

# **STRATEGIC PLANNING APPROACH**

## **UBC DEPARTMENT OF MEDICINE**



## PROJECT OVERVIEW – DEPARTMENT OF MEDICINE’S STRATEGIC PLAN

### Key Drivers:

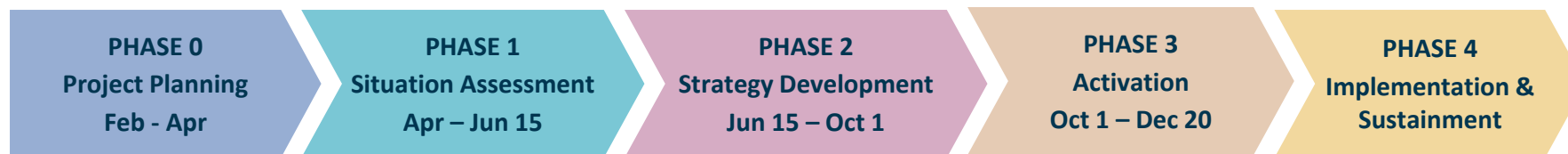
- Recurring deficit over the past 5 Years has limited the Department’s resource capacity (e.g. faculty renewals is an issue and there is an inconsistent level of admin support).
- Need to strengthen engagement and connections with clinical faculty and distributed sites
- New Leadership – need to set an unified direction



### Desired Outcomes:

- Support the operationalization of the Faculty of Medicine’s Strategic Plan within the Department
- Improved integration among internal and external stakeholders to become an effective learning health system
- Improved relationships among key stakeholders, want stakeholders to feel connected
- Fulfillment of social accountability (EDI, ISP)
- Alignment of DoM’s strategic priorities with future budget asks
- Achieve more stability

# PLANNING PROCESS, TIMELINE AND PROPOSED ENGAGEMENT



<b>Plan Outputs</b>	<ul style="list-style-type: none"> <li>Stakeholder engagement plan &amp; tools (e.g. survey, website)</li> <li>Project Plan</li> <li>Working group membership</li> </ul>	<ul style="list-style-type: none"> <li>Peer scan results</li> <li>Insights from relevant department artifacts and research</li> <li>SWOT</li> </ul>	<ul style="list-style-type: none"> <li>Draft strategic framework (mission, vision, values, operating principles goals and metrics) integrated with Division's and University's priorities</li> </ul>	<ul style="list-style-type: none"> <li>Finalized strategic framework</li> <li>Prioritization of goals</li> <li>Actions supporting goals</li> <li>Plan narrative, communication and implementation tools</li> </ul>	<ul style="list-style-type: none"> <li>Year 1 action plan with clear deliverables and accountabilities</li> <li>Measurement plan</li> <li>Launch of plan and messaging</li> <li>Annual reprioritization</li> </ul>
<b>Engagement Tools</b>	<ul style="list-style-type: none"> <li>Website page - updated planning process, timeline, upcoming events</li> <li>Surveys - launched through email and website</li> <li>Town hall sessions at Distributed Sites</li> </ul>	<ul style="list-style-type: none"> <li>Targeted interviews with FOM leadership and key external partners</li> <li>Learners Town Hall</li> </ul>	<ul style="list-style-type: none"> <li>Faculty, staff and learner town halls soliciting input on draft strategic framework</li> <li>Website page - updated to solicit broad feedback on draft strategic framework</li> <li>In-person validation with Advisory Committee, FOM leadership and other key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Faculty, staff and learner town halls/retreat to validate components of strategic framework</li> <li>Road shows for validation and information sharing</li> <li>In-person validation with Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>Website page - updated with strategic plan and launch communication</li> <li>Broad communication/ validation of strategic plan (e.g. Road shows, email, Faculty meetings, etc.)</li> </ul>

\* Stakeholder Validation Taking Place Throughout the Project

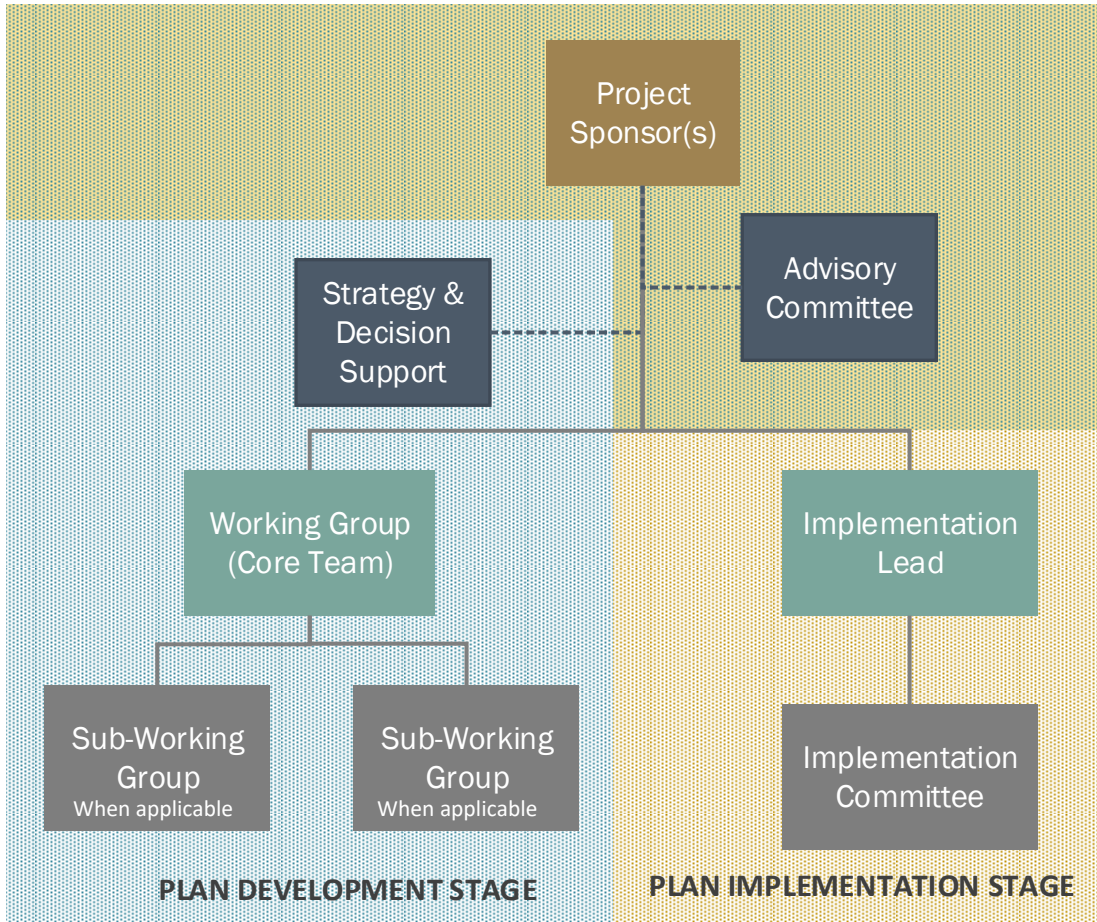
# STRATEGIC PLAN FRAMEWORK AND COMPONENTS

