

# UNT

# HEALTH<sup>™</sup> SCIENCE CENTER



## Leadership: The Key to Excellence in Higher Education

Thomas Fairchild, PhD

Douglas A. Mains, DrPH

Jennifer Treviño, MBA

# Who We Are

- Academic:
  - Texas College of Osteopathic Medicine (TCOM)
  - Graduate School of Biomedical Sciences
  - School of Public Health
  - School of Health Professions
    - PA Studies
    - Physical Therapy
  - 1579 Students
  - 411 Fulltime Faculty
- \$42 million in research dollars awarded in 2010
- UNTHHealth patient services had 588,574 patient encounters in 2010
- Campus square footage has doubled in the last 10 years

# Learning Outcomes

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Participants will understand:

- Why the Leadership Development Institute (LDI) was developed and implemented
- How the LDI evolved based on a changing culture
- LDI successes and opportunities for improvement

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It is easier to ride a horse in the  
direction it is going.

Confucius

# Transformational Leadership

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Dr. Scott Ransom, DO, MBA, MPH – July 2006

UNTHSC was faced with the following challenges:

- Declining enrollment trends in School of Public Health
- Declining reimbursement for healthcare
- Declining federal funding for research
- Increasing competitive pressures in healthcare and education
- Increasing demands for accountability and transparency

# Transformational Leadership

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- Five year strategy map approved by BOR – September 2006
- Upcoming legislative session – January 2007
- Bottom line – business as usual would **NOT** work
  - Sense of urgency
  - Need for change

- **Mission**
- **Adaptability (e.g. customer focus)**
- **Consistency (e.g. coordination and integration)**
- **Involvement (e.g., team orientation)**

**UNT HEALTH**  
SCIENCE CENTER

- **Strategy**
- **Values**
- **Vision**
- **Consistency**
- **Creating change**
- **Organizational learning**

***Organizational ICEBERG***

AN ACTION PLAN FROM THE WORLD'S  
FOREMOST EXPERT ON BUSINESS LEADERSHIP

**Leading  
Change**



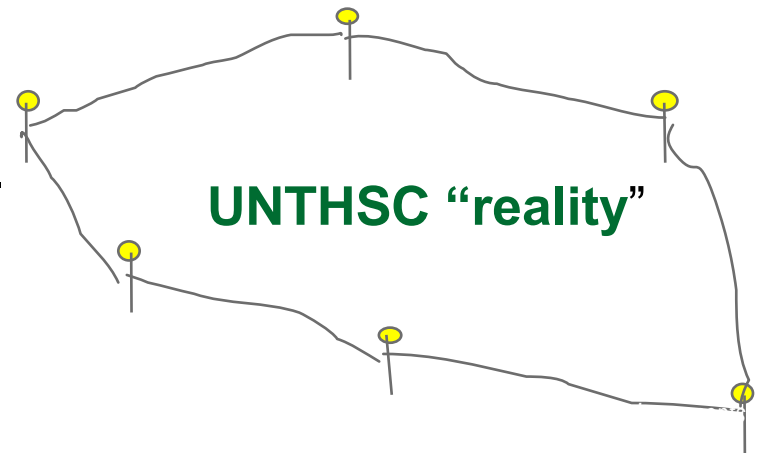
**John P. Kotter**

HARVARD BUSINESS SCHOOL PRESS

# Culture is Slow to Change

Culture is slow to change because it serves a basic survival function:

- Each assumption serves as a fence post – a stake in the ground for one part of our “reality.”
- The pattern of assumptions, our collection of fence posts, is our view of reality... “how things work around here.”
- Without assumptions, we would literally “lose our minds.”
- Hence....we cling firmly to our assumptions.

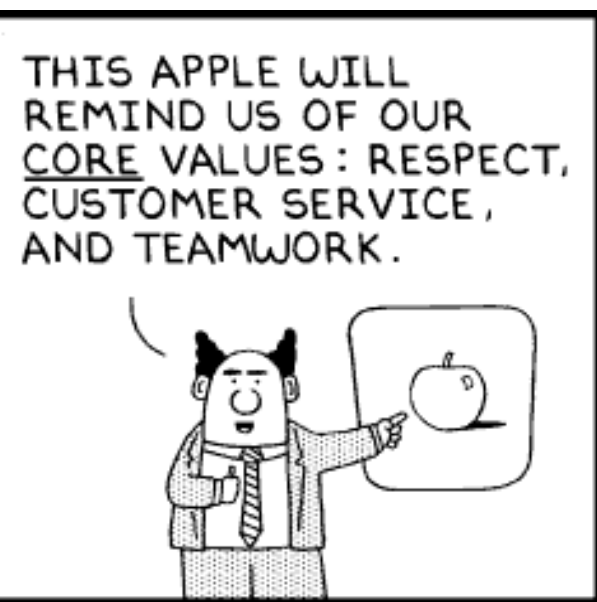




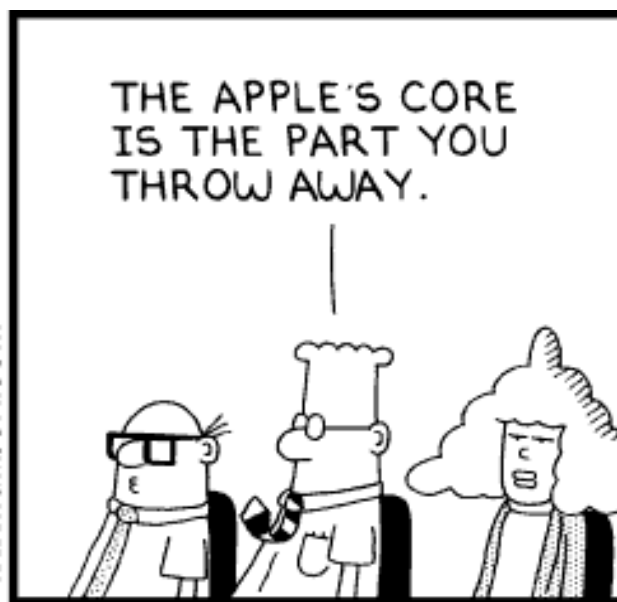
# Leadership Challenge

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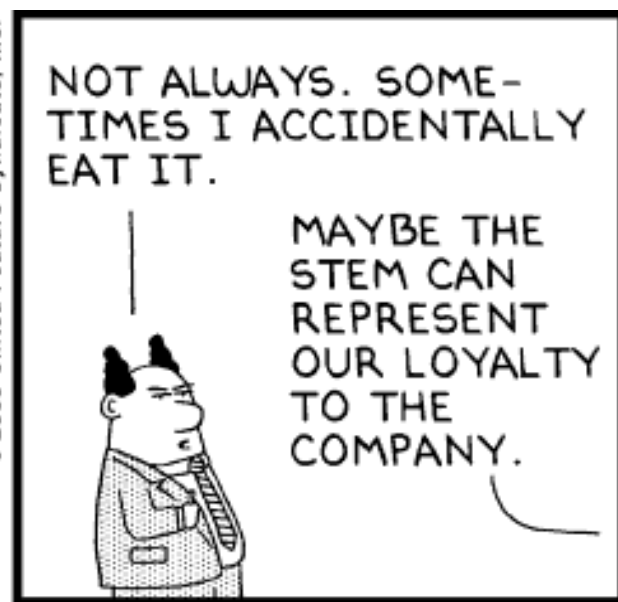
- Some Executive Team members, chairs and department heads and most faculty and staff **DID NOT** embrace the sense of urgency and need for change.
- Some key leaders **DID NOT** have the skills and knowledge to assist in the effective implementation of our mission and strategic plan.



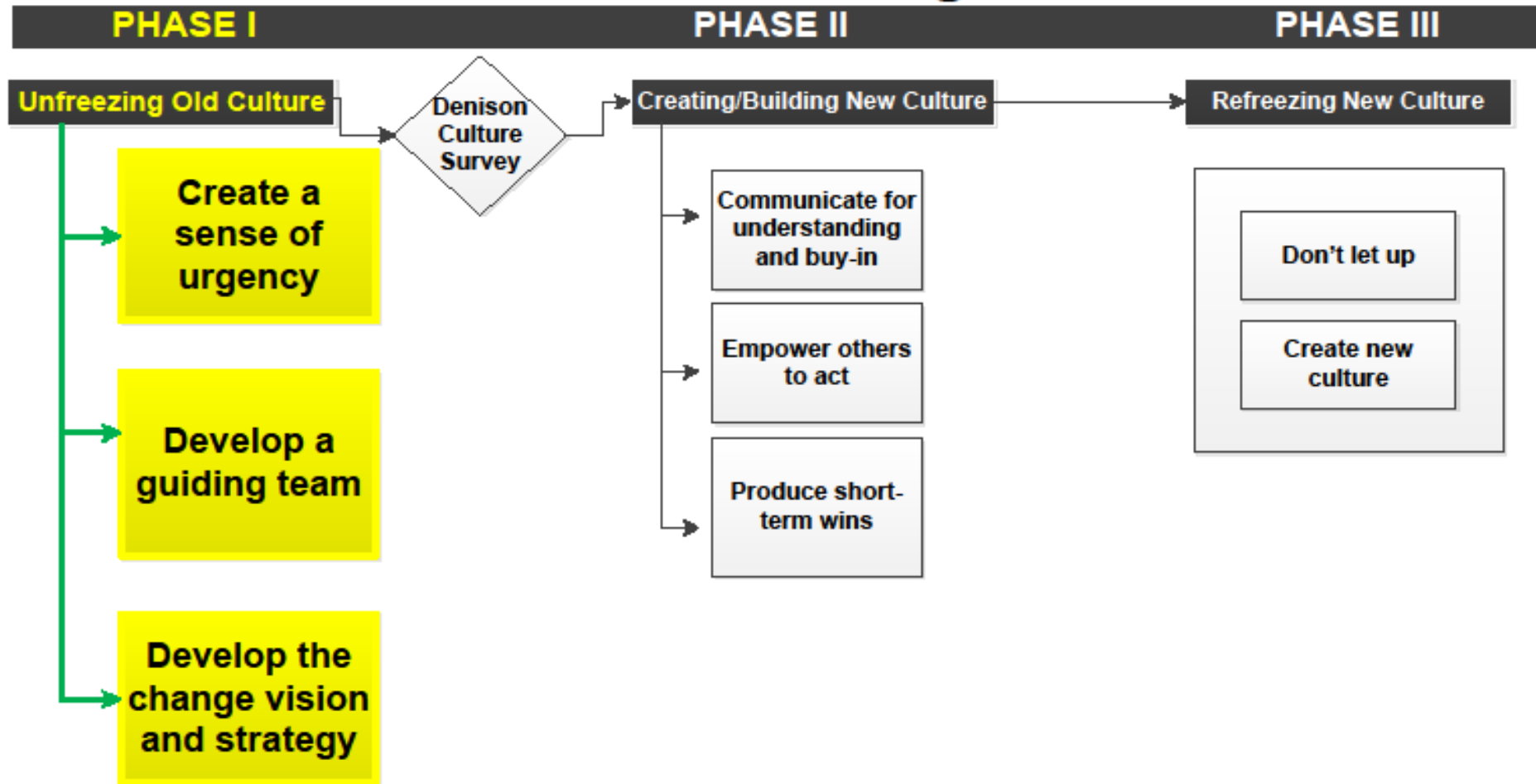
www.dilbert.com scottadams@aol.com



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# Culture Change



# Create a Sense of Urgency

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Leaders get the right people on the bus (and the wrong people off the bus) and set the direction.

Jim Collins

# Develop a Guiding Team

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- Executive Team
  - Deans
  - Vice Presidents
  - Department Heads

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In God we trust; all others must  
bring data.

