

# Strategic Planning

## A PRACTICAL GUIDE FOR UNITS AND DEPARTMENTS



 **DALHOUSIE  
UNIVERSITY**  
*Inspiring Minds*  
*Faculty of Medicine*

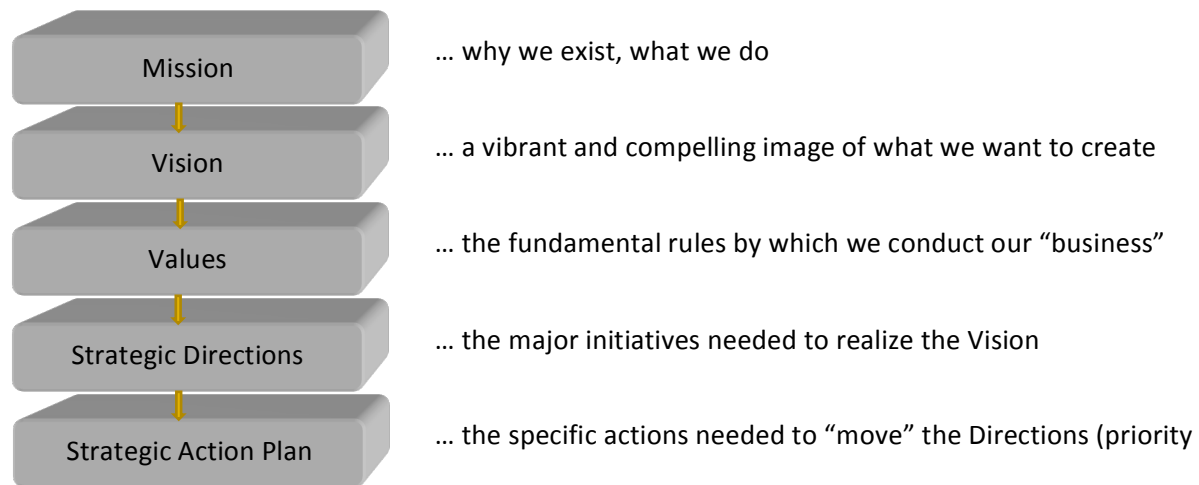
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## 1. What is strategic planning?

A strategic plan is a brief, clear and easily communicated statement which expresses where an organization wants to be in the future, and how it intends to get there. It reflects consensus, shared aspiration and faculty-wide priorities.

### Key dimensions of a strategic plan:



#### A strategic plan is not...

- a replacement for functional plans
- structured to deal with everything
- a long range plan
- detailed
- “fixed”

#### It...

- gives functional plans context and direction
- focuses on those requiring strategic intervention
- focuses on setting priorities for a specific time frame
- focuses on getting the basics right
- is a living document, can be refined as conditions change

### A simple strategic planning process...

#### Where are we now?

- What are we doing well? What are the challenges?

#### Where do we want to be?

- What are our emerging issues?

