



Strategic Planning During Organizational Change

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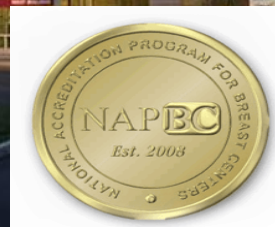
NCI Comprehensive
Cancer Center

A Cancer Center Designated by the
National Cancer Institute

NCCN National
Comprehensive
Cancer
Network®

MAGNET
RECOGNIZED

AMERICAN NURSES
CREDENTIALING CENTER



Our Strategic Planning Journey

2000
Strategic
Plan;
Magnet
Designation

2008
Baldrige
Journey
Began

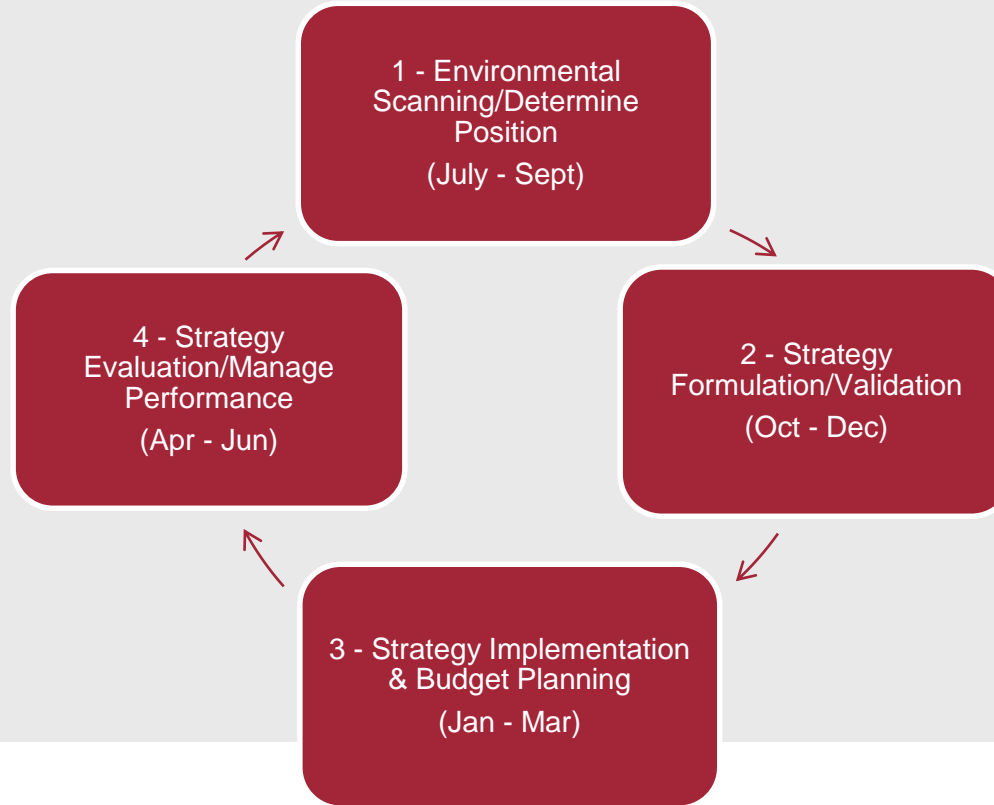
2010
Significant
Change in
Leadership

2012
Integration
with Temple
University
Health
System

2016
Refreshed
SP
Process

2018
ClearPoint
Selected as
Partner

Our Strategic Planning Process



Strategy Formulation/Validation



Reputation & Recognition

To position FCCC as "Big Enough/Small Enough to achieve national prominence, no more..."

Value

To deliver maximal return on investment for our partners and customers we must...

Programs & Processes

To achieve excellence in the eyes of FCCC's partners and customers we must...

People, Culture, & Infrastructure

To implement our programs and processes we must...

Stability, Growth & Prosperity

To provide the resources necessary to sustain and grow we must...

Mission: To Prevail Over Cancer

Alignment

To maximize system value we must...

