Tenets of Effective Strategy (by Michael E. Porter)

- **Strategy focuses on unique activities/functions**
  - Strategy focuses on doing activities/functions that are different from competitors, or doing similar activities in different ways

- **Sustaining a strategic position requires trade-offs -- “what not to do” as much as “what to do”**
  - More of one thing means less of another
  - Trade-offs force choice and necessitates purposeful limitation of what an organization offers

- **Strategy is about “fit” -- combining activities/functions in a way which is unique or different and sustainable**
  - What activities/functions will be done and
  - How activities/functions relate to each other

- **Operational effectiveness is not strategy, but is still essential**
  - Operational effectiveness means performing similar activities/functions better than competitors

STRATEGIC PLANNING

THE APPROACH
AMC Strategies, LLC

www.amcstrategies.com
AMC Strategies’ Clients

- Cedars-Sinai Health System
- Children’s Hospital of Orange County
- City of Hope National Medical Center
- Columbia University College of Physicians and Surgeons / New York Presbyterian Hospital
- Duke University - Duke Health
- Federation of Clinical Immunology Societies (FOCIS)
- George Washington University Medical Center
- Georgetown University Medical Center; School of Nursing and Health Studies
- Lucile Packard Children’s Hospital at Stanford
- Macquarie University Hospital & Australian School for Advanced Medicine (Sydney, Australia)
- Morehouse School of Medicine
- Partners Harvard Medical International
- Stanford University: School of Medicine, Stanford Hospital & Clinics, School of Earth Sciences
- The Brooklyn Hospital Center (Brooklyn, NY; affiliated with Weill Cornell Medical College)
- Texas Medical Center (Houston, TX)
- The Methodist Hospital (Houston, TX)
- The National Academies of Sciences
- University Hospitals Health System (Cleveland, OH)
- University at Buffalo (SUNY) School of Medicine and Biomedical Sciences
- University of California, Davis, Health System
- University of California, Irvine School of Medicine & Medical Center
- University of California, Los Angeles, David Geffen School of Medicine / UCLA Health System
- University of California, San Francisco
- University of California, Santa Barbara
- University of California, San Diego, Health System
- University of Cincinnati Health Sciences Center
- University of Iowa: UI Health Care, Carver College of Medicine, University of Iowa Foundation
- University of Rochester Medical Center
- University of Southern California: Keck School of Medicine and Keck Medical Center
- University of Utah / University Health Care
- Washington University School of Medicine / St. Louis Children’s Hospital
The AMC Strategies’ Philosophy… All Strategic Plans Must Answer Four Basic Questions:

- **Where is the Organization Today?**

  - Environmental Assessment
    - External data analysis & interviews
    - Internal data analysis & interviews

- **Where Should the Organization be in the Future?**

  - Strategic Vision
    - Key strategic implications
    - Mission & vision statements
    - Guiding principles
    - Measurable goals

- **How Should the Organization Get There?**

  - Strategy Formation
    - Strategies & tactics

- **Is the Organization Getting There?**

  - Implementation Planning/ Monitoring/Communicating
Strategic Planning Process for the School of Nursing

**Phase I**
Conduct Planning Research
- Strategic Planning Interviews/SWOT Analysis
- Stakeholder Survey
- External Benchmark of Peers – Best Practice Assessment
- Environmental Assessment (internal & external trends)

**Phase II**
Define Global Direction
- Define the Vision
- Develop Measurable Goals
- Identify Strategic Issues to be Addressed in Phase III
- Determine Working Group Assignments and Rosters

**Phase III**
Define Strategic Direction
- Formulate the “Roadmap” to Achieve the Vision and Goals
- Working Groups:
  - Develop Strategies & Tactics to Address Specific Goals
  - Present Recommendations to the Steering Committee

**Phase IV**
Finalize the Plan
- Finalize the Strategic Framework: Vision, Goals, and Strategies
- Develop the Roadmap for Implementation:
  - Prioritize Strategies
  - Identify Strategy Champions
  - Identify Goal Metrics
  - Estimate Resource Requirements (OPTIONAL)
- Disseminate the Plan

**Communications Planning**
- Define the Vision
- Develop Measurable Goals
- Identify Strategic Issues to be Addressed in Phase III
- Determine Working Group Assignments and Rosters
The DUSON Strategic Planning Timeline

