Strategic Planning at Emory

Emory University School of Medicine
Department Administrators Training Program

September 8, 2006

Presented by:
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SOM Departments of
Radiation Oncology and
Pediatrics

Shari Capers
Associate Vice President,
WHSC Strategic Planning
Office
Outline

1. Overview of Strategic Planning

2. Strategic Plans at Emory
   - Emory University
   - WHSC Vision 2012
   - Emory Healthcare
   - School of Medicine

3. The Planning Process – Department of Pediatrics
   - Getting Organized
   - Partnership
   - Elements of a Plan

4. Getting Ready for Implementation

5. Strategic Planning Office Resources
   - Business Planning
   - Data
   - Certificate of Need
Outline

- Overview of Strategic Planning
  - Strategic Plans at Emory
  - The Planning Process – Department of Pediatrics
  - Getting Ready for Implementation
  - Strategic Planning Office Resources
The Importance of Strategic Planning

- Aligns the vision and goals
- Sets clear priorities and direction
- Provides focus for necessary change
- Assists in anticipating surprises
- Creates a common framework for future direction and decision-making
- Provides a context for operational and budget decisions

Drive thy business or it will drive you

--Benjamin Franklin
"This is our plan for the next 1,000 years."
Issues/Barriers to Successful Planning

- Lack of designing the right approach
- Not having the right people at the table
- Incomplete and/or inconsistent information
- Unclear link between planning and budgeting
- Lack of setting the stage for plan implementation
- No benchmarks or targets
- Leadership has not bought in to the process
**Elements of a Strategic Plan**

**Mission & Values**
- Mission: The organization's fundamental reason for existence
- Values: The essential tenets of conduct for the organization

**Environment**
- Internal assessment
- External environmental trends
- Strengths/Weaknesses
- Opportunities/Threats
- Gap Analysis
- Assessment of Constituents
- Strategic Implications and Issues

**Vision & Goals**
- Vision: Stated end-point that is at least 10 years away and is an attainable stretch goal
- Goals: Defines the organization's desired outcomes for a 3 to 5-year period that are required to achieve the long-term vision

**Strategic Initiatives**
- Roadmap for charting direction for the next 3 to 5 years
- Integrated set of choices that positions an organization to achieve its vision
- Initiatives grouped into programmatic and operational strategies
- Creates material changes

**Operating Plan**
- A focused framework for implementing the strategic initiatives through the annual budget and operating plans
- Implementation planning

**Needs to be readjusted based on the changing environment and continually assessed against defined goals and measures**
Four Simple Questions

- Where is the Organization Today?
- Where Should the Organization Be in the Future?
- How Should the Organization Get There?
- Is the Organization Getting There?
Strategic Plan Outline

- Executive Summary
- Mission, Values, Vision Statement
- Environmental Assessment and Strategic Implications
- Goals
  - Measures/Targets for Each Goal
    (3-5 year and first year target)
  - Strategic Initiatives to Accomplish the Goals
  - Action Plan to include:
    - Human Resource Plan
    - Resource Plan: Space, Equipment, Infrastructure, Capital, Other
  - Financial Projections and Investment Plan (3-5 Years)

Represents the basis for the development of an annual operating plan and budget development process.
**Strategic Plan Framework – Template**

**Goal Statement:**

<table>
<thead>
<tr>
<th>Measure(s):</th>
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<tbody>
<tr>
<td>3-5 year Target:</td>
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<td>Year 1 Target:</td>
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<table>
<thead>
<tr>
<th>Strategic Initiative</th>
<th>Annual Operating Plan (Year 1)</th>
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<tr>
<td></td>
<td>Tactics</td>
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Page 9
Outline

- Overview of Strategic Planning

**Strategic Plans at Emory**
- Emory University
- WHSC Vision 2012
- Emory Healthcare
- School of Medicine

- The Planning Process – *Department of Pediatrics*

- Getting Ready for Implementation

- Strategic Planning Office Resources
A DESTINATION UNIVERSITY internationally recognized as an INQUIRY-DRIVEN, ETHICALLY ENGAGED, and diverse community, whose members WORK COLLABORATIVELY FOR POSITIVE TRANSFORMATION IN THE WORLD through courageous leadership in teaching, research, scholarship, health care, and social action.
**Emory University’s Goals**

1. Emory has a world-class, diverse faculty that establishes and sustains pre-eminent learning, research, scholarship, and service programs.