Destination of Choice
D1: Be the cancer care destination of choice in our region

Thought Leadership
D2: Have national faculty leaders in cancer care, prevention, treatment, and discovery

Special Populations
D3: Be a top national site for cancer service and research for diverse/underserved

Value Innovation
D4: Lead cancer services in defining volume to value transformation

Premier Programs
D5: Global reputation for impact on selected cancers

Ensure FCCC-Temple Health brand visibility in reputation and recognition

Patients & Families
V1: Optimize access to best care and most promising trials across the institution
V2: Provide best, most consistent experience and outcomes

Referring Physicians
V3: Provide ease of access to expertise, care, and trials
V4: Create personal clinical and scientific partnership with referring physicians

Payers and Funders
V5: Deliver best value, quality and patient experience
V6: Create mutually beneficial innovation

Staff/Faculty/Trainees
V7: Provide pathways to promising career opportunities
V8: Be the best place to work for all employees and learners

Community
V9: Distinctively contribute to scientific advancement
V10: Increase awareness of distinctive benefits of CCC

Align brand and infrastructure to deliver Quadruple Aim results across the system

Science
P1: Accelerate the understanding, prevention, and treatment of malignancy
P2: Strategically position and disseminate research outcomes
P3: Diversify sources of fundable research
P4: Incentivize team science

Clinical & Translational Research
P5: Offer highest impact, most innovative trials/IT/IG
P6: Strategically manage clinical trial portfolio
P7: Maximize inclusion of special and underserved populations
P8: Promote integrated translational research groups

Patient Care
P9: Deliver excellent, safe, compassionate care and access 24/7
P10: Consistently provide innovative evidence based/efficient care
P11: Implement disease-team patient-centered care model
P12: Practice across the full cancer services continuum

Equivalent patient experience and scientific interaction across the system

C15: EDUCATION: Expose all learners to integrated, scientific and clinical experiential learning opportunities

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Empanel an accountable cross institutional alignment steering groups to actively sponsor, guide, and coordinate alignment activities

C5: INFRASTRUCTURE and OPERATIONS: Invest in "next gen" facility, technology, and analytics

C4: COMMUNICATION: Strengthen transparency and awareness of FCCC vision

C3: LEADERSHIP: Promote executive and management team collaboration to execute strategy and ensure succession

C2: CULTURE: Promote a culture of teamwork, measurement, accountability, and patient-centeredness

C1: HUMAN CAPITAL: Retain/recruit staff, faculty and trainees with "best and brightest" prospects

Optimize Contribution Margin

Science Revenue
S1: Increase NCI funding and diversity grant revenue streams
S2: Maximize capture of indirect research revenues
S3: Grow revenue from industry relationships

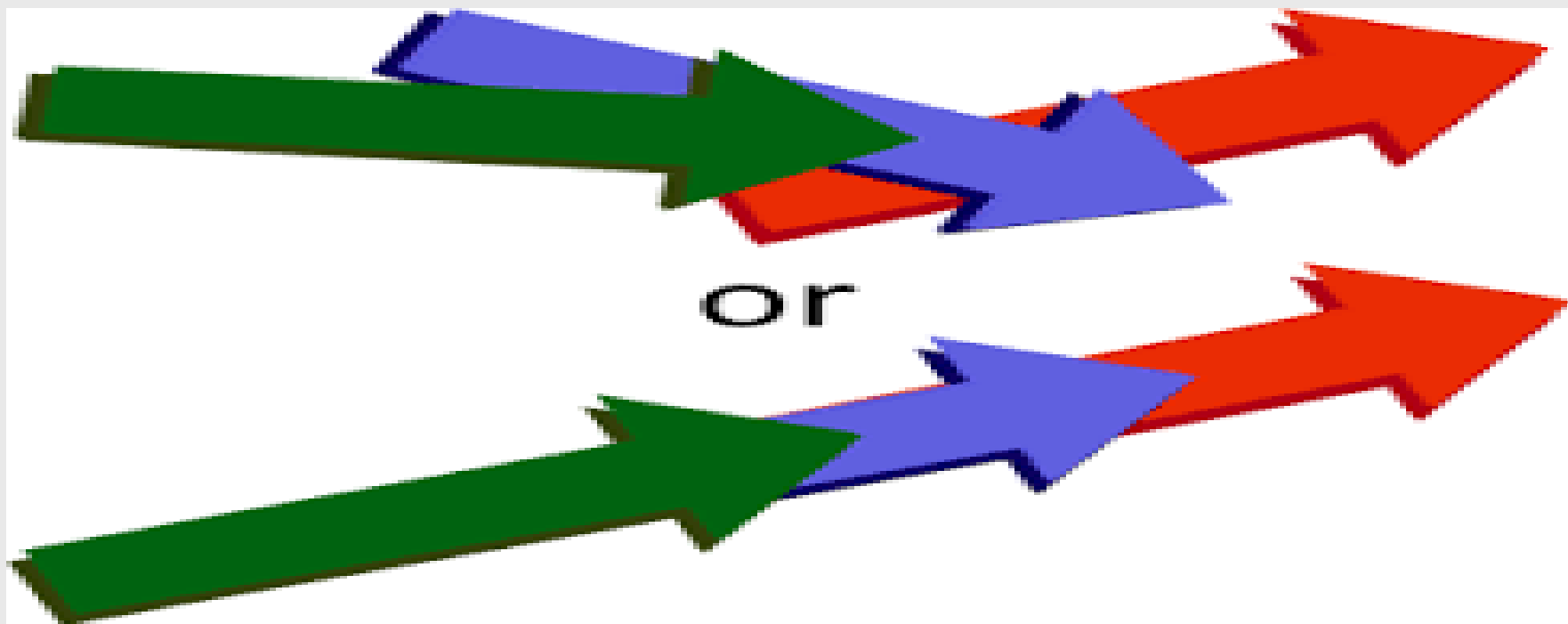
Non-Operating Revenue
S4: Cultivate and grow philanthropy
S5: Monetize technology and invention

