STRATEGIC PLANNING INITIATIVE

March 15, 2010
Today’s Discussion...

I. AMC Strategies – Who We Are

II. Our Strategic Planning Approach

III. Communications Planning

IV. Team Bios
I. AMC Strategies - Who We Are
AMC Strategies’ Clients

- David Geffen School of Medicine at UCLA*
- Cedars-Sinai Health System
- George Washington University Medical Center
- Georgetown University Medical Center
- Keck School of Medicine of USC
- Partners Harvard Medical International
- St. Louis Children’s Hospital / Washington University School of Medicine
- Stanford University School of Medicine / Stanford Hospital & Clinics (Stanford, CA)*
- The Brooklyn Hospital Center (Brooklyn, NY)
- The Methodist Hospital (Houston, TX)*
- The National Academies of Sciences*
- University Hospitals (Cleveland, OH)
- University of California, Davis, Health System*
- University of California, Irvine (School of Medicine & Medical Center)*
- University of California, San Francisco
- University of Cincinnati Health Sciences Center
- University of Iowa Foundation
- University of Iowa Health Care
- University of Iowa Roy J. and Lucille A. Carver College of Medicine
- University of Rochester Medical Center
- University of Utah / University Health Care

* Denotes current AMC Strategies engagement
Experience....Comprehensive Strategic Plans - UC Engagements

- University of California, San Francisco
  - University-wide Strategic Plan: all four professional schools (dentistry, medicine, nursing, pharmacy), graduate program, UCSFMC, all sites, and affiliated hospitals
  - Completed two annual progress reports of the UCSF Strategic Plan
  - Completed strategic plans for the Diabetes Center; Helen Diller Family Comprehensive Cancer Center; Institute for Health Policy Studies; Office of Human Resources Services

- University of California, Davis, Health System (underway)
  - Involves the School of Medicine, School of Nursing, Medical Center; Faculty Practice Plan

- University of California, Irvine, School of Medicine and Medical Center (underway)
  - Involves the School of Medicine, Medical Center and University Physicians & Surgeons
AMC Strategies’ Strategic Planning Work at UCLA and the DGSOM

UCLA

- Neuroscience Strategic Plan (2009) – Worked with the Neuroscience Task Force appointed by Chancellor Block and chaired by Dr. John Mazziotta

The David Geffen School of Medicine at UCLA

- UCLA/Orthopaedic Hospital Department of Orthopaedic Surgery Strategic Planning (currently underway) – Dr. Rob Pedowitz
- Department of Neurosurgery Strategic Plan (2009) – Dr. Neil Martin
- Department of Neurology Strategic Plan (2003) and Strategic Plan Update (2008) – Dr. John Mazziotta
- Department of Family Medicine (2005) – Dr. Pat Dowling
- Division of Cardiothoracic Surgery (2002) – Dr. Hillel Laks
II. Our Strategic Planning Approach

• Phase I – Develop a Comprehensive, 5-Year Strategic Plan
• Phase II – Implementation Assistance (Optional)
The AMC Strategies’ Philosophy… All Strategic Plans Must Answer Four Basic Questions:

- **Where is the Organization Today?**
  - Environmental Assessment
    - External data analysis & interviews
    - Internal data analysis & interviews

- **Where Should the Organization be in the Future?**
  - Strategic Vision
    - Key strategic implications
    - Mission & Vision statements
    - Measurable goals

- **How Should the Organization Get There?**
  - Strategy Formation
    - Strategies & tactics

- **Is the Organization Getting There?**
  - Implementation Planning/ Monitoring/Communicating
Proposed Approach

**PHASE I**
Develop Comprehensive 5-Yr Strategic Plan

- **Part 1: Planning Research**
  - Strategic Planning Interviews/SWOT Analysis
  - Stakeholder Survey
  - Environmental Assessment

- **Part 2: Define Global Direction**
  - Define Mission, Vision and Core Values
  - Define Goals with Measureable Outcomes
  - Define Strategy Design Team Assignments

- **Part 3: Define Strategic Direction**
  - Strategy Design Teams
  - Develop strategies and tactics
  - Present recommendations to Steering Comte

- **Part 4: Finalize Plan/Implementation Planning**
  - Prioritize Strategies
  - Develop Implementation Planning Approach
  - Finalize Strategic Plan

**PHASE II**
Implementation Assistance (optional)

**Communications Planning**

- Communications Planning for Plan Implementation
- Refine Tactical Detail
- Implementation Structure & Process
- Annual Progress Review
## Project Timeline

