Strategic Planning and Operations Metrics

Laura Skarnulis  
Chief Operations Officer

Brad Malone  
President / Principal Consultant
Session Goals

• Why develop a strategic plan
• Purpose and process of strategic planning
• Benefits of strategic planning
• Approach and Methodology of strategic planning
• Operationalizing the plan
• Measurement of plan performance – key metrics
But First...

- Polling Questions
Connect to PollEverywhere

- **Tablet/Laptop**
  - Visit Pollev.com/abms2016

- **Text Message**
  - Text abms2016 to 22333 to join the room
  - Standard text messaging rates apply
Voting

- **Via Tablet/Laptop**
  - Click the answer on the screen

- **Text Message**
  - Text the letter that corresponds to your answer choice
Polling Questions

Do you know your organization's top 3-5 priorities?

Poll locked. Responses not accepted.

Yes 75%
No 25%
Polling Questions

Do you know what outcomes your organization is hoping to achieve with those priorities?

- Yes: 71%
- No: 29%

Poll locked. Responses not accepted.
Why a Strategic Plan – An Evolution

• Need to prioritize many tasks at hand
  • Many needs, limited time and resources
• Why are we doing what we are doing
• What do we need to achieve
• What problems do we need to solve
• From reactive to proactive approach
• Enables focus on advancing the mission
Purpose of Strategic Planning – Measurement

• Shift from “Activities and Tasks” to “Outcomes”
• Determine and manage key metrics which show the progress of an organization in meeting their strategic goals and outcomes
• Measured through metrics that matter and connect silos to a greater, aligned whole

“What gets measured gets done”
Benefits of Strategic Planning / Metrics

• Better understand and visibly prioritize the goals / projects

• Align initiatives to measurable results and outcomes

• Provide capability for more productive Governance and Decision making capabilities

• Consistently / transparently measure and align to goals

• Increase Organizational alignment and accountability
Organizational Alignment

- All organizations have this structure
- It’s either documented, shared, and followed
- Or not……...
Polling Question

Does your organization have a prioritization framework for new projects?

⚠️ Poll locked. Responses not accepted.

Yes: 59%
No: 41%
Approach & Methodology

Overarching Mission / Outcomes

Why?

Drivers to Achieve Outcomes

What?

Initiatives / Programs to influence Drivers

How?
Polling Question

Have you put things on a "stop doing" list?

- Yes: 50%
- No: 50%

Poll locked. Responses not accepted.
ABMS Mission

The mission of the American Board of Medical Specialties is to serve the public and the medical profession by improving the quality of health care through setting professional standards for lifelong certification in partnership with Member Boards.

❖ But what does this mean to us? How do we take action on it?
ABMS Strategic Plan – Mapping

Overarching Mission / Making a Difference

Improve Quality of Healthcare

Why?
- Innovative Assessment
- Expanded Presence
- Organizational Growth & Improvement

What?
- 2015-2020 Goals
- Premiere Board Certification
- Continuing Certification Innovation
- National Thought Leadership
- Global Impact
- High Performing Organization
- Research & Scholarship

Premiere Board Certification
Continuing Certification Innovation
National Thought Leadership
Global Impact
High Performing Organization
Research & Scholarship
ABMS Strategic Plan – Mapping

Overarching Mission / Making a Difference

Improve Quality of Healthcare

Why?

Innovative Assessment

Expanded Presence

Organizational Growth & Improvement

Now let’s determine some of yours........
ABMS Strategic Plan – Mapping

Overarching Mission / Making a Difference

Improve Quality of Healthcare

Why?
- Innovative Assessment
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2015-2020 Goals
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- National Thought Leadership
- Global Impact
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What?
- Research & Scholarship

Now let’s determine some of yours........
ABMS Strategic Plan – Project Mapping

Overarching Mission / Making a Difference

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- 2015-2020 Goals
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  - Continuing Certification Innovation
  - National Thought Leadership
  - Global Impact
  - High Performing Organization
- Research & Scholarship

