DEVELOPING, IMPLEMENTING AND MONITORING YOUR STRATEGIC PLAN

Carolyn Brayko – University of Nevada, Reno
Janice Renfro – Washington University in St. Louis
Katy Stevenson – University of Rochester Medical Center
Learning Objectives

- Articulate the three major components of a strategic planning process in academic medicine.
- Identify essential skill sets that strategic planners must master to manage a successful planning process.
- Understand how and when to implement various tools into individual schools’ planning processes.
Strategic Planning Cycle

Taking the Principles of Strategic Planning and Making them Work for You

Assessment: WHERE ARE WE TODAY?

Formulation: WHERE DO WE WANT TO BE?

Implementation: HOW DO WE GET THERE?
You as the planner...

**Facilitator:** Summarize, Iterate, Progress, Summarize, Iterate, Progress

**Operator:** Seamlessly execute the details

**Communicator:** Level the playing field by providing information

**Coach:** Push participants to set a few achievable priorities
Where are we today?

ENVIRONMENTAL ASSESSMENT

An environmental assessment evaluates the organization’s/service’s current position through:

- data acquisition and analysis,
- focus groups,
- surveys,
- stakeholder interviews, and
- benchmarking

Pro tips!

Think about the questions!

Develop an environmental assessment using both qualitative and quantitative data.
Where are we today?

**ENVIRONMENTAL ASSESSMENT**

Quantitative Assessment- Start with the facts!

<table>
<thead>
<tr>
<th>External</th>
<th>Internal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Area &amp; Demographic Trends</td>
<td>Patient Volumes</td>
</tr>
<tr>
<td>Research Funding Trends</td>
<td>Payor Mix</td>
</tr>
<tr>
<td>Competitors</td>
<td>Research portfolio &amp; funding</td>
</tr>
<tr>
<td>Pharmaceutical &amp; Technological Trends</td>
<td>Medical Staff Profile</td>
</tr>
<tr>
<td>Market Payor Mix</td>
<td>Resident Matching</td>
</tr>
<tr>
<td>Economic Development of Market</td>
<td>Quality &amp; Satisfaction Metrics</td>
</tr>
<tr>
<td>Consumer Preference Studies</td>
<td>Financial performance</td>
</tr>
<tr>
<td>Changes in Regulations, etc.</td>
<td>Facilities and Technology</td>
</tr>
</tbody>
</table>
Where are we today?
ENVIRONMENTAL ASSESSMENT

Quantitative Assessment- Benchmarking

<table>
<thead>
<tr>
<th>Institution</th>
<th>Discharges</th>
<th>Size (Clinical Faculty)</th>
<th>LOS Index</th>
<th>Mortality Index</th>
<th>Readmissions 30 Day Related</th>
<th>Readmissions 30 Day All Cause</th>
<th>Cost Index</th>
<th>NIH (Rank)</th>
<th>NIH Funding</th>
<th>US News Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>7,009</td>
<td>59</td>
<td>0.88</td>
<td>0.55</td>
<td>2.93</td>
<td>5.39</td>
<td>0.82</td>
<td>N/A</td>
<td>N/A</td>
<td>2</td>
</tr>
<tr>
<td>B</td>
<td>5,210</td>
<td>80</td>
<td>0.88</td>
<td>0.92</td>
<td>3.04</td>
<td>5.43</td>
<td>0.88</td>
<td>13</td>
<td>$1.6M</td>
<td>7</td>
</tr>
<tr>
<td>C</td>
<td>4,685</td>
<td>55</td>
<td>1.07</td>
<td>0.95</td>
<td>3.56</td>
<td>6.7</td>
<td>1.11</td>
<td>25</td>
<td>$687K</td>
<td>4</td>
</tr>
<tr>
<td>D</td>
<td>4,644</td>
<td>43</td>
<td>0.87</td>
<td>0.74</td>
<td>3.95</td>
<td>7.58</td>
<td>1.12</td>
<td>2</td>
<td>$4.6M</td>
<td>19</td>
</tr>
<tr>
<td>E</td>
<td>4,370</td>
<td>77</td>
<td>1.02</td>
<td>1.12</td>
<td>4.17</td>
<td>7.22</td>
<td>0.99</td>
<td>N/A</td>
<td>N/A</td>
<td>3</td>
</tr>
</tbody>
</table>

Pro tip!
Data source examples include AAMC, Vizient, SG2, US News & World Report, Blue Ridge, Societies, Associations, Governmental Agencies (Federal, State & Local) & Websites.
Where are we today?
**ENVIRONMENTAL ASSESSMENT**

**Qualitative Assessment Tools:**
- SWOT (Strength, Weakness, Opportunities and Threats)
- Impact and Ease Matrix
- World Cafe (small group focus groups)
Where are we today?

