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
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

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

1955
First class of 80 students begins at Jersey City Medical Center.

1965
State of New Jersey takes over SHCMD and renames it New Jersey College of Medicine and Dentistry.

1970
The Medicine and Dentistry Education Act creates the New Jersey Medical School.

1979
College Hospital opens replacing Martland Hospital.

1982
College Hospital becomes University Hospital.

2012
Faculty approve strategic plan.

2013
On July 1, 2013, the New Jersey Medical and Health Sciences Education Restructuring Act, transferred most schools and units of the University of Medicine and Dentistry of New Jersey (UMDNJ), to Rutgers, The State University 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.

Implement

- **Easier to do**
  - **Take Action**
    - No brainers
  - **Steer Away**
    - Diverts resources

- **Difficult to do**
  - **Home Runs**
    - Simple to do, big wins
  - **Deep Breath**
    - Propels organization forward

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

Feedback loops

Communication

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

**Phase I—Identifying Key Issues**
- Hold 4 Focus Groups
- Conduct 20 Interviews

**Phase II—Gathering Data**
- Additional Focus Group
- Town Hall Meeting
- Develop a Website
- Gather Data
- Additional Interviews

**Phase III—Working Through Recommendations**
- Microcosm Group Meetings
- Interviews
- Synthesize Data
- Leaders Group Meetings
- Prepare Draft Recommendations
- Develop Communications Plan

**Phase IV—Testing and Socializing the Recommendations**
- Revise Recommendations
- Finalize Recommendations
- Retreat
- Town Hall Meeting
- Develop Communications Plan
- Leaders Group Meetings
- Prepare Draft Recommendations
- Develop Communications Plan

Multi-Disciplinary Practice Group Timeline
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Creating and Implementing Strategic Plans Workshop
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

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<thead>
<tr>
<th>Not ...</th>
<th>Instead ...</th>
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</thead>
<tbody>
<tr>
<td>Telling and selling</td>
<td>Listening and amplifying</td>
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<tr>
<td>Pushing people to change</td>
<td>Creating pull for the changes</td>
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<tr>
<td>Trying to “motivate” or “empower” others</td>
<td>Discovering and freeing up interest and energy</td>
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<tr>
<td>Thinking your way to new actions</td>
<td>Acting your way to new thinking</td>
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Next Steps
Integrating the NJMS strategic plan with others being developed

Rutgers University

Biomedical and Health Sciences
Questions?