

ABSTRACT: 2015 ELAM Institutional Action Project Poster Symposium

Project Title: *Executing a Strategic Plan: Establishing the Rhythm of Accountability*

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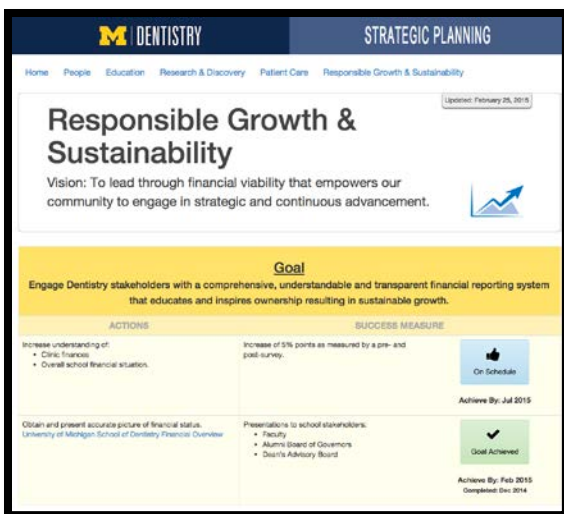
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Background, Challenge or Opportunity: The University of Michigan School of Dentistry (U-M SoD) is embedded in a premier research intensive university as well as in a thriving and dynamic academic health center. Excellence is expected in the generation of scientific knowledge, all educational programs, and all aspects of patient care. Concurrently, threats to our financial security make the goal of sustainability urgent. Our success as a leader in dentistry demands not only systems designed for organizational effectiveness, but loyalty and spirit amongst its stakeholders empowered to develop and contribute their innovation and creativity.

Purpose/Objectives: Launch and sustain *Michigan Dentistry*, the strategic plan of the University of Michigan School of Dentistry (U-M SoD), so that the U-M SoD community (students, staff, faculty and alumni) understands where the institution is headed, how well the school is doing in realizing its goals and how they can participate in achieving those goals.

Methods/Approach: To accomplish *Michigan Dentistry*, 5 domains have been identified (People, Research and Discovery, Education, Patient Care, and Responsibility Growth and Sustainability) and each is led by 2 or more stewards (a department chair and an associate dean). The stewards are responsible for defining the actions required to attain the goals, the timelines and the metrics that will measure success. A support team coordinates these activities, and creates and executes the communication plan (website and print materials). A governance process has been proposed to continually refine the strategic plan. Each year at a Faculty Advance (January) updates are presented and new Actions for achieving the schools' goals are generated by the faculty. A parallel Staff Advance will be held in May 2015. Parallel activities for students and alumni need to be planned and conducted.

Outcomes and Evaluation Strategy: Numerous and varied strategies are used to measure success. The actions required to accomplish a goal determines its success by defining a start and endpoint, as well as a date when the action needs to be accomplished. That is, "From X to Y by When," where "X" and "Y" are measurable outcomes and "When" is the deadline. A website scorecard summarizes ongoing progress and a yearly report summarizes yearly progress. More difficult to measure is the interest of the school's faculty, staff, students and alumni in helping to achieve the Strategic Plan. Currently, that is measured by faculty and staff participation in the respective Faculty and Staff Advance sessions as well as their involvement in the Actions required to achieve a goal.



BACKGROUND

The University of Michigan School of Dentistry (U-M SoD) is embedded in a premier research intensive university as well as in a thriving and dynamic academic health center. Excellence is expected in the generation of scientific knowledge, all educational programs, and all aspects of patient care. Concurrently, threats to our financial security make the goal of sustainability urgent. Our success as a leader in dentistry demands not only systems designed for organizational effectiveness, but loyalty and spirit amongst its stakeholders empowered to develop and contribute their innovation and creativity.