2. Emory enrolls the best and the brightest undergraduate and graduate students and provides exemplary support for them to achieve success.

3. Emory’s social and physical environment enriches the intellectual work and lives of faculty, students, and staff.

4. Emory is recognized as a place where engaged scholars come together in a strong and vital community to confront the human condition and experience and to explore 21st century frontiers in science and technology.
## Emory University Strategic Plan Framework

### Creativity and the Arts

<table>
<thead>
<tr>
<th>Strategic Themes</th>
<th>University-wide Initiatives</th>
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<tr>
<td>Strengthening Faculty Distinction</td>
<td>Faculty development activities</td>
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<td>Tenure and promotion practices</td>
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<td>Recruitment and retention</td>
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<tr>
<td>Preparing Engaged Scholars</td>
<td>Students</td>
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<td>Pedagogy</td>
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<td>Leadership development</td>
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<td>Sustainability</td>
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<td>Professional development</td>
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<td>Confronting the Human Condition and Human Experience</td>
<td>Understanding religions and the human spirit</td>
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<td>Understanding race and difference</td>
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<td>Implementing pathways to global health</td>
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<td>Predictive Health and Society</td>
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<td>Computational and Life Sciences</td>
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</table>

### Institute for Advanced Policy Solutions

### Internationalization Plan and Initiatives
WHSC Purpose, Values, and Vision

WHSC Purpose
To serve humanity by improving health
“Making People Healthy”

WHSC Values
Excellence    Caring    Integrity

WHSC Vision
Transforming Health and Healing

By the year 2012, WHSC will be recognized as one of the top ten academic health sciences centers and will be leading change in health care through its education, research and patient care programs
The WHSC Vision for a New Model of Health and Healing is characterized by:

- **Integrated, inter-professional care teams** providing seamless, patient-centered care integrating new approaches to nursing, healing and public health.

- **Services differentiated from community competitors** -- including prevention and regenerative care -- facilitated by discoveries in proteomics, genomics, bioinformatics, pharmaco-genomics, systems biology, epidemiology and other emerging fields.

- **Health professional education and training programs** that reflect and inform the interdisciplinary convergence of research and clinical programs.
WHSC Vision 2012: Transforming Health and Healing

The WHSC Vision for a New Model of Health and Healing is characterized by:

● **Outcomes-based research and continuous-feedback programs** that enable real-time and continuous evaluation and improvement of all service efforts.

● **Technology platforms and databases** that enable appropriate and on-demand information sharing among caregivers, researchers, students, patients, and families

● **Measurable impact on the health of the people and populations we serve.**
**WHSC Strategic Initiatives**

- Develop patient-focused centers, first in Cancer, Cardiovascular, Lung, Neurosciences, and Transplant, with the goal of positioning WHSC to be a leader in each of these areas by 2012
- Strengthen quality and safety program based on outcome measures
- Establish an enterprise-wide Predictive Health Program
- Establish an enterprise-wide Global Health Program
- Implement the master facility plan to include the Clifton Corridor, research and academic buildings, and the ECLH campus
- Ensure WHSC Operating Units create and implement unit-specific strategic plans moving them to a top tier status, maintaining alignment with WHSC strategic vision
Emory Healthcare Vision

To be recognized as the leading health care system in Atlanta and the Southeast, differentiated by discovery, innovation, and compassionate, patient-focused care.
**EHC Core 4**