How?
- 2015-2018 Initiatives
  - MOC for the Future
  - REF Strategy Development
  - Engagement Strategy
  - International
  - Data Strategy
  - Organizational Improvement

Consistency

Key Performance Metrics supporting Goals and Drivers
ABMS Strategic Initiatives

- National Thought Leader
- Global Impact
- Expanded Influence
- Premier Board Certification
- Research and Scholarship
- Continuing Certification Innovation
- Innovative Assessment
- High Performing Organization
- Organizational Growth and Development

Enhanced Communication Strategy

Board-based Assessment
MOCA Platform

Technology Enhancement

Improvement in Professional Practice
- Delphi Process
- Growing Portfolio Program
- Possible Partnerships
- Expand Quality Improvement Forum

Stakeholder Engagement Work

Convener
- ABMS Conference
- MOCA
- Improvement in Professional Practice
- Committee Meetings

International Strategic Planning

Lifelong Learning
- MedEd Portal
- PARS

Professionalism
- DANS Project

Operations Improvement
- Research Strategy
- MOC Evaluation Innovations

Data Strategy

Organizational Improvements
- Technology/Infrastructure Enhancements
- Diversification of Revenue
- Shared Services
- New Business Opportunities

ABMS 2017

Directly Relates to Consistency Project Recommendations
Consistency Enabling
How ABMS Operationalized the Plan

• Governance and Community
  • Meeting Agendas
  • Strategic Questions

• Resources
  • Budget Process

• Employees
  • Goal Setting
6. **Report of the President and Chief Executive Officer** ORAL
   a. Overview of the Board of Directors Meeting
   b. Update on ABMS Activities
   c. Update on International Activities
   Lois Margaret Nora, MD, JD, MBA; ABMS President and Chief Executive Officer

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>#2:</td>
<td>Be the premier system for domestic physician certification</td>
</tr>
<tr>
<td>#3:</td>
<td>Enhance the value of continuing certification to the public, Diplomates and other stakeholders</td>
</tr>
<tr>
<td>#4:</td>
<td>Establish ABMS as a National Thought Leader</td>
</tr>
<tr>
<td>#5:</td>
<td>Expand International Physician Certification through the ongoing Development of an Excellent System</td>
</tr>
<tr>
<td>#6:</td>
<td>Establish ABMS’s Role in Research and Scholarship</td>
</tr>
<tr>
<td>#7:</td>
<td>Enhance Organizational, Operational and Financial Performance</td>
</tr>
</tbody>
</table>

7. **Committee Business** ORAL
   a. **Committee on Continuing Certification**
      - Warren P. Newton, MD, MPH; Chair

   1. **Report on the Review of the Improvement in Medical Practice Component of Continuing Certification** ATTACHMENT D

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8. **Presentation on the Improvement in Medical Practice** ORAL
   **Task Force report**
   Daniel J. Cole, MD; Task Force Co-Chair, Susan Dentzer, Task Force Co-Chair, and Tom Granatir, Senior Vice President, Policy and External Relations

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Operationalizing the Plan – Governance – Strategic Questions

Task Force to Review the Committee on Continuing Certification (3C) Summary

Strategic Question(s) for the ABMS Board of Directors

- Should the ABMS consider adopting a Statement of Shared Values?
- Should the ABMS Board of Directors adopt a policy around the expectation for the ABMS Board to comply with ABMS Bylaws, Policies, and decisions of the ABMS Board of Directors?

Action Items

For Board approval:

- Approval of the Nomination of the AMS Representative to the Membership of the National Board of Medical Examiners (NBME)

Summary of Activities

Actions taken since the last Board meeting:

- The Governance Committee approved a process for nominations of the Public Member position on the ABMS Board of Directors.
2016 Budgeted Expenses

- Cert, MOC, REF: 29%
- Operations and Infrastructure: 18%
- International: 22%
- Data Sales: 9%
- Stakeholder Engagement: 22%
### Operationalizing the Plan – Employees – Goal Setting

**Employee Name:** ____________________________  **Employee Title:** ____________________________

**Manager Name:** ____________________________  **Review Cycle:** 8/16 – 7/17

<table>
<thead>
<tr>
<th>2016 – 2017 Individual Performance Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal/Objective</strong></td>
</tr>
<tr>
<td>---------------------</td>
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</tbody>
</table>
Polling Question

What does your organization measure?