#### How do we get there?

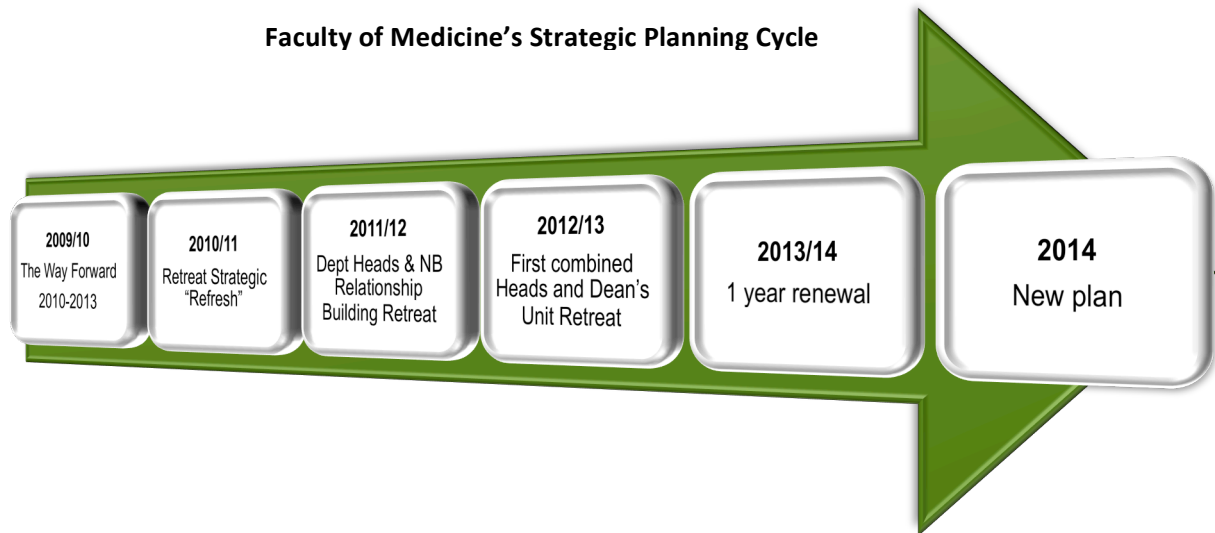
- What are our priorities? How can we accomplish our goals?

#### How are we doing?

- Annual monitoring – are we achieving our goals?

## 2. Strategic Planning at Faculty of Medicine – where are we?

*The Way Forward*, the Faculty of Medicine’s strategic plan, is conceived as a living document, the product of ongoing consultation and annual retreats in the Faculty of Medicine.




## 3. The Faculty of Medicine Strategic Plan: “The Way Forward 2010-13”

- 4 pillars



- Key priorities identified through retreats, brainstorming sessions, broad consultation
  - Provides foundation for department and unit planning



# FACULTY OF MEDICINE STRATEGIC PLAN “THE WAY FORWARD” 2010 - 2013

**MISSION:** Serving Maritime Canada, the Faculty of Medicine enables excellence in health care through our medical education and research programs in partnership with government, health authorities and health care providers

**VISION:** To be widely recognized as a national and international leader in medical education and research

**VALUES:** Integrity, accountability, social responsibility, evidence-based practices, collegiality, ethics, professionalism

## TACTICS & PRIORITIES

Educating Doctors and  
Researchers of the Future

Enhancing Patient Care and  
Population Health

Advancing an Innovative  
Research Agenda

Organizational, Operational & Fiscal Renewal

### LONG TERM VISION STATEMENTS

Best undergraduate medical education in North America • Medical school of the Maritimes – through integrated and distributed learning experiences • Double research funding • Best positive life-long learning and workplace experience • Attract the best learners and trainees

The Faculty of Medicine is committed to Dalhousie's Strategic Focus 2010-2013



# "THE WAY FORWARD" TACTICS & PRIORITIES

Updated: January 2012

## Educating Doctors and Researchers of the Future

- Successfully address all Undergraduate Medical Education (UGME) accreditation issues
- Continue roll out of renewed innovative UGME curriculum for clerkship years
- Continue launch of DMNB to include clerkship curriculum at all clinical teaching sites
- Advance regional and rural medical education mandate by building capacity and placing learners in Maritime communities to meet identified targets
- Align Postgraduate Medical Education (PGME) training (generalist and subspecialty) with provincial physician resource plans and national policies
- Introduce innovation in Continuing Medical Education (CME) for future practitioner needs
- Advance interprofessional health education (IPHE) opportunities and help plan new IPHE building
- Develop and enhance new strategies focused on needs of graduate and post doctoral students
- Introduce BSc in Medical Sciences Program
- Establish Chair in Medical Education to lead and advance the educational experience of our learners
- Enrich the student experience and student engagement (Dean's Student Lunches; programming for increased mentorship and career exposure)