W. Edwards Deming

# Develop the Vision and Strategy



## FIVE YEAR STRATEGIC PLAN FOR UNTHSC: FY 2011 - 2015

### Mission

*To improve the health and quality of life for the people of Texas and beyond through excellence in education, research, clinical care, and community engagement and to provide national leadership in primary care*

### Vision

*To become a top 10 health science center*

### Values

*Compassion  
Integrity*

*Excellence  
Pride*

*Innovation  
Teamwork*

#### Academic Affairs

Enhance quality, grow and diversify academic programs  
Optimize academic support and academic technology  
Recruit, develop and retain high performing faculty  
Improve student learning outcomes

#### Research

Recruit, develop and retain high performing faculty  
Enhance facilities and infrastructure  
Invest in translational research capacity  
Enhance and develop partnerships

#### Clinical Affairs

Continuously improve quality of care, access, service excellence, and patient satisfaction leading to a patient-centered competitive clinical practice  
Ensure UNTHHealth is well positioned to optimize market and partnership opportunities, to maximize utilization of resources, and to ensure financial viability  
Pursue an interdisciplinary and integrated approach to health care delivery that positions UNTHHealth to take advantage of provisions in the Affordable Care Act

#### Interdisciplinary Academic, Research, and Clinical Centers of Excellence

Primary Care and Prevention

Aging/Alzheimer's

Investigative Genetics

#### Administration

Strategically support and enhance our culture of excellence, performance improvement and accountability  
Ensure facilities support our mission and promote community image  
Optimize financial resources  
Optimize institutional information resources and infrastructure  
Promote diversity among faculty and staff  
Enhance the institution's human capital management

#### Community Engagement

Continue to grow and build UNTHSC's reputation as a world-class institution  
Rapidly expand and strengthen strategic alliances and partnerships internally and externally  
Diversify and strengthen philanthropic and other revenue channels


# Develop the Vision and Strategy

## 2011 Tactical Initiatives Based on UNTHSC 2011-2015 Strategic Plan

Mission		Vision		Values		
To improve the health and quality of life for the people of Texas and beyond through excellence in education, research, clinical care, and community engagement and to provide national leadership in primary care		To become a top 10 health science center		Compassion Integrity	Excellence Pride	Innovation Teamwork
<p><b>Goals</b> What do we expect to achieve?</p> <p><b>Administration</b> Optimally support and facilitate the creation of a top 10 health science center devoted to developing knowledge and creating professionals to maximize health and quality of life</p> <p><b>Institutional Performance Measures</b></p> <ol style="list-style-type: none"> <li>Administration costs as a percentage of total expenditures</li> <li>Institutional reserves</li> <li>Denison Survey - Team orientation rating</li> <li>UNT System Costs</li> </ol>	<p><b>Goals</b> What do we expect to achieve?</p> <p><b>Academic Affairs</b> Create knowledge, scientists and healthcare professionals devoted to meeting the critical health needs of the state of Texas and the nation</p> <p><b>Institutional Performance Measures</b></p> <ol style="list-style-type: none"> <li>Number of enrolled students <ul style="list-style-type: none"> <li>Headcount</li> <li>FTEs</li> </ul> </li> <li>Student Satisfaction <ul style="list-style-type: none"> <li>Quality of education</li> <li>Quality of teaching</li> </ul> </li> <li>Percent of Student Diversity</li> <li>Percent of target courses which have implemented QEP</li> </ol>	<p><b>Goals</b> What do we expect to achieve?</p> <p><b>Research</b> To become the leading health science center devoted to collaborative and translational research focused on critical health needs of Texas and the nation</p> <p><b>Institutional Performance Measures</b></p> <ol style="list-style-type: none"> <li>Dollar value of grants awarded</li> <li>Dollar value of proposals submitted</li> <li>Average extramural funding per faculty member</li> <li>Total number of unduplicated, peer-reviewed publications published / in press</li> </ol>	<p><b>Goals</b> What do we expect to achieve?</p> <p><b>Clinical Affairs</b> To become the preeminent multispecialty medical practice in Tarrant County and the health care partner of choice in our communities</p> <p><b>Institutional Performance Measures</b></p> <ol style="list-style-type: none"> <li>Overall visit score</li> <li>Time to next third new appointment</li> <li>UNTHHealth Administrative Costs</li> <li>Total Revenues</li> <li>Total Patient Encounters</li> <li>UNTHHealth cash reserves</li> <li>Percent adherence to CMS PQRI Diabetes and Preventative Medicine measures groups</li> </ol>	<p><b>Goals</b> What do we expect to achieve?</p> <p><b>Community Engagement</b> To create and maintain a partnership based environment in the internal, external and professional communities</p> <p><b>Institutional Performance Measures</b></p> <ol style="list-style-type: none"> <li>Alumni donors (number, percent of population)</li> <li>Employee donors (number, percent of population)</li> <li>Total amount of gifts</li> <li>Pledges for new program and Fund for Excellence</li> </ol>		
<p><b>Tactical Initiatives – Processes to accomplish long-term goals</b></p> <ol style="list-style-type: none"> <li>Continue to optimize academic support units to provide quality services efficiently and effectively across the organization</li> <li>Enhance strategic use of financial reporting to ensure alignment of budget with strategic goals</li> <li>Align use of educational and research facilities with institutional strategy</li> <li>Enhance exterior aesthetics through existing and new green spaces</li> <li>Optimize effective UNT System support</li> <li>Optimize sources of funding</li> <li>Implement diversity awareness training across the institution</li> <li>Improve staff recruitment, retention, and performance through faculty/staff development, evaluation, and compensation</li> <li>Enhance technology to support our mission</li> </ol>	<p><b>Tactical Initiatives – Processes to accomplish long-term goals</b></p> <ol style="list-style-type: none"> <li>Expand/diversify enrollment and increase services/academic support and recruit faculty for the increased student numbers</li> <li>Increase offerings of educational programs to meet the needs of a diverse student population</li> <li>Develop a new LCME-accredited, medical school and consider branch campus osteopathic medicine program in Texas</li> <li>Train faculty in teaching approaches needed to increase student higher order thinking skills in targeted QEP courses</li> <li>Incorporate QEP higher order thinking skills approaches in five courses across the various programs in the HSC</li> <li>Fully implement comprehensive faculty compensation plan</li> <li>Expand academic assessment program to include institutes and centers</li> <li>Work collaboratively with UNT System to optimize academic programs</li> </ol>	<p><b>Tactical Initiatives – Processes to accomplish long-term goals</b></p> <ol style="list-style-type: none"> <li>Targeted faculty recruitment of high potential investigators</li> <li>Research development efforts through mentorship and formal training experiences such as workshops and seminars for faculty and staff</li> <li>Assess and optimize core laboratory capabilities and prioritize additional needs</li> <li>Further develop the Health Institutes of Texas</li> <li>Establish Phase 1 clinical trials capabilities</li> <li>Strengthen clinical and community based research capacity through workshops and training forums</li> <li>Assess/join regional consortia focused on collaborative research</li> </ol>	<p><b>Tactical Initiatives – Processes to accomplish long-term goals</b></p> <ol style="list-style-type: none"> <li>Participate in the CMS Physician Quality Reporting Initiative (PQRI)</li> <li>Enhance patient access &amp; expand care delivery models</li> <li>Targeted recruitment of clinically productive providers</li> <li>Develop new clinical sites, at the Golden Triangle/Alliance Corridor and the Ben Hogan Center</li> <li>Position UNTHHealth as a key member of a local accountable care organization</li> <li>Pursue full integration of the electronic medical record and enterprise practice management system</li> </ol>	<p><b>Tactical Initiatives – Processes to accomplish long-term goals</b></p> <ol style="list-style-type: none"> <li>Cost-effectively launch rebranding internally and externally</li> <li>Prioritize marketing support to UNT Health, research, fundraising</li> <li>Proactively promote primary care and prevention, aging and Alzheimer's, and investigative genetics</li> <li>Formalize and publish policies, schedules and scope of campus tours</li> <li>Strengthen community partnerships through increased outreach and volunteer activity with strategically aligned external organizations</li> <li>Develop robust civic councils toward engaging civic leadership in public health, aging/Alzheimer's, and investigative genetics</li> <li>Utilize the momentum of the MD School campaign and the increased connectors to expand and solidify new core list relationships</li> </ol>		