**People**

- EHC will be a talent magnet for patient-centered professionals, focused on the retention of its most valuable asset – its people. Department and individual goals should focus on making EMORY HEALTHCARE a great place to work.  *(EHC Metric: Turnover < 12.2%)*

**Quality**

- EHC will initiate focused efforts to positively impact quality at its facilities in the key quality areas of clinical outcomes, patient safety and service.
  - Clinical Outcomes *(EHC Metric: Risk Adjusted Mortality Ratio < .89)*
  - Patient Safety *(EHC Metric: Failure to Rescue (rate per 1,000 at risk population < 121.8)*
  - Service *(EHC Metric: Meet Patient Satisfaction Targets for 80% of units)*
EHC Core 4

Growth

- EHC will achieve an operating margin of at least 6% in order to internally generate capital to invest in key future initiatives, including the Clifton Road Redevelopment Project. Department and individual goals should focus on growth, by growing volumes, revenue, or capacity, or by reducing expense.

Innovation

- EHC will be innovative in development and implementation of new patient-centered care models, including new nursing models and the Vision 2012 Centers. Department or individual goals should focus on being innovative in their own work environment.
**The Strategic Framework**

### Core Purpose
*To Serve Humanity by Improving Health “Making People Healthy”*

### Core Values
- Excellence
- Caring
- Integrity

### Vision
Become the leading health care system in Atlanta and the Southeast region, differentiated by discovery, innovation and compassionate patient-focused care.

### Strategic Initiatives

<table>
<thead>
<tr>
<th><strong>Strategic Initiatives</strong></th>
<th><strong>Strategic Plan: 2003-2007</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>People and the Workplace</strong></td>
<td>• Create single health system employment and become the workplace of choice in the local health care market.</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>• Promote a high performance, patient-focused service culture.</td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
<td>• Create the organizational infrastructure to establish a depth of physician and administrative leadership and management talent.</td>
</tr>
<tr>
<td><strong>Knowledge Management</strong></td>
<td>• Develop and promote key programs by providing high quality, compassionate care, differentiated by nationally recognized research and education. Programs include Winship Cancer Institute, Heart Centers, Musculoskeletal, Pediatrics and Neurosciences.</td>
</tr>
<tr>
<td><strong>Financial Strength</strong></td>
<td>• Develop an Emory Clifton Cordei and Emory Midtown master facility plan to support long term growth.</td>
</tr>
<tr>
<td><strong>Evidence Based Care</strong></td>
<td>• Develop evidence-based care models to improve quality of care, patient safety, and professional practice.</td>
</tr>
<tr>
<td><strong>Electronic Medical Record</strong></td>
<td>• Provide all hospital and clinic based information in an electronic enterprise-wide medical record system.</td>
</tr>
<tr>
<td><strong>Philanthropy</strong></td>
<td>• Deliver films via digital images throughout the hospital and clinic settings.</td>
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<td></td>
<td>• Improve the operating margin of the health system through more efficient use of system assets, volume growth, and improvement in revenue contracting and cycle management.</td>
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<td></td>
<td>• Reduce medical malpractice loss exposure.</td>
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<td></td>
<td>• Strategically target clinical growth opportunities.</td>
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<td></td>
<td>• Fund strategic clinical programs through philanthropy.</td>
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</table>

*September 2008*
Emory School of Medicine Strategic Plan

Vision Statement

The vision of the Emory University School of Medicine is to be approaching top ten status by 2012 as a leader in educational innovation, research achievement, and clinical excellence.

Mission Statement

The mission of the Emory University School of Medicine is to provide outstanding educational programs, to develop excellent scientists who create knowledge and integrate it into the practice of medicine, to train caring clinicians who provide quality patient care to the community with compassion and concern, and to teach and exemplify the highest professional standards and ethical behavior.
**Emory School of Medicine Strategic Plan**

**Goals**

1. Transform medical education in the nation by revolutionizing our curriculum to produce leaders in medicine with educated minds and informed hearts.