## Enhancing Patient Care and Population Health

- Advance better health care and cost efficiencies by developing, implementing and evaluating strategies and delivery models along the primary quaternary care continuum
- Collaborate with community practitioners in distributed education and CME
- Participate in funding initiatives (e.g. AFP renewal) to enhance academic and patient care goals
- Advise public officials on physician resource planning and other health policy issues
- Integrate relationships with Maritime teaching hospital partners
- Establish new regional Chairs in:
  - Occupational Medicine
  - Addictions Medicine
- Apply program budgeting and marginal analysis
- Lead multi-million dollar applied research programs e.g. healthy aging, cancer prevention, environmental and occupational health
- Advance health policy research and health technology assessment

## Advancing an Innovative Research Agenda

- Build capacity to mount large, nationally competitive research initiatives
- Establish investigators network to apply for Strategy for Patient Oriented Research (SPOR) funds, linking clinical, basic science, health service and population health research across region
- Establish 10 CORE facilities to increase translational research and attract commercial ventures
- Pursue opportunities within new AFP model to advance translational research and create new supports for clinician researchers
- Establish bridge funding support strategy for Basic Science faculty and trainees
- Continue implementation of research space plan for Tupper and LSRI that unites scientific clusters and alliances
- Advance/integrate DMNB research strategy with:
  - 2 basic science tenure-track researchers
  - Expansion of research infrastructure
- Profile research innovation and excellence through roll out of research videos and profiles
- Establish mechanism to prioritize and coordinate basic science/clinical recruitment

## Organizational, Operational & Fiscal Renewal

### Organization and Operations

- Advance concept of Academic Health Sciences Network
- Develop outstanding human resources (Health at Work; ACHIEVE performance development; mentoring; faculty renewal and engagement; CAPR renewal)
- Promote profile and value of FoM through updated communications strategy, new media tools and web renewal
- Streamline key administrative processes and accountability mechanisms (departmental survey guidelines)
- Engage our communities (Dean's Medical School Advisory Board; complete community outreach inventory, consistent with our diversity and social accountability objectives)
- Strengthen partnerships with Dalhousie Medical Alumni Association; increase alumni engagement through CME
- Sustain and advance DMNB distributed program, research and functional relationships (as set out at the "2011 Heads Retreat in Moncton")
- Enhance technological and pedagogical approaches for distributed medical education (videoconferencing & webinar) across the medical education and research continuum
- Re-focus Division of Medical Education (DME) to build capacity across the educational continuum: UGME, PGME, CME

### Fiscal

- Complete the "Cost and Funding Working Group" and implement recommendations for stabilized FoM funding
- Continue to advance Bold Ambitions Campaign to meet established targets and establish \$10M endowment fund for student bursaries
- Continue implementation of best business practices /efficiency projects (Workflow Solutions; Priority Setting Project; Operational Surveys)
- Implement strategies to fill 10 undergrad medical seats



[http://strategicplan.medicine.dal.ca/documents/The\\_Way\\_Forward\\_2012.pdf](http://strategicplan.medicine.dal.ca/documents/The_Way_Forward_2012.pdf)

## Is the Faculty of Medicine's strategic plan working? Are we achieving our goals?

Through annual updates, the Faculty of Medicine is monitoring and recording our progress. We are pleased to report our achievements: <http://strategicplan.medicine.dal.ca/documents/Progress-Update-June2012.pdf>



#### 4. What is an environmental scan?

An environmental scan is the foundation of strategic planning. It is a systematic analysis of the external environment to better understand the current and emerging trends and drivers of change that will impact your organization.

At the Faculty of Medicine's Annual Retreat in October 2012, the following issues were identified. This environmental scan can be used by units and departments for their strategic planning exercises.

