



Geisinger
Commonwealth
School of Medicine

Strategic Planning:

Making Sense of Where We *Were*, Where We *Are* & Where We *Are Going*

October 18, 2018

Faculty Council



**What does
Star Trek
have to do
with
Strategic Planning?**





TCMC
Strategic Planning
2015 – 2016

*The Beginning of our 1-
year Plans*

3 Parts of Planning & Organizational Capacity Building

All inclusive, comprehensive Strategic Planning

1. *Operational & Strategic Planning*
 - Office, Department & Divisional Planning
 - Support VPs in development of SWOT, key performance indicators, and assessment
 - Institutional Effectiveness – complete the rubric annually
2. *Strategic Initiatives* – Cross divisional teams
 - *Initiatives generated through discussion and endorsed by President's Cabinet*
3. *Professional Development* – use planning as an educational platform in GCSOM Leadership Development Program (idea in development)
 - Get involved, take ownership, share purpose
 - Enhance leadership, followership, organizational and communication skills
 - Understand the industries we straddle healthcare, insurance and higher education (teaching & research)

Definition of Terms

- **Mission** a statement defining an organization's function...why it exists...its reason for being
- **Philosophy** (or Purpose at Geisinger) – our guidepost for how and why we do things
- **Values** (or Pillars at Geisinger) – our principles and standards; the characteristics that matter most
- **Vision** (or strategic intent) – a detailed description of a desired future
- **Strategy** our plan for operation - - - how we will get there (*Strategy Diamond*)
- **Tactics** short-term “moves” and actions that lead to progress toward results (sometimes referred to as strategic initiatives)
- **Goals** statements of outcomes that are specific, measurable, actionable, realistic, timely: stepping stones to a vision (*KPI's*)
- **Milestones** achieved upon completion of several related goals; marker of achievement and progress

Mission – GCSOM

Geisinger Commonwealth School of Medicine educates aspiring physicians and scientists to serve society using a community-based, patient-centered, interprofessional and evidence-based model of education that is committed to inclusion, promotes discovery and uses innovative techniques.

- ✓ **MISSION is a sentence defining an organization's function...why it exists...its reason for being.**
- ✓ **Does our mission statement need to evolve?**

Purpose – Geisinger System

Everything we do is about caring for our patients, our members, our students, our Geisinger family and our communities.

Founded more than 100 years ago by Abigail Geisinger for her central Pennsylvania community, Geisinger has expanded and evolved to meet regional needs and has developed innovative, national programs in the process.

What is the Action Related to Our Mission Statement

We
Educate
the Healthcare Workforce and Teams
of
the Future.

Vision
...or Strategic Intent
(an evolution and work in progress...)

Leveraging the strengths of Geisinger in genomics,
informatics and population health...

We will develop the educational programs and learning
venues that
Are regionally engaged and nationally relevant models for
the future of healthcare education and community
wellbeing

- *L*earning – We share our knowledge with the best and the brightest to better prepare the caregivers for tomorrow.
- *I*nnovation – We constantly seek new and better ways to care for our patients, our members, our students, our communities and the nation.
- *K*indness – We strive to treat everyone as we would hope to be treated ourselves.
- *E*xcellence – We treasure our colleagues who humbly strive for excellence.

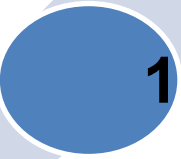
Where are We Now?



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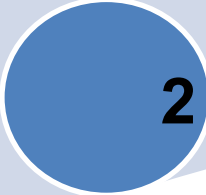
GCSOM – Regionally Engaged Nationally Relevant

Where Are We Now?



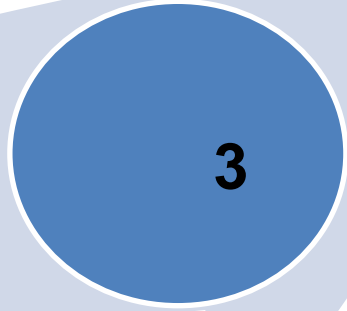
TCMC Start-Up Mode

- Founding of the school
- Recruiting founding Team
- Degree Development
- Construction



Transitions & Operational Stability

- Securing accreditation
- Structures & repeatability – building institutional capacity
- Expanding program size
- Students coming home?
- Preparing for Change – Integration as a Process

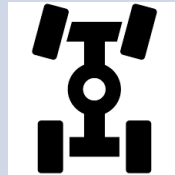


- Leveraging Geisinger Strengths
- Expanding institutional partnerships
- Creating the future of healthcare, the healthcare workforce and the teams

Strategic Planning: 3+ – Year View

2015 – 2016

Year of Alignment



2016 – 2017

Year of Structure



2017 – 2018

A Year of Change



2018 – 2019

A Year of Formation



- Transition to 1-year planning cycles
- Alignment of planning activities: budget, employee review, goals
- Cabinet shared goals
- State of College bound and presented
- Risk Assessment - PwC
- 1st Planning Retreat with Grigsby (AAMC)
- Strategy Rubric
- OIRPE Created
- KPI's 1st Draft
- CMA outlined
- Institutional Effectiveness Rubric
- SWOT Analysis
- Risk Assessment - PwC
- Ongoing support and coaching with Grigsby
- **Integration to Geisinger**
- Continuation of 1-year plans
- *Begin* adoption of Geisinger processes
- Solutions Committee
- Ongoing support and coaching with Grigsby
- Continued transition to Geisinger systems
- Alignment to Geisinger System Planning timeline and template
- Creation of GCSOM 3-year plan
- Ongoing support and coaching with Grigsby

