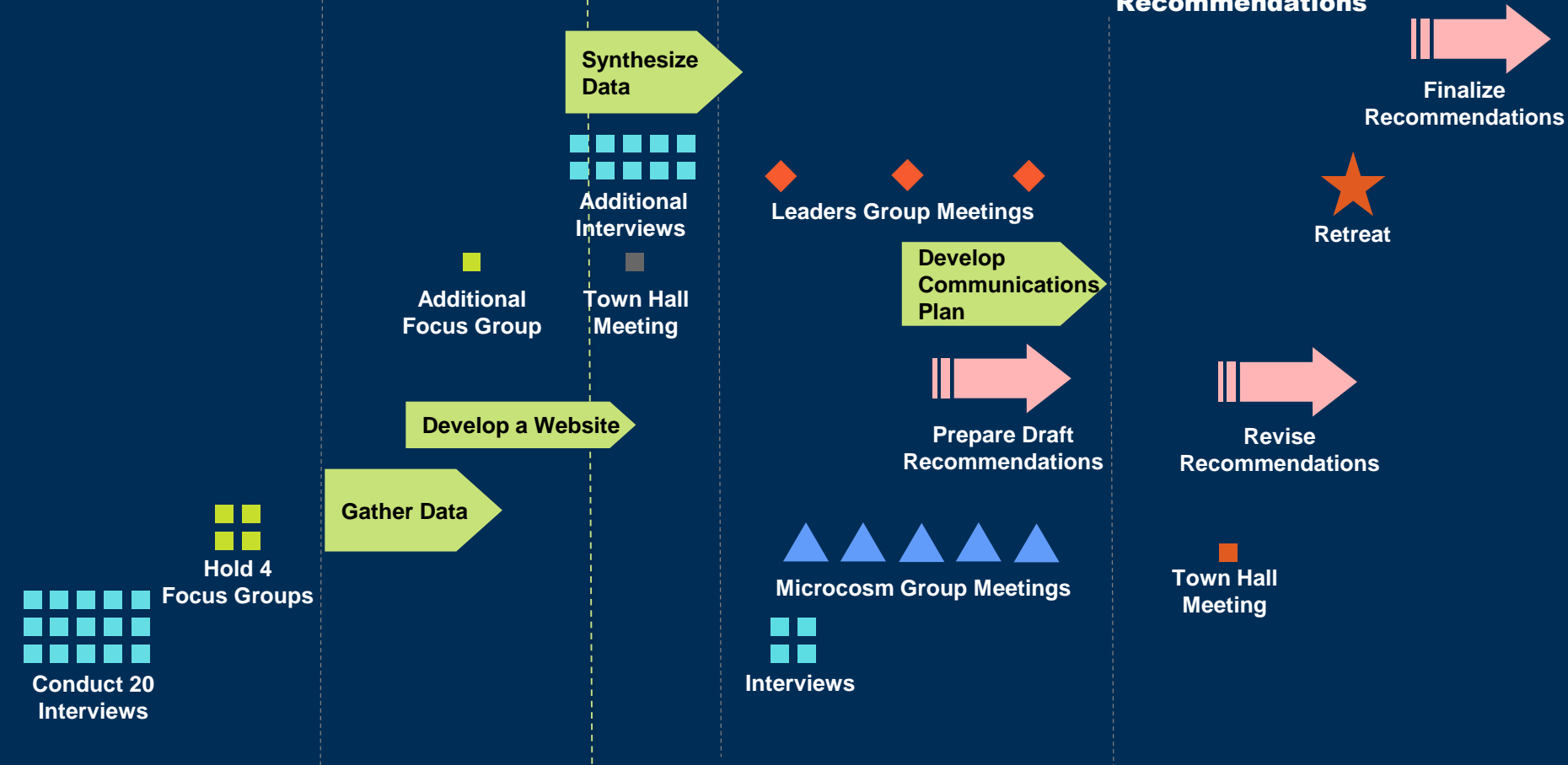
Multi-Disciplinary Practice Group Timeline

Phase I— Identifying Key Issues

Phase II— Gathering Data

Phase III— Working Through Recommendations

Phase IV— Testing and Socializing the Recommendations



Multi-Disciplinary Practice Group Timeline

Phase I—
Identifying Key Issues

Phase II—
Gathering Data

Phase III—
Working Through
Recommendations

Phase IV—
Testing and Socializing the
Recommendations

Conduct 20 Interviews

Hold 4 Focus Groups

Gather Data

Additional Focus Group

Develop a Website

Synthesize Data

Additional Interviews

Town Hall Meeting

Leaders Group Meetings

Develop Communications Plan

Prepare Draft Recommendations

Microcosm Group Meetings

Interviews

Revise Recommendations

Town Hall Meeting

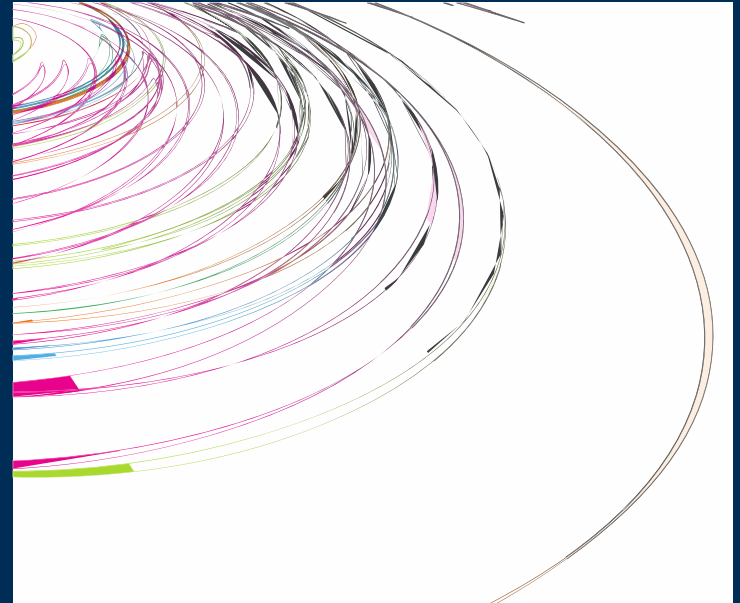
Finalize Recommendations

Retreat



We are sweeping people in—both strategically and opportunistically

- **Growing** the Multi-Disciplinary group.
- Focusing on **areas of resistance.**
- **Educating and engaging** people with the highest stakes in the results.



This work is about culture change and putting in place supports necessary to make the change sustainable



Removing barriers and putting supports in place can sustain new behavior and create a superconducting organization.

Reactions?

What has helped you bridge from strategy to implementation?



Takeaways: Process



- Ride the wave of turbulence—there is **energy and momentum** there
- Take a **different perspective** to highlight new opportunities
- **Engagement** is ongoing
- **Use Resistance**
- Take a **flexible, yet structured approach**

Takeaways: Leadership Lessons

Not ...

Telling and selling

Pushing people to change

Trying to “motivate” or
“empower” others

Thinking your way to new
actions

Instead ...

Listening and amplifying

Creating pull for the changes

Discovering and freeing up
interest and energy

Acting your way to new
thinking

Next Steps




Integrating the NJMS strategic plan with others being developed



RUTGERS Biomedical and Health Sciences



A horizontal, torn piece of white paper is centered on a solid blue background. The paper has irregular, ragged edges, suggesting it was torn from a larger sheet. The word "Questions?" is printed in a black, sans-serif font on the white surface of the paper. The lighting is even, and the overall composition is simple and direct.

Questions?