★ Priority for year 1 implementation



Vision, Mission and Values			
Core Areas	Core Area 1	Core Area 2	Core Area 3
<b>Success Statements</b> What does success look like?	Success Statement written as a mini vision statement of the long-term desired change	Success Statement written as a mini vision statement of the long-term desired change	Success Statement written as a mini vision statement of the long-term desired change
<b>Goals &amp; Actions</b> What are the goals supporting each core area?  What are the actions supporting each goal?	★ Goal 1 Action 1 Action 2  Goal 2 Action 1 Action 2	Goal 1 Action 1 Action 2  ★ Goal 2 Action 1 Action 2	★ Goal 1 Action 1 Action 2  ★ Goal 2 Action 1 Action 2
<b>Metrics</b> How do we measure success for each core area?	← <b>Operating Principles</b> → Metrics	Metrics	Metrics

# PROJECT STRUCTURE



- The Project Sponsor (Anita Palepu) provides strategic direction and context, approves project plan, signs off on deliverables, and makes decisions during inflection points
- The Strategy & Decision Support team provides direction, advising, facilitation support and seeks alignment with UBC-wide strategic plans
- Implementation committee will be in place during the plan implementation stage
- Various stakeholders are involved during the development and validation of the plan



Note: refer to the following two slides for further information on the Advisory Committee and Working Group.

## ADVISORY COMMITTEE ROLE AND MEMBERSHIP

**Advisory role:** feedback, directional input, alignment with UBC-wide priorities, validation

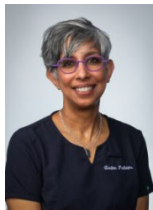
### Members:

- Dr. Anita Palepu, Department Head & Program Director of the Clinical Investigator Program
- Dr. Andrea Townson, Associate Head Education
- Dr. Teresa Tsang, Associate Head Research
- Division Heads (18)
- Dr. Tricia Tang, Program Director, Experimental Medicine Program
- Dr. J. Mark Roberts, Program Director, Postgraduate Education Program
- Dr. Harpinder Nagi, Program Director, Undergraduate Education Program
- Dr. Kevin Eva, Program Director, Educational Research & Scholarship
- Dr. Sharlene Gill, Program Director, Faculty Mentorship Program
- Dr. Wee-Shian Chan, Hospital Department Head, BC Women's Hospital
- Dr. Gerald da Roza & Dr. Mark Ballard, Hospital Department Head, Royal Columbian Hospital
- Dr. Ken Gin, Hospital Department Head, Vancouver Acute
- Dr. Emily Lai, Clinical Faculty Representatives Committee (Chair)
- Dr. Laura Farrell, Island Medical Program Distributed Site Representative
- Dr. Sharla Rae Olson, Northern Medical Program Distributed Site Representative
- Dr. Jasmine Kerr, Southern Medical Program Distributed Site Representative
- Donna Combs, Administrative Coordinator to the Head
- Delaram Behnami, Research Manager
- Amanda Milord, HR Manager
- Kathy Standeven, Sr. Education Manager
- Sharon Duguid, Associate Director, Finance (FOM)

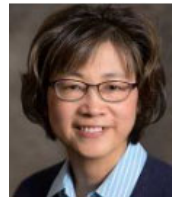


## WORKING GROUP (WG) ROLE AND MEMBERSHIP

**WG Role:** Responsible for carrying out the development of the strategic plan with support from the Project Sponsor. Acts as a channel for information sharing between WG and their respective groups.



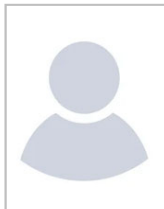
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Head, Department of  
Medicine  
Project Sponsor*



*Teresa Tsang  
Associate Head, Research*



*Andrea Townson  
Associate Head, Education*



*Donna Combs  
Administrative Coordinator  
to the Department Head*



*Delaram Behnami  
Manager, Research*



*Kathy Standeven  
Senior Manager, Education*



*Lesley Charter-Smith  
Director, Strategy & Decision  
Support (SDS)  
Facilitator*



*Margarita Fullerton  
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