

Washington University Obstetrics & Gynecology

The Path Forward:

Strategic Plan Implementation & Stakeholder Engagement

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GIP Strategic Planning Subcommittee

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Agenda

Overview:	Who We Are
Planning & Implementation:	Planning Basics Timeline Priorities – Goals, Strategies and Metrics Defining, Measuring and Pivoting for Success
Challenges & Solutions:	Stakeholder Alignment Climate & Culture: Baseline, Developing Leaders, Creating Trust Empowerment & Accountability Anticipating & Addressing Service Needs
Wrap Up:	Key Success Factor Summary AAMC GIP Resources

OVERVIEW

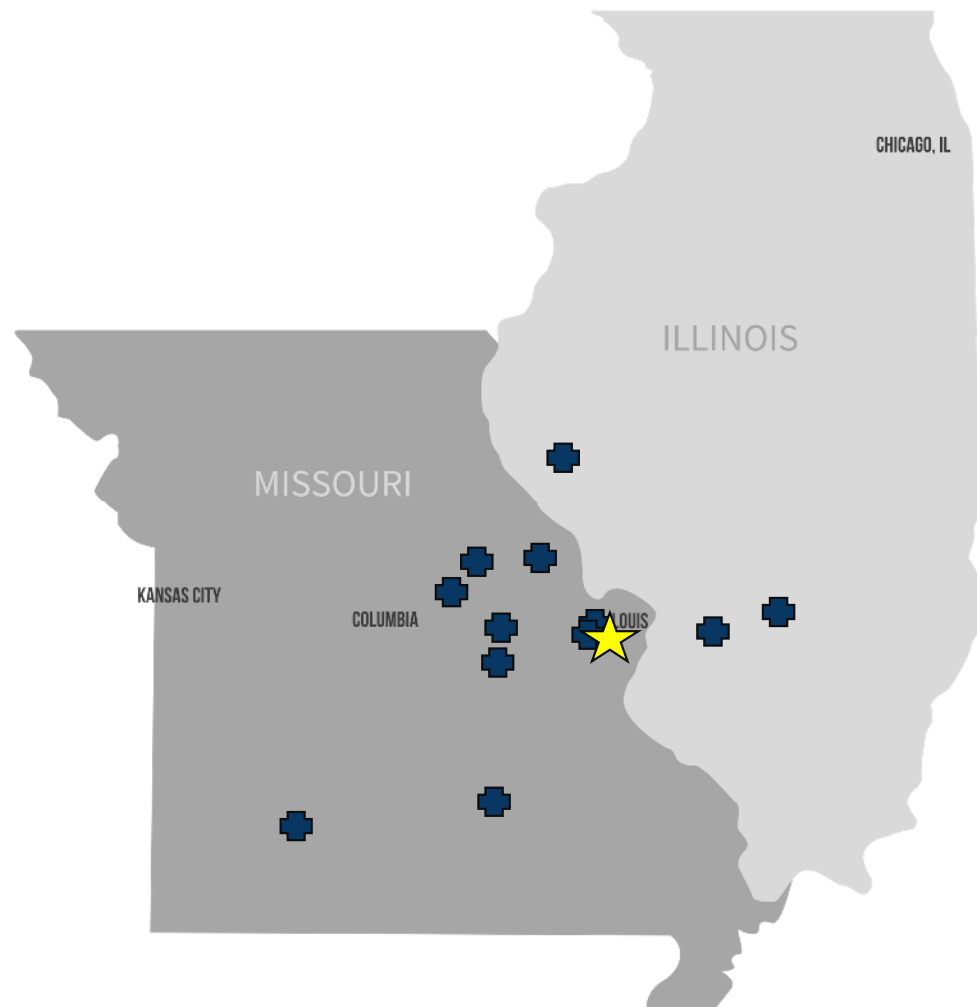
Who We Are



Multi-state
referral
center

80%

WashU Med Patients
in the STL Metro Area



PLANNING & IMPLEMENTATION

Getting Started



VISION

We lead the nation in delivering *exceptional CARE*

MISSION

To improve healthcare through exceptional clinical service, research, education, and community engagement

VALUES

Competence, curiosity, compassion, **IDEA2**
(Inclusion and Innovation, Diversity and Discovery, Equity and Excellence, Advancement and Advocacy)

