



University of California

Working Group Overview Materials

UCSF School of Medicine Strategic Planning

Strategic Planning for UCSF SOM

The SOM is embarking on an inclusive and highly participatory strategic planning process that aims to engage a diverse group of stakeholders across multiple geographies who, through their work together, will set a bold vision for the coming years.

Planning Hierarchy



UCSF SOM Mission



Mission

The UCSF School of Medicine strives to advance human health through a fourfold mission of education, research, patient care, and public service.

Planning Timeline

The strategic plan for UCSF SOM should build upon the organization's mission and vision and provide areas of focus for the organization over the next five years.



Source: BMGI.

September 2017–January 2018

January 2018–Ongoing

Overview of Planning Process by Phase



Phase One Project Plan

- » Identify guiding objectives.
- » Establish strategic imperatives.
- » Develop a project plan and timelines.
- » Assign roles and responsibilities.



Phase Two Engagement Activities

- » Conduct internal and external assessments.
- » Complete background research and analytics.
- » Solicit and synthesize stakeholder input.
- » Identify opportunities and risks.



Phase Three Plan Recommendation

- » Prioritize the strategic initiatives.
- » Define a communication strategy and design elements.
- » Outline the transition/implementation requirements.



Phase Four Plan Completion

- » Develop detailed transition strategies.
- » Develop a targeted implementation plan and timing, and determine how to measure progress against the stated strategies.
- » Finalize and execute the communication plan.

Timeline

October 9

- Steering Committee Meeting:
- » Preplanning for Kickoff Retreat
 - » Finalization of Working Group Charters/Membership