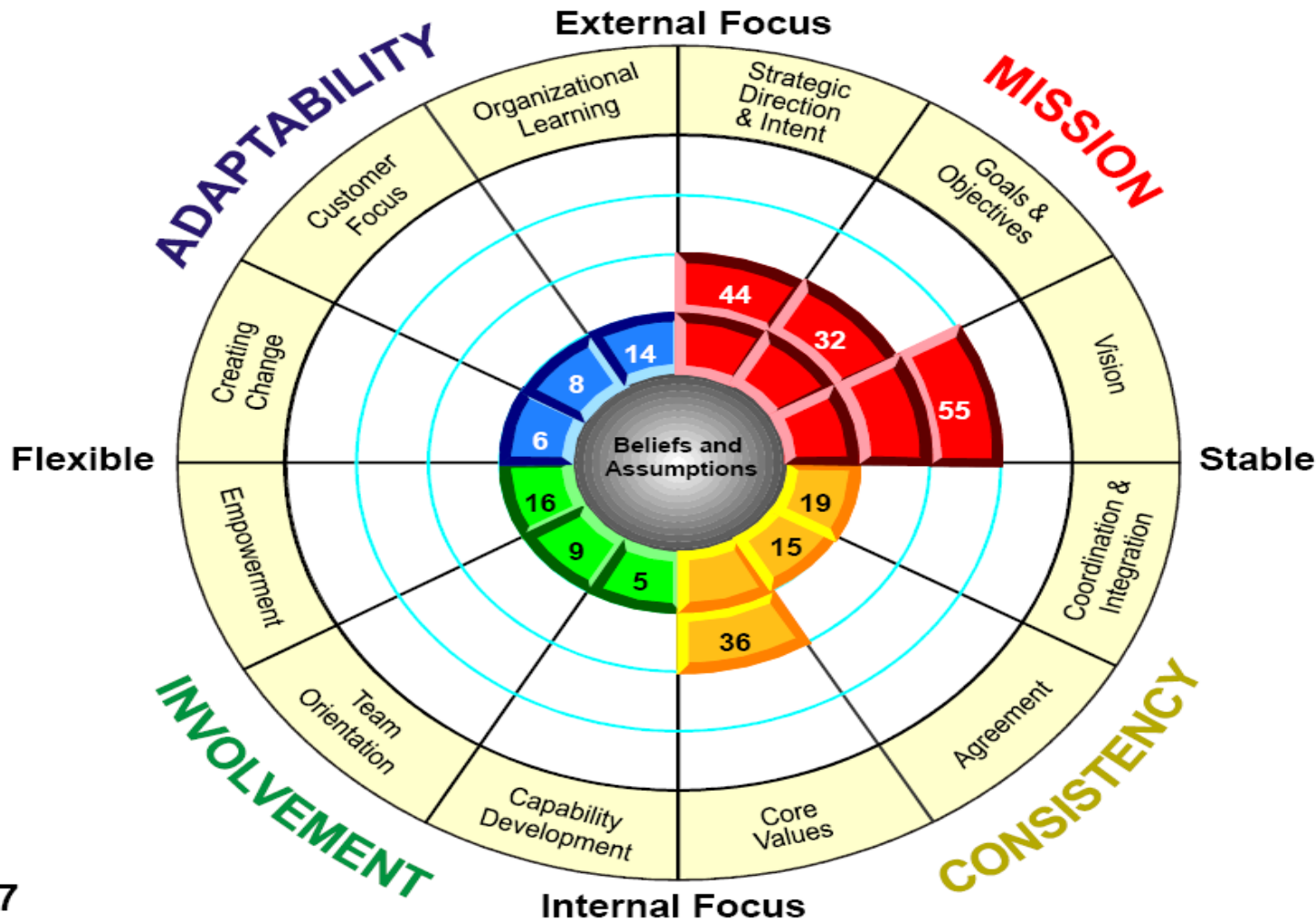
# Develop the Vision and Strategy

 <b>UNT HEALTH SCIENCE CENTER</b> Vision: To become a top 10 health science center...										
<b>UNTHSC Performance Measures - FY 2010</b>										
Highlighted values are prorated for each quarter, where appropriate										
	Actual = Target		Actual ≥ 80% of Target		Actual < 80% of Target				Target	
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter						
	Actual	% of Target	Actual	% of Target	Actual	% of Target	Actual	% of Target		
<b>Academic Affairs</b>										
Number of enrolled students - headcount <sup>1</sup>	1,395	86%	1,343	83%	1,315	81%	1,579	96%	1,614	
TCOM	685	89%	666	87%	666	87%	728	95%	768	
SHP	134	72%	131	70%	99	53%	199	107%	186	
GSBS	284	80%	260	73%	380	107%	353	99%	355	
SPH	292	97%	286	95%	170	57%	299	99%	300	
Number of enrolled students - FTE <sup>1</sup> (based on four semesters)	727	30%	1,399	58%	1,588	66%	2,445	101%	2,416	
TCOM	343	32%	676	63%	676	63%	1,040	98%	1,066	
SHP	121	26%	230	52%	256	58%	438	100%	438	
GSBS	161	27%	294	49%	418	69%	620	103%	602	
SPH	103	33%	200	64%	239	77%	347	112%	310	
Student satisfaction - Quality of Education <sup>2</sup>					75.8%	89%			85%	
TCOM					70.0%	82%			85%	
SHP					92.5%	100%			85%	
GSBS					71.5%	84%			85%	
SPH					79.3%	93%			85%	
Student satisfaction - Quality of Teaching <sup>3</sup>					74.2%	87%			85%	
TCOM					71.4%	84%			85%	
SHP					89.0%	106%			85%	
GSBS					60.3%	71%			85%	
SPH					79.7%	94%			85%	
Student Diversity - African American headcount enrollment <sup>4</sup>	117	96%	108	89%	97	80%	132	108%	122	
Student Diversity - Hispanic headcount enrollment <sup>4</sup>	137	92%	129	87%	72	48%	143	96%	149	
QEP implementation <sup>5</sup>							100%	100%	100%	
<b>Research</b>										
Total extramural research award funding <sup>6</sup>	\$ 11,288,771	31%	\$ 19,128,658	52%	\$ 32,981,797	89%	\$ 41,693,528	113%	\$ 37,000,000	
TCOM	\$ 2,716,544	40%	\$ 3,582,124	53%	\$ 3,886,988	58%	\$ 5,682,673	84%	\$ 6,750,000	
SHP	\$ 0%	0%	\$ 20,000	40%	\$ 20,000	40%	\$ 20,000	40%	\$ 50,000	
GSBS	\$ 8,223,165	31%	\$ 14,445,350	55%	\$ 23,976,042	92%	\$ 29,740,654	114%	\$ 26,200,000	
SPH	\$ 201,082	7%	\$ 367,899	12%	\$ 822,428	27%	\$ 1,298,258	43%	\$ 3,000,000	
Dollar value of grant applications submitted <sup>6</sup>	\$ 53,778,904	26%	\$ 106,060,344	52%	\$ 149,593,850	73%	\$ 224,931,147	110%	\$ 205,000,000	
TCOM	\$ 3,166,524	9%	\$ 11,482,053	34%	\$ 19,096,120	58%	\$ 32,433,464	96%	\$ 34,000,000	
SHP	\$ 61,998	21%	\$ 115,120	38%	\$ 803,733	268%	\$ 2,065,799	689%	\$ 300,000	
GSBS	\$ 40,135,483	28%	\$ 79,022,395	54%	\$ 102,391,718	70%	\$ 160,350,610	110%	\$ 145,700,000	
SPH	\$ 7,810,695	31%	\$ 12,834,694	51%	\$ 20,219,827	81%	\$ 22,796,041	91%	\$ 25,000,000	
Total number of unduplicated peer-reviewed publications - PublishedIn Press <sup>7</sup>							285	114%	250	
TCOM							56	112%	50	
SHP							7	140%	5	
GSBS							163	112%	145	
SPH							65	130%	50	
<b>Clinical Care</b>										
Overall Visit Score of "Excellent" - Percent of Patients <sup>8</sup>			63%	84%			68%	91%	75%	
Overall Visit Score of "Excellent" or "Very Good" - Percent of Patients Combined Total <sup>8</sup>			90%	99%			92%	101%	91%	
Time to next third new primary care appointment - Percent of specialties < 14 days <sup>9</sup>	100%	105%	100%	105%	100%	105%	100%	105%	95%	
Time to next third new specialty care appointment - Percent of specialties < 21 days <sup>9</sup>	100%	105%	100%	105%	100%	105%	67%	71%	95%	
UNT Health Administrative Costs (% of Consolidated Expenses) <sup>10</sup>	8.1%	119%	8.9%	111%	8.8%	112%	9.1%	109%	10%	
Percentage of Support Staff Trained <sup>11</sup>	100%	102%	100%	102%	100%	102%	100%	102%	98%	
Total Net Clinical Revenues <sup>12</sup>	\$ 15,447,416	25%	\$ 28,299,011	45%	\$ 44,564,096	71%	\$ 60,601,849	96%	\$ 63,000,000	
Total Operational Revenues <sup>13</sup>	\$ 20,078,646	27%	\$ 37,318,320	50%	\$ 58,998,192	79%	\$ 80,607,317	107%	\$ 75,000,000	
UNT Health Reserves (days)	83.9	114%	65.3	89%	79.1	108%	89.9	122%	73.5	
Percent of eligible patients placed on clinical pathways <sup>14</sup>	64%	91%	67%	96%	63%	91%	75%	107%	70%	
<b>Community Engagement</b>										
Alumni Donors (number - percentage of population)	192	5%	24%	206	6%	26%	769	20%	106%	800
Employee Donors (number - percentage of population) <sup>15</sup>	977	69.4%	93%	1,011	72.2%	96%	1,052	75%	100%	1,052
Total amount of gifts <sup>16</sup>	\$ 3,136,254	39%	\$ 3,328,004	42%	\$ 4,355,968	54%	\$ 5,128,884	64%	\$ 8,000,000	
Pledges for new program <sup>17</sup>			\$ 2,512,000	13%	\$ 20,183,136	101%	\$ 25,229,436	126%	\$ 20,000,000	
<b>Administration</b>										
Administration cost as a percentage of total expenditures <sup>18</sup>	7.27%	121%	8.91%	104%	10.04%	91%	7.72%	117%	9.25%	
Institutional Reserves (days)	88.0	106%	110.4	131%	108.8	130%	106.3	127%	84	
Faculty and Staff Pride Survey - Culture of Quality <sup>19</sup>					370	95%			391	
Faculty and Staff Pride Survey - Job Satisfaction <sup>19</sup>					362	99%			369	
Faculty and Staff Pride Survey - Empowerment <sup>19</sup>					352	97%			363	

# Denison Organizational Culture Survey: What It Is

- 60-item survey that measures specific aspects of an organization's culture
- Culture is assessed through twelve management practices/indices grouped into four traits:
  - Mission
  - Adaptability
  - Involvement
  - Consistency

# UNTHSC Denison Results 2007



# Understanding the Five Dysfunctions of Your Team

The following questionnaire is a straightforward diagnostic tool for helping you evaluate your team's susceptibility to issues that contribute to a high functioning team.

## Instructions

Use the scale below to indicate how each statement applies to your team. It is important to evaluate the statements honestly and without over-thinking your answers.

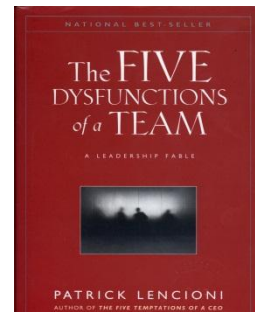
# Understanding the Five Dysfunctions of Your Team

3 – Usually

2 – Sometimes

1 – Rarely

- \_\_\_1. Team members are passionate and unguarded in their discussion of issues.
- \_\_\_2. Team members call out one another's deficiencies or unproductive behaviors.
- \_\_\_3. Team members know what their peers are working on and how they contribute to the collective good of the team.
- \_\_\_4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
- \_\_\_5. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
- \_\_\_6. Team members openly admit their weaknesses and mistakes.
- \_\_\_7. Team meetings are compelling, and not boring.



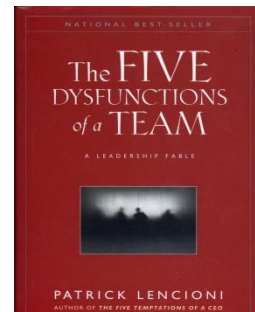
# Understanding the Five Dysfunctions of Your Team

3 – Usually

2 – Sometimes

1 – Rarely

- \_\_\_8. Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if there was initial disagreement.
- \_\_\_9. Morale is significantly affected by the failure to achieve team goals.
- \_\_\_10. During team meetings, the most important – and difficult – issues are put on the table to be resolved.
- \_\_\_11. Team members are deeply concerned about the prospect of letting down their peers.
- \_\_\_12. Team members know about one another's personal lives and are comfortable discussing them.
- \_\_\_13. Team members end discussions with clear and specific resolutions and calls to action.
- \_\_\_14. Team members challenge one another about their plans and approaches.
- \_\_\_15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.



**Leadership: The Key to Excellence in Higher Education**  
**SACS Annual Meeting – December 4-7, 2010**  
**Dr. Thomas Fairchild**  
**Team Assessment - Scoring**

**Scoring**

Combine your scores for the preceding statements as indicated below.

Dysfunction 1: Absence of Trust	Dysfunction 2: Fear of Conflict	Dysfunction 3: Lack of Commitment	Dysfunction 4: Avoidance of Accountability	Dysfunction 5: Inattention to Results
Statement 4: _____	Statement 1: _____	Statement 3: _____	Statement 2: _____	Statement 5: _____
Statement 6: _____	Statement 7: _____	Statement 8: _____	Statement 11: _____	Statement 9: _____
Statement 12: _____	Statement 10: _____	Statement 13: _____	Statement 14: _____	Statement 15: _____
Total: _____	Total: _____	Total: _____	Total: _____	Total: _____

A score of 8 or 9 is a probable indication that the dysfunction is not a problem for your team.

A score of 6 or 7 indicated that the dysfunction could be a problem.

a score of 3 to 5 is probably an indication that the dysfunction needs to be addressed.

Regardless of your scores, it is important to keep in mind that every team needs constatin work, because without it, even the best ones deviate toward dysfunction.

