Morehouse School of Medicine
Strategic Planning Initiative

Steering Committee Kickoff Meeting
July 2, 2014
STRATEGIC PLANNING
THE APPROACH
AMC Strategies’ Clients

- Cedars-Sinai Health System
- Children’s Hospital of Orange County
- City of Hope National Medical Center
- Columbia University College of Physicians and Surgeons / New York Presbyterian Hospital*
- George Washington University Medical Center
- Georgetown University Medical Center
- Lucile Packard Children’s Hospital at Stanford
- Macquarie University Hospital & Australian School for Advanced Medicine (Sydney, Australia)
- Partners Harvard Medical International
- Stanford University: School of Medicine, Stanford Hospital & Clinics, School of Earth Sciences
- The Brooklyn Hospital Center (Brooklyn, NY; affiliated with Weill Cornell Medical College)
- Texas Medical Center (Houston, TX)*
- The Methodist Hospital (Houston, TX)
- The National Academies of Sciences
- University Hospitals Health System (Cleveland, OH)
- University at Buffalo (SUNY) School of Medicine and Biomedical Sciences
- University of California, Davis, Health System
- University of California, Irvine School of Medicine & Medical Center
- University of California, Los Angeles, David Geffen School of Medicine / UCLA Health System*
- University of California, San Francisco*
- University of California, Santa Barbara
- University of California, San Diego, Health System
- University of Cincinnati Health Sciences Center
- University of Iowa: UI Health Care, Carver College of Medicine, University of Iowa Foundation
- University of Rochester Medical Center
- University of Southern California: Keck School of Medicine and Keck Medical Center
- University of Utah / University Health Care
- Washington University School of Medicine / St. Louis Children’s Hospital
Morehouse SOM: Strategic Planning Kick-Off Meeting

Relevant Engagements – Schools of Medicine Comprehensive Strategic Plans

- Columbia University College of Physicians and Surgeons
- George Washington University Medical Center
- Lucile Packard Children’s Hospital at Stanford
- Macquarie University / Australian School for Advanced Medicine (Sydney, Australia)
- University of California, Davis, Health System
- University of California, Irvine School of Medicine
- University of California, Los Angeles, David Geffen School of Medicine
- University of California, San Francisco
- University of Cincinnati Health Sciences Center
- University of Iowa Carver College of Medicine
- University of Rochester Medical Center
- University of Utah School of Medicine
- Washington University School of Medicine
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
    - Guiding principles
    - Measurable goals

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

- **Is the Organization Getting There?**
  - Implementation Planning/ Monitoring/Communicating
The Strategic Planning Process

### Phase I
**Conduct Planning Research**
- Strategic Planning Interviews/SWOT Analysis
- Stakeholder Survey
- External Stakeholder Focus Groups – to be completed internally
- Environmental Assessment (internal & external trends) – to be completed internally

### Phase II
**Define Global Direction**
- Affirm and Enunciate Mission and Core Values
- Define Vision
- Develop Measurable Goals
- Identify Strategic Issues to be Addressed in Phase III
- Determine Strategy Design Team Assignments and Rosters

### Phase III
**Define Strategic Direction**
- Formulate the “Roadmap” to Achieve the Vision and Goals
- Work as Strategy Design Teams to:
  - Develop Strategies & Tactics to Address Specific Goals
  - Present Recommendations to the Steering Committee
- Priorities Strategies
- Develop Implementation Plan with Target Dates and Strategy Champions Identified
- Finalize Strategic Plan and “Roadmap”

### Phase IV
**Finalize the Plan**
- Affirm and Enunciate Mission and Core Values
- Define Vision
- Develop Measurable Goals
- Identify Strategic Issues to be Addressed in Phase III
- Determine Strategy Design Team Assignments and Rosters