- Poll locked. Responses not accepted.

Activities: 9%
Results: 39%
Both: 52%
A Key Business Metric....How we measure

• **Determine Key Performance Indicators (KPIs)**
  • Measures of activity, outcomes, satisfaction performance

• **Track KPIs**
  • Tells us how well the business is meeting goals
  • Provides information to management

• **Develop dashboards**
  • Communicates performance to senior management
  • Forms the basis of management decisions
Key Performance Indicators

- **Key Performance Indicators (KPIs)** are measurable values that demonstrates how effectively a company is achieving key business objectives.

![Diagram showing KPI Measures]

- **Activity Metrics**
  - Measures of Productivity

- **Satisfaction Metrics**
  - Measures of customer experience

- **Outcome Metrics**
  - Measures of Results
Commonly used KPIs (Mostly financial data)

- Annual Sales (revenue)
- Annual Net Income
- Gross Profit
- Monthly Income
- Monthly Sales (revenue)
- Annual Operating Expense (or Overhead)

*Measures of past activity...*
Polling Question

Which KPIs do you track?

- Importance of sharing SP goals with staff.
- Measure activity and performance.
- Operating income.
- Website analytics, email open and click through rates, call center customer service ratings.
- How little I really know about strategic planning despite having participated in development of many.
- Average flight cost.
- MOC exam sign-ups.
- NEEDTOSHAREPRIORITYSTITHOUTORGANIZATION.
- #health_professions.
- Overarching goals transcend departments.
- If you don't measure, you don't know how to navigate the organization.
- "Echo_strategic_planning_principles".
- The distinction between lag and lead measures.
- Recent advances module completions.
- Reevaluated what I though I knew.
- Release date of reports.
- "Satisfaction income".
- "Cert exam registrations".
- "Strategy!".
- Reevaluated what I though I knew.
“...trying to manage a company with financial data is like trying to drive a car while looking in the rear view mirror.”

W. Edwards Deming
Types of Measures

- **Lag Measure (Past)**
  - Measures activity that has already happened
  - Measures what can’t be changed

- **Lead Measure (Future)**
  - Predictive of activity to come
  - Management has influence (if not control)
  - A lead measure impacts a lag measure
A Lead Measure is a Business Lever

- Lead measures influence lag measures
- Helps managers work together to achieve the strategic goals because their tactical measures are interdependent
## KPIs – Human Resources

<table>
<thead>
<tr>
<th>KPI’s</th>
<th>Activity, Outcome or Satisfaction</th>
<th>How KPI will be measured</th>
<th>Frequency of Measurement</th>
<th>Amount of Effort Needed to Measure KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time to Fill</td>
<td>Activity</td>
<td>• Calculate days from date of posting to the date new hire begins.</td>
<td>With each new hire</td>
<td>Low</td>
</tr>
</tbody>
</table>
| Turnover Rate                 | Outcome                           | • Turnover Percentage Calculation: # of terminating employees/Employee headcount at mid-point of the period x 100  
  • Voluntary percentage calculation: # of voluntary terms/employee headcount  
  • Termed Employees <1 yr of service: # of ee with less than 1 yr of service/total termed employees | Monthly                  | Low                                   |
| Avg training costs per employee | Outcome                           | • HR training costs divided by headcount                                                | Annually                 | Low                                   |
| Demographics                  | Outcome                           | • Running a gender, ethnic description, age, years of service and headcount report in ADP | Monthly                  | Medium                                |
| Employee Satisfaction with Training | Satisfaction                  | • Annual Survey via Survey Monkey                                                       | Annual                   | Low-Medium                            |
| Operations Survey             | Satisfaction                      | • Annual Survey via Lori Gruber                                                          | Annual                   | Low                                   |
### KPIs – Information Services