### Environmental Scan and Emerging Issues – October 2012 Retreat Round Table Summary

#### Educating Doctors and Researchers of the Future

- Impact and implementation of FMEC-postgrad and FMEC-undergrad
- Increasing focus on simulation learning at across UGME-PGME-CME continuum
- Growing trend and focus on competency-based education
- Responding to NS Physician Resource Plan and impact on UGME and PGME; future shifts in generalist/specialist balance
- Trend towards new models and approaches to interprofessional health education
- Need for expanded career counselling and employment opportunities for Basic Science graduates
- Understanding and addressing current generation of learners

#### Enhancing Patient Care and Population Health

- Impacts of changing demographics on FoM: aging population, urbanization, regional issues
- Momentum and advancing the renewal of AFPs
- Anticipated Hospital/DHA realignment activities (e.g., regional clinical plans)
- Trends re. privatization of health care

#### Advancing an Innovative Research Agenda

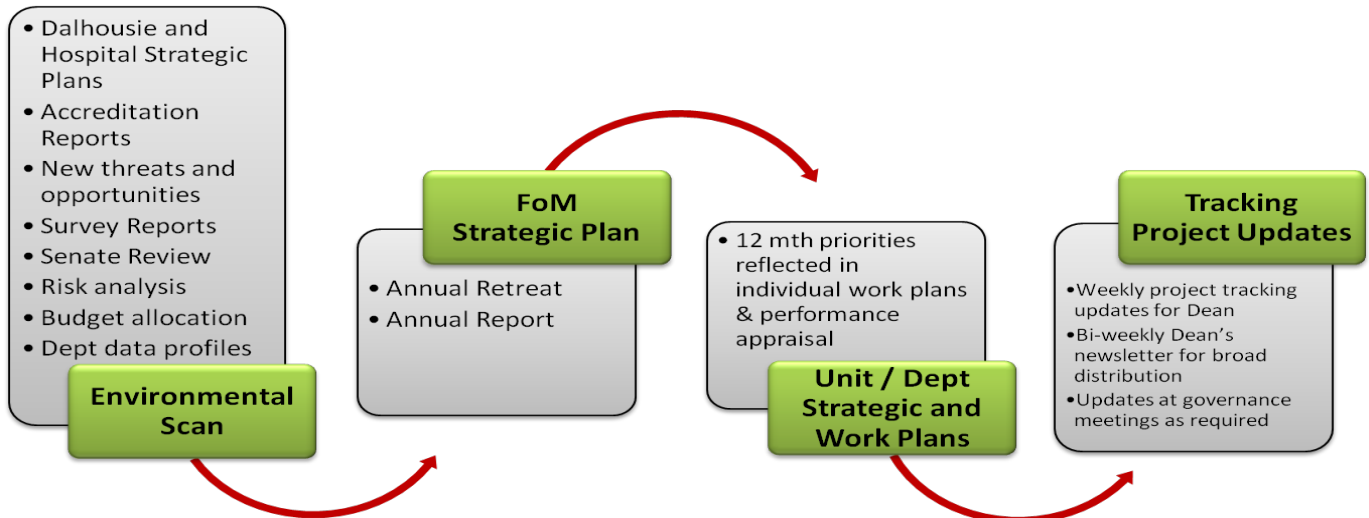
- Changing landscape on research funding; need to establish an institutional and faculty strategy for matching funds
- Current and future CIHR changes impact on FoM e.g., new policies and peer review process
- Opportunities to continue to build and enhance CORE facilities
- Continued focus on translational and patient oriented research
- Building faculty-wide capacity for large, collaborative multi-researcher grants
- Growing and expanding need for research data storage
- New CDHA/IWK integrated role VP Research and opportunities for research partnerships across FoM and the hospitals

#### Organizational, Operational & Fiscal Renewal

- Ongoing and continued need to establish a stable funding base
- Plan for successful renewal of DMNB contract
- Fiscal reality of the future and pressures to raise funds from non-governmental sources (e.g., "selling" UGME seats)
- Introduction of new / best practice tools e.g., risk management
- Building relationship and briefing incoming President in July 2013
- Planning for end of current Dean's term in 2014
- Building and enhancing the Academic Health Sciences Network
- Faculty Engagement strategies = a key success factor
- Challenges due to recruitment freeze for tenure track/retirement issues
- Upcoming provincial election / potential changes in political climate
- Workforce needs – e.g., healthy workplace
- Continued trends: public accountability, transparency, open communication
- Influence and consistency of technology (across all areas: education, research and admin)