Clinical Service
Aministrative (Support & Oversight)
Research
Education



Timeline

June 2020

June 2022

2025

Determine Current State and Position

- Climate & Culture Survey #1
- Refine MVV
- Gather data
- Ask strategic questions
- Evaluate climate & culture
- Identifying Key Stakeholders

Develop Strategy & Build Plan

- Establish model of approach
- Seek stakeholder input
- Define strategic priorities
- Align with stake-holders
- Prioritize goals, tactics, and metrics

Start Plan Implementation

- Climate & Culture Survey #2
- Plan communication
- Department engagement and understanding through town halls and small group meetings

Monitor & Update Key Stakeholders

- Climate & Culture Survey #3
- Build Dashboards
- Cascade knowledge
- *Continually assess, change, and refine plan as it builds forward*

5 Year Departmental Review



CULTURE → STRATEGY

CULTURE CALIBRATION

Prioritize Goals, Tactics and Metrics

Goal	Strategy / Tactic	Metric
<i>What is our goal or objective?</i>	<i>What strategies and tactics will we implement to achieve it?</i>	<i>How will we measure success or recognize lack of progress?</i>

Recruitment & Retention of Faculty



Market Share & Financial Growth



Patient Quality & Safety



Excellence in Education



Research Productivity

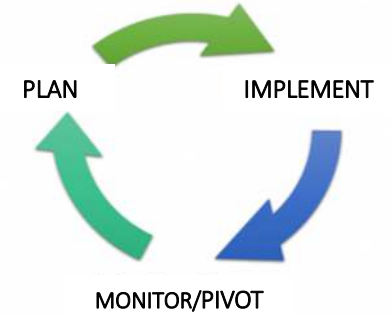


Defining & Measuring Success

Goal	Strategy / Tactic	Metric
<ul style="list-style-type: none"> Increase Volume & Expand Access to Subspecialty Service Lines 	<ul style="list-style-type: none"> Aggressive Faculty & Staff Recruitment in deficient service lines Expansion of telehealth platform Focused Outreach 	<ul style="list-style-type: none"> Achieve recruitment targets Number of new sites opened/reached. New patient volume Meet access target

	FY23								
	Q1	Q2	Q3	Q4	YTD	Target	Frequency	Source	Comments
Faculty Recruitment									
Recruitment						3 FTE	Annually	Division	
Volumes									
New Patient Visits-OP						3% inc.	Quarterly	SOM & Dept	
Geographic expansion									
Number of New sites						2	Semi-annually	Division	
Access									
New patient appt						14 days	Quarterly	Division/School	

Outcomes



FY 20 - FY 21



Clinical Operations Slowed
Surgical Volumes Reduced
COVID Pandemic
Pay Cuts/Loss of Benefits
Furloughs/layoffs
Lacking Cohesive Management

FY20: Size

Total Faculty	53
Clinical Faculty	31.69
Staff	258
7 Fellowships	18
Residents	36

FY 23 - FY 24



New Faculty Increased
New Outpatient Visits Increased
Main Surgical Procedures Increased
Total wRVUs Increased
NIH Rankings Increased
Education Programs Expanded
Research Funding Expanded