Milestones: 3+ – Year View

2015 – 2016

Year of Alignment

2016 – 2017

Year of Structure

2017 – 2018

A Year of Change

2018 – 2019

A Year of Formation

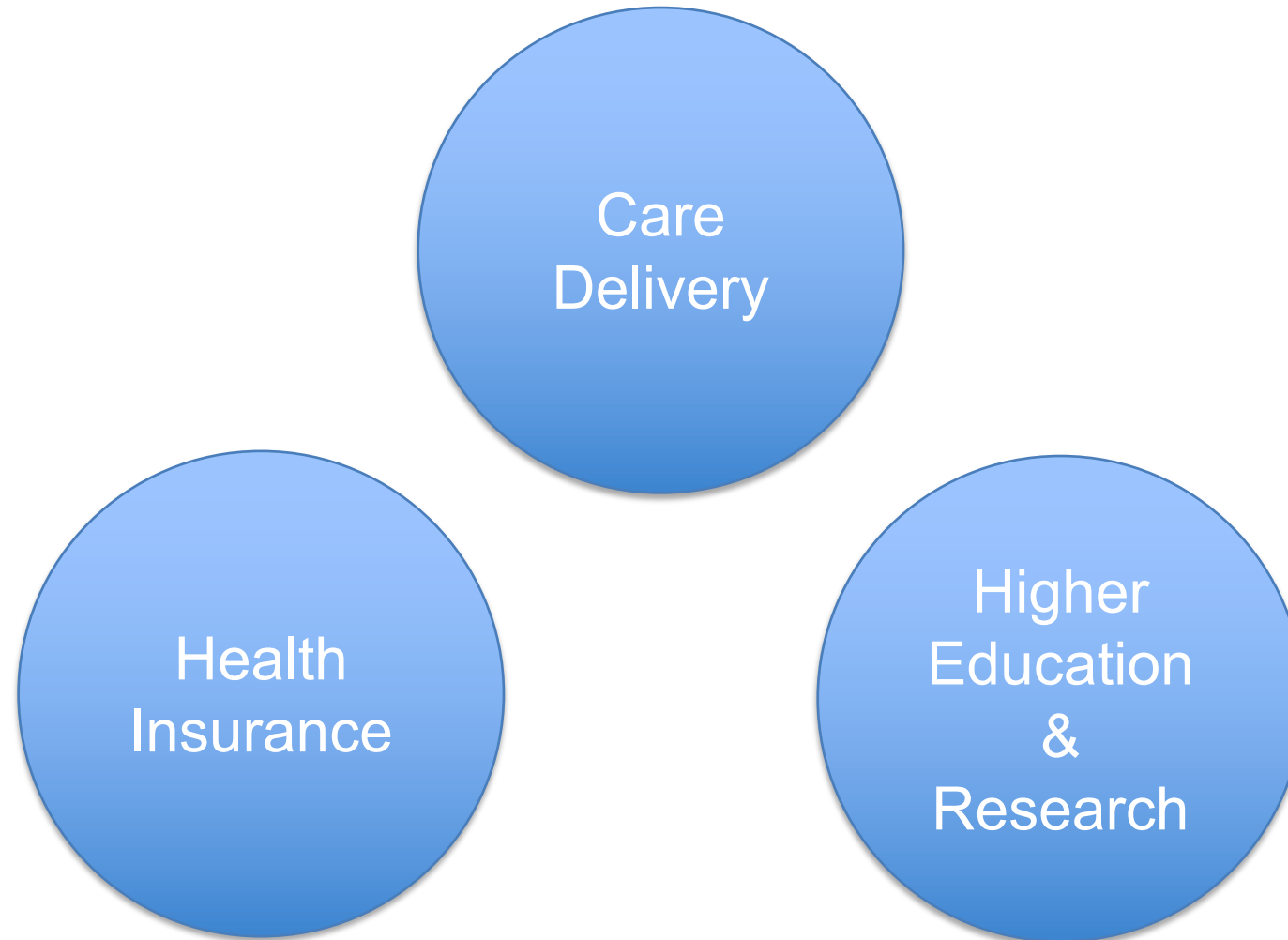
Points of Pride: From TCMC to GCSOM

- Update report submitted to MSCHE
- Partners explored; CIN ruled out
- Guthrie Campus
- 65M Econ Impact
- WB Office at King's-on-the-Square
- Launch of Campaign for Scholarships & Innovation
- CSI goal of 15M eclipsed (summer '16)
- \$5M Halpin Gift
- Doylestown Campus (April '16)
- BHI funding secured
- Establishment of Graduate School (1/17)
- **Integration to Geisinger**
- CSI second goal (\$20M) eclipsed
- Transition to Geisinger Clinical Learning Venues
- Assume Leadership of GME
- MD alums return
- COE secured
- Surplus Budget
- MD curricular renewal
- Long-term contract with Guthrie
- (Anticipated) MSB/4th-floor renovations
- Anticipated launch of AtlantiCare campus
- Anticipated launch of PSMP

We're not in
Kansas
anymore...