## 5. Why do departments and units need strategic plans? How does it all fit together?

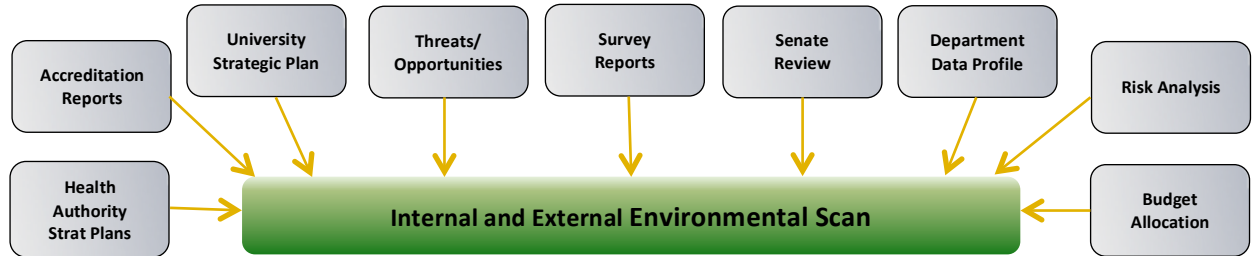




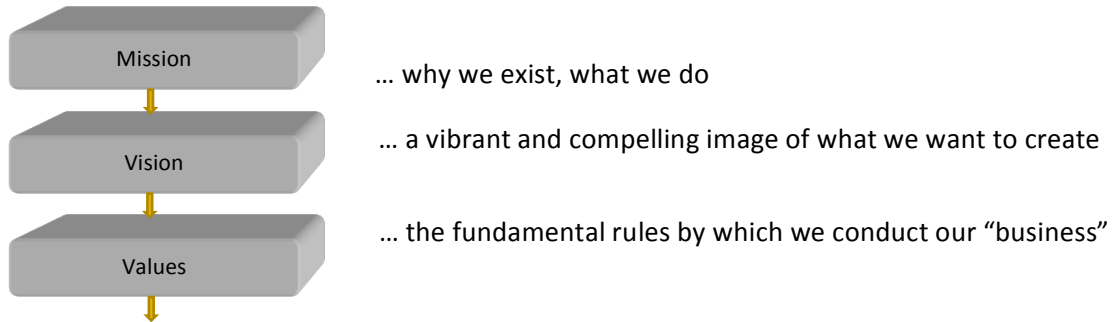
## 6. A 4-step guide to planning at the Departmental and Unit level

### Step 1: Scan

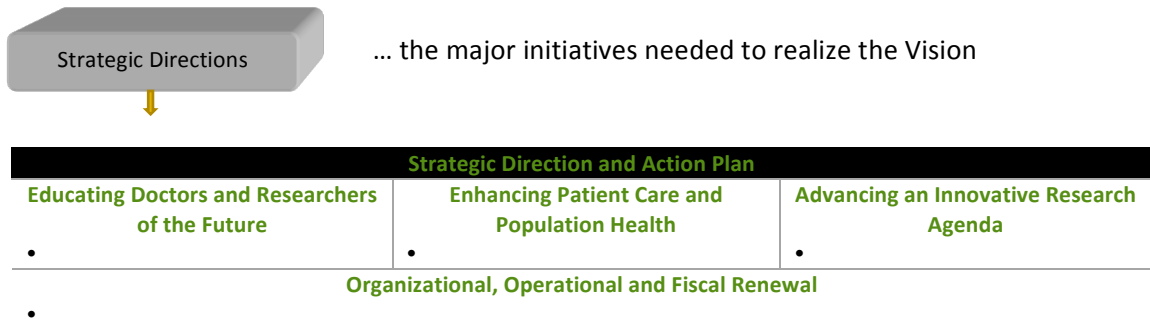
Assess the internal and external issues impacting your department or unit