FY25 Projected: Size

Total Faculty	74
Clinical Faculty	46.6
Staff	320
7 Fellowships	20
Residents	36

Challenges & Solutions

Stakeholder Alignment

Executive Sponsorship: Critical To Plan Success

Request key stakeholders be a part of your plan

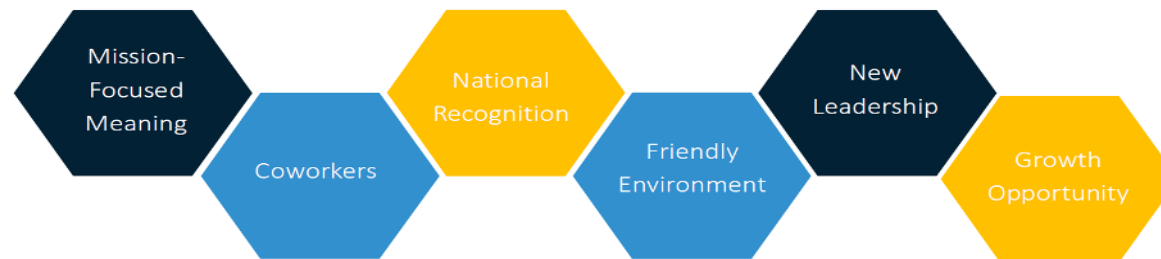
- Keep them informed -
...set meeting cadence to provide updates, seek input and understand hesitations, concerns and ways they can contribute
- Ensure you are aligned in priorities -
...reviewing at least annually, ensuring each party has incentive or motivation to continue to contribute to your work
- Share -
...successes and struggles, discuss needs, barriers and solutions to reach your combined goal
- Educate –
...on your programs they are contractually obligated to, keeping your service top of mind and them understanding how your work is contributing to their goals and successes

Climate & Culture

1st Culture Survey Results: June 2021

Strategy Guides (aspirational) & Culture Drives (actual)

Key Strengths:



Key Areas of Opportunity:



Climate & Culture: Developing Leaders

Leadership Development

360's and Coaching
chiefs and VCs

Decision Tools
defining who own's decisions

Operational Tools
empower while retaining oversight

Leader/Manager Dyads

Leading by Example



Manager Development

Establishing Director Team

Communication
SBARs, empathy, difficult conversations

Education
financial, operational, HR

Leader/Manager Dyads

Leading by Example

Climate & Culture: Developing Trust

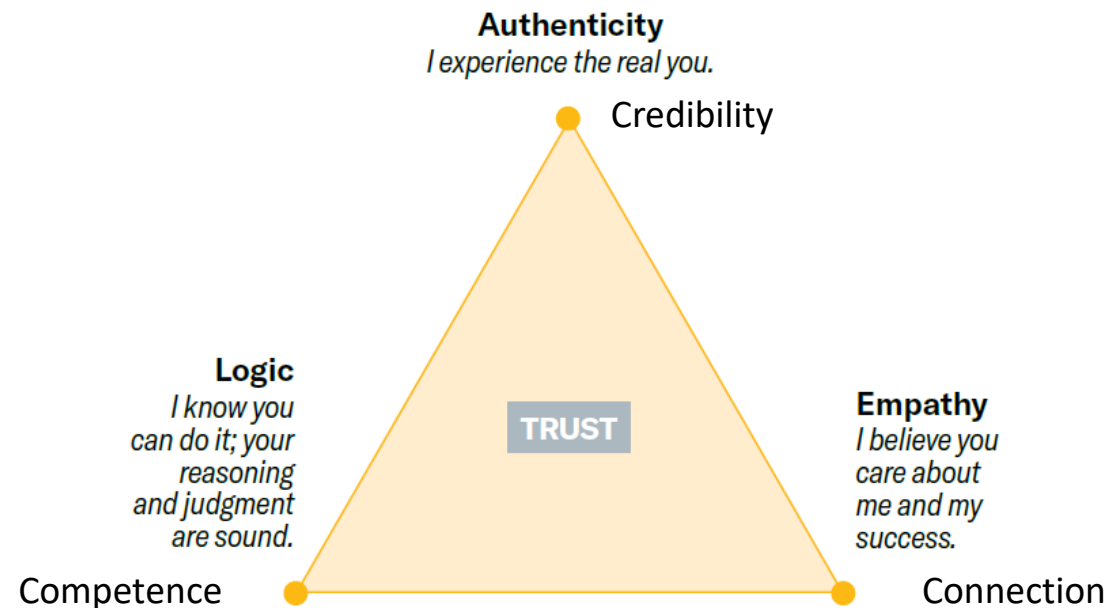


Where is the “wobble” in establishing trust?

- with your supervisor
- with your faculty
- with your team

The Trust Triangle

Trust has three drivers: authenticity, logic, and empathy. When trust is lost, it can almost always be traced back to a breakdown in one of them. To build trust as a leader, you first need to figure out which driver you “wobble” on.