2. Continue to expand our research enterprise in quality and quantity towards top 10 status.

3. Be recognized for providing compassionate, state-of-the-art patient care to all patients.
Emory School of Medicine Strategic Plan

Goals

4. To recruit and develop additional leaders in education, science, and clinical care and provide resources to develop and sustain outstanding departments and programs in the School of Medicine.

5. Create better medical education, research and patient care environments that maximize personnel and material resources and promote new applications of basic knowledge.

6. To achieve financial security that enables the School of Medicine to meet present and future needs of medical education, research, and patient care.
Initiatives – Select Examples


2. Build a technologically advanced Administration and Medical Education Building that meets the needs of our new curriculum and accommodates increasing class size by the fall of 2007.

3. Foster a culture of research and discovery within the Emory University School of Medicine that is aligned and integrated with the missions and visions of the Woodruff Health Sciences Center and Emory University.

4. Continue to develop our strong relationship with Georgia Tech to continue to enhance joint cutting-edge research and educational programs.

5. Increase the number of NIH-funded investigators through recruitment and retention of the most talented basic and clinical researchers.
Outline

- Overview of Strategic Planning
- Strategic Plans at Emory

The Planning Process – Department of Pediatrics

- Getting Organized
- Partnership
- Elements of a Plan

- Getting Ready for Implementation
- Strategic Planning Office Resources
Getting Started – Get Organized

- What is the desired outcome of the planning initiative?
- What is the expected timing for plan completion?
- How interactive should the process be within the organization?
- Who should be involved?
- What has been done already that can be built upon for the process?
- If a plan has been done in the past – when? by whom? was it useful? implemented?
Designing the Right Approach

Dependent Upon

- Market conditions
- Organization’s current position
- Culture
- Expectations
- Timing and urgency

Structure

- Steering Committee
- Executive Team
- Chair
- Project Manager and dedicated staff
- Subcommittees
Check List

- Clarify Expectations
  - Timing
  - Stakeholders – who needs to be involved and how?
  - Key components of the end product

- Preliminary resource constraints
  - Additional resources? Space?

- Current organizational situation

- Steering Committee to oversee and participate in plan development

- Develop workplan – tasks, responsibilities, deadlines
The Emory DOP Strategic Plan 2005 - 2010 communicates the vision for its future and develops a set of goals and strategies that will be used to drive change.

A Strategic Planning Committee comprised of faculty representing a cross-section of disciplines and leadership across the DOP oversaw the development of the plan.

The Committee developed seven goals and 12 strategic initiatives to serve as the core drivers of the strategic direction for the next 5 years.
Planning Committee

- Chair
- Administrator
- Representatives of Division Directors
- Residency and Fellowship Program Directors
- Key Institutional Partners (Children’s)
- Strategic Planning Staff
The Process: March – May

March

March 24
- Initiate process
- Vision and Measures

March 30
- Strengths
- Opportunities
- Cross-cutting themes

April

April 14
- Review Necessary Data Elements
- Begin Goal Development
- Discuss theme groups

April 27
- Complete Goal Development
- Set Targets for Key Measures

May

May 4
- Develop Strategic Initiatives and Set Priority Setting Criteria

May 11
- Identify Action Plan for Next Year
- Develop Ongoing Planning Cycle Process Elements

May 25
- Approve Plan
- Identify Implementation Structure and Communication Needs
**Elements of a Strategic Plan**

**Mission & Values**
- **Mission**: The organization’s fundamental reason for existence.
- **Values**: The essential tenets of conduct for the organization.