December 6

Steering Committee Meeting:
Working Group
Recommendations Returned

September 15

Steering Committee Meeting

November/December

Working Group Meetings

October 2

Stakeholder Interviews Completed

October 30

Kickoff Retreat:
Development of More Specific Questions for Working Groups

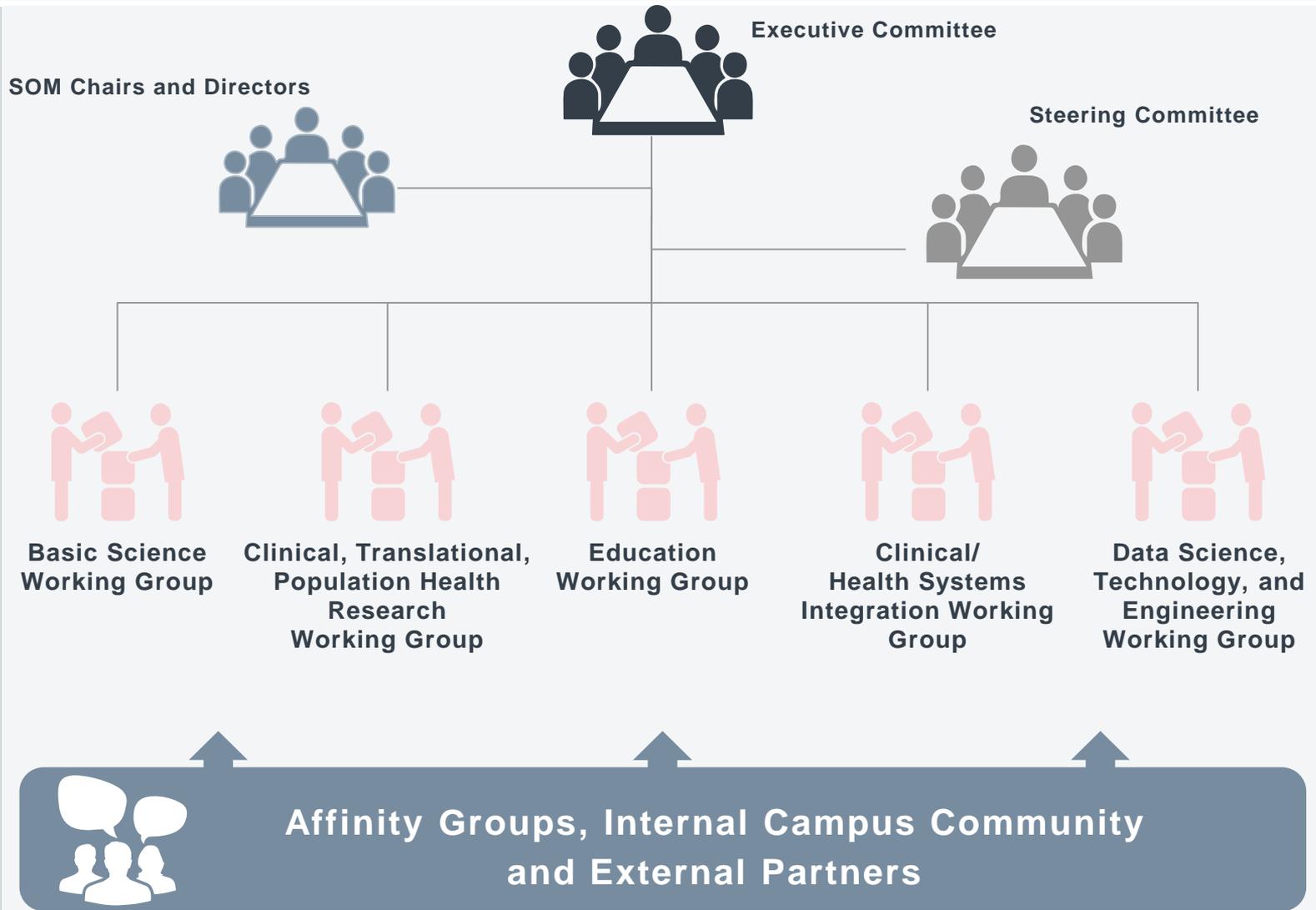
January 12

Final Planning Retreat

Overview of Project Structure

UCSF Project Sponsors

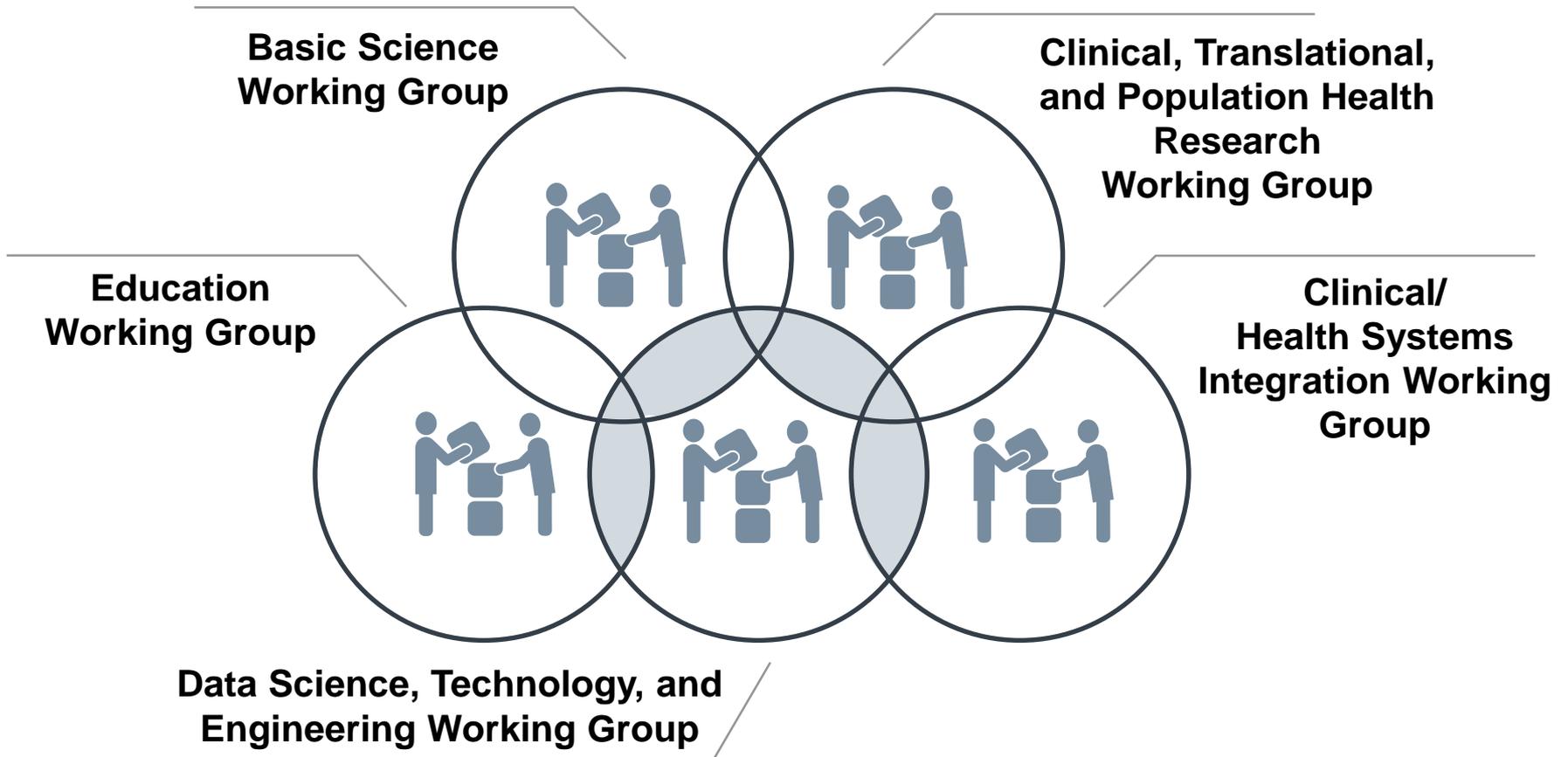
ECG Consulting Team



Steering Committee Members

- » **Kurtis Auguste, MD**
Associate Professor, Neurological Surgery
- » **Kirsten Bibbins-Domingo, MD, PhD**
Chair, Epidemiology and Biostatistics, and Vice Dean, Population Health and Health Equity
- » **Ben Breyer, MD**
Chief of Urology, ZSFG
- » **Atul Butte, MD, PhD**
Director, Institute for Computational Health
- » **Seemay Chou, PhD**
Assistant Professor, Biochemistry and Biophysics
- » **Tejal Desai, PhD**
Chair, Bioengineering and Therapeutic Sciences
- » **Jennifer Grandis, MD**
Director, Clinical and Translational Science Institute
- » **Joe Guglielmo, PharmD**
Dean, School of Pharmacy