**Communications Planning**
### The MSM Strategic Planning Timeline

<table>
<thead>
<tr>
<th>Phase</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preliminary Planning/Logistics</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PHASE I - CONDUCT PLANNING RESEARCH</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Activity 1: Interviews</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>- Activity 2: External Stakeholder Focus Groups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Activity 3: Stakeholder Survey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Activity 4: Environmental Assessment</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Steering Committee Kickoff Meeting</strong></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>PHASE II - DEFINE GLOBAL DIRECTION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Steering Committee Strategic Planning Retreat</strong></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>PHASE III - DEFINE STRATEGIC DIRECTION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategy Design Team Meetings (monthly)</strong></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Steering Committee Meetings (monthly)</strong></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>PHASE IV - FINALIZE PLAN/IMPLEMENTATION PLNG</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Steering Committee Meeting</strong></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

X = Strategic Planning Steering Committee meetings
IMMEDIATE PLANNING NEXT STEPS

PHASE I: CONDUCT PLANNING RESEARCH
Phase I Analytical Activities

**Qualitative Assessment**

**Activity 1**
50 Internal Interviews
- Senior Leadership
- Faculty

**Activity 2**
External Stakeholder Focus Groups
- Current strengths/weaknesses of the SOM
- Issues to be addressed in the plan
- Greatest opportunities for the future

**Activity 3**
Stakeholder Survey (Follows completion of Activity 1)
- Validate strategic priorities from Activity 1
- Solicit institution-wide input on core values and strategic issues

**Quantitative Assessment**

**Activity 4**
Environmental Assessment
- Clinical Services
- Education
- Research
- Resources

*To be completed by in-house Morehouse team with guidance from AMC Strategies*
S.W.O.T. Analysis:

1. What are the three greatest internal strengths across the Morehouse School of Medicine by mission area (Research, Clinical and Education)?

2. What are the three greatest internal weaknesses that must be addressed, by mission area?

3. What are the greatest opportunities, by mission area, for the School of Medicine?

4. What are the major external threats, by mission area, to the School of Medicine’s future?

5. What is the current state of the Morehouse SOM’s community engagement? Should it be changed/strengthened for the future?

Future Direction:

6. What should the Morehouse School of Medicine look like in the next 5 – 10 years (i.e. what should the vision be)?

7. Describe three core values, or guiding principles, that will be important to the organization’s future.

8. What, if any, organizational issues should be addressed in the strategic plan?

Strategic Priorities:

9. Describe the three most important strategic priorities that must be addressed in this strategic plan.
Activity 2*

External Focus Groups

Three two-hour focus groups will be conducted with key external stakeholder groups in your community (e.g., foundations, United Way, neighborhood planning unit, etc.) to gather their input on:

1) The current strengths and weaknesses of the Morehouse School of Medicine;

2) Important issues to be addressed in the strategic plan; and

3) The greatest opportunities for the future.

*To be completed by in-house Morehouse team with guidance from AMC Strategies
Activity 3  Stakeholder Survey

Upon completion of the Strategic Planning Interviews in Activity 1, an online survey tool will be used to test and validate the strategic priorities identified by interviewees that should be addressed in the strategic planning initiative. We will also solicit input on the core values important to the School’s future and will allow open-ended suggestions on strategic issues to further inform the strategic planning initiative.

Components of the Survey

- General Demographics
- Input on Core Values
- Strategic Priority Input
- Open Question: What else should be addressed in the MSM strategic plan?
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.
Morehouse SOM: Strategic Planning Kick-Off Meeting

Activity 3 Survey Results

Top 5 Strategic Statements Faculty vs. Staff

- Recruit & retain top faculty and staff
  - Faculty: 64.5%
  - Staff: 75.1%
- Enhance clinical care quality, access and patient satisfaction.
  - Faculty: 58.1%
  - Staff: 62.0%
- Address information technology and other infrastructure issues.
  - Faculty: 60.3%
  - Staff: 61.0%
- Position org to be the national leader in clinical and translational research.
  - Faculty: 50.0%
  - Staff: 57.8%
- Assume a leadership role in addressing global health issues.
  - Faculty: 54.8%
  - Staff: 51.0%
- Focus on educational mission.
  - Faculty: 31.1%
  - Staff: 46.9%
- Strengthen collaboration across schools, disciplines and professions.
  - Faculty: 46.6%
  - Staff: 44.1%
- Address campus master plan.
  - Faculty: 31.2%
  - Staff: 39.0%
- Ensure strong institutional leadership.
  - Faculty: 41.7%
  - Staff: 30.8%
- Develop management practices to ensure accountability and transparency.
  - Faculty: 58.4%
  - Staff: 30.4%