Patient Care Revenue
S6: Maximize market penetration and patient/service volumes
S7: Maximize revenue stream available for support new science and discovery
S8: Expand capturing revenue in a dynamic payment environment
S9: Develop international referrals

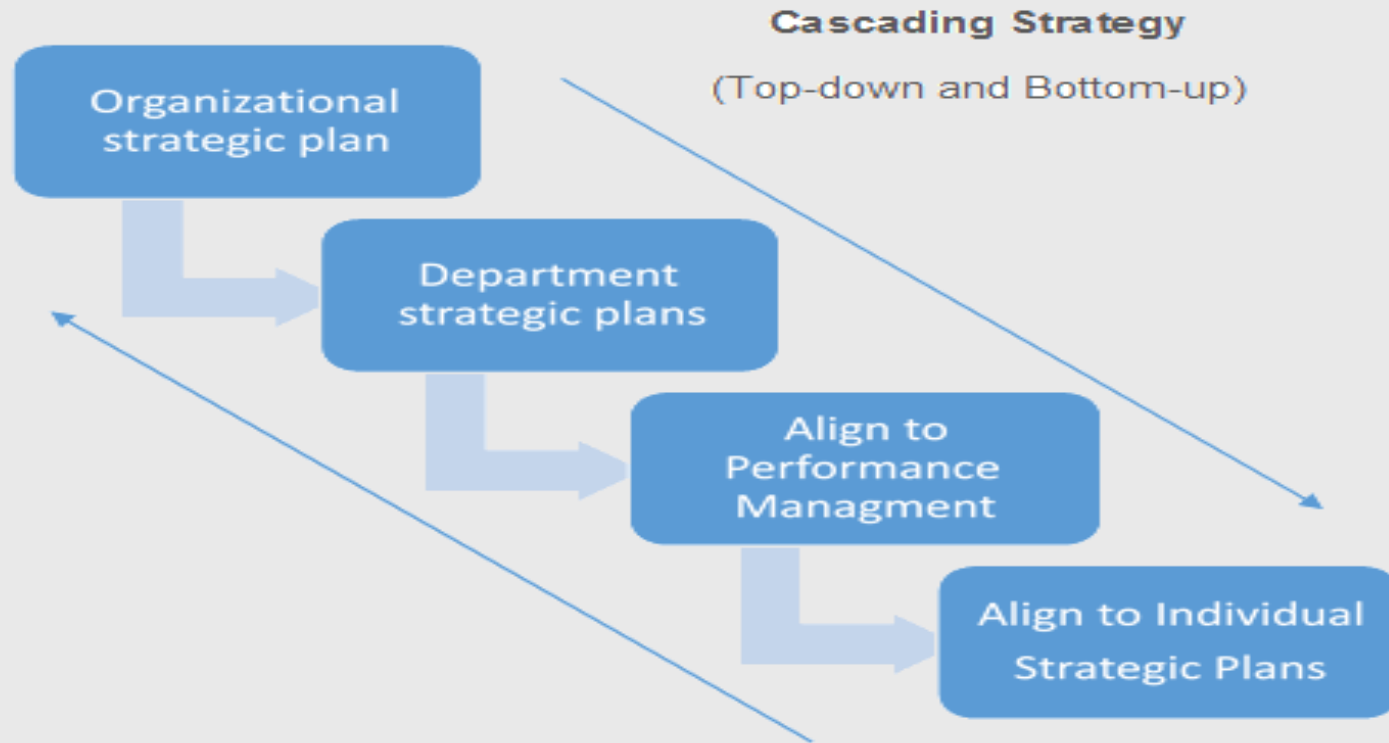
Utilize best "in-system" opportunities for revenue optimization and cost management



