

ABSTRACT: 2016 ELAM Institutional Action Project Symposium

Project Title: Charting a Course to Better Health: A Medical School's Journey to Strategic Alignment

Name and Institution: Stephanie D Davis, Indiana University School of Medicine

Collaborators: Jay Hess (Dean), Stephen Bogdewic (Executive Vice Dean), Diane Iseminger (Chief of Staff), Melody Darnell (Project Coordinator)

Opportunity: Within the Indiana University (IU) Academic Healthcare System, leaders in the IU School of Medicine and IU Health have historically operated with a limited degree of alignment. With the changes in healthcare, organizational alignment and collaborative goal building has become a high priority. In order to strengthen collaboration and improve overall health within the state, the Enterprise (IU School of Medicine and IU Health) developed a common vision statement and ten year strategic goals.

Purpose: This project's **Purpose** is to **develop a mechanism** that will help align the 26 Departments within the School of Medicine **with the vision and goals** of the School, IU Health and the Enterprise and in doing so **establish a higher degree of departmental strategic thinking**. Once identified, these **Key Performance Indicators** will be incorporated into a web-based Strategic Alignment Tool (SAT) that will inform the Dean of successes and areas of need within each Department. The SAT will also indicate general alignment between the department, school, and Enterprise.

Approach: The **approach** to creating the SAT included the following: 1) A needs assessment was conducted to elucidate Departmental goals, define areas of strengths and needs, and identify alignments across the system. Departmental Annual Reviews provide an opportunity for Chairs to share their vision and strategic goals with the Dean and Executive Deans. These meetings highlighted specific challenges for overall alignment, including a "silo" leadership style among certain Chairs. Strategic goals defined by Chairs are incorporated into the SAT. 2) IU School of Medicine pillars were identified to establish metrics for the SAT that indicate the higher ambitions of the school and align with the Enterprise goals. The key school of medicine pillars fall into the categories of **clinical, research, education, faculty development and finance**. 3) Directors and Executive Associate Deans identified metrics that were quantifiable on a monthly, quarterly or annual basis. Two metrics were chosen by each Executive Associate Dean for the SAT. These metrics will populate a **dashboard** the Dean can use to assess outcomes within a department. 4) Chairs incorporate strategic goals and quantifiable metrics within the SAT (e.g. quantifiable metrics for clinical program building) 5) The SAT incorporating the IU School of Medicine pillars, key performance indicators for each pillar, strategic goals and alignment across the system is being built with the help of the Business Intelligence and Operational Performance group using Tableau software. 6) The Dean will pilot use of this SAT in April.

Outcomes and Evaluation Strategy: Through this SAT, the Dean has the ability to discuss strengths, focus on needs in a quantifiable manner and empower strategic thinking with the Departmental leaders. We have successfully created a tool that is now being implemented at the Chair level. Specific metrics within each pillar will be tracked to monitor outcomes. These key performance indicators will be used in conjunction with annual reviews and a metric driven compensation program to facilitate overall alignment of Departments with the Enterprise, as it strives to improve healthcare for the state.



Charting a Course to Better Health: A Medical School's Journey to Strategic Alignment