<table>
<thead>
<tr>
<th>Activity</th>
<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td>Preliminary Planning/Logistics</td>
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<tr>
<td>PHASE I - CONDUCT PLANNING RESEARCH</td>
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<tr>
<td>- Activity 1: Interviews</td>
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<td>- Activity 2: Stakeholder Survey</td>
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<td>- Activity 3: External Peer Benchmarks</td>
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<td>- Activity 4: Environmental Assessment</td>
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<tr>
<td>Steering Committee Kickoff Meeting</td>
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<tr>
<td>PHASE II - DEFINE THE VISION</td>
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<tr>
<td>Steering Committee Strategic Planning Retreat</td>
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<tr>
<td>PHASE III - DEVELOP STRATEGIC DIRECTION</td>
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<tr>
<td>- School-wide Town Hall Session</td>
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<tr>
<td>SON Working Group Strategy Sessions (monthly)</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Steering Committee Meetings (monthly)</td>
<td>X</td>
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<tr>
<td>PHASE IV - FINALIZE PLAN/IMPLEMENTATION PLNG</td>
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<tr>
<td>- Present Draft Plan to Faculty &amp; Staff for Input</td>
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<tr>
<td>Steering Committee Meeting</td>
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X = Onsite Meetings

January 14, 2016
### The DUSON Strategic Planning Steering Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliations</th>
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<tbody>
<tr>
<td>Crystal Arthur</td>
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<tr>
<td>Donald “Chip” Bailey Jr., PhD, RN, FAAN</td>
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<tr>
<td>Margaret (Midge) Bowers, DNP, RN, FNP-BC, CHFN, AACC, FAANP</td>
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<tr>
<td>David S. Bowersox, MBA</td>
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<td>Debra Brandon, PhD, RN, CCNS, FAAN</td>
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<tr>
<td>Marion E. Broome, PhD, RN, FAAN</td>
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<tr>
<td>Brigit Carter, PhD, MSN, RN, CCRN</td>
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<td>Michael Evans, MEd</td>
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<tr>
<td>Marilyn Hockenberry, PhD, RN, PNP-BC, FAAN</td>
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<td>Janice Humphreys, PhD, RN, FAAN</td>
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<td>Constance Johnson, PhD, MS, RN, FAAN</td>
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<td>Phyllis Kennell</td>
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<td>Debra Mattice, MS, MPA</td>
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<td>Frances Mauney, BSN, MEd</td>
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<tr>
<td>Eleanor McConnell, PhD, MSN, RN, GCNS, BC</td>
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<td>Elizabeth I. Merwin, PhD, RN, FAAN</td>
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<td>Bebe Mills</td>
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<tr>
<td>Marilyn H. Oermann, PhD, RN, ANEF, FAAN</td>
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<tr>
<td>Wei Pan, PhD</td>
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<tr>
<td>Kathy Pereira, DNP, RN, FNP-BC, ADM-BC, FAAN, FAANP</td>
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<tr>
<td>Beth Phillips, MSN, RN, CNE</td>
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<tr>
<td>Michael Relf, PhD, RN, ACNS-BC, AACRN, CNE, FAAN</td>
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<tr>
<td>Valerie Sabol, PhD, AGACNP-BC, CNE, FAANNP</td>
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<td>Barbara S. Turner PhD, RN, FAAN</td>
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<tr>
<td>Theresa M. “Terry” Valiga, EdD, RN, CNE, ANEF, FAAN</td>
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<tr>
<td>Michael Zychowicz, DNP, ANP, ONP, FAAN, FAANP</td>
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The DukeHealth Strategic Planning Process (currently underway)

**PHASE I: Build the Strategic Framework**

**Step 1:** Conduct Environmental Scan
- Activities:
  - Strategic Planning Interviews
  - Focus Groups
  - Working Group Mini Retreats
  - Duke Health-Wide e-Survey
  - Environmental Assessment (quantitative analysis)

**Step 2:** Define Vision, Goals & Cross-Cutting Themes
- Duke Health Enterprise Strategic Planning Retreat to:
  - Discuss Strategic Implications of Key Findings from Step 1
  - Define the Overarching Vision and Cross-Cutting Themes for Duke Health
  - Draft Vision, Goals and Key Strategic Initiatives for Each Working Group

**Step 3:** Develop Strategic Direction
- Working Group Strategy Sessions to:
  - Finalize Vision, Goals and Key Strategic Initiatives for Each Working Group
  - Prioritize Key Strategic Initiatives