TEMPLE HEALTH



Strategy Implementation & Budget Planning



FCCC Department-Based Alignment with Strategic Plan

	I. REPUTATION	II. PROGRAMS	III. PEOPLE
A.	Be the cancer care destination in our region and around the globe by maintaining top of mind awareness in key national and international exchanges.	Lead in science, prevention and translational research that is innovative, diverse, offers highest impact, and targets special and underserved populations, particularly in Northeast Philadelphia.	Improve staff competency and promote growth opportunities in areas that are important to our mission.
B.	Have national faculty leaders in cancer care, prevention, treatment, and discovery focused in genitourinary, thoracic, hematology, gastrointestinal and pancreatic malignancy.	Deliver the best, innovative care across the cancer continuum that is efficient, safe, compassionate, evidence-based and patient/family-centered.	Promote teamwork, measurement, transparency, and accountability across the health system.
C.	Distinctively contribute to scientific advancement in 1) epigenetic-based therapeutics, 2) deciphering mechanisms of drug resistance, and 3) application of immunotherapy to solid tumors.	Provide best-in-class administrative support through external affairs, technology, analytics, financial and operational excellence.	Attract and retain the best and brightest staff at all levels and provide accountability for excellence.
D.		Improve facilities at <u>Cottman Ave.</u> , Broad St., and other future locations.	Engage all staff to embrace Fox Chase's unique mission and culture focused on patient care, quality, satisfaction, and safety.

Department/Program Head Name: _____

Department: _____

Submission Date: _____

Our department/program aligns with the **strategy** that is checked below*:

_____ **Reputation & Recognition:** to position FCCC as "big enough /small enough" to achieve national prominence

_____ **Programs & Processes:** to achieve excellence in the eyes of FCCC's partners & customers

_____ **People, Culture & Infrastructure:** to implement our programs and processes

Please refer to the chart above to complete the right column:

The objective that is critical to the success of this strategy <i>Example: IIA, IIID</i>	
Our department/program's SMART goal(s) created to meet the selected objective <i>Specific-Measurable-Attainable-Relevant-Time-bound</i>	
The key action steps required to achieve the SMART goal(s)	
Our Key Performance Indicator(s), target, and comparative benchmark that will be used to measure success	KPI: Target: Comparative Benchmark:



70% of employees are unable to identify their company's strategy given a choice of six options. This makes communication essential to strategic planning. (Harvard Business Review)



2017-2019 Strategic Plan—Quick Reference Guide

What is a Strategic Plan (SP)?

A document used to communicate FCCC's goals & aspirations, as well as what's required to achieve these goals.

It's the story of our future...

where we want to be in the next 2+ years

Our Strategic Plan helps FCCC to

- Set priorities
- Focus energy and resources
- Strengthen operations
- Ensure that all employees are working toward common goals
- Assess & adjust our direction in response to a changing environment

3 Primary Strategies & Supporting Goals that make up our SP for FY 2019

___ **Reputation & Recognition:** to position FCCC as "big enough/small enough" to achieve national prominence

___ **Programs & Processes:** to achieve excellence in the eyes of FCCC's partners & customers

___ **People, Culture & Infrastructure:** to implement our programs and processes

Our department/program aligns with the strategies that are checked above.

The objectives (outcomes) that are critical to the success of this/these strategies are:

Our department/program SMART goal selected to meet the objective(s):

The key action steps required to achieve the SMART Goal are:

***Our Key Performance Indicator(s):
(what we will use to measure success)***

Each employee will describe how he/she will contribute to meeting our department/program goal(s)



OUR VISION

To be the pre-eminent comprehensive cancer center in the Philadelphia metropolitan area, and a national and international leader in cutting-edge approaches to basic, translational and clinical cancer research.



