GIP Strategic Planning and Management Subcommittee Webinar:

Tips and Tools to Successfully Implement a Strategic Plan

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and

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Today’s Objectives

At the end of today’s session, you will have a greater understanding of:

✓ How to successfully implement your strategic plan – including the major barriers to implementation

✓ Measuring success and increasing transparency and accountability

✓ Change management tools and the importance of communication and alignment
So You’ve Got a Strategic Plan!

Congratulations!!

However, many institutions put a lot of time, resources and effort into developing a strategic plan...

...and implementation is almost an afterthought.
What Could Possibly Go Wrong?!...

‘Culture eats strategy for breakfast’
- Peter Drucker
How Do We Move from This…
...To This

Culture  Strategy
Barriers to Implementation

- Failure to integrate strategic plan into operating plans and budgets
- Insufficient leadership accountability and communication
- Lack of clarity on and/or reporting of key metrics
- “Set it and forget it” mentality
- Unclear prioritization – “fighting fires”
- And so many more…
Implementing Your Strategic Plan

Plan for Implementation
- Implementation Plans
- Business Plans
- Operating Plans
- Annual Objectives and Budgets at the Unit Level

Measure and Communicate
- Dashboards
- Roll Up/Roll Down Metrics
- Leader Oversight and Engagement

Manage Change
- Celebrating Success
- Identifying and Addressing Barriers
Planning for Implementation

VISION
VISION STATEMENT

GOAL
Goal A
Goal B
Goal C

STRATEGIES
Strategy A-1
Strategy A-2
Strategy B-1
Strategy B-2
Strategy C-1
Strategy C-2

OPERATING PLANS
# Planning for Implementation

<table>
<thead>
<tr>
<th>STRATEGIES/TACTICS</th>
<th>TARGET DATE</th>
<th>PERSON(S) RESPONS.</th>
<th>RESOURCES REQUIRED</th>
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<tbody>
<tr>
<td>1. Link with Community Hospital ACOs to develop network for tertiary services</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1.1 Assess necessary IT/EMR infrastructure</td>
<td>October 2014</td>
<td>A. Jones</td>
<td>$50,000</td>
</tr>
<tr>
<td>1.2 Approach existing partners</td>
<td>July 2014</td>
<td>M. Smith</td>
<td></td>
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<tr>
<td>1.3 ETC.</td>
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Measuring and Communicating

Socializing Change

• Language Matters
• Nothing Beats FaceTime
• Messaging
• Collateral

Tools

• Metrics that Matter
• Dashboards
• Charts
• Infographs
Measuring and Communicating
## Measuring and Communicating

<table>
<thead>
<tr>
<th>Goals</th>
<th>Metrics</th>
<th>Current Situation</th>
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<tbody>
<tr>
<td>• Market leader in both volume and market share</td>
<td>• 20% local market share</td>
<td>• 16% local share</td>
</tr>
<tr>
<td></td>
<td>• 5% regional market share</td>
<td>• 4% regional share</td>
</tr>
<tr>
<td>• “Known” for 3 - 4 key services</td>
<td>• &gt;50% market share in key programs</td>
<td>• Cancer Center</td>
</tr>
<tr>
<td></td>
<td>• 3 - 4 programs “dominant” in market</td>
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<tr>
<td>• Top 20 in NIH Funding</td>
<td>• Targets: RO1 per faculty</td>
<td>• No. 26 in NIH funded Schools of Medicine</td>
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<tr>
<td></td>
<td>• Hit “Top 20” NIH Rank</td>
<td></td>
</tr>
<tr>
<td>• Superior Financial Performance</td>
<td>• Lowest cost tertiary provider</td>
<td>• UHC top 5 %ile cost/pt day</td>
</tr>
<tr>
<td>- Low cost</td>
<td>• Operating margin = 7%</td>
<td>• Operating Margin = 3%</td>
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<tr>
<td>- Strong operating management</td>
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Measuring and Communicating
Managing the Change Process

Leadership, Authority, Responsibility

Leadership is responsible for defining the vision
- Executives
- Governance Committee

Authority is responsible for directing the vision
- Senior Management Team
- Steering Committee

Responsibility for executing the vision
- Project Manager/Project Lead
- Operations and Management
Implementing Your Strategic Plan

Plan for Implementation

Measure and Communicate

Manage Change
Discussion and Questions

Thank you
GIP Upcoming Events

GBA/GDI/GIP Joint Spring Meeting
April 9-12, 2019
Fairmont Chicago–Millennium Park
Chicago, Illinois
Registration is open on the AAMC GIP website

GIP/GRAND/GBA Symposium: Strengthening the Resilience of the Academic Medicine Community
September 5-6, 2019
AAMC Learning Center
Washington, D.C.

Learn Serve Lead: The AAMC Annual Meeting
November 8-12, 2019
Phoenix, Ariz.