



Culture Eats Strategy for Breakfast: Pre-Strategic Planning at an NCI-Designated Comprehensive Cancer Center

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PROBLEM

➤ The University of Arizona Cancer Center (UAZCC) is under existential threat due to:

- Recent UAACC leadership turnover
- Misaligned relationship with UA senior leadership
 - Exclusion from UA Health Sciences 2018-2019 strategic planning process
 - No interim budget
- Misaligned relationship with our academic medical partner
 - Proposal to rebrand all clinical services with the name of another cancer center
- Decreased engagement by membership
 - Decreased intra- and inter-programmatic grants and publications

PURPOSE

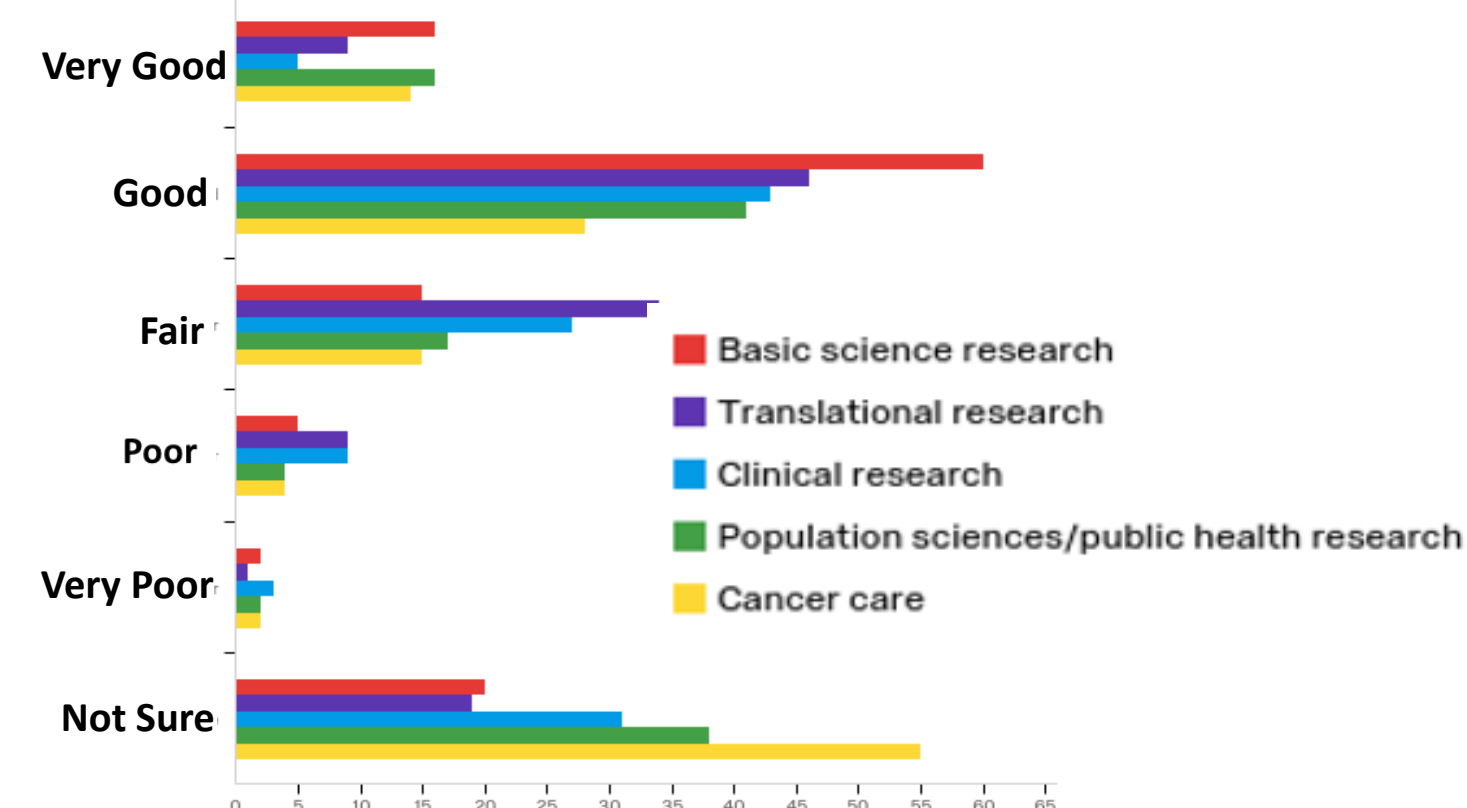
➤ To involve multiple stakeholders, including UAACC leadership and members as well as leadership from the National Cancer Institute (NCI), UA, and Banner Health, in a self study and interim strategic planning process in order to:

- Raise the visibility and underscore the accomplishments of UAACC
- Integrate the mission and strategy of UAACC with the mission and strategy of our University and academic health partner
- Re-engage members in team science
- Prepare a transformational strategy for the recruitment of a new cancer center director and the renewal of our cancer center support grant (CCSG)

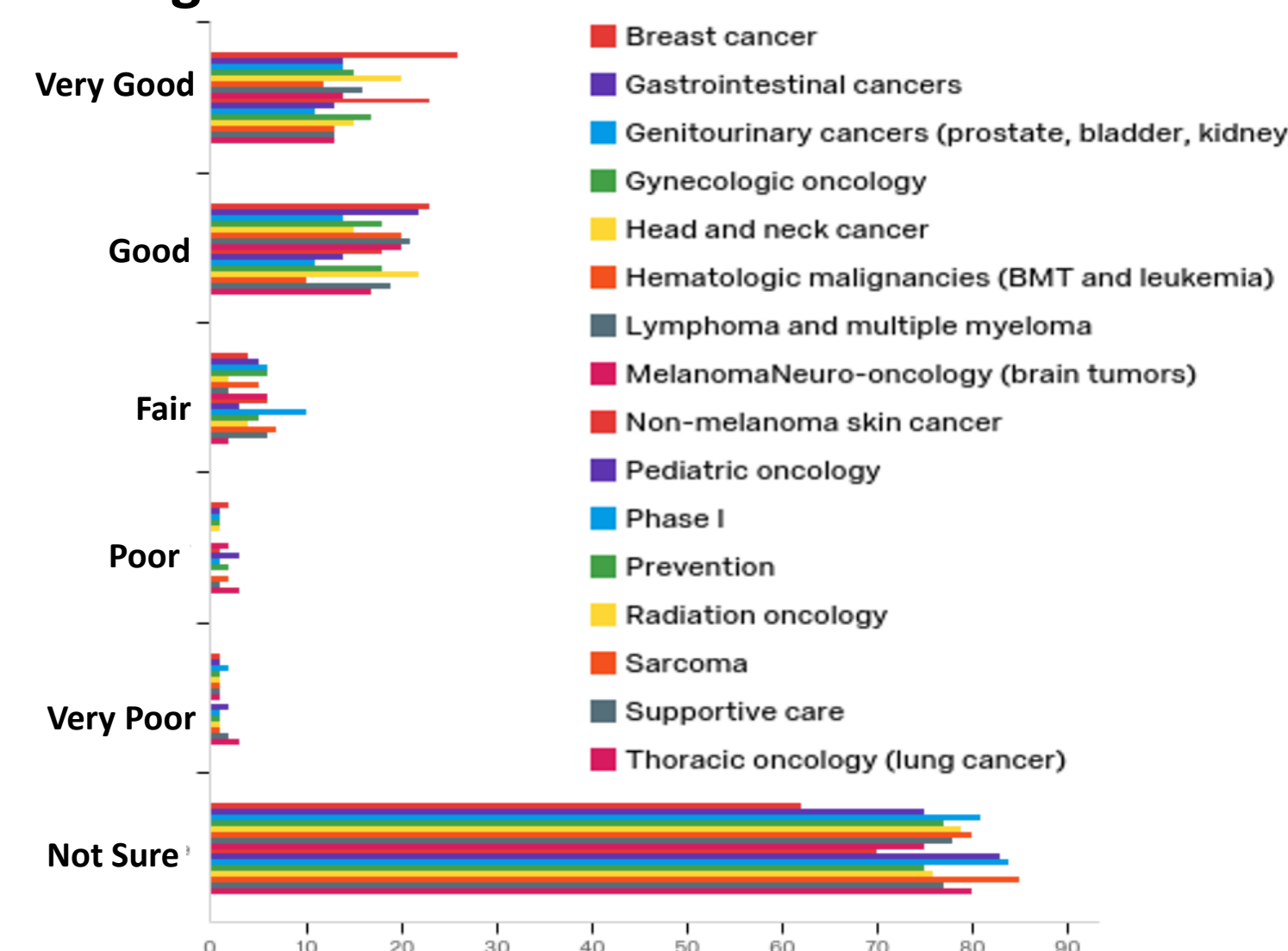
OUTCOMES

Becoming Visible to Ourselves

Strength in Cancer Research



Strength in Cancer Care



WHO WE THINK WE ARE

- “GOOD” in Basic, Clinical, and Population Research
- “NOT SURE” of strengths in Cancer Care
- “SOMEWHAT SATISFIED” with Shared Resources
- PILOT FUNDS & GRANT WRITING top requests
- Leadership MAY have a clear VISION for UAACC