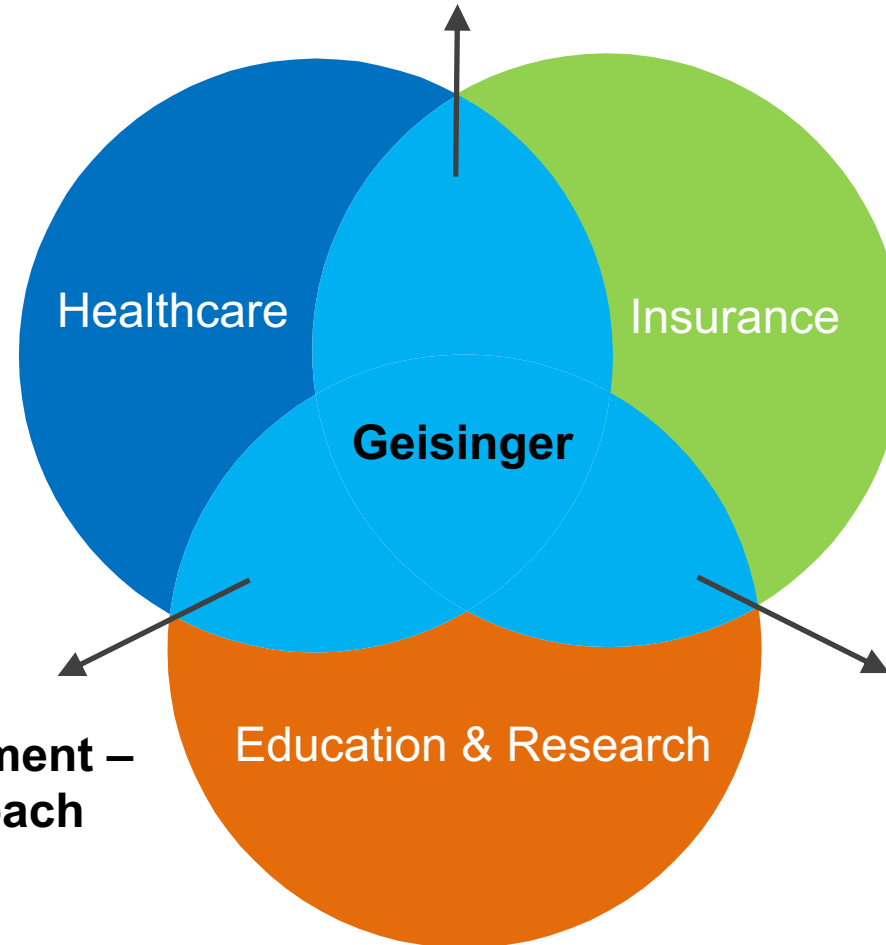


Industry Integration & Value Creation



Industry Integration & Value Creation

Commitment to Population – Community Health & Wellbeing – Shared Risk

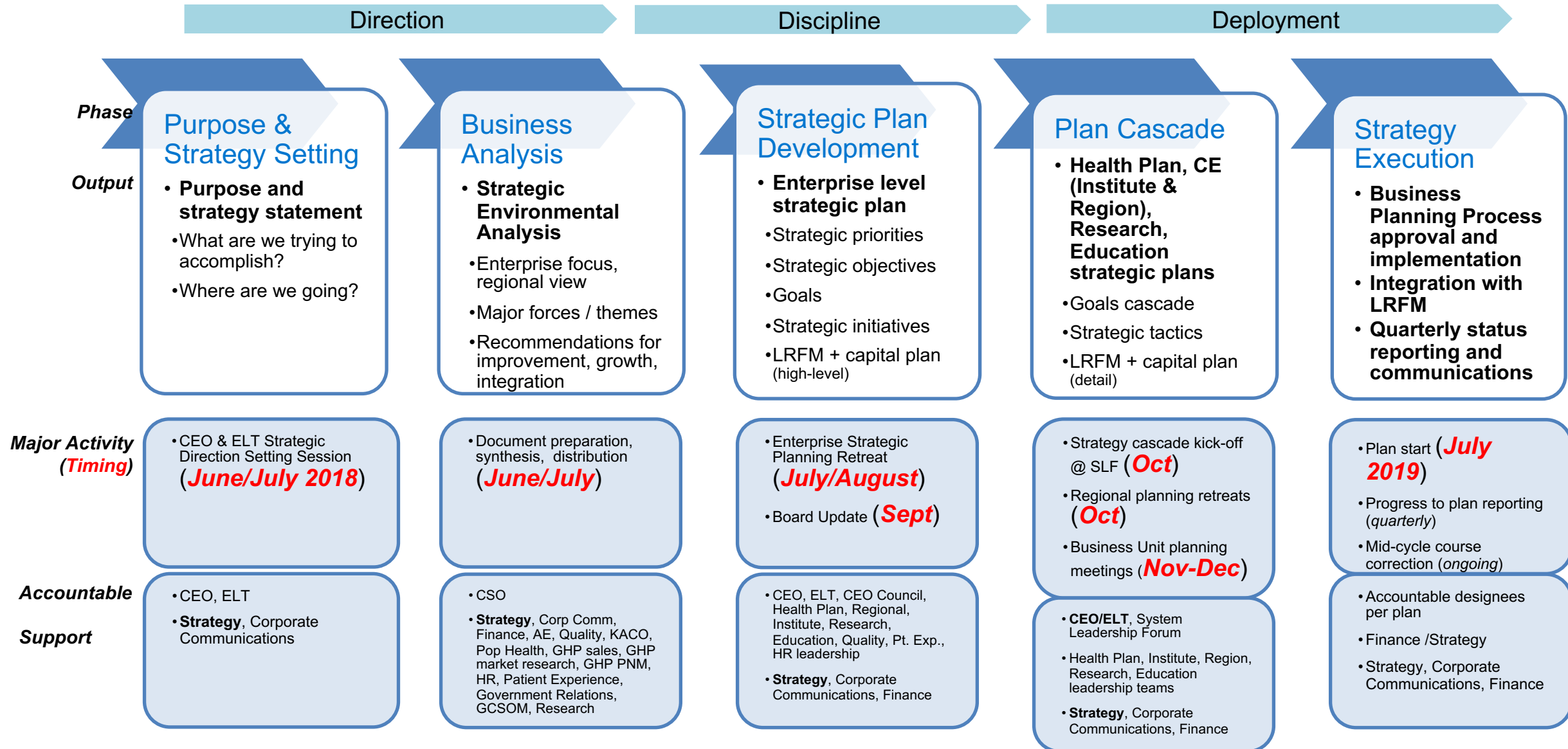


It's all about the **context** by which we address problems (or messes). The complexity of the challenges addressed by Geisinger cannot be solved by a single industry.