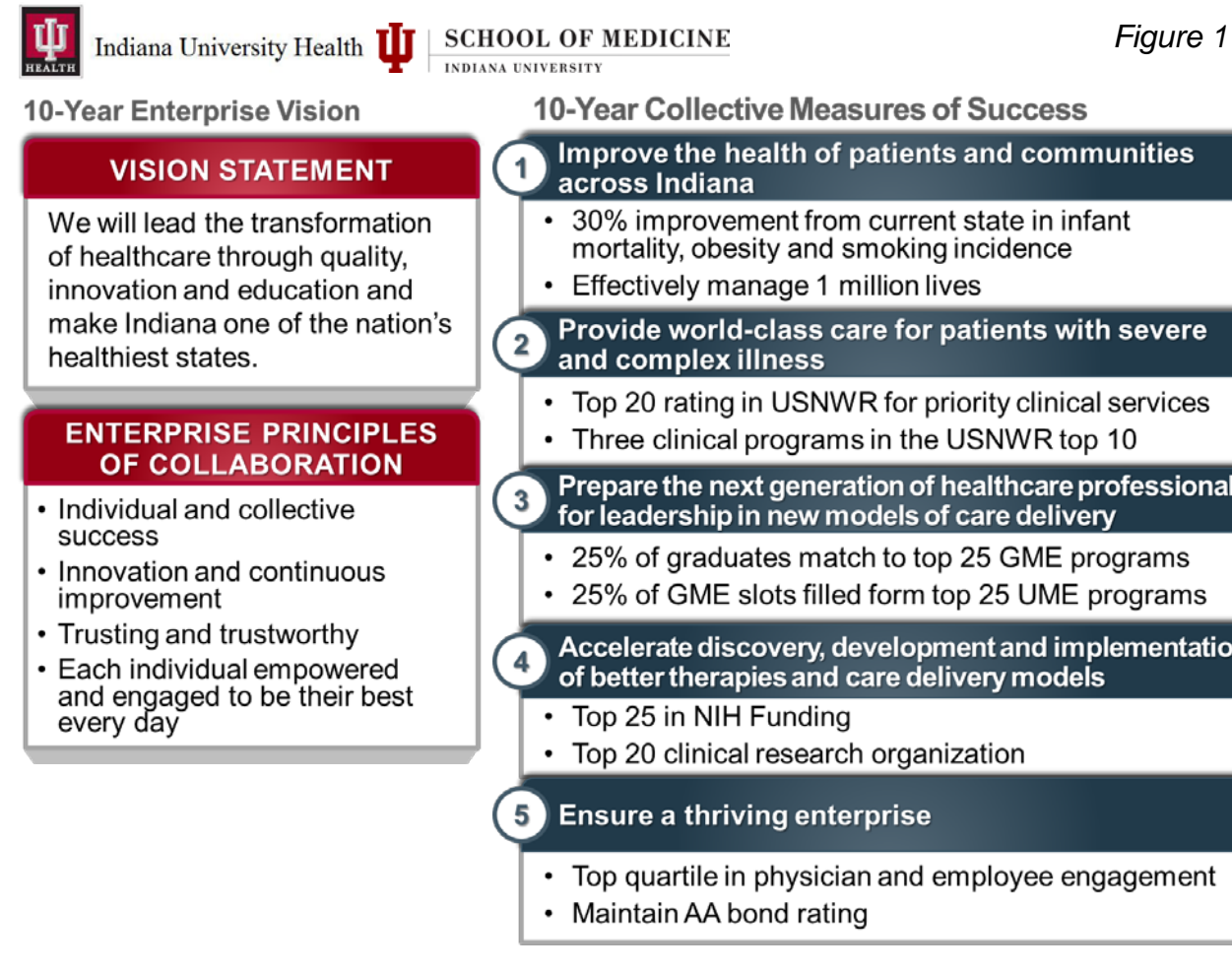
Stephanie Davis MD, Director Section of Pediatric Pulmonology, Allergy and Sleep Medicine, and Professor of Pediatrics, Riley Hospital for Children

Collaborators: Jay Hess, MD, PhD • Stephen Bogdewic, PhD, • Diane Iseminger, MA • Melody Darnall, BA • Ben Steckler, MS • Indiana University School of Medicine, Indiana

INDIANA UNIVERSITY
SCHOOL OF MEDICINE

OPPORTUNITY

- Historically, within the IU Academic Healthcare System, leaders in the IU School of Medicine (SOM) and IU Health have operated with limited alignment
- With changes in healthcare, organizational alignment and collaborative goal building become high priority.
- To strengthen collaboration and improve overall health within Indiana, the Enterprise (IU SOM and IU Health) developed a common vision statement and ten year strategic goals (Figure 1).