# Culture Change and Leadership Development



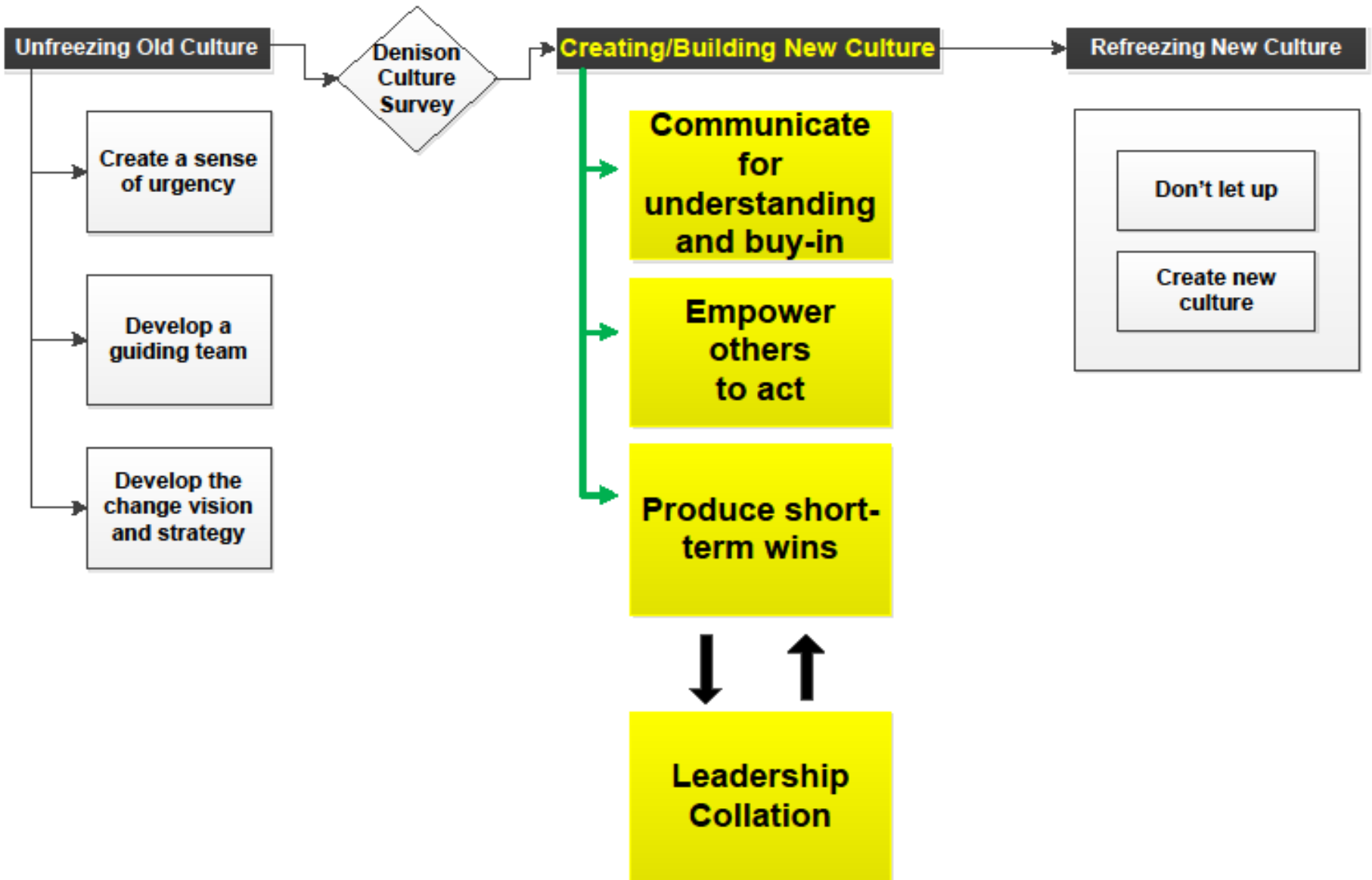


# Culture Change and Leadership Development

## PHASE I

## PHASE II

## PHASE III



# Expanding Leadership Collation

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- Leadership Team – Summer 2007
- Strategic Thinking Councils – Summer 2007

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“It is difficult to get people to think their way into a new way of acting. Instead, people must act their way into a new way of thinking.”

John Kenagy, MD

# Refreezing New Culture

## Leadership Team Programs

FY 2007

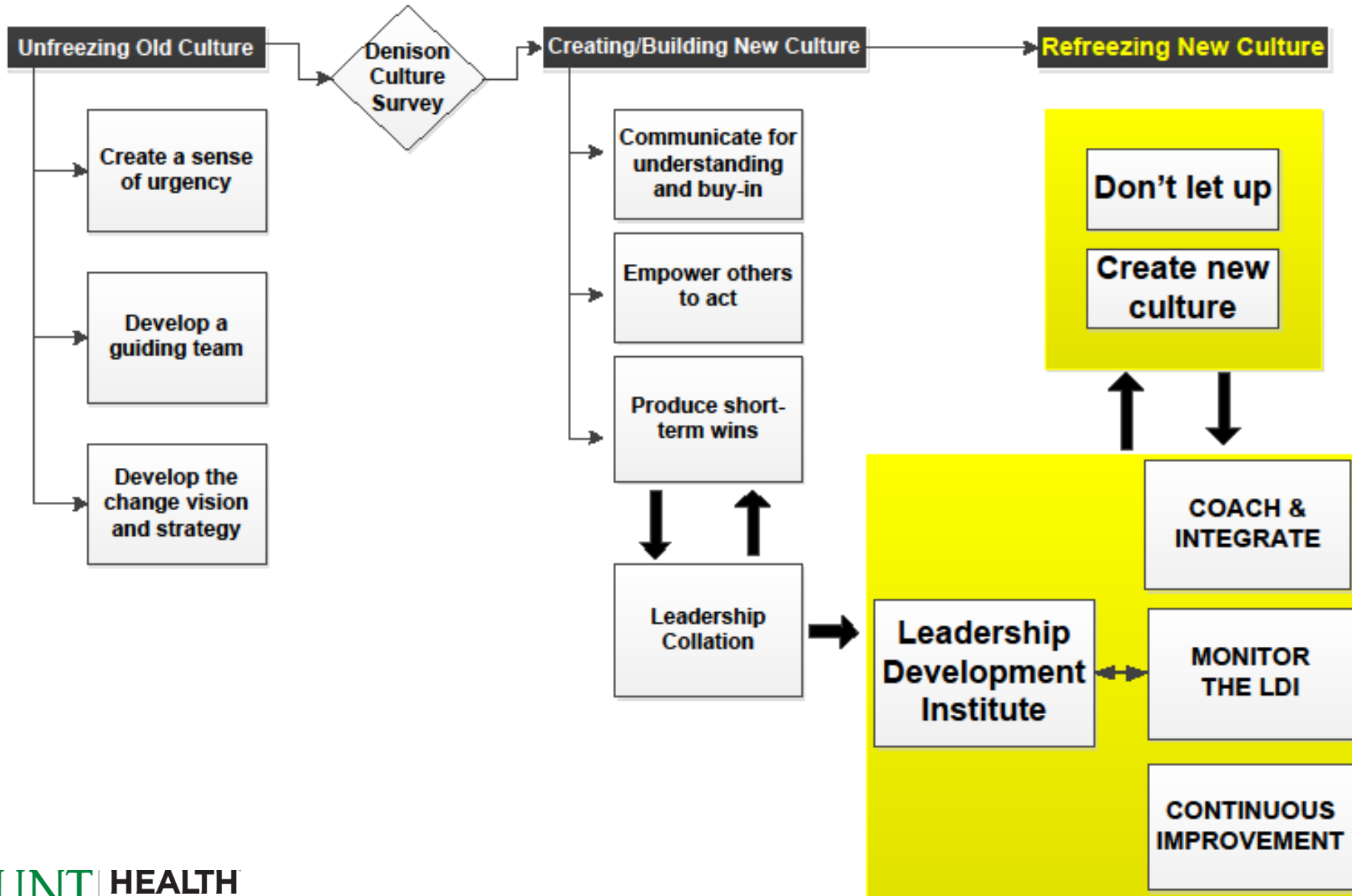
- Role of Strategic Thinking Councils
- Faculty and staff evaluations
- Budget resource allocation model
- Change management
  - Change Style Indicator Tool
  - Organizational alignment and strategy maps
  - Denison Culture Survey Results
- Leadership
- Empowering financing
- Strategy implementation

# Culture Change and Leadership Development

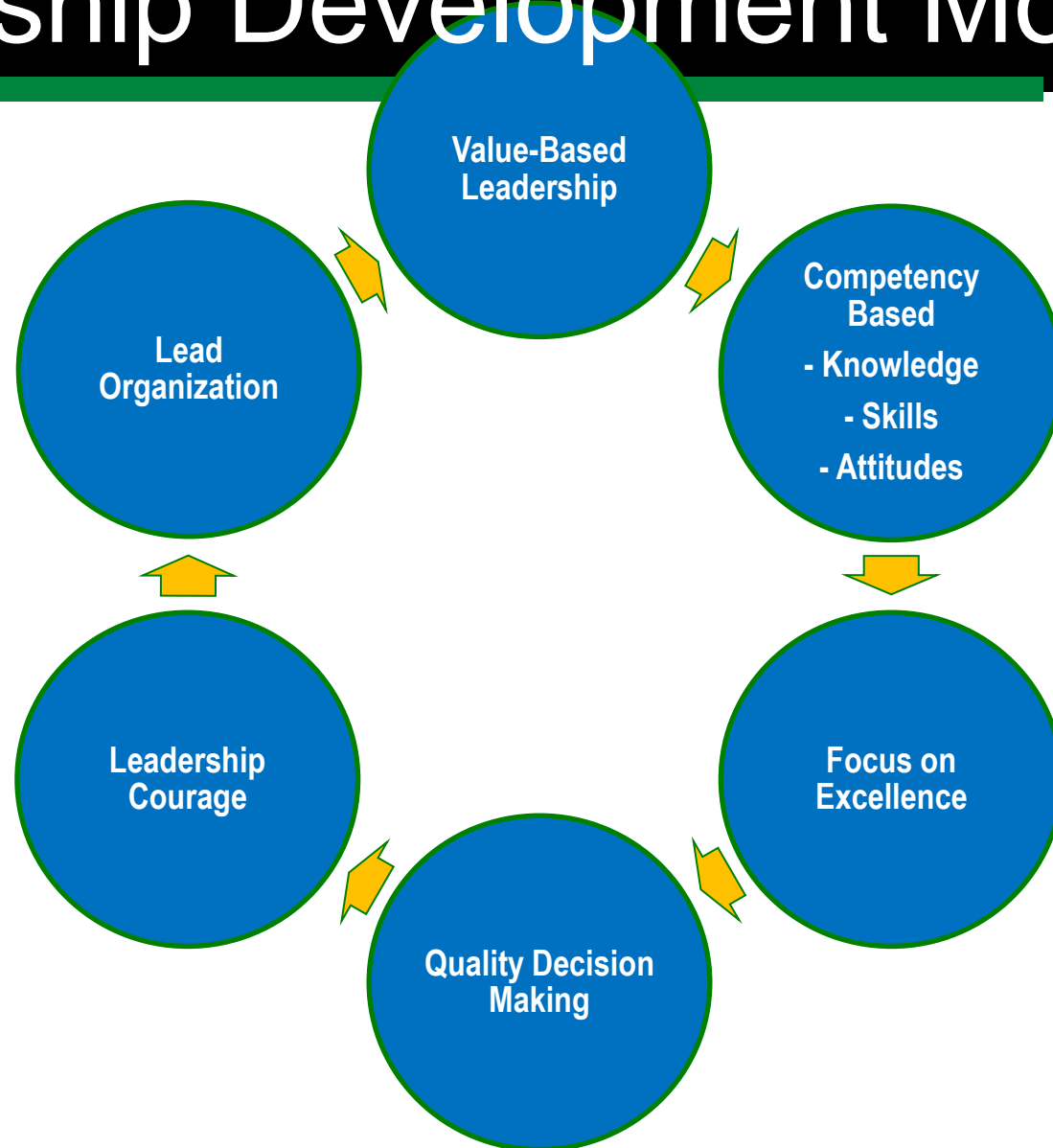
PHASE I

PHASE II

PHASE III



# Refreezing New Culture - Leadership Development Model



# Refreezing New Culture - Leadership Development Institute

## FY 2008

- Communication
- Leadership Team Building
- State Budgeting Process
- Government Affairs
- Building Productive Relationships
- The Power of Persuasion

## FY 2009

- Quality Improvement
- Performance Improvement
- Team Building – MBTI/FIRO-B

# Refreezing New Culture - Leadership Development Institute

## FY 2010

- Crucial Conversations
- Performance Management
- Strategic Planning Workshops

## FY 2011

- Chair Development
  - Transition to Academic Management
  - Legal Issues
  - Working Effectively with Conflict
  - Budgeting and Planning
  - Recruitment, Retaining, and Development