**Workforce & Talent Development –
A Systems Thinking Approach**

**Innovation –
Partnerships and Adjacencies**

Our process - planning calendar summary

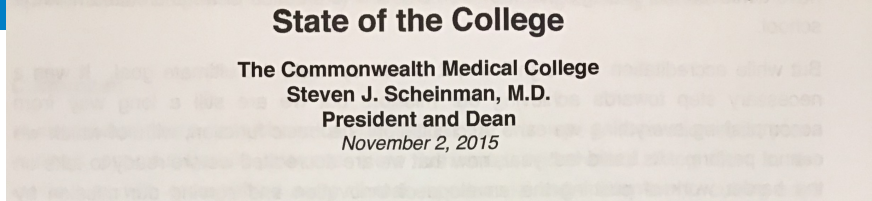
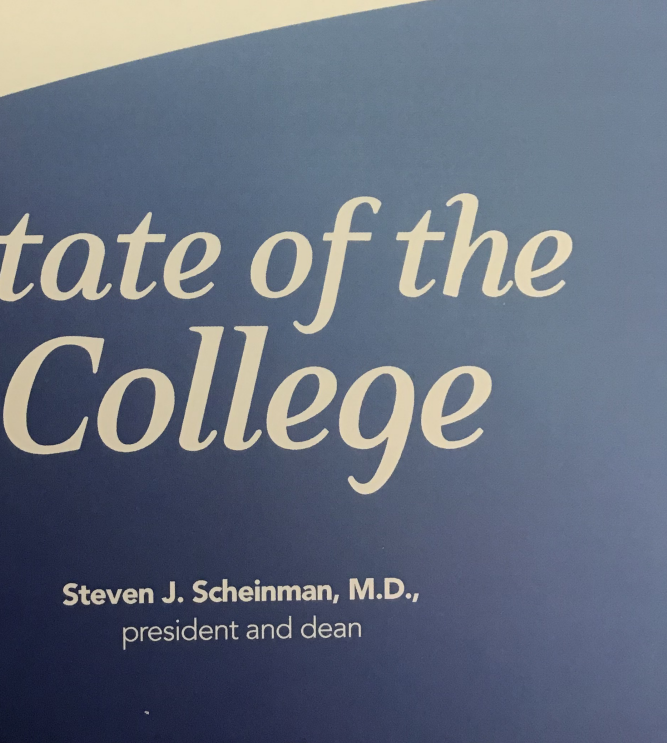
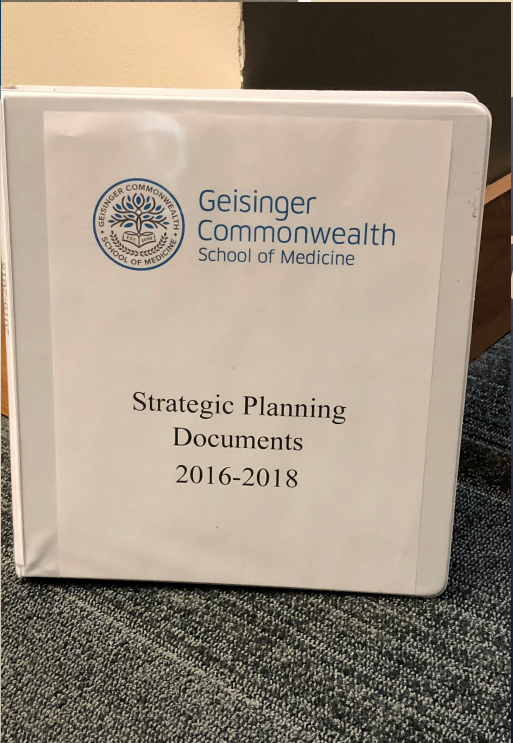
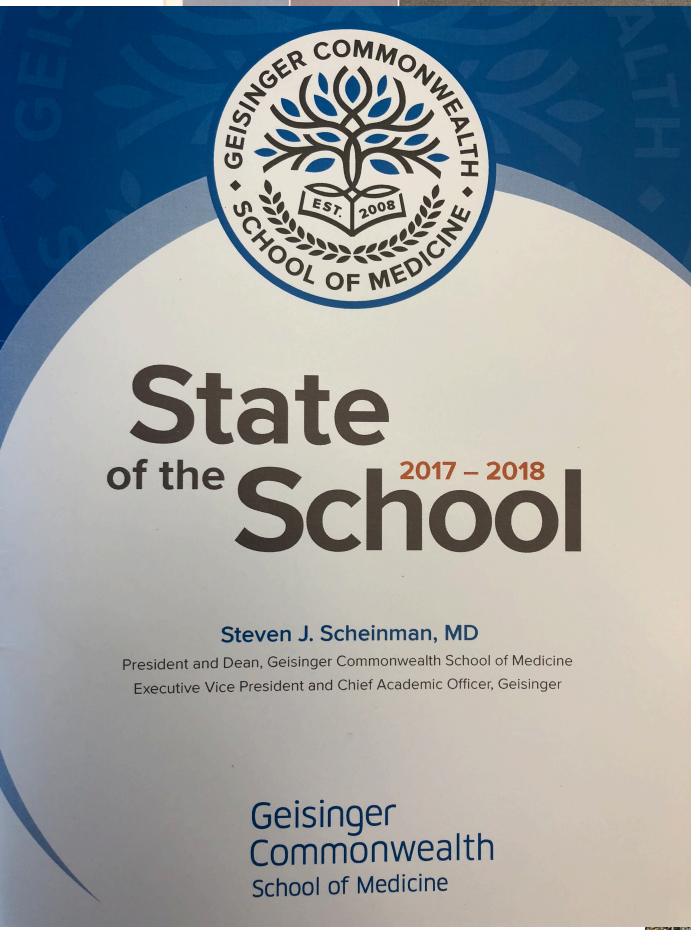
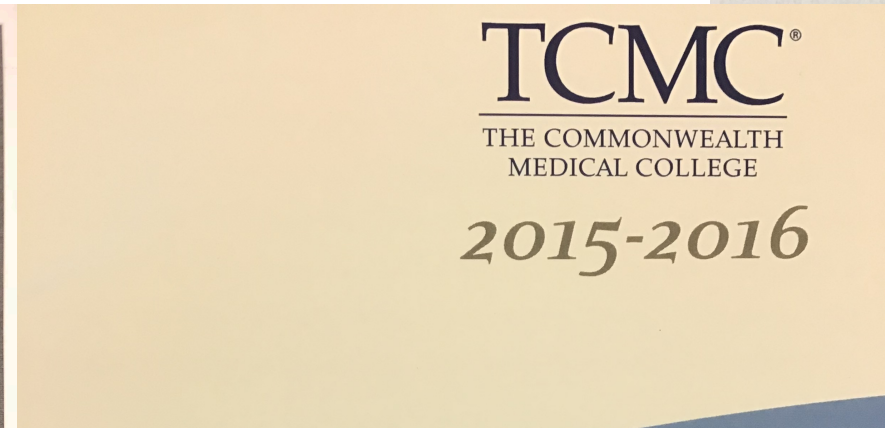