REPUTATION

Be the cancer care destination in our region and around the globe by maintaining top of mind awareness in key national and international relations.

Have national faculty leaders in cancer care, prevention, treatment and discovery focused in genitourinary, thoracic, hematology, gastrointestinal and pancreatic malignancy.

Distinctively contribute to scientific advancement in 1) Epigenetic-based therapeutics, 2) deciphering mechanisms of drug resistance, and 3) application of immunotherapy to solid tumors.

Our Strategic Plan

PROGRAMS

Lead in science, prevention and translational research that is innovative, diverse, offers highest impact, and targets special and underserved populations, particularly in Northeast Philadelphia.

Deliver the best, innovative care across the cancer continuum that is efficient, safe, compassionate, evidence-based and patient/family-centered.

Provide best-in-class administrative support through external affairs, technology, analytics, financial and operational excellence.

Improve facilities: Cottman Ave., Broad St., and other future locations.

PEOPLE

Improve staff competency and promote growth opportunities in areas that are important to our mission.

Promote teamwork, measurement, transparency, and accountability at all levels of the health system.

Attract and retain the best and brightest staff at all levels and provide accountability for excellence at all levels.

Engage all levels of staff to embrace Fox Chase's unique mission and culture focused on patient care, quality, satisfaction and safety.

MY PLAN

Please write how you and your team will contribute to the Fox Chase Cancer Center strategic plan to fulfill our vision.

REPUTATION

PROGRAMS

PEOPLE

OUR MISSION

To prevail over cancer, marshaling heart and mind in bold scientific discovery, pioneering prevention, and compassionate care.



"We Perform" at Temple Health

1



GOALS

Organizational
goal setting
Cascading goals
Make goals
S.M.A.R.T.
Identify
objectives and
key results

2



EVERYONE
LEADS

Behavioral
model for
everyone
Guides
organizational
excellence
Leadership at
every level

3



CORE
VALUES

What we
believe in
Creates The
Temple
Experience
Defines how
we conduct
ourselves

4



CHECKPOINTS

Have an
expectations
conversation
first
Schedule timely
meetings
Provide
frequent, two-
way feedback

5



DEVELOP

Evaluate
performance
Create an
Individual
Development
Plan
Prepare for
future roles and
responsibilities

Strategy Evaluation/Manage Performance



Strategic Plan Quarterly Progress Report - SMART Goals/Action Steps

Name: _____ Department: _____ Date: _____

SMART Goal:				
KPI: Target:	Q1 (Jul-Sept) KPI Performance	Q2 (Oct-Dec) KPI Performance	Q3 (Jan-Mar) KPI Performance	Q4 (Apr-June) KPI Performance
Action Steps	Completed? (Y or N)	Completed? (Y or N)	Completed? (Y or N)	Completed? (Y or N)
1.				
2.				
3.				
4.				
5.				

Narrative Report *(In the space below, address targets not reached and/or action steps not completed. Include any required adjustments you may have made to your SMART goal, action steps or targets)*



FOX CHASE CANCER CENTER

TEMPLE HEALTH

Mission

Our mission is to prevail over cancer, marshaling heart and mind in bold scientific discovery, pioneering prevention, and compassionate care.

Vision

Our vision is to be the pre-eminent comprehensive cancer center in the Philadelphia metropolitan area, and a national and international leader in cutting-edge approaches to basic, translational and clinical cancer research.

Strategy	Objective	SMART Goals	Action Steps	KPIs
Reputation & Recognition to position FCCC as “big enough /small enough” to achieve national prominence	— Be the cancer care destination in our region and around the globe by maintaining top of mind awareness in key national and international exchanges.	— <input type="checkbox"/> 10% increase of the number of key strategic partners and International Patient Volume by the end of FY19	— <input type="checkbox"/> Collaborate with new/existing hospitals/facilitators and individuals to identify more international patients that are willing to come to Fox Chase for evaluation and treatment.	— Number of key strategic partners
			— <input type="checkbox"/> Explore online and attend US/Foreign Medical Tourism	— International patient volume



Stay the Course...

- Build on organization's culture
- Continue to be mission & vision-minded
- Continue to strive for performance excellence
- Remain customer-focused
- Celebrate successes
- Communicate...communicate...communicate





Thank you!

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