**PHASE II: Formulate the Roadmap**

**Build Specific Plans to Implement the Vision**
- Activities:
  - Establish the Implementation Planning Approach for the Duke Health Enterprise Strategic Plan
  - Build Specific Plans to Implement the Duke Health Vision; this may include:
    - Plans for High Priority Cross-Cutting Themes and Strategies
IMMEDIATE PLANNING NEXT STEPS

PHASE I: CONDUCT PLANNING RESEARCH
Phase I Analytical Activities

**Qualitative Assessment**

**Activity 1**

**50 Internal Interviews**
- Senior Leadership
- Faculty

**Activity 2**

**Stakeholder Survey (Follows completion of Activity 1)**
- Validate strategic priorities from Activity 1
- Solicit institution-wide, open-ended comments

**Activity 3**

**External Benchmark Assessment – 3 Peer SONs**
- Perspectives on major national opportunities/threats
- Vision and strategies for success
- Education and curriculum
- Organizational structure
- Comparative, quantifiable data elements

**Quantitative Assessment**

**Activity 4**

**Environmental Assessment**

*Internal and External Trends in:*
- Education
- Research
- Clinical Practice
- Community Health Improvement
- Global Health
- Resources
Strengths, Weaknesses and Opportunities by Mission Area:
Education, Research, Clinical Practice, Community Health Improvement, Global Health

- What are the three greatest strengths of the Duke School of Nursing, by mission area?
- What are the three greatest weaknesses or challenges that must be addressed, by mission area?
- What are the greatest opportunities, by mission area, for the School of Nursing?

Future Direction:
- What should be considered as the vision for the School of Nursing? Think of vision as the “Big Hairy Audacious Goal” – your highest aspiration for the Program.
- Identify three key big innovative ideas that the School of Nursing should pursue that would differentiate it from other schools of nursing.

Strategic Priorities:
- Describe the three most important strategic priorities that must be addressed in this strategic plan.
Upon completion of the Strategic Planning Interviews in Activity 1, an online survey tool will be used to test and validate the strategic priorities identified by interviewees that should be addressed in the strategic planning initiative. We will also allow open-ended suggestions on strategic issues to further inform the strategic planning initiative.

Components of the Survey

- General Demographics
- Strategic Priorities Input
- Core Values Input
- Open Question: What else should be addressed in the DUSON strategic plan?
Activity 2  Survey Results

Top 5 Strategic Statements Faculty vs. Staff

- Recruit & retain top faculty and staff.
  - Faculty (N=510): 64.5%
  - Staff (N=1381): 75.1%

- Enhance clinical care quality, access and patient satisfaction.
  - Faculty (N=510): 58.1%
  - Staff (N=1381): 62.0%

- Address information technology and other infrastructure issues.
  - Faculty (N=510): 60.3%
  - Staff (N=1381): 61.0%

- Position org to be the national leader in clinical and translational research.
  - Faculty (N=510): 50.0%
  - Staff (N=1381): 57.8%

- Assume a leadership role in addressing global health issues.
  - Faculty (N=510): 54.8%
  - Staff (N=1381): 51.0%

- Focus on educational mission.
  - Faculty (N=510): 31.1%
  - Staff (N=1381): 46.9%

- Strengthen collaboration across schools, disciplines and professions.
  - Faculty (N=510): 46.6%
  - Staff (N=1381): 44.1%

- Address campus master plan.
  - Faculty (N=510): 31.2%
  - Staff (N=1381): 39.0%

- Ensure strong institutional leadership.
  - Faculty (N=510): 41.7%
  - Staff (N=1381): 30.8%

- Develop management practices to ensure accountability and transparency.
  - Faculty (N=510): 30.4%
  - Staff (N=1381): 58.4%

- Faculty place greater emphasis on recruitment and retention, education, and clinical and translational research compared to staff.

- Staff consider leadership and management practices to have greater priority.
I. **General Information on Each Center:** Faculty Size, Research & Clinical Scope, Etc.