### PHASE I - DEVELOP 5-YEAR STRATEGIC PLAN

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### PART 1 - PLANNING RESEARCH

- Activity 1: Strategic Planning Interviews
- Activity 2: Stakeholder Survey
- Activity 3: Environmental Assessment

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### PART 2 - DEFINE GLOBAL DIRECTION

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### PART 3 - DEFINE STRATEGIC DIRECTION

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### PART 4 - FINALIZE PLAN/IMPLEMENTATION PLNG

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#### Additional Notes

- 2010 Strategic Planning Retreat
- 2010 Str Plng Retreat

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David Geffen School of Medicine at UCLA & UCLA Health System: Strategic Planning Initiative
Strategic Planning Organizational Approach

STRATEGIC PLANNING STEERING COMMITTEE

Internal Project Manager
J. Fried

STRATEGY DESIGN TEAMS (Phase I/Part 3)

Research
Patient Care
Education
Community Engagement
PHASE I…Four Critical Components…

PHASE II
Develop Comprehensive 5-Yr Strategic Plan

Part 1: Planning Research
Part 2: Define Global Direction
Part 3: Define Strategic Direction
Part 4: Finalize Plan/Implementation Planning
Part 1: Planning Research...Key for Building Mission, Vision, Values & Goals

Activities:

1. Planning Interviews/SWOT Analysis

2. Stakeholder Survey

3. Environmental Assessment

Objective:

- Gather confidential perceptions from internal stakeholders ("addressing perceptions is as important as addressing reality").

- Ensure that ALL inside the organization have a formal opportunity to provide input.

- Conduct a thorough quantitative assessment of internal and external trends in research, clinical care, education and community engagement.
I. S.W.O.T. ANALYSIS (Strengths, Weaknesses, Opportunities, Threats)
   • Research Mission
   • Educational Mission
   • Clinical Mission
   • Community Service Mission

II. OTHER STRATEGIC ISSUES
   • Input on Strategic Vision and Direction
   • Key Values for the future of DGSOM & UCLA Health System
   • Organizational Issues to be addressed in the Strategic Plan
   • Business and Local Community Perceptions

III. RECOMMENDED STRATEGIC PRIORITIES
**Activity 2** Stakeholder Survey – Measuring the Pulse of the Entire Organization

### Core Values Ranking Faculty vs. Staff

- **Although staff and faculty rank many of the core values similarly, there are notable areas of divergence. Faculty consider scholarship the number two priority, while staff rank scholarship 14th. In contrast, staff rank respect 3rd, compared to a ranking of 11 among faculty. Staff also place a higher priority on supportive environment and efficiency than do faculty.**
External Assessment

RESEARCH ANALYSIS:
- Extramural funding trends:
  - Schools of medicine, nursing, pharmacy, dentistry
  - Clinical and basic science departments
- Targeted areas of growth for extramural funding agencies; success rates; etc.
- Relevant pharma and biotech trends

EDUCATIONAL ANALYSIS:
- Student trends
- Graduate medical education trends
- Graduate student trends
- Other related issues

CLINICAL ANALYSIS:
- Market area competition / market share
- Regulatory and payor-related issues
- National trends

Internal Assessment

GENERAL ANALYSIS:
- Size and demographics of faculty – by school and department (trended)
- Space analysis
- Financial and capital issues

RESEARCH ANALYSIS:
- Research funding trends – by school & department
- Publication trends – by school & department
- Technology transfer trends

EDUCATIONAL ANALYSIS:
- Student internal trends
- Graduate medical education internal trends
- Graduate student internal trends
- Other related issues

CLINICAL ANALYSIS:
- Patient origin
- Clinical volume trends (inpatient and outpatient)
- Financial analysis
Phase II/ Parts 2 and 3: Develop the Strategic Structure…

Each Statement Lays the Foundation for the Next
PHASE II
Develop Comprehensive 5-Yr Strategic Plan

PHASE III
Implementation Assistance (optional)
Phase II: Implementation and Tracking Mechanisms Are Key Outcomes

...Planning is an on-going, continuous process

- Successful execution is key
- Balance between strategic & operational pressures must be maintained
- Goals and strategies in the original strategic plan should be periodically assessed and adjusted to meet changing market conditions – to make the Plan a “living document”
### Strategic Plan Implementation: Keys to Success