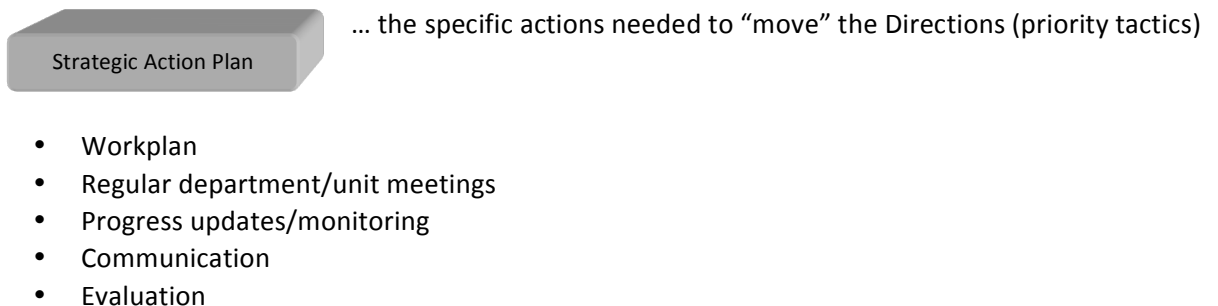
### Step 2: Envision



### Step 3: Plan



### Step 4: Implement



## 7. Considerations for Organizing a Strategic Planning Retreat

While some retreats focus on general dialogue and building a sense of organizational unity, an off-site retreat can also be an excellent mechanism for strategic planning. Some factors to consider in planning a strategic planning retreat:

- Establish the purpose of the retreat (develop criteria to determine if the retreat was successful)
- Working with a facilitator?
  - Facilitation services available through Dalhousie University (<https://www.dal.ca/dept/hr/employee-resources/employee-organizational-development/consulting-services.html> )
  - Contact FoM Operations and Policy Unit for planning advice and resources (Associate Dean, Director)
  - If using an external facilitator, seek skilled facilitator with planning expertise in academic sector
  - Facilitator should be aware of the Faculty's approach to planning (use the FoM template as the foundation document)
  - Note: it is difficult for a retreat participant to also act as a facilitator
- Where to hold the retreat?
  - Offsite retreats more conducive to teamwork; participants less likely to be interrupted and more likely to stay for the entire time
- Record keeping
  - Focus on recording the strategic plan and "actionable items" (vs. traditional minutes)
- Decide who will lead specific tactics and how progress will be monitored
  - Celebrate interim victories; use regular meetings to track strategic progress

## 8. Tips from successful planning initiatives

### Clinical Department: Psychiatry

- Decentralized clinical department – face-to-face consultation with entire department not feasible
- Combined face-to-face and cyber consultation
  - Department Head developed draft strategic plan, using the FoM template
  - Consulted with executive committee
  - Plan shared with constituent units (TOOL – email); feedback solicited and incorporated into final plan

### Basic Science Department: Pharmacology

- Utilized external facilitator to guide department through planning retreat
- Prior to retreat:
  - Head met with external facilitator to outline major topics/issues and to design agenda around strategic plan areas - Research, Undergraduate Teaching, Graduate Student and Post-doctoral Trainees, Organization and Fiscal renewal
- During retreat:
  - Overview of FoM and University strategic plan and process provided by Associate Dean, Operations and Policy to ensure alignment
  - Overview of the expected output from the meeting - determine the major strategic plan initiatives
  - Setting priorities for each strategic plan topic
  - Full faculty discussion for each agenda topic - small groups to tackle individual topics and report back
- Following retreat:
  - Facilitator to organize information gathered into a cohesive format that aligns with the University and FoM formats (1 pager)
  - Department Head will edit strategic plan
  - Implement strategic plan with a faculty or staff 'champion' for each major initiative to be undertaken

### Dean's Office Unit: Continuing Medical Education (CME)

- Relatively small unit, easier to consult face-to-face with members
- Reviewed "The Way Forward"
- Gathered feedback/evidence from variety of sources (literature review, accreditation, etc.)
- Consulted with stakeholder units
- In-house retreat, led by Associate Dean

## 9. Attachments/Links

One-page template (FoM)