Re-Engagement: Team Science Retreat

4 Focus Groups Aligned with UAACC Strategic Plan

- Precision Health and Drug Discovery for All
- Fundamental Tumor Biology
- Precision Immunotherapy & Immunoprevention
- Innovation Powerhouse
- UAACC Funded Team Science RFA: July 2020

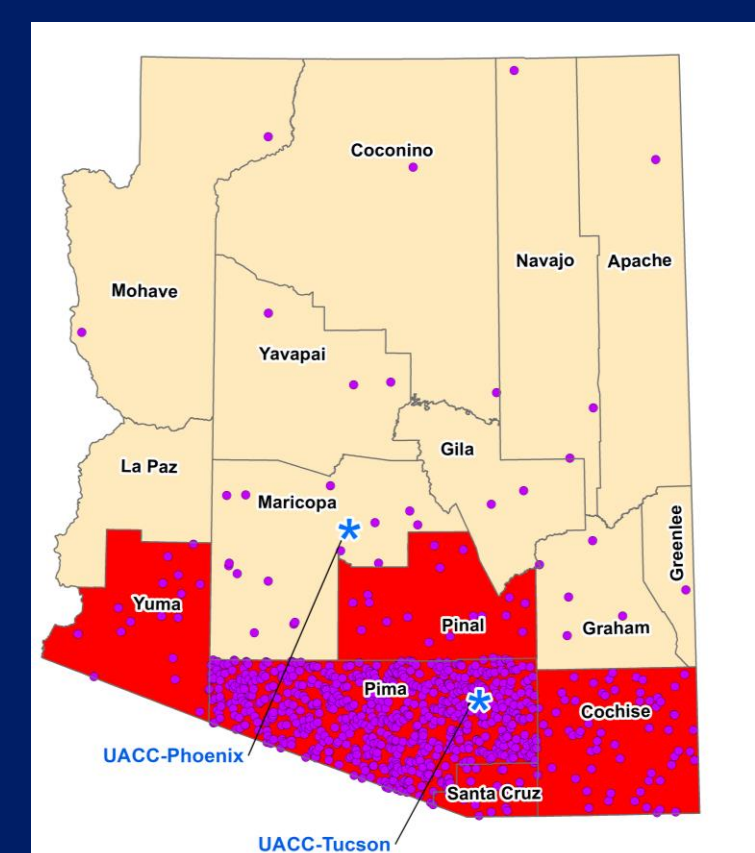
Becoming Visible to Our Stakeholders

WHO THEY THINK WE ARE (UAZ and State Leaders)

- Greatest Strengths
 - Faculty (especially junior faculty)
 - Multidisciplinary collaborations
 - Cancer prevention and control
 - Current leadership: ability and willingness to grow
- Greatest Weaknesses
 - Inward facing
 - Leadership and faculty turnover
 - Lack of engagement with faculty and students
 - Lack of alignment with clinical partners
 - Lack of marketing/branding

WHO THEY THINK WE ARE (NCI)

- UAACC is critical to the portfolio of the NCI
- Full cost extension
- Local outcomes: Investment by UA in our future; advocacy by UA leadership to Banner



Successful Cancer Center Director Search



Dr. Joann Sweasy Named Director of University of Arizona Cancer Center

I am pleased to announce that Joann Sweasy, PhD, has been named director of the University of Arizona Cancer Center, and the inaugural holder of the Nancy C. and Craig M. Berge Endowed Chair for the Director of the Cancer Center. For the past nine months, Dr. Sweasy has demonstrated exceptional leadership as the interim director for the center.



As director, Dr. Sweasy will set the vision, priorities

METHODS

➤ UAACC Self Study (Acting Director and Deputy Director)

- Membership survey
- Stakeholder interviews (UA Deans/Center Directors, Banner Executives, State Senator)

➤ NCI Trip (UAACC Acting Director, Deputy Director, AD of Administration; UA President, Assoc SVP of Health Sciences)

- Consult on strategies for CCSG renewal, including catchment and impact areas, academic medical partner, clinical research

➤ Team Science Retreat

- Present State of the Center to membership
- Define 4 focus groups aligned with UAACC strategic plan → team science initiatives
- Team science RFA

➤ Cancer Center Director Search Committee

- Includes Acting Director, Deputy Director

SUMMARY

- Effective strategic planning requires a culture of engagement and institutional investment: when under threat, “pre-strategic planning” is needed
- The actions of self study, stakeholder interviews, and NCI consultation raised both internal and external visibility
- The team science retreat purposefully aligned UAACC initiatives with the UAACC strategic plan; this process shaped priorities for institutional investment (funded RFA and Director’s package)
- Future directions: SWOT analyses across cancer center programs and offices; formal strategic planning; CCSG preparation