**Environment**
- Internal assessment
- External environmental trends
- Strengths/Weaknesses
- Opportunities/Threats
- Gap Analysis
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- Strategic Implications and Issues

**Vision & Goals**
- **Vision**: Stated end-point that is at least 10 years away and is an attainable stretch goal.
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**Strategic Initiatives**
- Roadmap for charting direction for the next 3 to 5 years
- Integrated set of choices that positions an organization to achieve its vision
- Initiatives grouped into programmatic and operational strategies
- Creates material changes

**Operating Plan**
- A focused framework for implementing the strategic initiatives through the annual budget and operating plans
- Implementation planning

**Strategic Plan**
- Needs to be readjusted based on the changing environment and continually assessed against defined goals and measures.
**Purpose, Values, Vision**

**Core Purpose**

The organization’s fundamental reasons for existence; not to be confused with specific goals or business strategies.

**Mission**

The organization’s essential and enduring tenets. The ethical, moral and social basis of how the organization will move toward the vision. The values of the organization should be widely accepted and govern conduct.

**Vision**

The stated end-point that is at least 10 years away and is an attainable and actionable stretch goal. Provides direction and encourages change. Motivates and provides a framework for future choices.
Mission and Vision Statements

Mission and Vision
The mission and the vision of the Department were reviewed by the Strategic Planning Committee and revised to reflect the new direction of the Department.

Mission
Emory Department of Pediatrics is dedicated to providing quality clinical care, training future leaders in Pediatrics, pursuing innovative research, and advocating for children and families.

Vision
To be nationally and internationally renowned and admired as a destination Department of Pediatrics for patients, families, faculty, and staff.
Guiding Principles

- The new guiding principles define clear and focused parameters for the implementation of the strategic goals and initiatives of the Department of Pediatrics.

- The guiding principles will form the activities of the Department and act as a set of criteria to be used on a day-to-day basis and when making key decisions for the Department.
New Guiding Principles

- The Department of Pediatrics (DOP) will approach all challenges and issues with a positive and proactive orientation toward identifying solutions.

- Faculty who practice at Emory facilities, Children’s, and HSCH will continuously work toward an integrated system of clinical care, teaching, and research.

- The DOP is dedicated to ongoing review and improvement of the quality, safety, satisfaction and outcomes of clinical care provided to our patients.
Assessment

Environmental Assessment
An objective review of facts, observations, information that describe the current internal situation and external conditions for an organization.

Strategic Implications and Issues
The interpretation of the impact to an organization of the internal and external environmental findings. It is the “So What” of the data review.
Summary of Strengths and Opportunities

- SWOT Analysis (also part of SOM Annual Report)
  - Strengths
  - Weaknesses
  - Opportunities
  - Threats
Department of Pediatrics Assessment

- Baseline Information for the Department
- Faculty Development Survey
- NIH Funding Analysis
- Research Funding Trends
- Benchmark Review
- Space Productivity
- Clinical Service Metrics
Department Faculty Size and Profile

The Department consists of approximately 180 full time faculty with relatively small clinical and research faculty

- Full-Time Faculty: ~180
- Volunteer Faculty: ~160
- Staff: ~273 including ECC

- Relatively small clinical faculty
  - ECC/Emory based: 31 FTE + 19 CHOA FTE
  - Grady based: 20 FTE

- Relatively small research faculty
  - 29 PhD and MD/PhD

Faculty by Division

<table>
<thead>
<tr>
<th>Division</th>
<th># of Faculty</th>
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<td>Allergy</td>
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<tr>
<td>Apnea</td>
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<tr>
<td>Biochemical Pharmacology</td>
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<td>Cardiology</td>
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<td>Emergency Medicine</td>
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<td>Gastroenterology</td>
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<td>General Pediatrics-Grady</td>
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<tr>
<td>Hematology/Oncology</td>
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<td>Infectious Diseases</td>
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<td>Rheumatology</td>
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<tr>
<td>Total</td>
<td>174</td>
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With its 5 hospital, 1,000 bed system, WellStar is the Atlanta Metropolitan Statistical Area (MSA) market leader based on calendar year 2004 inpatient discharges, followed by Emory Healthcare (1,184 beds) and Northside Hospital System (606 beds).
Market Share Data