Our Planning Tools: ***And Why We Have Them...***

GCSOM

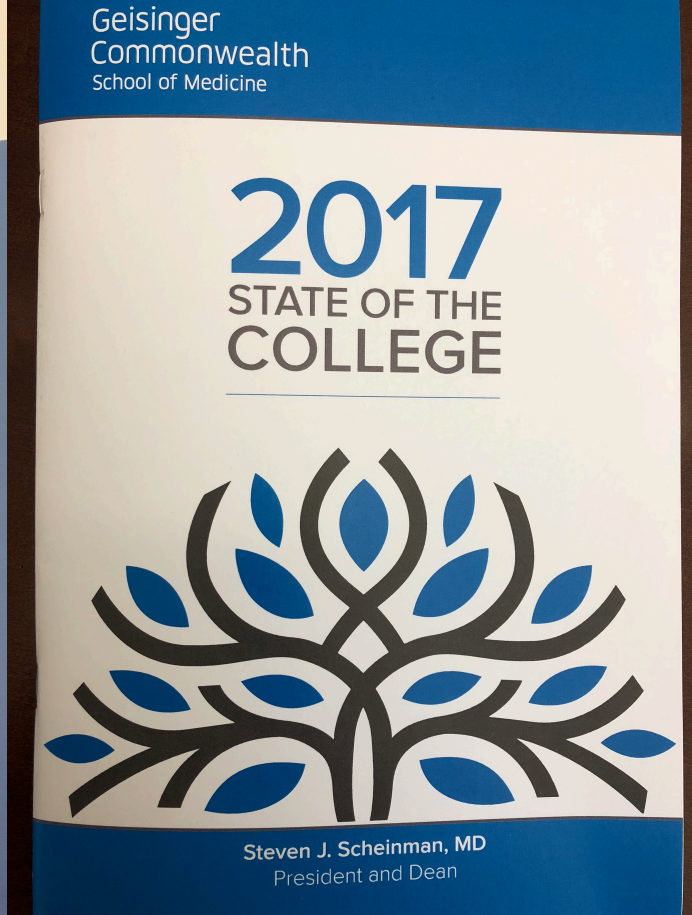
Presidential Goals

Presented & Published



Welcome to my second State of the College address. I am honored to be joined by all of you, including members of our board of trustees, faculty and staff, several generous supporters of the College, who recently celebrated his 100th birthday. I am a special welcome to the trustees in attendance today. I welcome our campuses in Wilkes-Barre, Williamsport and Sayre who are watching I want to recognize those in the audience who are the reason we are students.

led that moment a second "inflection point". We were now fully independent with a growing track record of success by our MD and



So Now What Do We Do?



TCMC
Strategic Planning
2015 - 2016

The Strategy Diamond



Don Hambrick, PhD
Columbia University
&
Penn State University

Geisinger Commonwe

Staging: What will be our speed and sequence of moves?

- Speed of expansion?
- Sequence of initiatives?

Economic logic: How will returns be obtained? ←

- Lowest costs through scale advantages?
- Lowest costs through scope and replication advantages?
- Premium prices due to unmatched service?
- Premium prices due to proprietary product features?

Arenas: Where will we be active (and with how much emphasis)?

