OUR STRATEGIC PLANNING JOURNEY

Presentation to Guiding Coalition Committee
The Department of Medicine Strategic Plan

- Our roadmap for the future
- It will shape and guide what the Department of Medicine does, why we do it, and our priorities, with a focus on the future.
- It will deal with our environment and respond to the needs of:
  - Patients and their caregivers
  - Students / Residents
  - Faculty / Physicians
  - Staff
  - Service Provider partners
  - Our Communities
  - Funders
What is Strategic Planning?

- A process for:
  - Creating our vision
  - Clarifying our mission and values
  - Establishing our strategic directions and goals
  - Setting priorities
  - Allocating resources
  - Creating a model of measurement – our scorecard
- We decide upon and commit to ‘shared’ goals
Provides Us With …

- **OBJECTIVES**
- **RESULTS**
- **STRATEGIES**
- **GOALS**
- **TACTICS**
- **DO THE RIGHT THINGS**
- **DO THINGS RIGHT**
THE HOW ...

Purpose/Mission

- Vision
- Objectives
- Goals

Strategies

Implementation or Deployment
Structuring Change

Today’s Work

Tomorrow’s Work
Strategic Planning Sets the Stage To:

- Reflect & Analyze
- Collaborate & Communicate
- Question & Challenge
- Engage & Empower
- Learn
- Re-Imagine
- Look Forward
Benefits of Strategic Planning

- Creates a confident, forward looking plan
- Creates shared clarity around our vision, values and goals
- Builds trust-based teamwork and inter-disciplinary partnerships
- Generates renewed energy and commitment from all stakeholders
- Builds a solid foundation to measure our progress and to learn and improve
- Prepares us to move forward and implement
Guiding Principles for Our Strategic Planning Process

- Develop from the needs of your clients and stakeholders.
- Establish clear goals and accountabilities.
- Align resources to the planning & implementation phases.
- Be collaborative and engaging.
- Be trust-based, transparent & challenge the status quo.
- Be dynamic, creative and deal with outside world.
- Have top-level commitment.
- Develop communications laterally and vertically.
- Align resources to the planning & implementation phases.
Guiding Coalition Roles & Responsibilities

- Champion for the strategic planning process
- Connections to key stakeholders within the department and at the leadership tables across the hospital and university
- Provide counsel, advice and reflection on planning, findings and outcomes
- Make decisions and recommendations
WHO IS ENGAGED IN STRATEGIC PLANNING?

- FOCUS GROUPS
  - LEADERS / DECISION MAKERS
  - EMPLOYEES
  - PATIENTS
  - PATIENT CAREGIVERS
  - SERVICE PROVIDER PARTNERS
  - STUDENTS / RESIDENTS
  - COMMUNITY AGENCIES
  - THE COMMUNITY

DIALOGUE & COLLABORATION

ENGAGEMENT OPPORTUNITIES
WHAT IS OUR PLANNING TOOL?
THE BALANCED SCORECARD
STRATEGY MAP

VISION and MISSION

CLIENT PILLAR
To achieve our vision, what outcomes and benefits must we deliver for the patients and students we serve?

OPERATIONAL PROCESSES PILLAR
To satisfy our clients and key stakeholders, at what processes must we excel?

ORGANIZATIONAL CAPACITY PILLAR
To achieve our vision and goals, how will we build sustainable capacity? Culture, Employees and Technology.

FINANCIAL PILLAR
To succeed financially, how must we look to our stakeholders?

GUIDING BELIEFS
To achieve our vision, what are the beliefs that guide us in our work?
Vision or BHAG describing the overall goal and value that will be provided to stakeholders by closing the strategic gap.

**We do this part together**

**Value Creation Process**
- That meet our stakeholders’ expectations
- That provide a satisfying patient experience
- To deliver the strategic processes
- We will enable our people

**Financial Perspective**
- Improve productivity

**Customer Perspective**
- Increase value for patient
- Improve outcome

**Operational excellence value proposition**
- Create loyalty through operational excellence

**Customer solution value proposition**
- Enhance demand through partnerships

**Innovation value proposition**
- Increase Research $ through innovation

**Process Perspective**

**Learning and growth Perspective**
- Human Capital
- Organization Capital
- Research Capital
Western Medicine: Integrating Silos

ICES

POEM; Personalized Medicine

CTU

CERI

Chronic Disease Management

Divisions

Department of Medicine

Health Services Research
What Makes BSC Strategic Planning Special?

- Tells your strategic story in **one page**
- It demonstrates **cause & effect** relationships
- Shows employees how they **fit**
- Helps you focus on **outcomes**
- Enables the creation of a **Balanced** scorecard
- **Aligns** resources to goals and objectives
- Lays a **strong foundation** for implementation
- **Embeds strategy** into your department culture
What Happens Along our Strategic Planning Journey?
1. **Develop the Strategy**
   - Define mission, vision, and values
   - Conduct strategic analysis
   - Formulate strategy

2. **Translate the Strategy**
   - Define strategic objectives and themes
   - Select measures and targets
   - Select strategic initiatives

3. **Plan Operations**
   - Improve key processes
   - Develop sales plan
   - Plan resource capacity
   - Prepare budgets

4. **Monitor and Learn**
   - Hold strategy reviews
   - Hold operational reviews

5. **Test and Adapt the Strategy**
   - Conduct profitability analysis
   - Conduct strategy correlation analysis
   - Examine emerging strategies

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**Flow**
- **Stage 1** to **Stage 2**
  - Develop the Strategy
  - Translate the Strategy

- **Stage 2** to **Stage 3**
  - Translate the Strategy
  - Plan Operations

- **Stage 3** to **Stage 4**
  - Plan Operations
  - Monitor and Learn

- **Stage 4** to **Stage 5**
  - Monitor and Learn
  - Test and Adapt the Strategy

- **Stage 5** to **Stage 1**
  - Test and Adapt the Strategy
  - Develop the Strategy

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**Outputs**
- Strategic plan
- Strategy map
- Balanced scorecard
- StratEx
- Operating plan
- Dashboards
- Budgets
- Pro forma P&Ls

**Inputs**
- Performance metrics
- Results

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**Execute processes and initiatives**
OUR JOURNEY BEGINS NOW …