ATLANTA MSA HOSPITAL MARKET SHARE
Key Product Lines

Heart

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<thead>
<tr>
<th>Product Line</th>
<th>June 6, 2006</th>
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<tbody>
<tr>
<td>St. Joe's</td>
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<tr>
<td>Cobb</td>
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Orthopaedics and Spine

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<tr>
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Cancer

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<td>Grady</td>
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Neurosciences

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<td>WW</td>
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### Goal Statements

A goal statement explains the end result or specific behavior we desire for the future. It is the “why” of the strategic planning process. A goal should always have three components: a description of the result or behavior change, a description of the entity for whom the result or behavior change applies, and a time-specific target-driven measure.

**Example:** To improve overall patient safety at Emory Healthcare by reaching a X% risk-adjusted mortality rate

<table>
<thead>
<tr>
<th>Results or Behavior Change</th>
<th>Entity</th>
<th>Target-driven Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describes the actual “end state” of the planning process. It should be directly linked to the future-state vision.</td>
<td>Describes the actual organization, business unit, or group of people that will benefit from the result or will be the focus of the work.</td>
<td>Describes the quantitative outcome desired that will prove you have achieved your stated results or behavior change.</td>
</tr>
</tbody>
</table>

**Examples:**
- Become a leader in international academic programs
- Achieve top 10 status in research
- Improve patient safety

**Examples:**
- University
- Department
- Healthcare

**Examples:**
- Attracting top faculty and students, rankings
- X$s in NIH funding
- Overall X% Mortality Rate
The goals are measurable and portray the future state of the Department

- Become the provider of choice for patients and families through excellence in clinical care demonstrated by excellence in quality, safety, satisfaction and health outcomes.

- Create an inspiring and innovative environment that attracts, retains, and develops exemplary faculty and staff who strive to become thought leaders in their fields.
The goals are measurable and portray the future state of the Department

- Achieve national and international recognition through the development of innovative research that impacts the lives of children and moves the Department of Pediatrics (DOP) to top 20 in NIH rankings of Departments of Pediatrics.

- Lead interdisciplinary and collaborative program development by establishing 2-4 new programs that link DOP Divisions with SOM Departments, other units and schools within the Woodruff Health Science Center (WHSC), Grady Health System, Children’s Healthcare of Atlanta and other local institutions.
An integrated set of choices which positions an organization to create sustainable advantage relative to other organizations. Strategic statements are specific and action-oriented and if achieved will achieve the organizational goals.

Each possible strategic initiative should be evaluated along a series of defined criteria.

- Fit with organizations mission
- Market opportunity / position
- Financial performance / impact
Research Themes

- Developmental Biology
- Genetics
- Immunology/Transplant
- Experimental Therapeutics
- Clinical Outcomes
- Health Promotion, Disease and Injury Prevention
  - Nutrition/Obesity
  - Minority Health
**Strategic Initiatives and Action Items**

**Strategic Initiative:** Continue programs and tools that will develop current and future DOP Leadership and enhance faculty and staff retention and morale

**Action Items**

- Establish the Faculty Development Committee
- Utilize the EHC and University Leadership Learning Curriculum for physician leaders
- Establish mentor program to “groom” future leaders in the organization
- Continue the Pediatric Executive Program
- Recognize those faculty and staff cited by patients for good service through newsletters and “Caught you doing something special” process
- Ensure a process of annual performance evaluations for faculty
Financial Plan and Operating Model

Financial Plan

A complete strategic plan outlines the projected revenues and expenses required to implement the plan. This includes capital needs, operating needs, and funding sources.