ENVIRONMENTAL ASSESSMENT

**Strengths**
Characteristics of a business which give it advantages over its competitors

**Weaknesses**
Characteristics of a business which make it disadvantageous relative to competitors

**Opportunities**
Elements in a company's external environment that allow it to formulate and implement strategies to increase profitability

**Threats**
Elements in the external environment that could endanger the integrity and profitability of the business

**World Cafe Sample Question:**

If clinical care facilities and agencies were all adequately staffed with high performing nurses and leaders, what would the School of Nursing be doing to contribute to that success?
Where are we today?

ENVIRONMENTAL ASSESSMENT

Needed planner skills for assessment success?

- Investigative
- Resourceful
- Inclusive
- Creative
- Transparent
Where do we want to be?

**PLAN FORMULATION**

Based on your assessment:

- Establish **strategic** priorities
- Operationalize your plan by writing **SMART goals**
- Clarify roles (e.g., **RACI model**)
- Clarify authority (e.g., **who’s the decision-maker?**)
Where do we want to be?

PLAN FORMULATION

Start with the foundation:

- **Mission**: An organization's purpose, why the organization exists
- **Vision**: Ideal state that the organization wishes to achieve, is both inspirational and aspirational
- **Values**: Core principles that guide and direct organizational culture (i.e., behavior)

**Pro tip!**
Don’t let your team back out of this crucial step. Without shared understanding of a common goal or purpose, decision-making later will be extra challenging.
### PLAN FORMULATION

**Tool:** Balanced Scorecard

<table>
<thead>
<tr>
<th>Financial</th>
<th>Is UNR Med financially healthy? What are the opportunities for new revenue streams?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer</td>
<td>Does UNR Med recruit/retain the student, residents, and faculty likely to serve the health needs of Nevadans? Are the trainees and patients happy with UNR Med?</td>
</tr>
<tr>
<td>Internal Processes</td>
<td>Does UNR Med provide the education/clinical services that our trainees/patients want or need? How can it be done better or more efficiently?</td>
</tr>
<tr>
<td>Learning &amp; Growth</td>
<td>Do UNR Med faculty &amp; staff have the technology and skills they need? How can they learn more from their work and the current trends in the field?</td>
</tr>
</tbody>
</table>
Where do we want to be?

**PLAN FORMULATION**

Tool: **Logic Model**

<table>
<thead>
<tr>
<th>Resources</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional priorities to be appropriately funded through sufficient department budgets</td>
<td><strong>Departmental strategy</strong> (plan / tactics to serve institutional strategies)</td>
<td>Direct results of departmental activities</td>
<td>Shared outcomes resulting from departmental strategic plans</td>
<td><strong>Institutional initiative</strong> (what will help us serve our mission) + <strong>Strategic goal</strong> (intended results)</td>
</tr>
<tr>
<td>Budget defined: Administration and Finance</td>
<td>Defined by: Departmental Leadership + Responsible Team Members</td>
<td>Implemented by: Departmental Leadership + Responsible Team Members</td>
<td>Reviewed by: Strategic Planning Steering Committee</td>
<td>Defined by: Strategic Planning Steering Committee</td>
</tr>
<tr>
<td>Accountable for affordable plan: Departmental Leadership</td>
<td>Accountable: Departmental Leadership</td>
<td>Accountable: Continuous Institutional Assessment</td>
<td>Monitored by: Continuous Institutional Assessment</td>
<td>Accountable: Executive Leadership</td>
</tr>
<tr>
<td>Priority</td>
<td>Impact Statement</td>
<td>Objective</td>
<td>Outcome metric</td>
<td>Accountable</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------------------------------------------------------</td>
<td>-----------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Strategic recruitment of academic faculty</td>
<td>Grow and retain a faculty base that serves our community’s needs.</td>
<td>Improve efficiency and effectiveness of faculty recruitment</td>
<td>From July 1, 2019, net increase faculty hired in priority areas</td>
<td>Jennifer Hagen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish internal and external faculty pipelines</td>
<td>Increase percentage of faculty applicants who identify with at least one mission-based diversity group</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Invest in faculty career development</td>
<td>% of faculty hired since 2014 met target timelines for promotion and tenure</td>
<td></td>
</tr>
</tbody>
</table>
Where do we want to be?