- Faculty place greater emphasis on recruitment and retention, education, and clinical and translational research compared to staff.
- Staff consider leadership and management practices to have greater priority.
Activity 4*

Environmental Assessment – Data and Trends Overview

Clinical Services
- Service Area
- Patient Volume & Market Share
- Clinical Workload
- Financial Contribution
- Quality of Care

Education
- Education and training profile
- Diversity of students and trainees
- How competitive are the educational programs?
- Financial Position

Research
- Composition of Research Portfolio
- How Morehouse compares to its peers
- Intellectual property
- Factors affecting future of extramural research funding

Resources
- Space
- Faculty FTE
- Staff
- Turnover/Vacancy Rates
- Employee Satisfaction
- Fundraising

*To be completed by in-house Morehouse team with guidance from AMC Strategies
STRATEGIC PLANNING PHASES TO FOLLOW
Each Phase of Our Process Develops the Plan’s Strategic Framework

**Vision**
Visceral and inspiring; evokes an image of the future organization. Differentiates and promotes organization’s aspirations to all constituencies

**Goals**
A short list of measurable imperatives used to assess progress in executing the plan

**Strategies**
Specific actions describing how to achieve the organization’s vision and goals

**Tactics**
Detailed instructions provided to guide in plan implementation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Goal B</td>
<td>Strategy B-1</td>
<td>Strategy B-2</td>
</tr>
<tr>
<td></td>
<td>Goal C</td>
<td>Strategy C-1</td>
<td>Strategy C-2</td>
</tr>
</tbody>
</table>

**MOREHOUSE SCHOOL OF MEDICINE**

18
Phase III: Strategy Design Teams

MSM STRATEGIC PLANNING STEERING COMMITTEE

MSM STRATEGY DESIGN TEAMS (Phase III)

- Theme 1: TBD
- Theme 2: TBD
- Theme 3: TBD
Phase III: Scheduling Monthly Strategy Sessions – Approach

<table>
<thead>
<tr>
<th>Time</th>
<th>DAY 1</th>
<th>DAY 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 - 11:00 am</td>
<td>STRATEGY DESIGN TEAM - THEME 1</td>
<td>STRATEGY DESIGN TEAM - THEME 3</td>
</tr>
<tr>
<td></td>
<td>(facilitated by AMC Strategies consultants)</td>
<td>(facilitated by AMC Strategies consultants)</td>
</tr>
<tr>
<td>11 am - 1:30 pm</td>
<td>AMC Strategies - internal working session to summarize design team discussions</td>
<td></td>
</tr>
<tr>
<td>1:30 - 4:00 pm</td>
<td>STRATEGY DESIGN TEAM - THEME 2</td>
<td>STRATEGIC PLANNING STEERING COMMITTEE MEETING - TEAM UPDATES AND DISCUSSION</td>
</tr>
<tr>
<td></td>
<td>(facilitated by AMC Strategies consultants)</td>
<td></td>
</tr>
</tbody>
</table>
Phase IV: 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”
COMMUNICATION PLANNING
Strategic Plan Communications: Keys to a Successful Process & Outcome

**At Process Launch and/or During Process:**
- Strategic Planning Steering Committee Membership & Leadership’s Charge to the Group
- Listing of Individuals on Teams; Interviewees; Others involved
- Strategic Planning Process Schedule/Time Line
- Highlights & Updates (e.g., Environmental Assessment; Interviews Summary; plan development)

**At Plan Completion/Implementation Launch:**
- Final Outcome of Strategic Planning Process
- Institution’s Mission & Vision Statement
- Institution’s Values, Goals, & Strategies
- Strategic Plan Implementation Approach, Accountabilities, Timelines (varies by audience)
- Regular Updates on Progress

**Communication Vehicles**
- Online (Website)
- Electronic Communication (email)
- Strategic Planning Steering Committee Meetings / Implementation Updates
- Design Team Meetings / Strategic Initiative Team Meetings
- Departmental Meetings
- Organizational Retreats
- Faculty/Staff/Student Meetings
- Town Hall Meetings / Updates
- Community Forums
- Newsletters/Announcements
- Publications/Postings
Morehouse SOM: Strategic Planning Kick-Off Meeting

Strategic Communications – Key Throughout the Process

Welcome to the UCLA Strategic Planning for the Health Sciences 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, including our schools of medicine and nursing, our medical center and its hospital and clinics, and our faculty practice group.