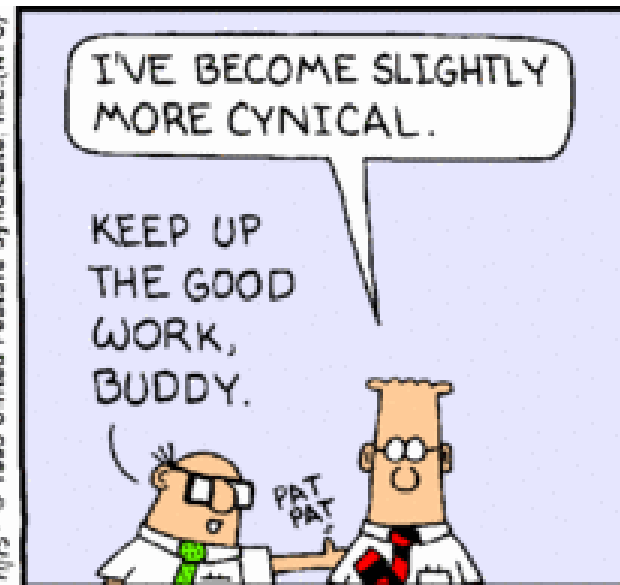
# Refreezing New Culture



S. Adams E-mail: SCOTTADAMS@AOL.COM

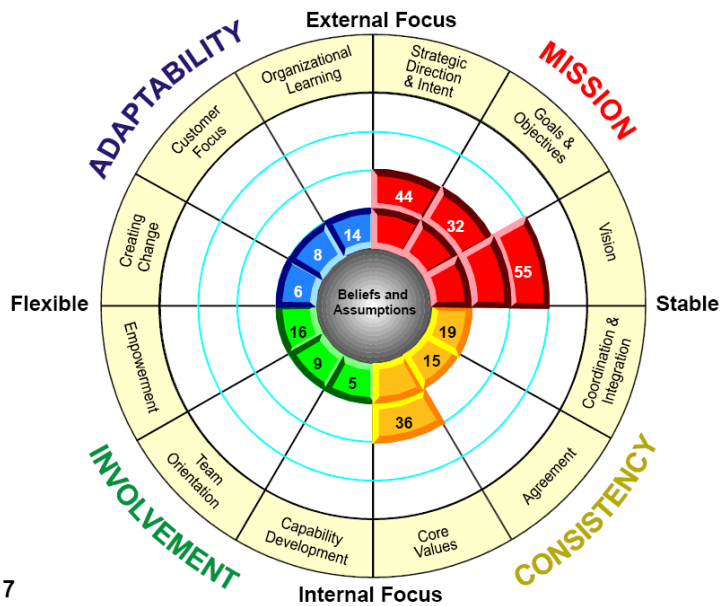


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# UNTHSC Denison Results

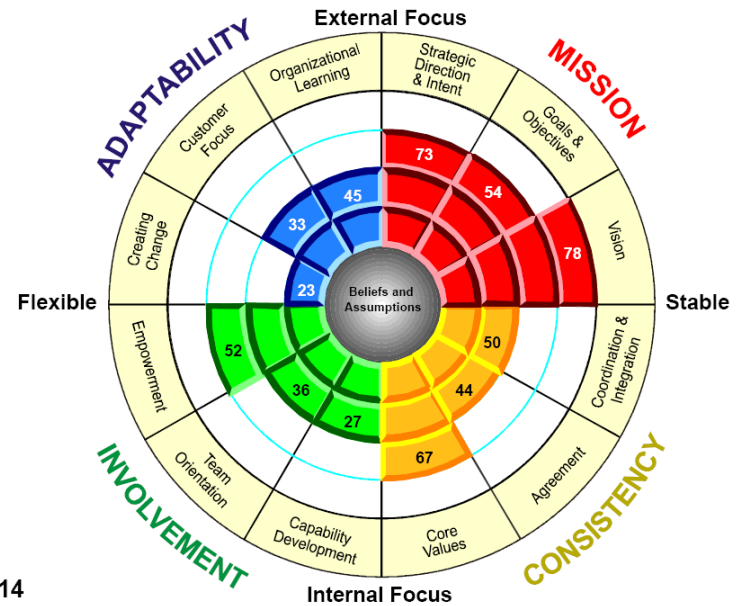
2007



Numbers denote percentiles

SB 2004 07-Mar-07 denison

2009



Numbers denote percentiles

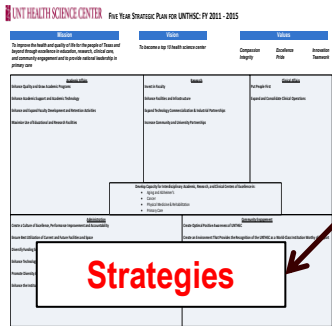
SB 2004 03-Mar-09 denison

# Characteristics of New Culture

- Clearly defined mission, vision, values, and goals
- Increased degree of:
  - Accountability
  - Customer focus
  - Communication
  - Empowerment
  - Organizational learning
  - Teamwork
  - Transparency

# Characteristics of New Culture - Alignment and Accountability

UNTHSC 2011-2015  
Five Year  
Strategic Plan



UNTHSC  
Tactical  
Initiatives



VP/Dean  
Tactical  
Initiatives



Departments  
and  
Programs



Faculty &  
Staff  
Evaluation



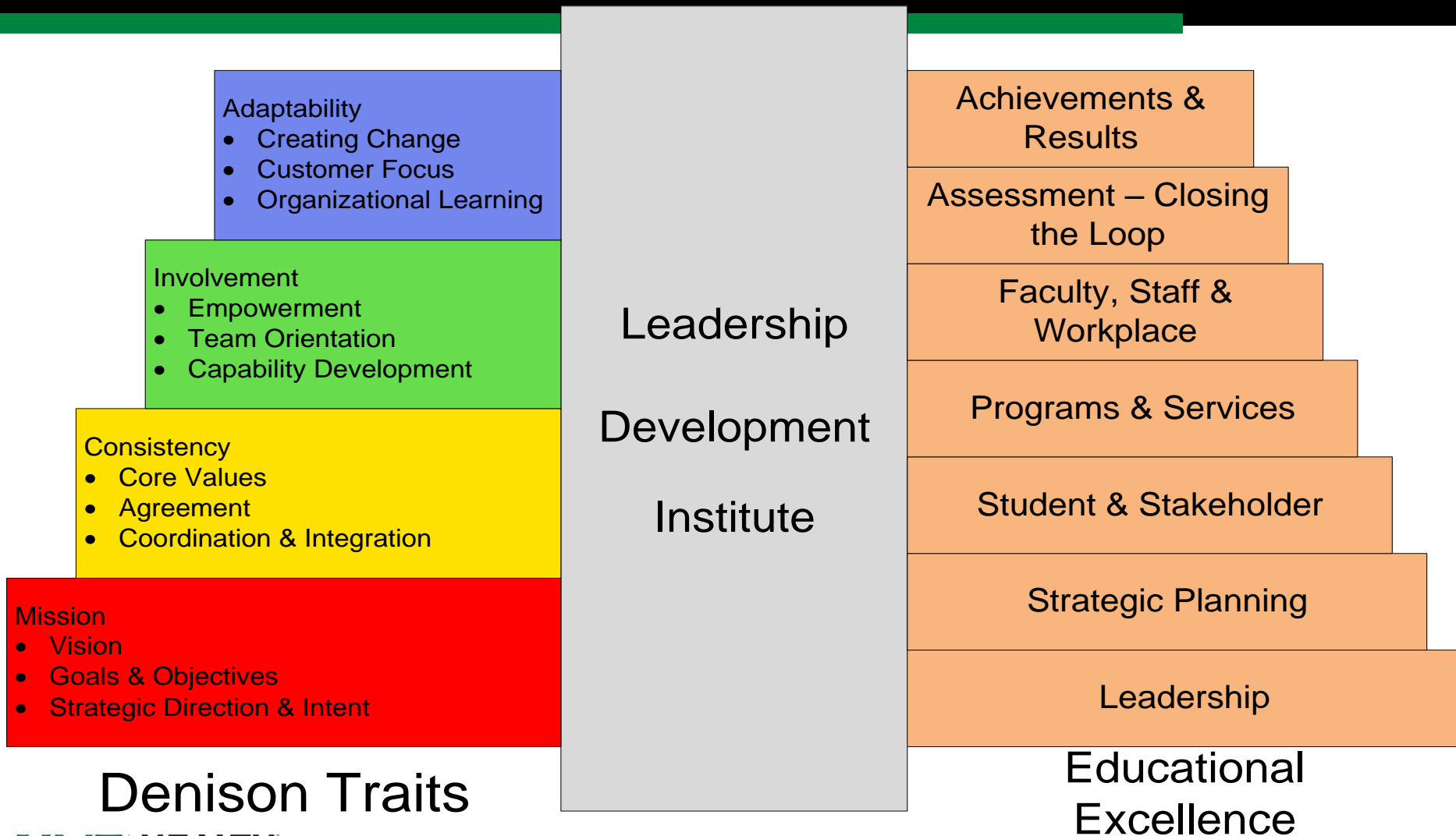
Value added:

- Linkage of goals to tactical initiatives increases opportunity to impact behaviors that maximize resources and execute strategies
- Increases accountability by providing line of sight from faculty/staff to departments and programs

# Refreezing New Culture

- Organizational Development – Human Resources
  - Executive Team
    - 360 degree evaluations for Executive Team
  - Leadership Development Institute
  - Management Development Program
  - Supervisor Development Program
- New employee orientation & faculty orientation
  - Two days
  - Meeting with President Ransom

# Leadership Development Bridges Culture & Educational Excellence



- Mission (e.g., goals)
- Adaptability (e.g. customer focus)
- Consistency (e.g. coordination and integration)
- Involvement (e.g., team orientation)

**UNT HEALTH**  
SCIENCE CENTER

- *Strategic direction*
- Values
- Vision
- Consistency
- Creating change
- Organizational learning

*Organizational ICEBERG*

AN ACTION PLAN FROM THE WORLD'S  
FOREMOST EXPERT ON BUSINESS LEADERSHIP

Leading  
Change



John P. Kotter

HARVARD BUSINESS SCHOOL PRESS

# Refreezing New Culture

## Strategic Thinking Councils

- Academic
- Research
- Clinical
- Community Engagement
- Administration



# Refreezing New Culture

- Annual faculty and staff performance evaluation with personal goals
- Faculty/Staff Survey
- Student Survey
- Denison Organizational Culture Survey
  - Follow-up with faculty and staff
- Center for Learning & Development
  - Support for faculty development

# Refreezing New Culture

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## Expansion of Dept. of Marketing and Communications

- Daily News
- Progress Report
- Communications Team
- Facebook

# Refreezing New Culture

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- President luncheons with opinion leaders
- Service Directors
- President Town Halls
- Quarterly faculty, staff, and student town halls
- Board of Visitors

---

None of us are as smart as all of us.  
Japanese Proverb

# Successes and Opportunities for Improvement (OFIs)

## Successes

- Contributed to creation and freezing of new culture
- Increased knowledge and skills of faculty and staff
- Key leaders better able to drive change at their level
- Increased awareness of interdependency of all departments and units
- See how they fit into the big picture
- Sequence of development and topics is important!

# Successes and Opportunities for Improvement (OFIs)

## OFIs

- Balancing needs of individuals vs. speed of driving change
- Maintaining momentum in challenging economic environment
- Optional vs. required development programs
- Dealing with sacred cows

# There is NO Team in I

Great partnerships — share common goals.



# Sources

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- Denison Organizational Culture Survey
  - <http://www.denison.org>
- *Leading Change*
- *My Iceberg is Melting*
  - <http://www.kotterinternational.com/>
- *The Five Dysfunctions of a Team*
  - <http://www.tablegroup.com/>



# Questions?

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We have not succeeded in answering all of your questions...Indeed, we feel we have not answered any of them. The answers we have found only serve to raise a whole new set of questions. In some ways, we feel we are as confused as ever, But we now believe we are confused on a higher level and about more important things.