<table>
<thead>
<tr>
<th>KPI’s</th>
<th>Activity, Outcome or Satisfaction</th>
<th>How KPI will be measured</th>
<th>Frequency of Measurement</th>
<th>Amount of Effort Needed to Measure KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Diplomate records processed.</td>
<td>Activity</td>
<td>Calculate the number of records processed each calendar year</td>
<td>Annual</td>
<td>Medium</td>
</tr>
<tr>
<td>Fill Rate – quality of monthly certificates</td>
<td>Activity</td>
<td>Calculate the presence of key data fields necessary for matching purposes</td>
<td>Annual</td>
<td>Medium</td>
</tr>
<tr>
<td>System downtime</td>
<td>Activity</td>
<td>Record amount of unplanned time system is down.</td>
<td>For each occurrence</td>
<td>Low</td>
</tr>
<tr>
<td>Diplomate MOC participation stats</td>
<td>Outcome</td>
<td>Run queries to calculate MOC records</td>
<td>Quarterly</td>
<td>Low</td>
</tr>
<tr>
<td>Identify recurring issues relating to clients utilizing credentialing products</td>
<td>Outcome</td>
<td>Ticket System to identify trends from client issues reported</td>
<td>Monthly</td>
<td>Medium</td>
</tr>
<tr>
<td>Replenishment of Computers</td>
<td>Satisfaction</td>
<td>PC inventory spreadsheet</td>
<td>Annual</td>
<td>Low</td>
</tr>
<tr>
<td>Call Center</td>
<td>Satisfaction</td>
<td>Number of calls answered by call center</td>
<td>Quarterly</td>
<td>Medium</td>
</tr>
</tbody>
</table>
Measures/KPIs - Analysis and Prioritization

High

- High importance, low efficiency (Evaluate)
- High importance, high efficiency (Implement)

Low

- Low importance, low efficiency (Reject)
- Low importance, high efficiency (Assess with Caution)
### Dashboard Example - ABMS Strat Plan/Financial Performance Metrics

#### Strategic Plan - Action Steps and Outcomes Status

<table>
<thead>
<tr>
<th>Innovative Assessment</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>11%</td>
<td>Completed</td>
</tr>
<tr>
<td>63%</td>
<td>In progress</td>
</tr>
<tr>
<td>14%</td>
<td>Not started</td>
</tr>
<tr>
<td>4%</td>
<td>In progress</td>
</tr>
<tr>
<td>1%</td>
<td>Not started</td>
</tr>
<tr>
<td>7%</td>
<td>Not started</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expanded Influence</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>19%</td>
<td>Completed</td>
</tr>
<tr>
<td>62%</td>
<td>In progress</td>
</tr>
<tr>
<td>9%</td>
<td>Not started</td>
</tr>
<tr>
<td>0%</td>
<td>In progress</td>
</tr>
<tr>
<td>4%</td>
<td>Not started</td>
</tr>
<tr>
<td>6%</td>
<td>Not started</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational Growth and Development</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>Completed</td>
</tr>
<tr>
<td>59%</td>
<td>In progress</td>
</tr>
<tr>
<td>14%</td>
<td>Not started</td>
</tr>
<tr>
<td>0%</td>
<td>In progress</td>
</tr>
<tr>
<td>0%</td>
<td>Not started</td>
</tr>
<tr>
<td>17%</td>
<td>New project</td>
</tr>
</tbody>
</table>

#### Financial Position

<table>
<thead>
<tr>
<th>Financial Position</th>
<th>As of 6/30/2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash on Hand</td>
<td>$ xx</td>
</tr>
<tr>
<td>% to Target Minimum</td>
<td></td>
</tr>
<tr>
<td>Reserves</td>
<td>$ xx 93%</td>
</tr>
<tr>
<td>Emergency Fund</td>
<td>xx 90%</td>
</tr>
<tr>
<td>Strategic Fund</td>
<td>xx 95%</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$ xx</td>
</tr>
</tbody>
</table>