Decision and Operating Models

The people, processes, and technology needed to achieve the strategic initiatives and therefore the organizational goals. This includes governance and organizational structure and decision making processes required to evaluate the progress towards the vision.
## Financial Plan

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline* FY2005</th>
<th>Target FY2006</th>
<th>Target FY2007</th>
<th>Target FY2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECC Operating Margin</td>
<td>-13.00%</td>
<td>-7.50%</td>
<td>-5.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>ECC Net Patient Service Revenue</td>
<td>$14,348,159</td>
<td>$15,430,136</td>
<td>$16,664,547</td>
<td>$18,664,293</td>
</tr>
<tr>
<td>ECC Total Patient Visits</td>
<td>89,377</td>
<td>95,873</td>
<td>103,543</td>
<td>115,968</td>
</tr>
<tr>
<td>HSCH Net Collections</td>
<td>$5,200,000</td>
<td>$5,356,000</td>
<td>$5,516,680</td>
<td>$5,847,681</td>
</tr>
<tr>
<td>HSCH Total Patient Visits</td>
<td>81,255</td>
<td>84,505</td>
<td>88,730</td>
<td>95,829</td>
</tr>
<tr>
<td>Total Endowment</td>
<td>Pending</td>
<td>$10,000,000</td>
<td>$20,000,000</td>
<td>$40,000,000</td>
</tr>
<tr>
<td>Total Expendable Gifts</td>
<td>$0</td>
<td>$2,000,000</td>
<td>$4,000,000</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>Research Funding Total</td>
<td>$11,610,570</td>
<td>$13,324,768</td>
<td>$16,789,112</td>
<td>$24,761,434</td>
</tr>
</tbody>
</table>

*The baseline FY2005 data has been annualized based on FYTD September 1, 2004 through May 2005.*
Outline

- Overview of Strategic Planning
- Strategic Plans at Emory
- The Planning Process – Department of Pediatrics

Getting Ready for Implementation

- Strategic Planning Office Resources
"This plan will be much easier not to implement than the last plan we didn't implement."
Why Plan Implementation Fails?

- Failure to Organize
- Failure to Communicate
- Failure to Align
- Failure to Connect with Other Core Processes
- Failure to Track Goals and Measures
- Failure to Update and Refresh the Strategy

---

Vision without action is a dream. Action without vision is simply passing the time. Action with Vision is making a positive difference.

--Joel Barker
Annual Planning Cycle Process

Activities Occurring Annually

• External
• Internal
• Key Planning Assumptions

Activities Occurring Every 3-5 Years

Organization’s Mission, Values, and Vision

Business Unit Strategic Plans

Organization Goals

Organization Strategic Plan

Annual Budget and Operating Plan

Progress Monitoring of Goals

Strategic Investment Plans: People, Physical Infrastructure, Money
Rolling 5-year Outlook
Decision and Operating Models

Ongoing Feedback

- Activities Occurring Annually
- Activities Occurring Every 3-5 Years

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Implementation Tools

**Balanced Scorecard**

The Balanced Scorecard tool will be used to measure the overall organization health and performance in relation to established strategic goals and initiatives.

**Action Plan**

Assigning responsibility and tracking progress provides structure and accountability.

Also provides the opportunity to engage a team in the implementation.

**Handouts**
# Plan Implementation and Communication

<table>
<thead>
<tr>
<th>Communication Audience</th>
<th>Responsible Party</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOP Faculty and Staff</td>
<td>Barbara Stoll</td>
<td>Sept 2005</td>
</tr>
<tr>
<td>Tom Lawley, Dean, SOM</td>
<td>Barbara Stoll</td>
<td>Sept 2005</td>
</tr>
<tr>
<td>Michael Johns, CEO, WHSC</td>
<td>Barbara Stoll</td>
<td>Sept 2005</td>
</tr>
<tr>
<td>John Fox, President and CEO, EHC</td>
<td>Barbara Stoll</td>
<td>Sept 2005</td>
</tr>
<tr>
<td></td>
<td>Diane Cassels</td>
<td></td>
</tr>
<tr>
<td>Children’s Senior Leadership</td>
<td>Barbara Stoll</td>
<td>Oct 2005</td>
</tr>
<tr>
<td>Hughes Spalding Children’s Hospital Senior Leadership</td>
<td>Barbara Stoll</td>
<td>To be Determined</td>
</tr>
</tbody>
</table>
Outline

- Overview of Strategic Planning
- Strategic Plans at Emory
- The Planning Process – Department of Pediatrics
- Getting Ready for Implementation

Strategic Planning Resources

- Business Planning
- Data
- Certificate of Need
Where does a Business Plan fit?