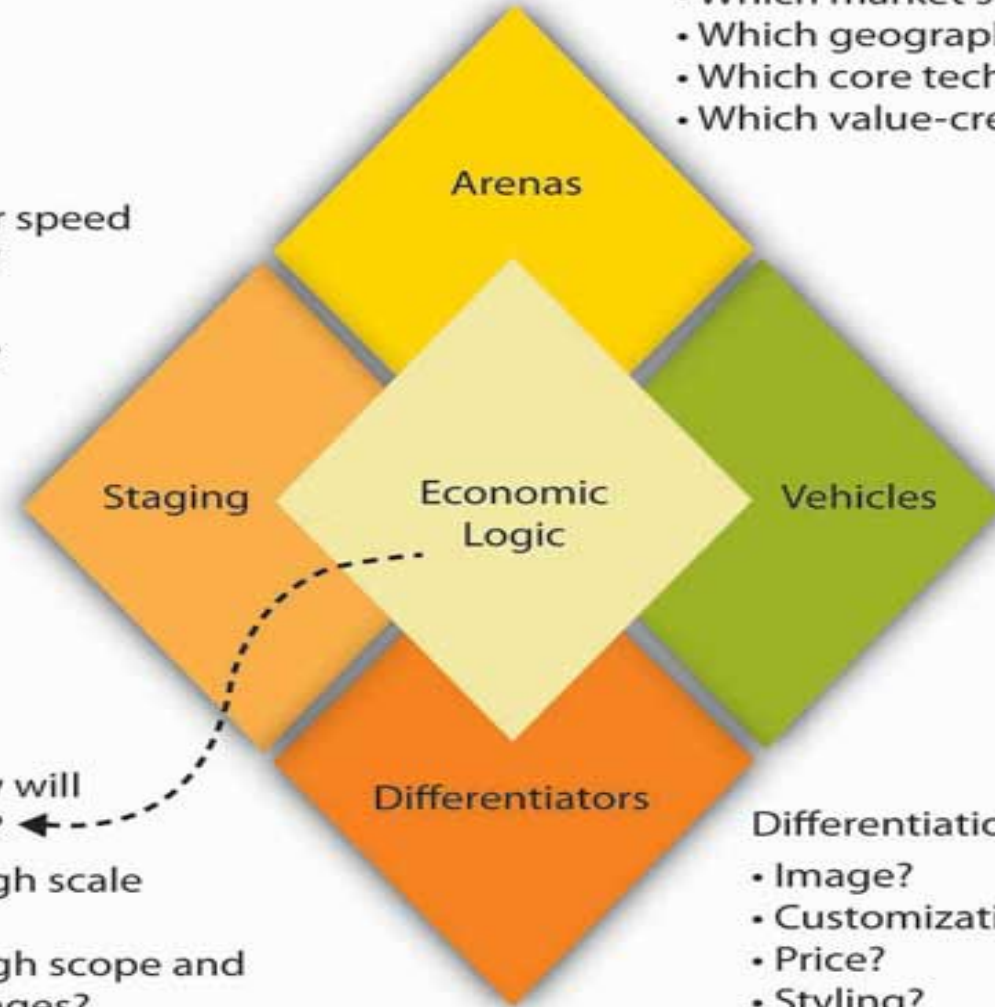
- Which product categories?
- Which channels?
- Which market segments?
- Which geographic areas?
- Which core technologies?
- Which value-creation stages?

Vehicles: How will we get there?

- Internal development?
- Joint ventures?
- Licensing/franchising?
- Alliances?
- Acquisitions?

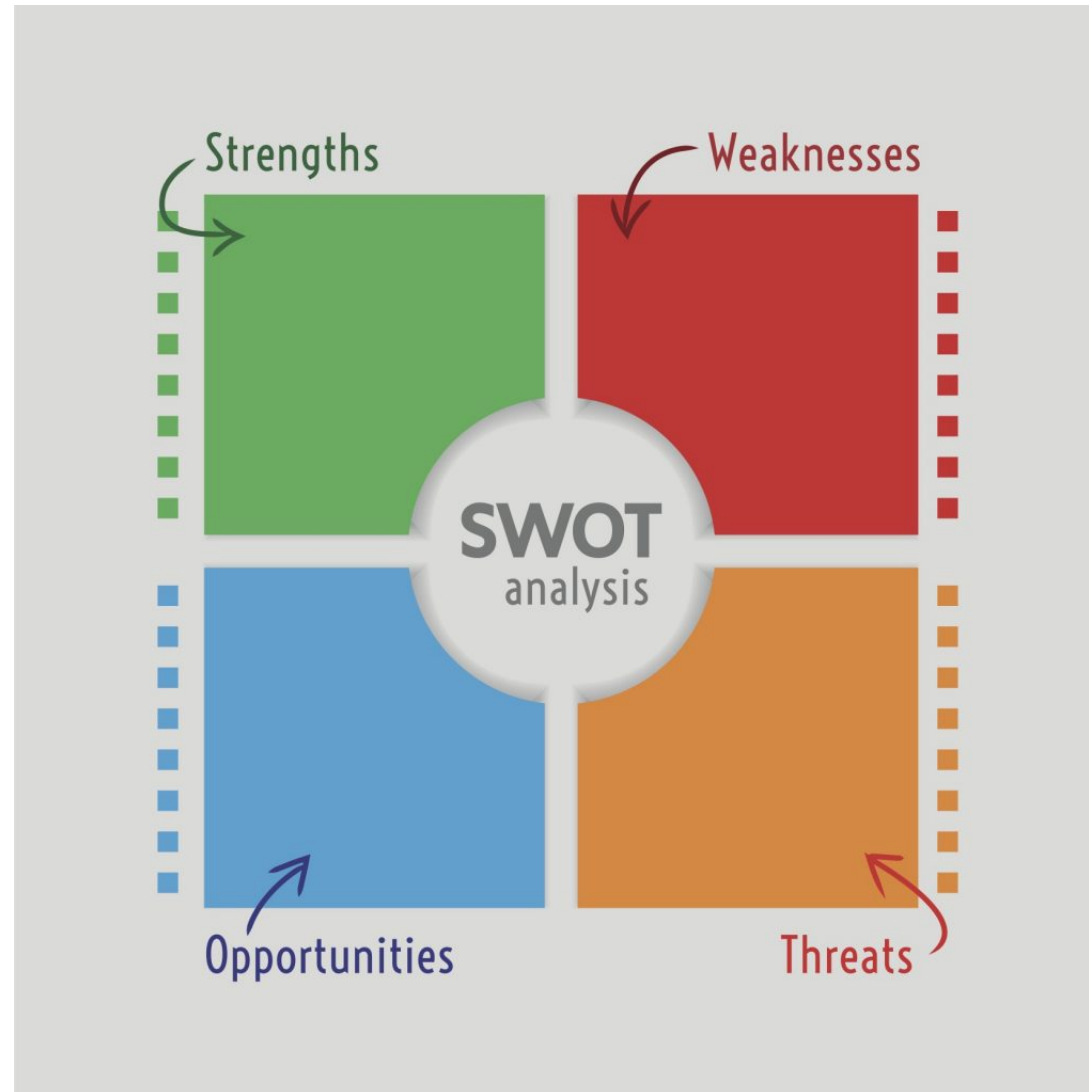
Differentiations: How will we win?