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<td><strong>A. Assign Accountability</strong></td>
<td>Identify implementation reporting relationships, project leadership, implementation team membership</td>
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<td><strong>B. Clarify Implementation Tasks</strong></td>
<td>Charge implementation champions and teams with refining tactics and developing business plans</td>
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<td><strong>C. Link Plan to Other Long-range &amp; Operational Plans</strong></td>
<td>Ensure that Strategic Plan drives budgets, long-range financial planning, capital campaigns, management objectives and individual performance objectives</td>
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<td><strong>D. Monitor Progress</strong></td>
<td>Develop and track objective measures of implementation progress</td>
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<td><strong>E. Communicate Results</strong></td>
<td>Enhance communication of the Strategic Plan and its implementation</td>
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GOAL 1: Provide superior access to patient care of outstanding quality and safety.

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<th>#</th>
<th>STRATEGIES/TACTICS</th>
<th>PRIORITY (1=high; 2=mod; 3=low)</th>
<th>TARGET DATES</th>
<th>ACCOUNTABILITY</th>
<th>RESOURCES (FTE, NSF)</th>
<th>ONE-TIME COSTS</th>
<th>ANNUAL RECURRING COSTS</th>
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<td>1.1</td>
<td>Develop standardized care processes to drive quality and efficiency in patient care.</td>
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<td>1.1.a</td>
<td>Capture best practices and national patient safety goals, and build into care delivery models.</td>
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<td>1.1.b</td>
<td>Measure, monitor and improve quality of care by developing well-defined care protocols.</td>
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<td>1.1.c</td>
<td>Build a robust and proactive clinical risk management system.</td>
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<td>1.1.d</td>
<td>Create effective and respectful communication systems with patients that strengthen patient ties with</td>
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Goal A: Increase Patient Satisfaction, as measured by:

Days to 3rd Next Available Appointment

- Target <2 weeks
- 2-4 weeks
- >4 weeks

Status: 2.5 weeks

Patient Satisfaction with Wait Time

- 4th Qtr
- 3rd Qtr
- 2nd Qtr
- 1st Qtr

Clinic Hours Demand vs. Supply

- Baseline
- FY08

Clinic 1: 10, 18, 24, 45
Clinic 2: 31
Clinic 3: 30
Clinic 4: 31, 45

Appoint Hours Needed vs. Clinic Hours Available
III. Communications Planning
Strategic Communications – Key Throughout the Process (UCSF example)

"Under the exemplary leadership of the Strategic Planning Board, a plan has been developed that will underpin what we hope to accomplish in years to come. The plan itself is a milestone for our institution."

Source: http://strategy.ucsf.edu
"At UC Irvine, we are touching lives by making new medical discoveries, training the next generation of healthcare professionals and compassionately caring for patients. Our work is built on a desire to create a healthier and better tomorrow for people in our local community and around the globe. This endeavor will help us capitalize on our strengths as we chart a course to becoming one of the foremost academic medical centers in the U.S."

--- Michael V. Drake, UC Irvine Chancellor

- 24 -
A Bold Vision for a Bright Future

Message from the Chair

Frederick Meyers, M.D., M.A.C.P.
Executive Associate Dean, School of Medicine
Chair, Strategic Planning Steering Committee

Welcome to UC Davis Health System’s strategic planning Web site. For the next 13 months, the Strategic Planning Steering Committee will lead the creation of a five-year plan for our integrated organization.

UC Davis Health System has a bold vision for a bright future — a future in which every one enjoys a healthy life. Every day, the people of UC Davis Health System work collaboratively and tirelessly to secure improved health for future generations. Together, UC Davis faculty, staff, students, volunteers, and community partners are shaping the future of science, nursing, medicine and health.

In February 2010, the health system launched a strategic planning endeavor that will serve as a roadmap to the future. This Web site is aimed at...
Strategic Communications… Ensure that the key outcomes are communicated and understood by all in the final deliverable.
Communications Website...Posting Implementation Progress (UCSF example)

Source: http://strategy.ucsf.edu
IV. Team Bios
AMC Strategies: Team Bios

**Diana Carmichael, Principal.** Diana will serve as the Principal of this engagement, working directly with leadership and facilitating strategy meetings throughout this engagement. Diana will oversee all aspects of AMC Strategies’ work and deliverables.