#### Financial Results

<table>
<thead>
<tr>
<th>Financial Results</th>
<th>6/30/2016</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$ xx 100%</td>
<td></td>
</tr>
<tr>
<td>Expense, including strategic initiatives</td>
<td>xx 92%</td>
<td></td>
</tr>
<tr>
<td>Operating Margin</td>
<td>$ xx 170%</td>
<td></td>
</tr>
</tbody>
</table>
# Dashboard Example - Strat Plan Tactics/Action Steps Performance Metrics

<table>
<thead>
<tr>
<th>Goal #1</th>
<th>Be the premier system for domestic physician certification.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tactic 1-A: Develop and implement a plan to support Member Boards in their programs for continuing certification including identifying shared services and infrastructure that ABMS can provide.</td>
</tr>
</tbody>
</table>

**Action Steps and Initiatives**

- Create systems that promote expanded deployment across Member Boards of activities created by Member Boards, specialty societies, continuous professional development providers and/or others (MedEdPortal).

- Assess the current process and standards for initial certification.

- Develop and execute the plan to assist with implementation of the 2015 Standards for MOC, focusing on areas where uniform shared services are desirable and can be efficiently implemented.
Dashboard Example – Multi-Specialty Portfolio Program Participation Metrics

### MSPAPO - Participation/Engagement

<table>
<thead>
<tr>
<th>Category</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Med Center</td>
<td>34</td>
</tr>
<tr>
<td>Accountable Care Organizations</td>
<td>3</td>
</tr>
<tr>
<td>Associations</td>
<td>3</td>
</tr>
<tr>
<td>Community Hospital</td>
<td>3</td>
</tr>
<tr>
<td>Consortium/Collective</td>
<td>3</td>
</tr>
<tr>
<td>Government Agency</td>
<td>1</td>
</tr>
<tr>
<td>Hospital Group</td>
<td>1</td>
</tr>
<tr>
<td>Integrated Delivery System</td>
<td>13</td>
</tr>
<tr>
<td>Medical Specialty Society</td>
<td>2</td>
</tr>
<tr>
<td>Physician Organization</td>
<td>3</td>
</tr>
<tr>
<td>Practice-Based Network</td>
<td>0</td>
</tr>
<tr>
<td>Q10</td>
<td>2</td>
</tr>
<tr>
<td>Other or &quot;N/A&quot;</td>
<td>3</td>
</tr>
</tbody>
</table>

### MSPAPO - Physician Completions

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q3 2015</th>
<th>Q4 2015</th>
<th>Q1 2016</th>
<th>Q2 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>#/0 Physician</td>
<td>7380</td>
<td>10227</td>
<td>11957</td>
<td>13149</td>
</tr>
</tbody>
</table>

### # of Quality Improvement Efforts by ABMS Member Boards

- ABA
- ABAI
- ABD
- ABEM
- ABFM
- ABIM
- ABMGG
- ABOG
- ABO
- ABS
- ABOT
- ABPath
- ABP
- ABPMR
- ABPM
- ABPN
- ABPS

ABMS CONFERENCE
engage. collaborate. innovate. 2016
The Discipline of Execution\(^1\)

- **Focus** on the Strategic Goal
- **Act** on predictive measures
- **Monitor** with compelling reporting / scoreboard / dashboard
- **Manage** personal commitment and accountability

\textit{A principled approach to management}

\(^1\)Based on Sean Covey’s “Four Disciplines of Execution”
Compelling Monitoring – Operationalize

• **Simple** – everyone understands it
• **Visible** – everyone can see it
• **Strategic** as well as tactical – keeps big picture in mind
• **Real time** – enables timely response

*We need to know if we are ahead or behind.*
Strategic Planning and Operations Metrics

Questions?

Thank you........