- » **Olivia Herbert**
Assistant Dean and Chief of Staff, School of Medicine
- » **Rebecca Jackson, MD**
Chief of OB/GYN, ZSFG
- » **Ophir Klein, MD, PhD**
Professor, Departments of Orofacial Sciences and Pediatrics
- » **Narissa Ko, MD**
Professor, Neurology
- » **Descartes Li, MD**
Professor, Psychiatry
- » **Stephanie Louie**
Department Manager, Microbiology and Immunology
- » **Cliff Lowell, MD, PhD**
Chair, Laboratory Medicine
- » **Catherine Lucey, MD**
Executive Vice Dean
- » **David Morgan, PhD**
Distinguished Professor, Molecular Pharmacology
- » **Cara Pellegrini, MD**
Associate Professor, Medicine
- » **John Roberts, MD**
Professor and Interim Chair, Surgery
- » **Glen Rosenbluth, MD**
Associate Professor, Pediatrics
- » **Carroll Schreibman**
Associate Chair of Finance and Administration, Anesthesia
- » **Kevin Shannon, MD**
Interim Chair, Pediatrics
- » **Anita Sil, MD, PhD**
Professor, Microbiology and Immunology
- » **Diane Sliwka, MD**
Medical Director, Patient and Provider Experience, UCSF Health
- » **Bob Wachter, MD**
Chair, Medicine
- » **Mark Wilson, MD**
Chief of Radiology, ZSFG