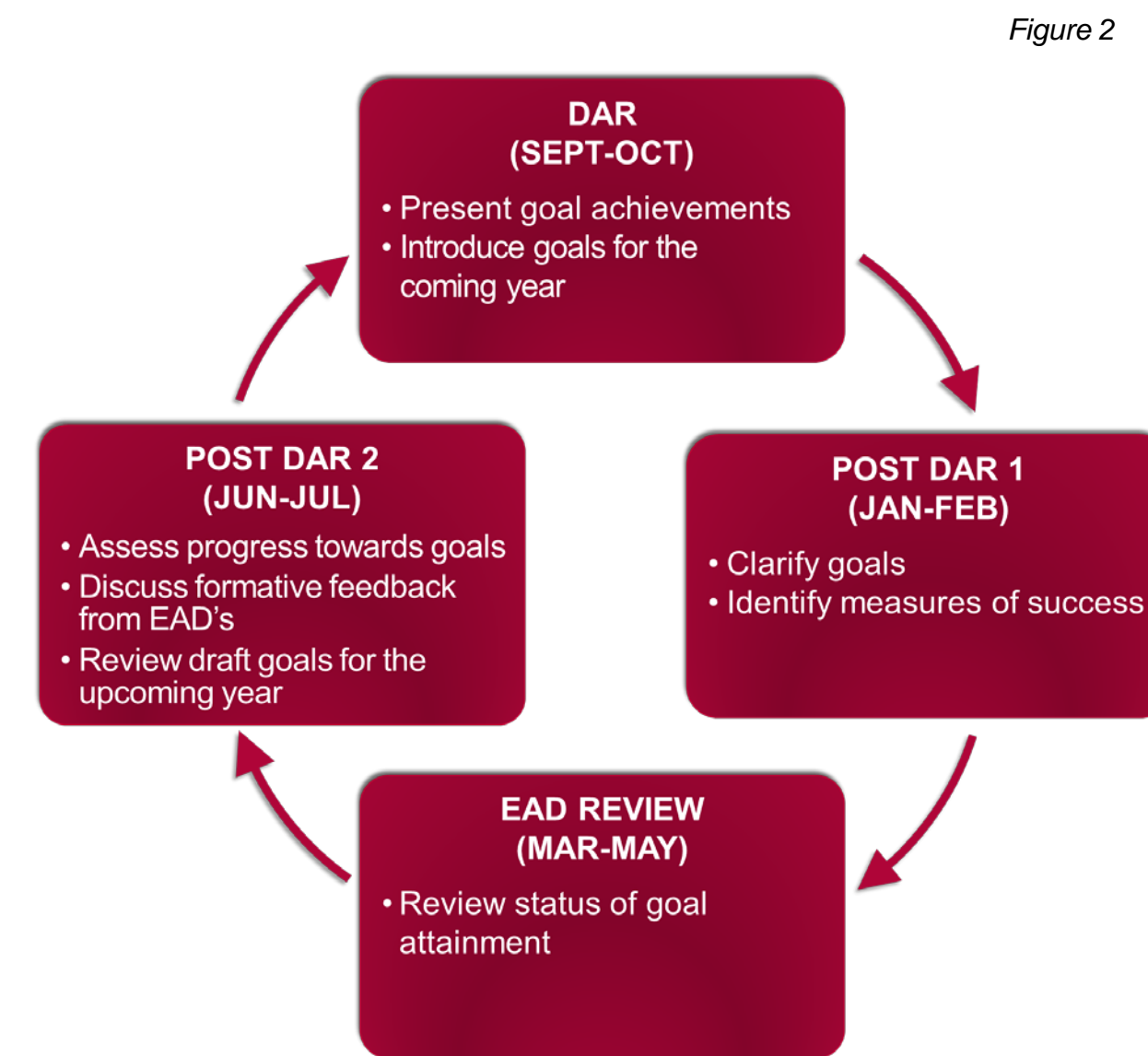


PURPOSE

- To develop a mechanism that will align the 26 Departments within the School of Medicine with the vision and goals of the School, IU Health and the Enterprise and in doing so establish a higher degree of departmental strategic thinking.
- Key Performance Indicators will be incorporated into a web-based Strategic Alignment Tool (SAT) that will inform the Dean and Executive Associate Deans (EAD) of successes and areas of need within each Department.
- The SAT will indicate general alignment between the department, school, and Enterprise goals.