- Image?
- Customization?
- Price?
- Styling?
- Product reliability?
- Speed to market?



SWOT

strengths, weaknesses, opportunities, threats

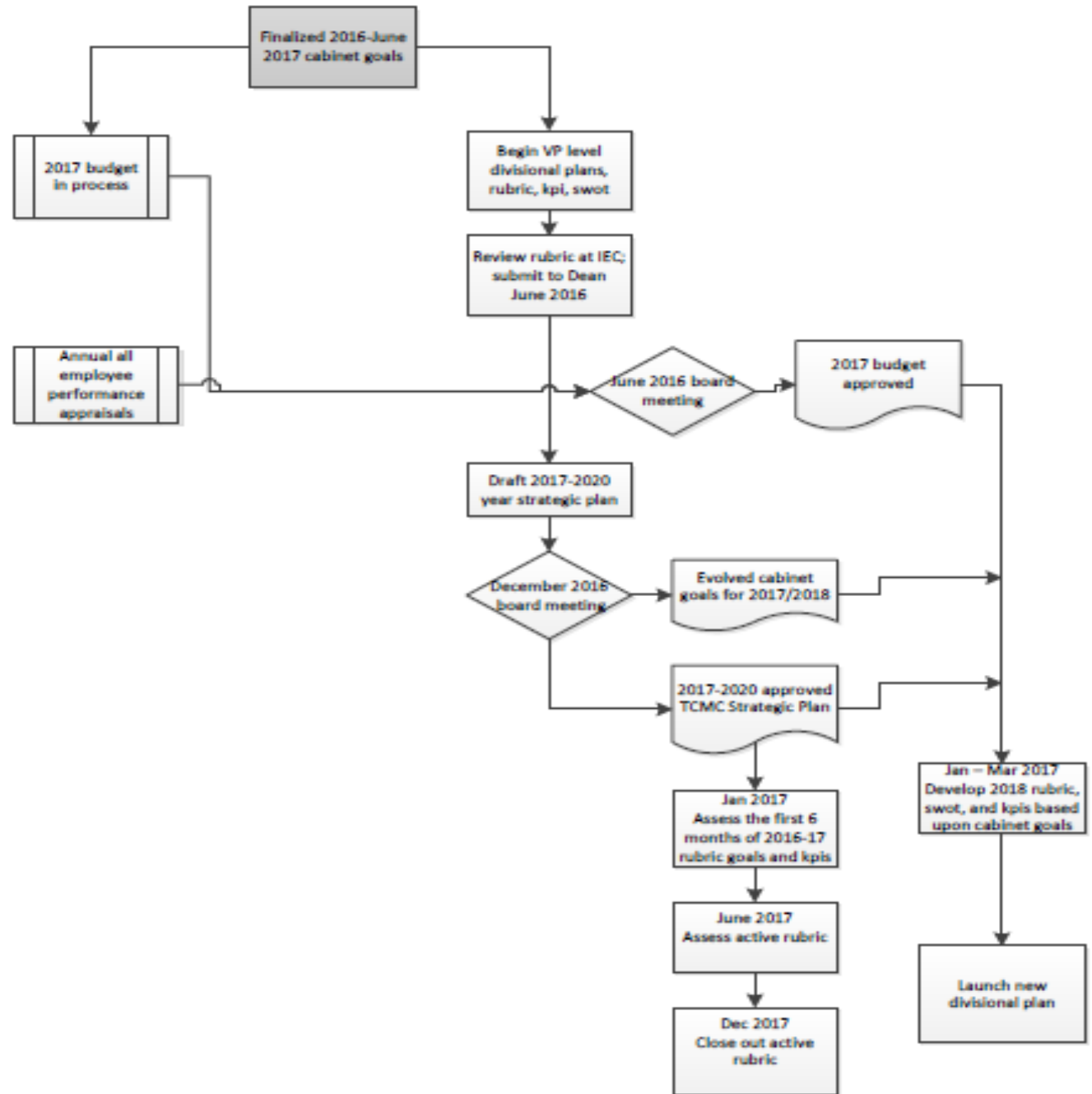


Alignment Process – 2016

Goal:
Coordinate all
activities on the
fiscal calendar

ANNUAL CYCLE FOR STRATEGIC PLANNING BASED UPON BUDGET PROCESS, ASSESSMENTS AND BOARD APPROVALS DRAFT 5.4.2016

- January – May 2016**
Finalized cabinet goals
budget process
VP level divisional plans,
KPI, SWOT
Employee appraisals
 - June 2016**
Board Meeting
Budget Approval
 - July – December 2016**
Develop TCMC Strategic
Plan
 - December 2016**
Present TCMC Strategic
Plan to Board
Assess first 6 months of
first divisional plans, et.
al
 - January - March 2017**
Develop second
divisional plan, et. al
based upon the strategic
plan
 - June 2017**
Board Meeting
Budget Approval
 - July – December 2017**
Review Strategic Plan
Assess divisional plans,
et al
 - January – March 2018**
Develop next divisional
plan
- GOAL**
Coordinate all activities
on the fiscal year
calendar