# Thank You!

## UNTHSC Office of Strategy & Measurement

- [www.hsc.unt.edu/departments/osm](http://www.hsc.unt.edu/departments/osm)
- [Thomas.Fairchild@unthsc.edu](mailto:Thomas.Fairchild@unthsc.edu)



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# There is NO Team in I



**Mission**

*To improve the health and quality of life for the people of Texas and beyond through excellence in education, research, clinical care, and community engagement and to provide national leadership in primary care*

**Vision**

*To become a top 10 health science center*

**Values**

*Compassion  
Integrity*

*Excellence  
Pride*

*Innovation  
Teamwork*

Academic Affairs

Enhance quality, grow and diversify academic programs  
Optimize academic support and academic technology  
Recruit, develop and retain high performing faculty  
Improve student learning outcomes

Research

Recruit, develop and retain high performing faculty  
Enhance facilities and infrastructure  
Invest in translational research capacity  
Enhance and develop partnerships

Clinical Affairs

Continuously improve quality of care, access, service excellence, and patient satisfaction leading to a patient-centered competitive clinical practice  
  
Ensure UNTHHealth is well positioned to optimize market and partnership opportunities, to maximize utilization of resources, and to ensure financial viability  
  
Pursue an interdisciplinary and integrated approach to health care delivery that positions UNTHHealth to take advantage of provisions in the Affordable Care Act

Interdisciplinary Academic, Research, and Clinical Centers of Excellence

Primary Care and Prevention

Aging/Alzheimer's

Investigative Genetics

Administration

Strategically support and enhance our culture of excellence, performance improvement and accountability  
Ensure facilities support our mission and promote community image  
Optimize financial resources  
Optimize institutional information resources and infrastructure  
Promote diversity among faculty and staff  
Enhance the institution's human capital management

Community Engagement

Continue to grow and build UNTHSC's reputation as a world-class institution  
Rapidly expand and strengthen strategic alliances and partnerships internally and externally  
Diversify and strengthen philanthropic and other revenue channels

# 2011 Tactical Initiatives

Based on UNTHSC 2011-2015 Strategic Plan

Mission		Vision		Values		
<p>To improve the health and quality of life for the people of Texas and beyond through excellence in education, research, clinical care, and community engagement and to provide national leadership in primary care</p>		<p>To become a top 10 health science center</p>		<p>Compassion Integrity</p>	<p>Excellence Pride</p>	<p>Innovation Teamwork</p>
Goals	Goals	Goals	Goals	Goals	Goals	
What do we expect to achieve?	What do we expect to achieve?	What do we expect to achieve?	What do we expect to achieve?	What do we expect to achieve?	What do we expect to achieve?	
<p><b>Administration</b>                      Optimally support and facilitate the creation of a top 10 health science center devoted to developing knowledge and creating professionals to maximize health and quality of life</p>	<p><b>Academic Affairs</b>                      Create knowledge, scientists and healthcare professionals devoted to meeting the critical health needs of the state of Texas and the nation</p>	<p><b>Research</b>                      To become the leading health science center devoted to collaborative and translational research focused on critical health needs of Texas and the nation</p>	<p><b>Clinical Affairs</b>                      To become the preeminent multispecialty medical practice in Tarrant County and the health care partner of choice in our communities</p>	<p><b>Community Engagement</b>                      To create and maintain a partnership based environment in the internal, external and professional communities</p>		
Institutional Performance Measures	Institutional Performance Measures	Institutional Performance Measures	Institutional Performance Measures	Institutional Performance Measures	Institutional Performance Measures	
<ol style="list-style-type: none"> <li>Administration costs as a percentage of total expenditures</li> <li>Institutional reserves</li> <li>Denison Survey - Team orientation rating</li> <li>UNT System Costs</li> </ol>	<ol style="list-style-type: none"> <li>Number of enrolled students                             <ul style="list-style-type: none"> <li>Headcount</li> <li>FTEs</li> </ul> </li> <li>Student Satisfaction                             <ul style="list-style-type: none"> <li>Quality of education</li> <li>Quality of teaching</li> </ul> </li> <li>Percent of Student Diversity</li> <li>Percent of target courses which have implemented QEP</li> </ol>	<ol style="list-style-type: none"> <li>Dollar value of grants awarded</li> <li>Dollar value of proposals submitted</li> <li>Average extramural funding per faculty member</li> <li>Total number of unduplicated, peer-reviewed publications published / in press</li> </ol>	<ol style="list-style-type: none"> <li>Overall visit score</li> <li>Time to next third new appointment</li> <li>UNTHHealth Administrative Costs</li> <li>Total Revenues</li> <li>Total Patient Encounters</li> <li>UNTHHealth cash reserves</li> <li>Percent adherence to CMS PQRI Diabetes and Preventative Medicine measures groups</li> </ol>	<ol style="list-style-type: none"> <li>Alumni donors (number, percent of population)</li> <li>Employee donors (number, percent of population)</li> <li>Total amount of gifts</li> <li>Pledges for new program and Fund for Excellence</li> </ol>		
Tactical Initiatives – Processes to accomplish long-term goals	Tactical Initiatives – Processes to accomplish long-term goals	Tactical Initiatives – Processes to accomplish long-term goals	Tactical Initiatives – Processes to accomplish long-term goals	Tactical Initiatives – Processes to accomplish long-term goals	Tactical Initiatives – Processes to accomplish long-term goals	
<ol style="list-style-type: none"> <li>Continue to optimize academic support units to provide quality services efficiently and effectively across the organization</li> <li>Enhance strategic use of financial reporting to ensure alignment of budget with strategic goals</li> <li>Align use of educational and research facilities with institutional strategy</li> <li>Enhance exterior aesthetics through existing and new green spaces</li> <li>Optimize effective UNT System support</li> <li>Optimize sources of funding</li> <li>Implement diversity awareness training across the institution</li> <li>Improve staff recruitment, retention, and performance through faculty/staff development, evaluation, and compensation</li> <li>Enhance technology to support our mission</li> </ol>	<ol style="list-style-type: none"> <li>Expand/diversify enrollment and increase services/academic support and recruit faculty for the increased student numbers</li> <li>Increase offerings of educational programs to meet the needs of a diverse student population</li> <li>Develop a new LCME-accredited, medical school and consider branch campus osteopathic medicine program in Texas</li> <li>Train faculty in teaching approaches needed to increase student higher order thinking skills in targeted QEP courses</li> <li>Incorporate QEP higher order thinking skills approaches in five courses across the various programs in the HSC</li> <li>Fully implement comprehensive faculty compensation plan</li> <li>Expand academic assessment program to include institutes and centers</li> <li>Work collaboratively with UNT System to optimize academic programs</li> </ol>	<ol style="list-style-type: none"> <li>Targeted faculty recruitment of high potential investigators</li> <li>Research development efforts through mentorship and formal training experiences such as workshops and seminars for faculty and staff</li> <li>Assess and optimize core laboratory capabilities and prioritize additional needs</li> <li>Further develop the Health Institutes of Texas</li> <li>Establish Phase 1 clinical trials capabilities</li> <li>Strengthen clinical and community based research capacity through workshops and training forums</li> <li>Assess/join regional consortia focused on collaborative research</li> </ol>	<ol style="list-style-type: none"> <li>Participate in the CMS Physician Quality Reporting Initiative (PQRI)</li> <li>Enhance patient access &amp; expand care delivery models</li> <li>Targeted recruitment of clinically productive providers</li> <li>Develop new clinical sites, at the Golden Triangle/Alliance Corridor and the Ben Hogan Center</li> <li>Position UNTHHealth as a key member of a local accountable care organization</li> <li>Pursue full integration of the electronic medical record and enterprise practice management system</li> </ol>	<ol style="list-style-type: none"> <li>Cost-effectively launch rebranding internally and externally</li> <li>Prioritize marketing support to UNT Health, research, fundraising</li> <li>Proactively promote primary care and prevention, aging and Alzheimer's, and investigative genetics</li> <li>Formalize and publish policies, schedules and scope of campus tours</li> <li>Strengthen community partnerships through increased outreach and volunteer activity with strategically aligned external organizations</li> <li>Develop robust civic councils toward engaging civic leadership in public health, aging/Alzheimer's, and investigative genetics</li> <li>Utilize the momentum of the MD School campaign and the increased connectors to expand and solidify new core list relationships</li> </ol>		



I NEED TRAINING  
TO USE OUR NEW  
SOFTWARE.



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PRETEND WE HAVE A  
JOB OPENING FOR A  
TECHNICAL EXPERT IN  
THAT FIELD. THEN ASK  
APPLICANTS HOW THEY  
WOULD DO WHATEVER  
IT IS THAT YOU NEED  
TO DO.



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DOES YOUR  
COMPANY  
PROVIDE  
TRAINING?



"PROVIDE"  
IS A  
STRONG  
WORD.



WE'RE GOING TO USE CMMI. IT'S A MODEL FOR DEVELOPING A PROCESS TO CREATE A FRAMEWORK.



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OR IT MIGHT BE A PROCESS FOR CREATING A FRAMEWORK TO MAKE A MODEL.



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THERE'S NO BUDGET FOR TRAINING, SO WE'LL BE RELYING ON GUESSING MORE THAN USUAL.







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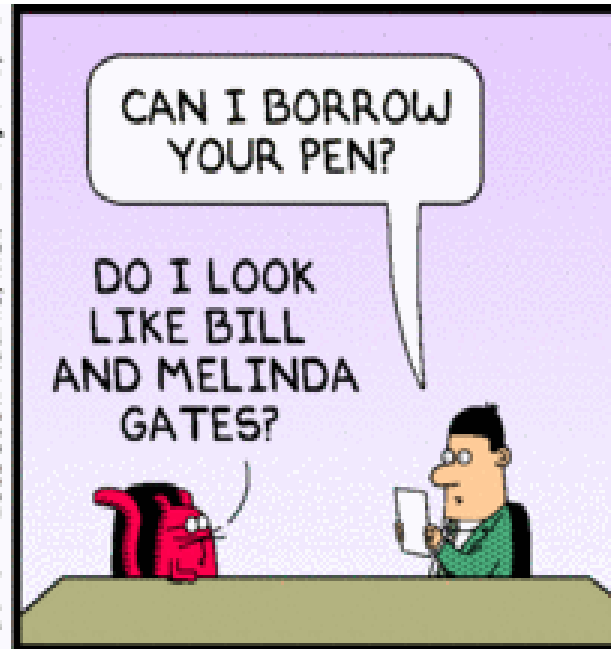




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When you come to a fork in  
the road, take it.

Yogi Berra

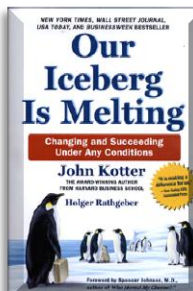
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The significant problems we face, cannot be solved with the same level of thinking we were at when we created them.

Einstein

Even if you're on the right track, you'll get run over if you just sit there.

Will Rogers



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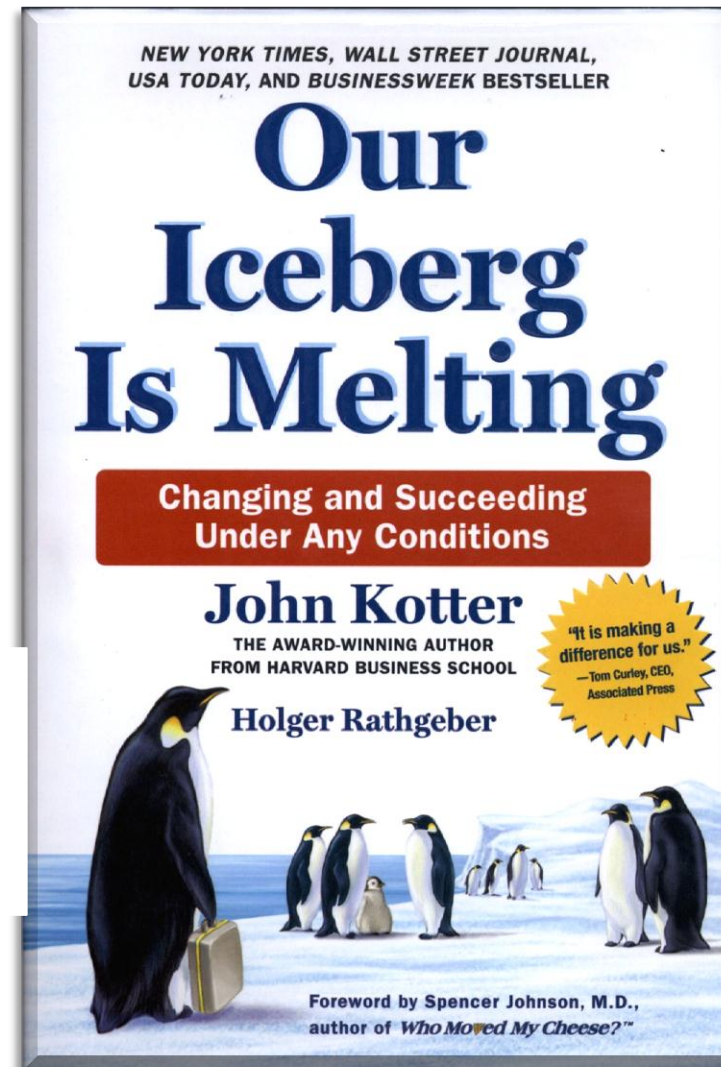
The time to repair the roof is when the sun is  
shining.