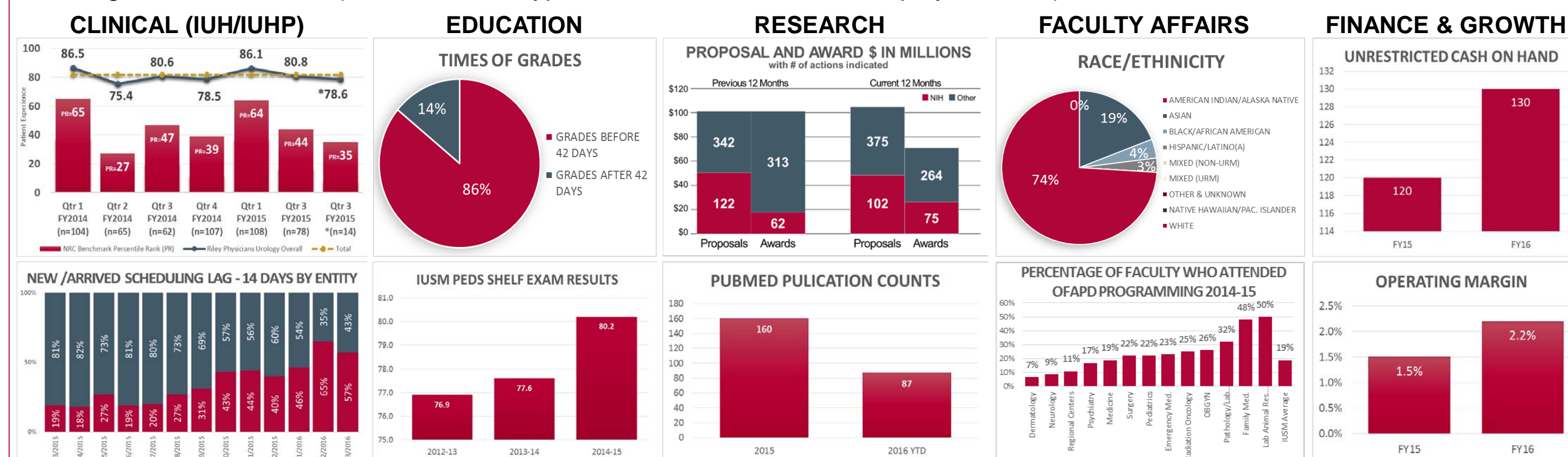
APPROACH

- A needs assessment was conducted through Departmental Annual Reviews (DARs) to elucidate goals, define areas of strength/ needs, and identify alignments across the system.
- IU SOM pillars were chosen to establish metrics that indicate higher ambitions of the school and align with Enterprise goals. Key IU SOM pillars fall into the categories of clinical, research, education, faculty development and finance.
- Directors and Executive Associate Deans identified metrics that are quantifiable on a monthly, quarterly or annual basis. Two metrics were chosen by each Executive Associate Dean for the SAT. Metrics will populate a dashboard the Dean and Executive Associate Deans can use to assess outcomes within a department.
- Chairs incorporate strategic goals and quantifiable metrics into the SAT
- The SAT incorporating the IU SOM pillars, key performance indicators for each pillar, strategic goals and alignment across the system is being built with the help of the Business Intelligence and Operational Performance Group.
- The Dean and Executive Associate Deans will pilot use of the SAT in April.
- Post-DAR meetings throughout the year address progress (Figure 2)



OUTCOMES

Through this SAT, the Dean has the ability to discuss strengths, focus on needs in a quantifiable manner and empower strategic thinking with the leaders. (Outcomes are hyperlinked to the dashboard displayed below).



Dashboard

GOALS	IUSM GOAL ALIGNMENT	ENTERPRISE GOAL ALIGNMENT	STATUS	TACTICS	MEASURES OF SUCCESS	COLLABORATION OPPORTUNITIES	COMMENTS
LONG TERM VISION							
Improve the health of children in the state of Indiana							
EAD REVIEW							
CLINICAL OPERATIONS							
EDUCATION							
Improve Student Education	Train professionals who will lead the transformation of healthcare	Prepare next generation of learners	On Track	Provide departmental support to LCME self-study	15 faculty participate, 4 as committee co-chairs	CO/LCME team	

DISCUSSION

- We have successfully created a tool that is now being implemented at the Chair level.
- Specific metrics within each pillar will be tracked to monitor outcomes.
- These key performance indicators will be used in conjunction with annual reviews and a metric driven compensation program to facilitate overall alignment of Departments with the Enterprise, as it strives to improve healthcare for the state

NEXT STEPS

- Outcomes will be tracked using the SAT to assess improved Departmental metrics
- The Dean and Executive Associate Deans will pilot use of the SAT with the 26 departments over the next six months
- Strategic alignment with the Enterprise will be evaluated in detail at the Fall 2016 DAR meetings
- A compensation system will be developed for Departments that reach their goals and improve strategic alignment