II. **Infrastructure and Resources:** Physical Facilities, Budget, Targets, Etc.

III. **Organizational and Strategic Direction:** Organizational Structure, Vision, Planning, and National Positioning

IV. **Future Challenges of U.S. Schools of Nursing**

V. **Input on DUSON**, and Its Impact on the Regional and National Arena
Activity 4: Environmental Assessment – Data and Trends Overview

Education
- Enrollment Trends
- Student Profile
- Reputation and Competitiveness

Research
- Composition of Research Portfolio
- Funding Compared to Peers
- National Trends

Clinical Practice
- Clinical Volume
- Clinical Income
- Patient Satisfaction/Quality of Care

Community Health
- Community-Based Programs and Projects

Global Health
- Global Health Programs and Projects

Resources
- Faculty Profile
- Staff Profile
- Employee Satisfaction
- Turnover/Vacancy Rates
- Space
- Fundraising
STRATEGIC PLANNING PHASES TO FOLLOW
Each Phase of Our Process Develops the Plan’s Strategic Framework

- **Vision**: Visceral and inspiring; evokes an image of the future organization. Differentiates and promotes organization’s aspirations to all constituencies.
- **Goals**: A short list of measurable imperatives used to assess progress in executing the plan.
- **Strategies**: Specific actions describing how to achieve the organization’s vision and goals.
- **Tactics**: Detailed instructions provided to guide in plan implementation.

<table>
<thead>
<tr>
<th>Vision</th>
<th>Goals</th>
<th>Strategies</th>
<th>Implementation Tactics</th>
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<tbody>
<tr>
<td>Goal A</td>
<td>Strategy A-1</td>
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<tr>
<td>Goal B</td>
<td>Strategy A-2</td>
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<tr>
<td>Goal C</td>
<td>Strategy B-1</td>
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<td>Strategy B-2</td>
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<td>Strategy C-1</td>
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<td>Strategy C-2</td>
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Phase III: Strategy Design Teams

**DUSON STRATEGIC PLANNING STEERING COMMITTEE**

**DUSON STRATEGY WORKING GROUPS (Phase III)**

- Education
- Research
- Clinical Practice
  - Community Health Improvement
  - Global Health
## Phase III: Scheduling Monthly Strategy Sessions – Approach

<table>
<thead>
<tr>
<th>DAY 1 (facilitated by AMC Strategies consultants)</th>
<th>DAY 2 (facilitated by AMC Strategies consultants)</th>
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<tbody>
<tr>
<td>8:00 AM SON EDUCATION WORKING GROUP MEETING</td>
<td>8:00 AM SON COMMUNITY HEALTH IMPROVEMENT WORKING GROUP MEETING</td>
</tr>
<tr>
<td>9:00 AM SON RESEARCH WORKING GROUP MEETING</td>
<td>9:00 AM SON GLOBAL HEALTH WORKING GROUP MEETING</td>
</tr>
<tr>
<td>10:00 AM AMC Strategies - internal working session to summarize discussions</td>
<td>10:00 AM AMC Strategies - internal working session to summarize discussions</td>
</tr>
<tr>
<td>11:00 AM SON RESEARCH WORKING GROUP MEETING</td>
<td>11:00 AM SON GLOBAL HEALTH WORKING GROUP MEETING</td>
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<tr>
<td>12:00 PM AMC Strategies - internal working session to summarize discussions</td>
<td>12:00 PM AMC Strategies - internal working session to summarize discussions</td>
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<tr>
<td>1:00 PM SON CLINICAL PRACTICE WORKING GROUP MEETING</td>
<td>1:00 PM SON STRATEGIC PLANNING STEERING COMMITTEE MEETING Working Group Summary Presentations</td>
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<td>2:00 PM</td>
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<td>3:00 PM</td>
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<td>4:00 PM</td>
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</table>
...Planning is an on-going, continuous process

- Successful execution is key
- Balance between strategic & operational pressures must be maintained
- Goals and strategies in the original strategic plan should be periodically assessed and adjusted to meet changing market conditions – to make the Plan a “living document”
COMMUNICATION PLANNING
Strategic Plan Communications: Keys to a Successful Process & Outcome

What / When to Communicate:

At Process Launch and/or During Process:
- Strategic Planning Steering Committee Membership & Leadership’s Charge to the Group
- Listing of Individuals on Teams; Interviewees; Others involved
- Strategic Planning Process Schedule/Time Line
- Highlights & Updates (e.g., Environmental Assessment; Interviews Summary; plan development)

Communication Vehicles
- Online (Website)
- Electronic Communication (email)
- Strategic Planning Steering Committee Meetings / Implementation Updates
- Design Team Meetings / Strategic Initiative Team Meetings
- Departmental Meetings
- Organizational Retreats
- Faculty/Staff/Student Meetings
- Town Hall Meetings / Updates
- Community Forums
- Newsletters/Announcements
- Publications/Postings