Mission:
The organization’s fundamental reason for existence

Values:
The essential tenets of conduct for the organization

Mission:

Internal assessment
External environmental trends
Strengths/Weaknesses
Opportunities/Threats
Gap Analysis
Assessment of Constituents
Strategic Implications and Issues

Vision:

Stated end-point that is at least 10 years away and is an attainable stretch goal

Goals:

Defines the organization’s desired outcomes for a 3 to 5-year period that are required to achieve the long-term vision

Strategic Initiatives:

Roadmap for charting direction for the next 3 to 5 years
Integrated set of choices that positions an organization to achieve its vision
Initiatives grouped into programmatic and operational strategies
Creates material changes

Operating Plan:

A focused framework for implementing the strategic initiatives
Needs to be readjusted based on the changing environment and continually assessed against defined goals and measures

Business Plan:

A business plan details further the effort it will take to operationalize the strategic initiative.
Strategic Versus Business Plans

**Strategic Plan**
- Sets overall organizational future and direction
- Clarifies broad businesses will or will not be in
- Outlines, at a high level, resources required for implementation

**Business Plan**
- Answers a focused question (s)
- Details, at a micro level, the various resources required to implement the effort, along with the expected return on investment
- Usually heavily operational and financially driven
Elements of a Business Plan

1. Executive Summary
2. Business Objective and Link to Overall Strategic Initiatives
3. Goals
4. Profile of the Program/Business Initiative
5. Environmental Assessment
6. Clinical Care Model
7. Operations and Management
8. Research or Grant Plans for 3-5 Year Horizon
9. Education and Training Plans
10. Resource Needs Plan
11. Other Implementation Issues
12. Financial Projections
13. Risk Assessment
14. Implementation Steps and Timeline
The role of the Strategic Planning Office is to support the core purpose and vision of the WHSC by:

- Managing and maintaining the annual planning cycle for the WHSC, which includes plan information, communication, evaluation and plan updates.

- Coordinating strategic planning activity across the WHSC and ensuring linkages to University efforts.

- Facilitating and preparing business, strategic and financial plans for system priority academic and clinical programs and initiatives.

- Providing expertise in planning principles and disciplines.
Strategic Planning Office Functions

1. Completion of business and strategic plans, including the development of recommendations and implementation plans.
2. Develop key planning tools and educate the WHSC community on the use of tools.
3. Development of planning processes and work plans.
4. Evaluation of the environment and anticipation of new issues to be addressed by the WHSC.
6. Completion of benchmark studies.
7. Compilation and analysis of internal, market and financial data.
8. Coordination and monitoring of Certificate-of-Need (CoN) activities for the WHSC to include monitoring and communication of CoN activities in Georgia.
9. Coordination of the review of system-based surveys to ensure that the strategic objectives of the system are met.
10. Development of presentation materials leadership.
11. Facilitation of meetings.
12. Presentation of materials.
13. Coordination of efforts with EHC management teams and other EHC corporate offices.
Resources

- [http://ehcweb.eushc.org/departments/strategicplanning](http://ehcweb.eushc.org/departments/strategicplanning)
  (on EHC Intranet under departments)

- Resources include:
  - WHSC and EHC Vision and Strategic Plans
  - Frameworks and Templates and Data
  - Advisory Board membership
  - SG2 information
  - Certificate of Need and Ga Department of Community Health links
  - School of Medicine, WHSC and Emory University Data Sources
  - Staff contact information

- WHSC and Emory University web pages