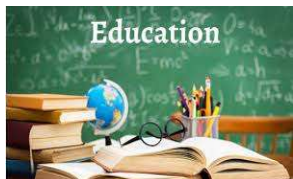


Empowerment to Create Action: Developing Understanding



Financials

- Leadership & Manager Finance 101's → then, Divisional Finance 101's → Faculty 1:1's
- Contract Education for Aligned Decision Making (clinics ex)
- Expense Control & Contract Negotiation



Strategic Plan

- Divisional Dashboards
- Bi-Annual Financial & Strategy Narratives
- Bi-Annual Chief Department Presentations on "State of Affairs" in their Areas



Anticipating & Addressing Service Needs

FY21 – FY24: 35 Faculty Hired (18 Incremental)

Supervisor/Manager Expansion

- Training & Development

Staff Expansion

- Administrative, Clinical, Research

Fellow and Residents

- Controlling Service Over Education

Space

- Academic, Lab, Ambulatory, IP and Surgical

Maintaining Momentum & Excitement

- Pacing to Avoid Fatigue

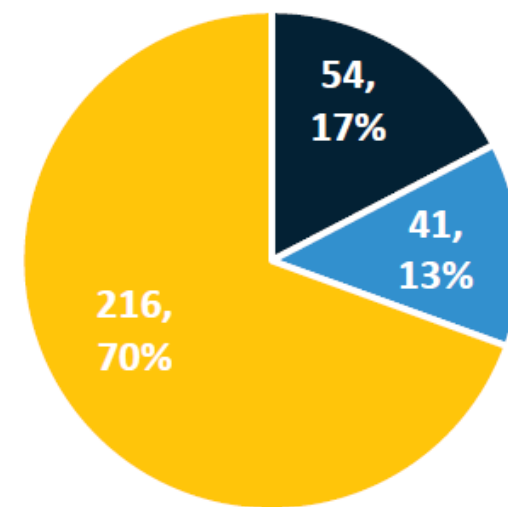


Continuous Priority: *Climate & Culture Work*

Engagement by Year:

	Net Promoter Score	Intent to Stay
2020	62%	60%
2022	63%	62%
2024	70%	69%

Engagement
(Net Promoter Score)



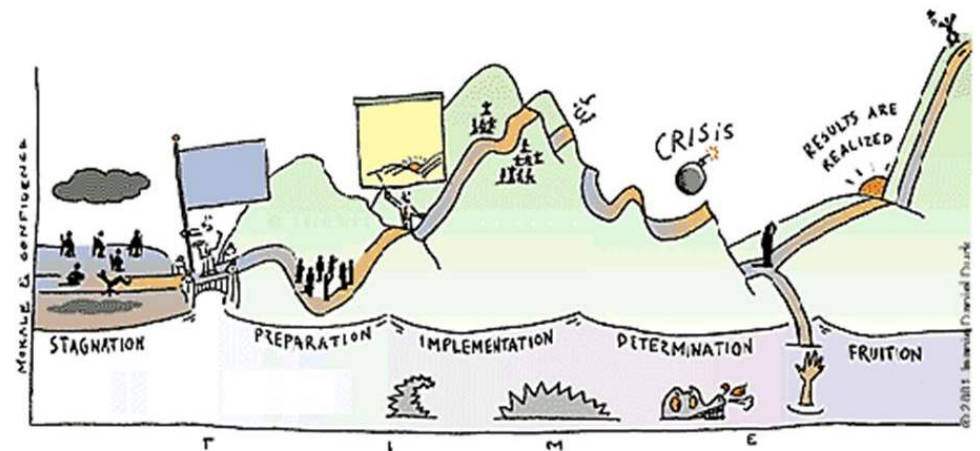
■ Disengaged ■ Neutral ■ Engaged

*311 participants responded to this question.



Key Success Factors

- Executive Sponsorship
 - Key Stakeholders
 - Aligning Priorities
 - Finding Incentives (Motivation)
- Climate & Culture Work
 - Developing Leaders and Trust
- Ownership & Accountability
 - Empowering People to Create Action
- Defining Resources



Source: *The Change Monster: The Human Forces the Fuel or Foil Corporate Transformation and Change*, by Jeanine Daniel Duck

Communication, Communication, Communication
and Don't be Afraid to Change/Alter Course

AAMC GIP Resources



Strategic Planning Resources

<https://www.aamc.org/career-development/affinity-groups/gip/strategic-planning>



Toolkit

<https://www.aamc.org/media/22806/download?attachment>



Thank you for
your time!

Questions