Geisinger Commonwealth School of Medicine

DASHBOARD FOR GCSOM BOARD - Spring 2018

Key

Previous 5-yr high	Change from Prior
	▲ higher
Current Value	▼ lower
Previous 5-yr low	● no change

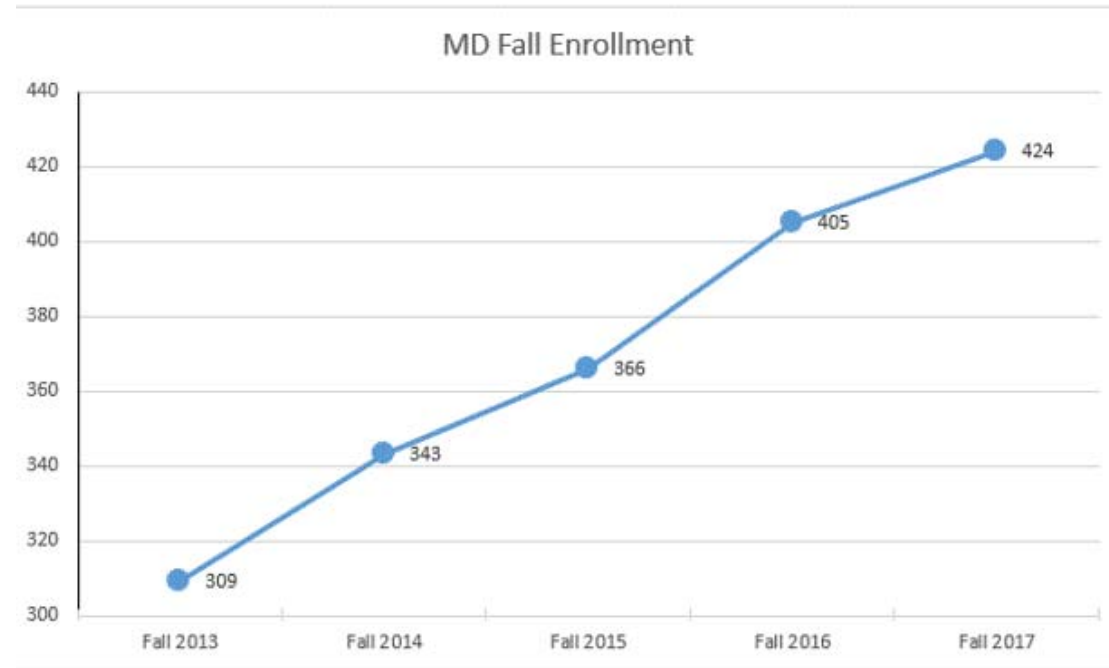
GREEN arrow
indicates positive
change

RED arrow
indicates
negative change

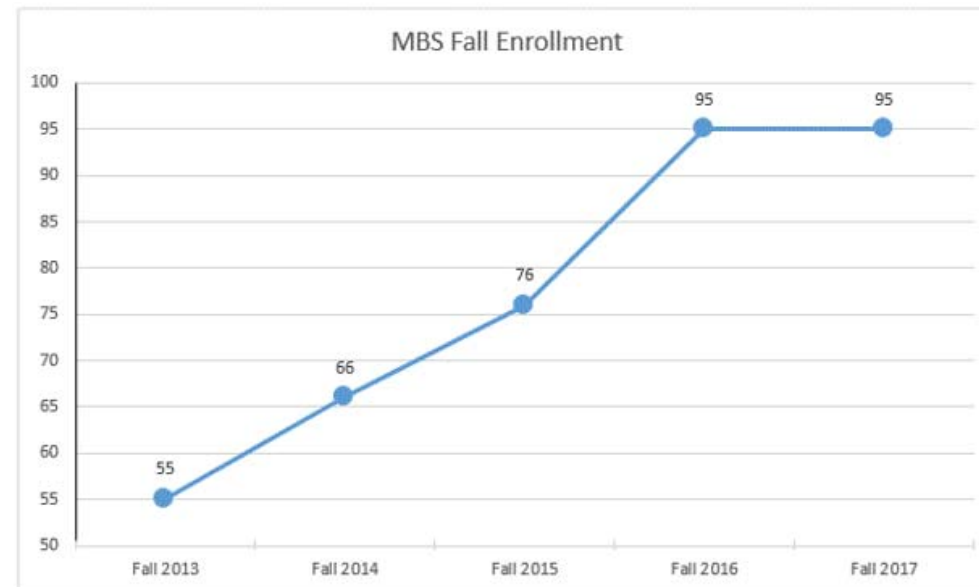
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point indicates no
change

Students

MD Fall Enrollment



MBS Fall Enrollment



Now What?

We will build upon what we are already doing

Strategic Initiatives

1. MD Curricular Renewal (Iobst)
2. Optimize Clinical Learning Venues (Iobst)
3. GME Expansion (Thompson, S. Jenkins, J. Arenyevictz, S. McIntyre, M. Paglia)
4. New Graduate Degrees (Koerwer, Shanower, Arnott, Boardman, Sutzko, Schmude, Levy)
5. Diversify Healthcare Workforce (Castro, Murtha, Gaofalo, S. Akhondi, Schmude))
6. Alleviate Student Debt (Noon, Schmude, McNamara, Ellis, King, Castro, Garofalo, Baumes)
7. Student, Faculty and Staff Wellbeing (Scheinman, Adonizio, DiMattia, Jenkins, Osif, Padden, Arnott, Gillott)
8. Community Health Equity (Castro, Mulrine, Huey, Sutzko, Lacayo, Joyce)
9. Alumni Engagement (Garofalo, Cerner, Loughran MD'18, Nichols, Davis, others to be added)
10. Expand Educational Partnerships & Programming (Koerwer, Perneta, noon, Sutzko, Boardman, Evanick)

EPCOT

What are we building – the future