Diana is the founder and Principal of AMC Strategies, LLC, built upon 22 years of strategic planning experience. Prior to establishing AMC Strategies, Diana internally led strategic planning for Cedars-Sinai Health System in Los Angeles, and served as the Executive Director and founder of the Joint Office of Strategic Planning, a unique “joint” planning office between Barnes-Jewish Hospital and Washington University School of Medicine in St. Louis. Diana also served as the Assistant Dean for Strategic Planning at Washington University School of Medicine. Before focusing on academic health center strategic planning, Ms. Carmichael was a management consultant with the national healthcare strategy practice of PriceWaterhouse (now PricewaterhouseCoopers) followed by the healthcare strategy practice of Ernst & Young. She received her Bachelor of Science degree in Kinesiology from the University of California, Los Angeles and her Master of Hospital and Health Care Administration degree from the University of Minnesota in Minneapolis. Ms. Carmichael is a Past National Chair of the Group on Institutional Planning of the Association of American Medical Colleges (AAMC) and past President of the St. Louis Society for Healthcare Planning and Marketing. Diana is a national presenter on strategic planning in the academic setting at many AAMC Group on Institutional Planning meetings. In 2007, Diana received the prestigious “Distinguished Services Award” from the AAMC’s Group on Institutional Planning for “outstanding service and commitment to the mission of the GIP and to the advancement of the practice of planning in academic medicine.” She has been a frequent invited speaker on strategic planning topics at AAMC meetings and was the keynote speaker on strategic planning for the 2008 annual meeting of the Association of American Cancer Institutes/Cancer Center Administrators Forum, and was an invited lecturer on strategic planning in the academic setting at Stanford University for the 2008 Physician/Faculty Leadership Development Program.
Rebecka Levan, Senior Manager. Becky’s role in this engagement will be to manage the day-to-day aspects of the engagement, the project team and all aspects of the analyses conducted throughout the planning process. In addition, Becky will assist with facilitating strategy sessions. Ms. Levan brings a unique combination of experience in health care finance and health services research. As the Director of Health Economics and Outcomes Research at Zynx Health, she provided evidence-based medicine consultation to the pharmaceutical industry. While at the UCLA Center for Health Policy Research she managed population-based studies on access to health services as well as working on the California Hospital Outcomes Project. As the Director of Finance for Daniel Freeman Hospitals, she was responsible for reimbursement, budgeting, financial and market analysis. In addition to holding these positions, Becky has provided independent consultation in financial and statistical analysis, program design and evaluation, policy analysis, and grant writing for clients including UCLA Center for the Health of Children and Families, Cedars-Sinai Primary Care Pediatrics, RAND, Los Angeles County Department of Health Services, Tenet Corporation, Charles Drew University, and the Healthcare Association of Southern California. Rebecka received her MPH from the University of California, Los Angeles and has a degree in economics from the University of California, Berkeley. Becky has been with AMC Strategies since 2004.
AMC Strategies: Team Bios

**Jennifer Heenan, Senior Consultant.** Jennifer will serve as a senior consultant on this engagement, providing planning expertise and team support during all phases of the strategic planning process. Jennifer brings years of experience in conducting market research, environmental assessments, planning interviews, and strategy development. Jennifer also brings experience in working collaboratively with executive teams, boards of directors, faculty, staff and students towards strategy development in the academic setting and effective execution of those strategies. Prior to joining AMC Strategies, Ms. Heenan managed in-house business development and marketing activities for Huntington Hospital in Pasadena, California, and conducted strategic planning for Cedars-Sinai Health System in Los Angeles. She received her B.A. from the University of California, San Diego and her M.P.H. from the University of California, Los Angeles School of Public Health Department of Health Services. Jennifer has been with AMC Strategies LLC since 2003.

In addition to the talents of the primary team members proposed above, AMC Strategies will be supported throughout the course of this engagement by **Kendall Leeper Bassford, Staff Associate and Production Manager.** Kendall has been with AMC Strategies since 2001.

*Note - The AMC Strategies team will provide a unique perspective on the service area, demographics and community issues: all three primary consultants (Carmichael, Levan and Heenan) have degrees from UCLA and have been involved in AMC Strategies’ UCLA engagements including: UCLA Neuroscience Strategic Plan; UCLA/Orthopaedic Hospital Department of Orthopaedic Surgery (currently underway); strategic plans for the following departments/divisions of the David Geffen School of Medicine: Neurosurgery, Neurology, Family Medicine, Cardiothoracic Surgery.*