**PLAN FORMULATION**

- Provide guardrails:
  - Clarify the scope
  - Define timelines and horizons
  - Honest look at capacity

- Encourage creative problem solving:
  - “Think inside the box”
  - Ask open-ended questions
How will we get there?

**IMPLEMENTATION**

Implementation Planning including:

- Budget Process
- Scorecard
- Communication

**Pro tip!**
Involve operations, finance and communications early in the planning process—engaging them at the implementation stage is too late!
## How will we get there?

### IMPLEMENTATION

<table>
<thead>
<tr>
<th>Objective</th>
<th>Deliverables</th>
<th>Target Completion</th>
<th>Q1 (Jul-Sept)</th>
<th>Q2 (Oct-Dec)</th>
<th>Q3 (Jan-March)</th>
<th>Q4 (April-June)</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>1. Through community and state collaborations, implement Rochester’s First 1,000 Days Initiative.</em></td>
<td>Ensure LARC is available in 60 percent of AHP practices that care for teens to 21</td>
<td>Q4 (April-June)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>LJ, Jeff, Andy</td>
</tr>
<tr>
<td></td>
<td>Enroll 500 women in maternal health initiatives from the URMC Women’s Health Practice.</td>
<td>Q4 (April-June)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>LJ, Jeff</td>
</tr>
<tr>
<td></td>
<td>Deliver universal coaching - home visitation to 500 families (URMC, RRHS, Jordan).</td>
<td>Q4 (April-June)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jeff, Dirk, LJ</td>
</tr>
</tbody>
</table>
# How will we get there?

**IMPLEMENTATION**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Metric Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5 Year Target</strong></td>
<td><strong>FY2020 Baseline</strong></td>
</tr>
<tr>
<td>Rates of teen pregnancies in 1) Monroe</td>
<td>25% decrease in Monroe</td>
</tr>
<tr>
<td>County and 2) Rochester</td>
<td>1) 12 per 1000 2) 29 per 1000 in 2017</td>
</tr>
<tr>
<td>% of low birthweight babies in Monroe</td>
<td>25% decrease</td>
</tr>
<tr>
<td>County</td>
<td>8% in 2017</td>
</tr>
</tbody>
</table>
How will we get there?

IMPLEMENTATION

At Golisano Children's Hospital we do everything in our power to help every child reach their fullest potential.

Be Part of the Plan

The Golisano Children's Hospital (GCH) Strategic Plan is more than a wish list. It is a living, breathing commitment to do everything in our power to help each child reach their fullest potential. The University of Rochester Medical Center has a rich history of improving children's health through game-changing innovations.

How will we get there?

IMPLEMENTATION

Build momentum and keep it going:

- Coach
- Maintain
  - focus
  - communication
- Look for road blocks and learning opportunities
Taking this back to your organization...

GIP Resources:

- **Strategic Planning Webpage**
- **Webinars** - Operationalizing, Implementing, Facilitating Plans
- **Strategic Planning Sub-committee**
  Co-Chairs:
  Basma Selim ([basma.selim@ucf.edu](mailto:basma.selim@ucf.edu))
  David Hefner ([dhefner@msm.edu](mailto:dhefner@msm.edu))
Thank you!

CONTACTS:

Carolyn Brayko, Ph.D. ([cbrayko@med.unr.edu](mailto:cbrayko@med.unr.edu))
Director, Organizational Development & Strategic Planning
University of Nevada, Reno School of Medicine

Janice Renfro, MBA ([janicerenfro@wustl.edu](mailto:janicerenfro@wustl.edu))
Director of Data Governance
Washington University in St. Louis

Katy Stevenson, MPP ([katy_stevenson@urmc.rochester.edu](mailto:katy_stevenson@urmc.rochester.edu))
Program Administrator, Strategy, Planning and Development
University of Rochester Medical Center
Save the Date

2020 GBA/GIP Virtual Programming: *Moderated Call on the Intersection of Planning, D&I, and Medical School Operations*
Thursday, September 10, 2020
3:00 – 4:00 pm ET

2020 GBA/GIP Virtual Programming: *Faculty Office Space – Research and Strategies to Address Real Versus Perceived Needs Webinar*
Tuesday, October 6, 2020
3:00 – 4:00 pm ET

For more information, please visit our website:
https://www.aamc.org/professional-development/events/2020-gba/gip-virtual-programming