Working Groups



Working Group Members



Basic Science Working Group	Clinical, Translational, and Population Health Research Working Group	Education Working Group	Clinical/ Health Systems Integration Working Group	Data Science, Technology, and Engineering Working Group
» Geeta Narlikar, PhD¹	» Michael Cabana, MD¹	» Amber Fitzsimmons, DPTSc, PT¹	» Andy Josephson, MD, PhD¹	» Atul Butte, MD, PhD²
» Mark Anderson, MD¹	» Jennifer Grandis, MD²	» Glenn Rosenbluth, MD²	» Diane Sliwka, MD²	» Sharmila Majumdar, PhD¹
» Mark Ansel, PhD	» Katrina Abuabara, MD	» Manish Aghi, MD, PhD	» Michael Anderson, MD	» Julia Adler-Milstein, PhD
» Jennifer Fung, PhD	» Matthew Bucknor, MD	» Charlene Blake, MD, PhD	» Lee Atkinson-McEvoy, MD	» Mike Blum, MD
» Matthias Hebrok, PhD	» Nicolas Butowski, MD	» Soonmee Cha, MD	» Margaret Damiano	» Jessica Chao, MBA
» Judith Hellman, MD	» Susan Chang, MD	» John Davis, MD, PhD	» Shelby DeCosta	» Matthew Cooperberg, MD, MPH
» Peter Hunt, MD	» Purba Chatterjee	» Jacque Duncan, MD	» Kirsten Greene, MD, MS	» Zev Gartner, PhD
» Toni Hurley	» Alicia Fernandez, MD	» Chris Fee, MD	» Christina Inglis-Arkell, MD	» Courtney Lyles, PhD
» Holly Ingraham, PhD	» Emily Finlayson, MD	» Carolyn Henke	» Malcolm John, MD	» Chandler Mayfield
» Ophir Klein, MD, PhD	» Lindsay Hampson, MD	» LaMisha Hill, PhD	» Meshell Johnson, MD	» John Mongan, MD, PhD
» Tanja Kortemme, PhD	» Helen Kim, PhD, MPH	» Sara Hughes, EdD	» Lisa Lattanza, MD	» Sara Murray, MD
» Jeff Lotz, PhD	» Kelly Knight, PhD	» Andrea Jackson, MD, MAS	» Maxwell Meng, MD	» Shuvo Roy, PhD
» David Morgan, PhD	» Elaine Ku, MD	» Cindy Lai, MD	» Mary Norton, MD	» Ida Sim, MD, PhD
» Scott Oakes, MD	» Tung Nguyen, MD	» Michael Lang, MD	» Cathy Park, MD	» Leslie Yuan, MPH
» Russ Pieper, PhD	» Carmen Peralta, MD, MAS	» Matthew Lin, MD	» Sima Porten, MD, MPH	
» Jennifer Puck, MD	» Michael Peterson, MD	» Ann Poncelet, MD	» Neil Powe, MD, MPH, MBA	
» Oren Rosenberg, MD, PhD	» Elise Riley, PhD	» Nicole Schroeder, MD	» Kris Rosbe, MD	
» Elizabeth Silva	» Christine Ritchie, MD	» Rebecca Shunk, MD	» Rina Shah, MD	
» Hua Su, MD	» Laura Schmidt, PhD	» Kevin Souza, MS	» Susan Smith, MD	
» Saul Villeda, PhD	» Eunice Stephens	» DoQuyen Tran-Taylor	» Karen Sun, MD	
» Arun Wiita, MD, PhD	» Jacqueline Torres, PhD	» Margo Vener, MD, MPH	» Teresa Villela, MD	
» Alesia Woods			» Ron Zagoria, MD	
» Julie Zikherman, MD				

All have been invited; might not yet be confirmed.