John F. Kennedy

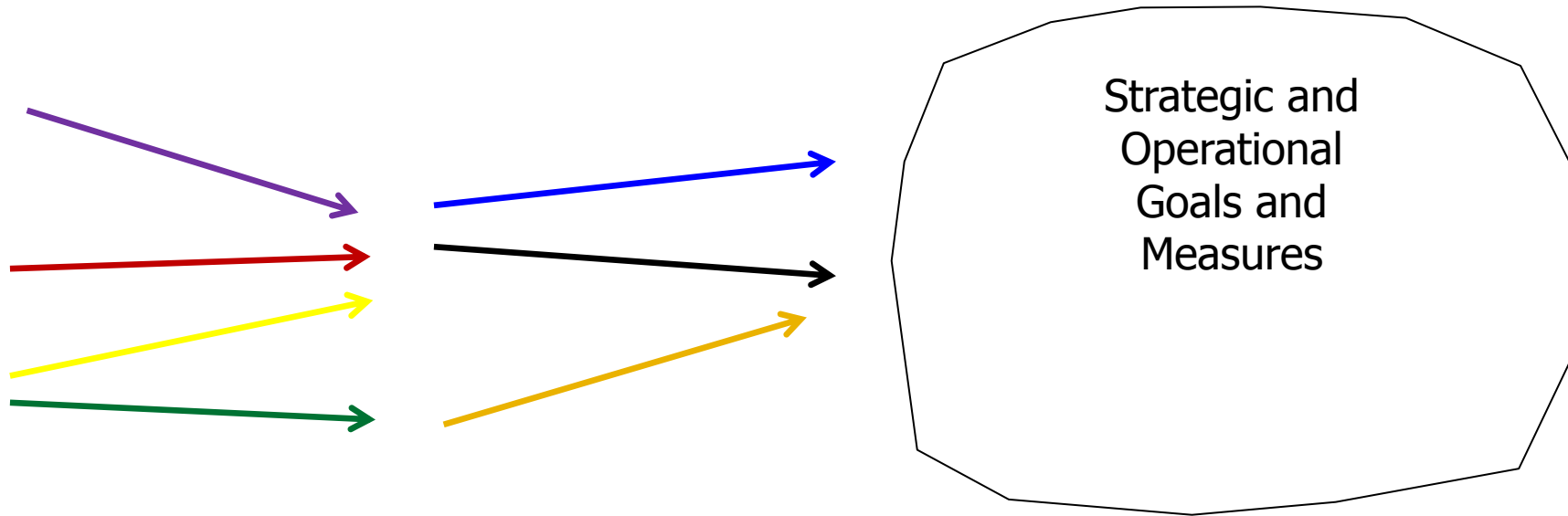
# Change Management

- Resistance to change
- Leadership
- Teamwork
- How to produce needed change

**The future ain't what it used to be.**  
**Yogi Berra**



# Which one is PACS?



Strategy, goals, and measures are being defined.



# Leadership

- **Leadership Groups**
  - President's Advisory Council – 2<sup>nd</sup> & 4<sup>th</sup> Mondays
  - Executive/Guiding Team – 1<sup>st</sup> & 3<sup>rd</sup> Mondays
  - Leadership Team – 2<sup>nd</sup> Monday
  - Strategic Thinking Councils – Quarterly
  - Board of Visitors – semi-annual
  - Leadership Development Institute, Chair Training
- **Information dissemination**
  - Communications Team
  - Service Directors
  - Town Halls

# Health Institutes of Texas

- Cardiovascular Research Institute (CRI)
- Center for Community Health (CCH)
- Center for Commercialization of Fluorescence Technologies (CCFT)
- Focused on Resources for her Health, Education and Research (FOR HER)
- Institute for Aging and Alzheimer's Disease Research (IAADR)
- Institute for Cancer Research (ICR)
- Institute for Investigative Genetics (IIG)
- Mental Sciences Institute (MSI)
- North Texas Eye Research Institute (NTERI)
- Osteopathic Research Center (ORC)
- Primary Care Research Institute (PCRI)
- The Texas Center for Health Disparities (TCHD)



# National Recognition

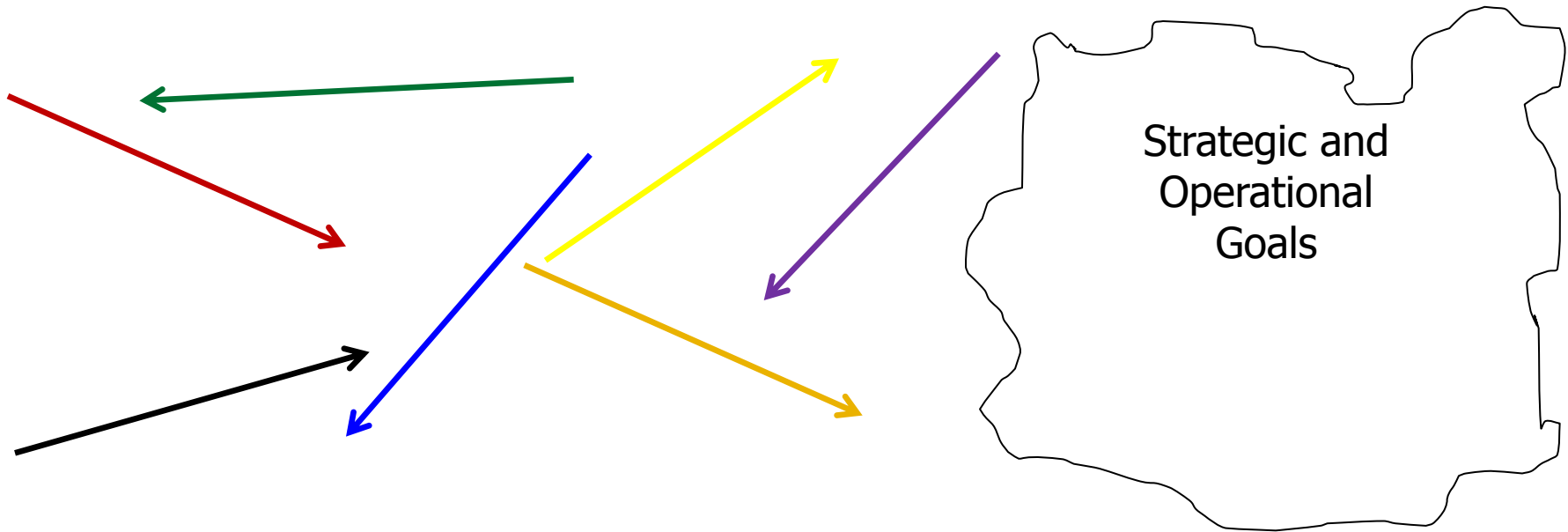
- Top performer nationally in COMLEX
- 94% 1st time USMLE pass rate
- 3rd in percentage of graduates entering primary care residencies in the nation
- 12th in Hispanic medical education
  - Hispanic Business Press
- US News & World Report Rankings
  - 11th in Family Medicine
  - 15th in Geriatric Medicine
  - 19th for Primary Care Med Schools
  - 22nd for Rural Medicine
  - 34th in Physician Assistant Studies
- Best in Texas on “Social Mission” list
  - Annals of Internal Medicine



# Eight Steps for Change

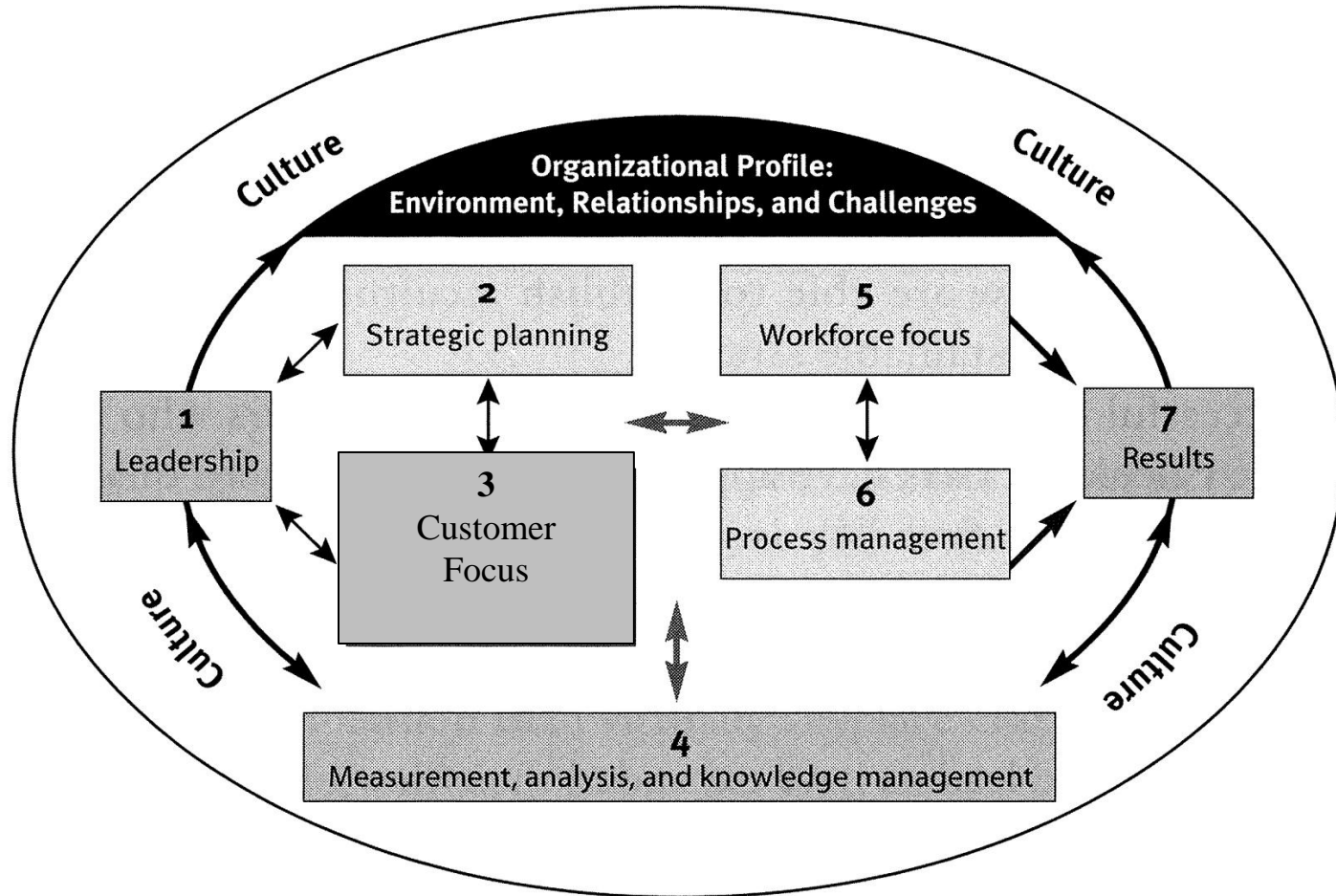
1. Create a sense of urgency
2. Develop a guiding team
3. Develop the change vision and strategy
4. Communicate for understanding and buy-in
5. Empower others to act
6. Produce short-term wins
7. Don't let up
8. Create the new culture