PURPOSE

Michigan Dentistry: Leading the Future is the U-M School of Dentistry Spring 2014 strategic plan. With the input of a multidisciplinary team of students, faculty and staff and the input of the the entire school community the plan lays out the vision of five domains required for long-term growth and vitality. These domains are: *People, Education, Research and Discovery, Patient Care, and Responsible Growth and Sustainability*. With this 'roadmap' our goals and processes will be continuous and adaptive. Based on regular feedback and data, we will modify our activities to attain these visions. The mission statement, core values and newly created visions serve as guiding principles for how we care for our patients, conduct our research, and train the next generation of leaders, scientists and clinicians. This plan will align our strengths, inform our business decisions, and guide where we will invest our energies and resources. This strategic plan will lead the U-M School of Dentistry into the future.

- The 2015 academic year was spent launching *Michigan Dentistry* by:
- (1) Forming the domains, their leadership and working methods,
 - (2) Defining the detailed work of each domain including Actions, Success Measures and timelines,
 - (3) Including the strategic planning process in the bylaws,
 - (4) Involving the schools' communities in executing the plan, and
 - (5) Initiating a variety of communication strategies.

METHODS

Domains

- 5 Domains, each led by 2 stewards (a dean and department chair)
- (1) People
 - (2) Education
 - (3) Research & Discovery
 - (4) Patient Care
 - (5) Responsible Growth & Sustainability

Leadership Retreat to Plan detailed domain work; followed by regular meetings to maintain momentum.



Actions, Success Measures & Timelines

Each domain describes the Actions required to meet their goals, how they will measure their success, and the timeframe for accomplishing it. That is, "From X to Y, by When."

Responsible Growth & Sustainability		Updated: February 25, 2015
<p>Vision: To lead through financial viability that empowers our community to engage in strategic and continuous advancement.</p>		
<p>Goal Engage Dentistry stakeholders with a comprehensive, understandable and transparent financial reporting system that educates and inspires ownership resulting in sustainable growth.</p>		
ACTIONS	SUCCESS MEASURE	
<p>Increase understanding of: • Clinic finances • Overall school financial situation.</p>	<p>90% of the key stakeholder groups demonstrate an improved understanding of the School's clinical and overall financial status as measured by pre- and post-surveys.</p>	<p>On Schedule Achieve By: Jul 2015</p>
<p>Obtain and present accurate picture of financial status. University of Michigan School of Dentistry Financial Overview</p>	<p>Presentations to school stakeholders: • Faculty • Alumni Board of Governors • Dean's Advisory Board</p>	<p>Goal Achieved Achieve By: Feb 2015 Completed: Dec 2014</p>

Governance

A revision to the bylaws has been proposed to put in place a process by strategic planning would become part of the school's governance process, thereby, making planning a continuous and adaptive process.



Community Involvement

Two Faculty Advances have been held. The first provided input into the Strategic Plan and the second helped to define the Actions and Success Measures needed to achieve the goals.



Presented at the 2015 ELAM® Leaders Forum.

Communication

Communication about *Michigan Dentistry* occurs through cards with the mission statement and core values, the website, a yearly brochure, digital signage and numerous presentations to various constituencies.



OUTCOMES

Numerous and varied strategies are used to measure success. The actions required to accomplish a goal determines its success by defining a start and endpoint, as well as a date when the action needs to be accomplished. That is, "From X to Y by When," where "X" and "Y" are measurable outcomes and "When" is the deadline. A website scorecard summarizes ongoing progress and a yearly report summarizes yearly progress. More difficult to measure is the interest of the school's faculty, staff, students and alumni in helping to achieve the Strategic Plan. Currently, that is measured by faculty and staff participation in the respective Faculty and Staff Advance sessions as well as their involvement in the Actions required to achieve a goal.

DISCUSSION

One year (FY 2014) was spent writing the plan. The next year (FY 2015) was spent launching the plan. The most challenging part of the launch has been guiding the stewards to set concrete Success Measures. This level of public accountability appears to trouble faculty. The next challenge is maintaining the "rhythm of accountability," so that the entire community stays engaged and committed to the plan and the continual improvement that occurs through the planning process.

SUMMARY

Next steps include a Staff Advance in which staff will commit to working on specific Actions with Success Measures and Timelines. A parallel event for students will follow. Work to maintain the "rhythm of accountability" will occur through yearly Faculty and Staff Advances, meetings every 4-6 weeks with the domain stewards, website updates and other communications methods. Consideration to including involvement in the Strategic Plan in Professional Development Plans is under consideration.