In March 2010, the health system launched a strategic planning endeavor that will serve as a roadmap to the future. This Web site is aimed at fostering collaboration among all members of the health system community in developing the strategic plan. Please visit this site often for the latest information about the planning effort and to contribute your ideas.

News and Events

A Message from the Steering Committee

The 2010 State of the Healthsciences Annual Address

http://strategy.healthsciences.ucla.edu:8000/
A Bold Vision for a Bright Future

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

http://www.ucdmc.ucdavis.edu/strategicplan
Post-Retreat Survey Results
Following January’s strategic retreat, a survey was sent to all participants clarifying questions raised during the in-person electronic voting.

LEVEL OF SUPPORT BY INSTITUTE
The chart below shows respondents’ level of support for the five institute themes:

- **Clinical Research**: Support 77.8%, 51.1% for one category, 26.7% for another.
- **Health Policy**: Support 82.2%, 44.4% for one category, 37.8% for another.
- **Genomics**: Support 73.4%, 26.7% for one category, 46.7% for another.

http://www.tmcstrategicplan.org/
AMC STRATEGIES: TEAM BIOS
AMC Strategies: Team Bios

**Diana Carmichael, Principal.** Diana is the founder and Principal of AMC Strategies, LLC, built upon 25 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. Diana is a recipient of 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 has been a keynote speaker on strategic planning for the Association of American Cancer Institutes/Cancer Center Administrators Forum, and an invited lecturer on strategic planning in the academic setting at Stanford University for their Physician/Faculty Leadership Development Program.

**Rebecka Levan, Senior Manager.** Becky has been with AMC Strategies since 2003, working on every major engagement across a broad client spectrum. She has significant experience in complex project management, strategic planning and financial analyses, and retreat facilitation. 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.
AMC Strategies: Team Bios

Laura Fidler, Senior Manager. Laura brings 24 years of experience in academic health care strategic planning and facilities master planning to the AMC Strategies team. As Senior Vice President and Assistant Dean for Strategic Planning at the University of Cincinnati Medical Center, she lead the strategic planning activities that resulted in doubling of research funding, creation of satellite campus, mergers and acquisitions, and the establishment of a new health professional college and programs. She has managed medical center and university economic impact studies, and developed and implemented a 10-year facility master plan leading to the construction and occupancy of three new research buildings and the renovation of over 1 million square feet of medical center space. She has extensive management and technical experience in research, education and clinical space allocation and utilization. As senior vice president she was also responsible for the public relations, government relations and crisis protocol for the medical center. She has the ability to work effectively with a diverse group of people at all organizational levels. Laura is a past Program Chair of the Group on Institutional Planning of the AAMC and received her MPH from the University of Michigan. The University of Cincinnati CARE/Crawley Building was awarded the Chicago Athenaeum Museum of Architecture and Design American Awards 2009 which was overseen by Laura. Laura joined AMC Strategies in 2010.

Andrea Helft, Manager. Before joining AMC Strategies in 2013, Andrea Helft honed her exceptional, customer-focused consulting skills at other top consultancies including Booz, Allen & Hamilton, The Lewin Group and Hammes Company. In-house positions in strategic planning and operations, which include Stanford Hospital and Clinics and Kaiser Permanente, provided Andrea with invaluable experience working "in the trenches" with leading healthcare executives. Andrea's expertise ranges from strategic planning and business analysis, program and business model development, marketing and project management. Andrea received her MA in healthcare policy from the Johns Hopkins University and her MBA from the Marshall School of Business at the University of Southern California. She holds a BA (magna cum laude) in Political Science and Environmental Science from the University of Colorado at Boulder.

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/Analyst. Kendall has been with AMC Strategies since 2001.