# Which one is PACS?

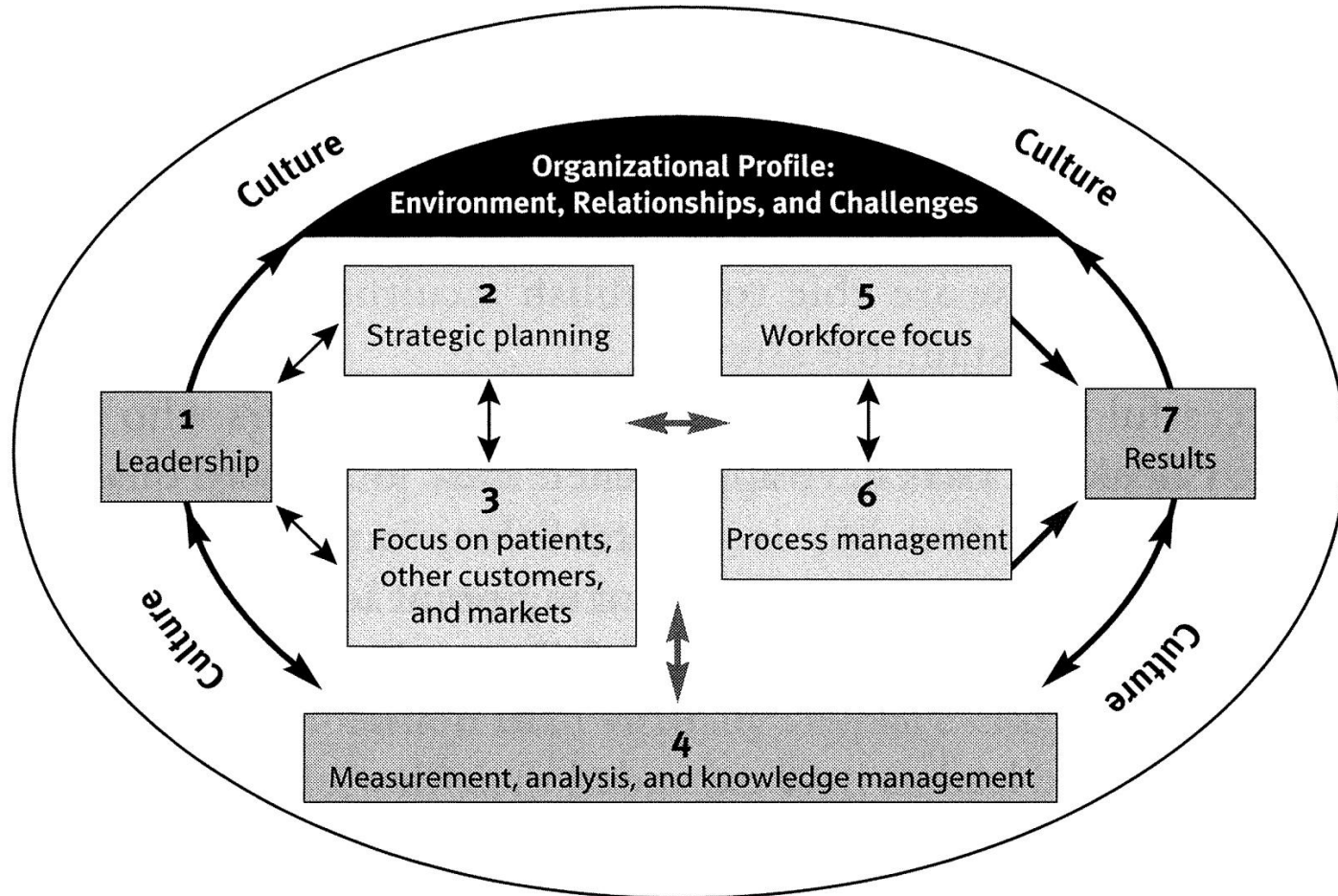


Strategy and goals are poorly defined. Measures are not defined or tracked.

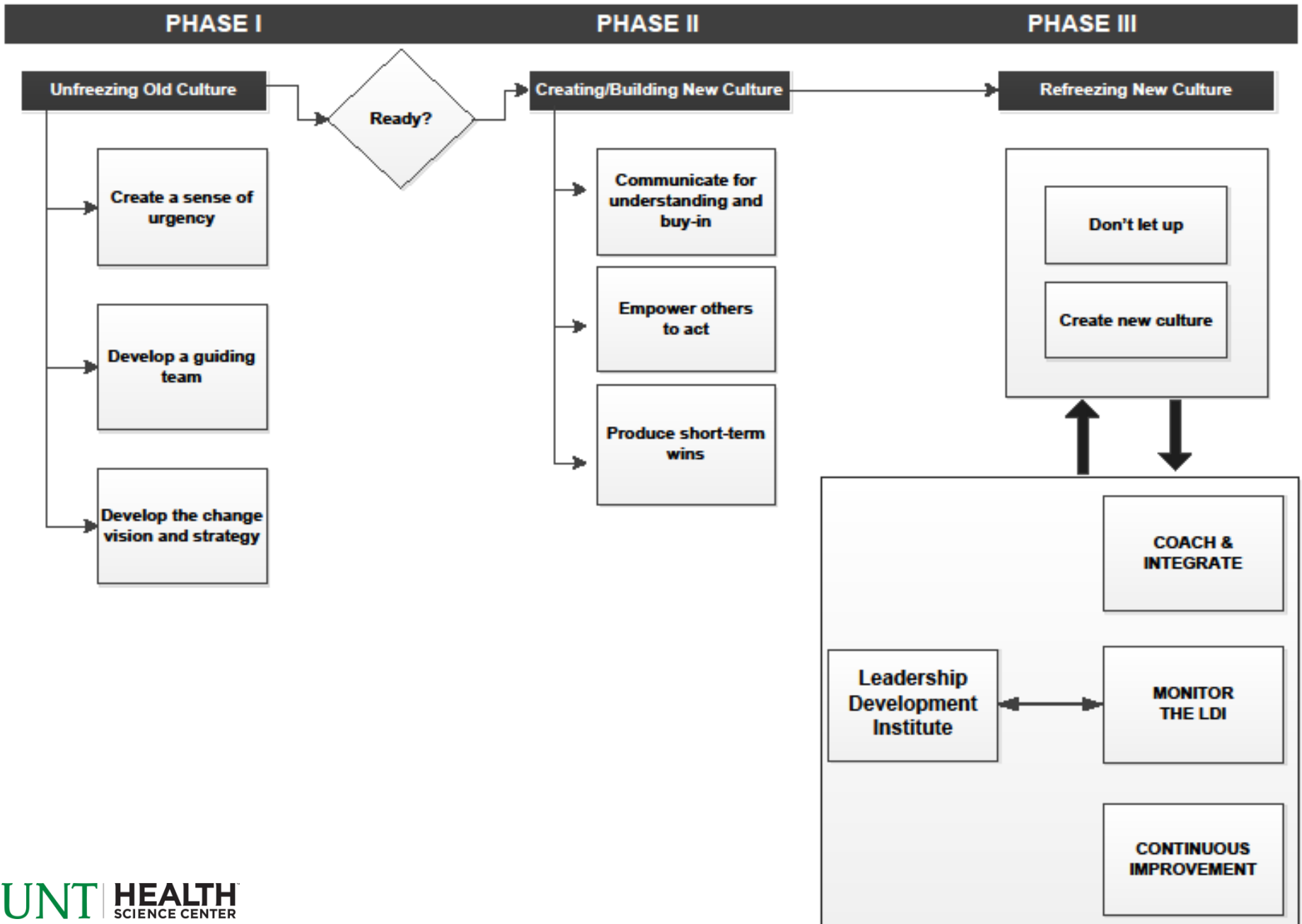
# Educational Excellence and Culture



# Educational Excellence and Culture

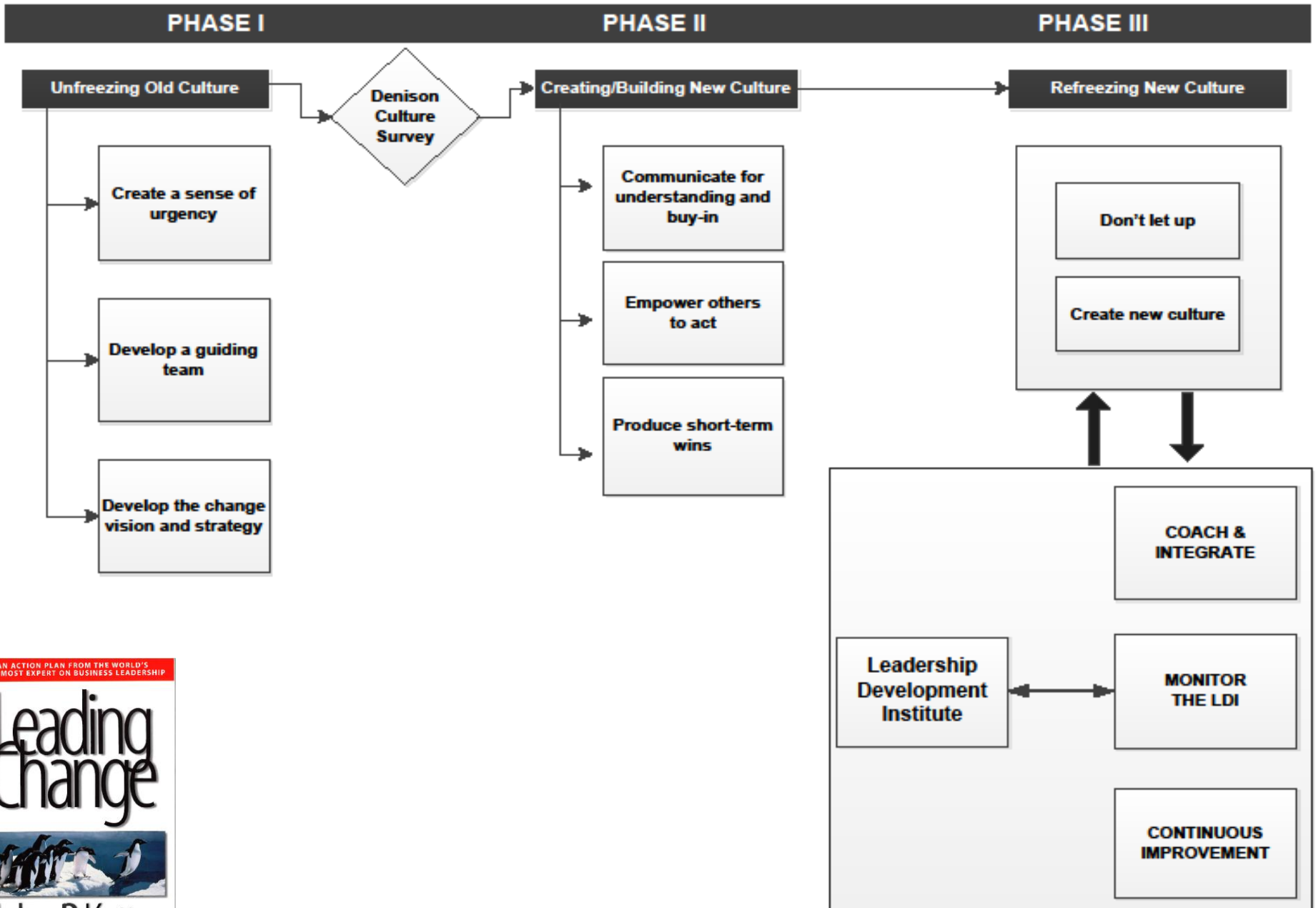


# Leadership Development Institute





# Culture Change and Leadership Development



AN ACTION PLAN FROM THE WORLD'S FOREMOST EXPERT ON BUSINESS LEADERSHIP

# Leading Change



John P. Kotter  
HARVARD BUSINESS SCHOOL PRESS

# UNT

# HEALTH<sup>TM</sup> SCIENCE CENTER

ENCOURAGING AND RECOGNIZING EXCELLENCE 

QUALITY  
TEXAS  
*Encouraging  
and  
Recognizing  
Excellence*



*The Quality Texas Foundation  
Recognizes*

**UNT Health Science Center  
at Fort Worth**

**2008**

**Commitment to Organizational Excellence**

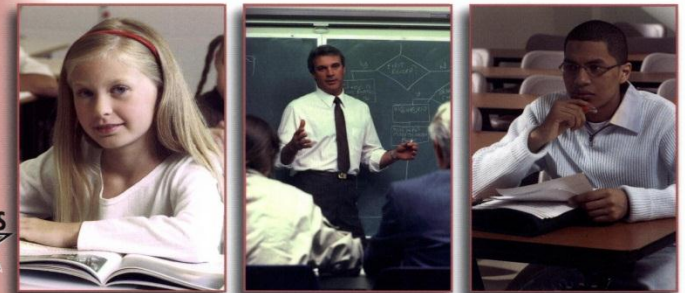
*Good performance and developing  
trends in many areas of  
the organization*

## Education Criteria for Performance Excellence

LEADERSHIP

Effective June 2009

## STUDENT FOCUS



TEXAS  
Award  
*for Performance  
Excellence*



## PROCESS MANAGEMENT