¹ Cochairs are in bold.

² Steering Committee members are in blue.

Working Group Charge

Working Group Charge

- » Groups will focus on specific questions/topics.
- » Groups will meet at least twice in November and December.
- » Working groups are encouraged to reach out to their constituencies for input/broad views.
- » Members of working groups will attend affinity group meetings in November/December.

What Is “In Scope”?



What We Are Here to Do

- » Develop a framework to guide the SOM and its departments into the future.
- » Consider where we should focus to drive the mission, vision and values of the organization.
- » Consider our partners and constituencies as we develop our strategy.



What We Are Not Here to Do

- » Fix problems at the unit level.
- » Deal with day-to-day operational issues.
- » Make resource allocation decisions.
- » Create detailed business plans.

Affinity Groups

Faculty

- » **Faculty Open Session 11/28 2-3pm**
- » **Committee on Status of Women**
- » **Faculty Council**
- » **Differences Matter**

Staff

- » **Staff Open Session 11/17 10:30-11:30**
- » **Committee on Status of Women**
- » **Differences Matter**

Learners

- » **Chief Resident Dinner**
- » **ASSN**

***Additional meetings to be scheduled.**

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Strategic Themes

Category	Theme
Organizational and Operational Characteristics	1. Consistent culture and values permeate all units within the SOM.
	2. The SOM is nimble, responsive, and coordinated to rapidly pursue opportunities; decision-making authorities and responsibilities are clearly defined and well understood by stakeholders; the independence of individuals, units, and departments is appropriately balanced against the SOM's ability to pursue its goals.
	3. Communication is believable, efficient, timely, and meaningful.
	4. Unnecessary bureaucracy that does not add value is eliminated.
UCSF People	5. Ensure consistency of experience, equitable treatment, and opportunities; eliminate disparities within the SOM.
	6. Create and sustain an environment that attracts and supports bold thinkers and promotes and ensures personal and professional well-being for all within the UCSF community.
	7. Strengthen the recruiting pipeline and professional development, through mentorship and sponsorship, to develop a deep, diverse bench of talent and promote distributed leadership throughout the organization.
	8. Develop creative solutions to mitigate local/regional economic pressures that negatively affect the SOM and its people (faculty, staff, and learners).

Category	Theme
Partnering and Relationships	9. Integrate research, education, and clinical programs to optimize a learning health system and foster an innovative and dynamic culture of continuous learning for all within the UCSF community.
	10. Break down barriers and enhance and expand collaboration within the SOM and throughout UCSF—across geographies; among departments, units, teams, and individuals; and across all mission areas.
	11. Expand the breadth and depth of external partnerships to unlock synergies: create new opportunities with public and private partners; promote stronger UC system-wide collaboration across all segments; and empower our patients as partners in every aspect of our work.
Economics and Resources	12. Diversify funding streams and pursue opportunities to secure more “hard dollar” support through the development of endowments and other vehicles for faculty work across all mission areas.
	13. Support the clinical enterprise and preserve/enhance access to funds for reinvestment in the academic, clinical, and scientific enterprises.
	14. Deploy resources at the SOM and department/unit level to promote the pursuit of strategic goals across all mission areas through stewardship of existing programs, infrastructure, and resources as well as through new program development.
	15. Position UCSF for ongoing success in securing extramural federal research funding, given the national trend toward larger center-based and cooperative awards and training grants versus individual investigator awards.

Questions to Tackle Today

1. What would it take for UCSF to be the best place to work in all mission areas?
 - a) What structural support do people need to feel valued?
2. What would it take to create an environment that has no barriers to success for women and people from groups underrepresented in medicine, science and leadership in the School of Medicine?
3. Give examples of ways UCSF can foster a collectivist purpose while supporting individualistic strategies.