At Plan Completion/Implementation Launch:
- Final Outcome of Strategic Planning Process
- Institution’s Mission & Vision Statement
- Institution’s Values, Goals, & Strategies
- Strategic Plan Implementation Approach, Accountabilities, Timelines (varies by audience)
- Regular Updates on Progress
Mini-Retreats

In June and July this year, each of the four new working groups had a mini-retreat to discuss education, research, community health improvement and global health, as well as potential cross-cutting themes across these domain areas. The mini-retreat discussions, which were all facilitated by the external consultants.

https://www.dukehealthstrategy.duke.edu/
AMC Strategies – Client Communications Website Examples

Strategic Planning

A Bold Vision for a Bright Future

Message from the Chair

Frederick Meyers, M.D., M.A.C.P.
Executive Associate Dean, School of Medicine
Chair, Strategic Planning Steering Committee

Welcome to UC Davis Health System’s strategic planning Web site. For the next 13 months, the Strategic Planning Steering Committee will lead the creation of a five-year plan for our integrated organization.

UC Davis Health System has a bold vision for a bright future—a future in which every one enjoys a healthy life. Every day, the people of UC Davis Health System work collaboratively and tirelessly to secure improved health for future generations. Together, UC Davis faculty, staff, students, volunteers, and community partners are shaping the future of science, nursing, medicine and health.

In February 2010, the health system launched a strategic planning endeavor that will serve as a roadmap to the future. This Web site is aimed at

http://www.ucdmc.ucdavis.edu/strategicplan
AMC Strategies – Client Communications Website Examples

Texas Medical Center Strategic Planning

Post-Retreat Survey Results
Following January’s strategic retreat, a survey was sent to all participants clarifying questions raised during the in-person electronic voting.

LEVEL OF SUPPORT BY INSTITUTE
The chart below shows respondents level of support for the five institute themes:

- **Clinical Research**
  - Support: 77.8%
  - 51.1% of respondents support clinical research.
  - 26.7% of respondents support educational initiatives.
  - 17.8% of respondents support research initiatives.
  - 4.4% of respondents support the overall strategy.

- **Health Policy**
  - Support: 82.2%
  - 44.4% of respondents support health policy initiatives.
  - 37.8% of respondents support educational initiatives.
  - 13.3% of respondents support research initiatives.
  - 4.4% of respondents support the overall strategy.

- **Genomics**
  - Support: 73.4%
  - 26.7% of respondents support genomics initiatives.
  - 46.7% of respondents support educational initiatives.
  - 15.6% of respondents support research initiatives.
  - 6.7% of respondents support the overall strategy.

http://www.tmcstrategicplan.org/
AMC STRATEGIES: TEAM BIOS
AMC Strategies: Team Bios

**Diana Carmichael, President/Founder & Consultant**

Diana is the founder and President of AMC Strategies, LLC, built upon 27 years of strategic planning experience. Prior to establishing AMC Strategies in 2001, Diana internally led strategic planning for Cedars-Sinai Health System in Los Angeles, and served as the Executive Director and founder of the Joint Office of Strategic Planning, a unique “joint” planning office between Barnes-Jewish Hospital and Washington University School of Medicine in St. Louis, that oversaw collaborative strategic planning initiatives across the hospital and school of medicine. Diana also served as the first-ever Assistant Dean for Strategic Planning at Washington University School of Medicine. Before focusing on academic medical center strategic planning, Ms. Carmichael was a management consultant with the national healthcare strategy practice of PriceWaterhouse (now PricewaterhouseCoopers) followed by the healthcare strategy practice of Ernst & Young. She received her Bachelor of Science degree in Kinesiology from the University of California, Los Angeles, and her Master of Hospital and Health Care Administration degree from the School of Public Health at the University of Minnesota in Minneapolis. Ms. Carmichael is a Past National Chair of the Group on Institutional Planning of the Association of American Medical Colleges (AAMC) and past President of the St. Louis Society for Healthcare Planning and Marketing. Diana continues to be a national presenter on strategic planning in the academic setting at many AAMC meetings. Diana is the recipient of the prestigious “Distinguished Services Award” from the AAMC’s Group on Institutional Planning for “outstanding service and commitment to the mission of the GIP and to the advancement of the practice of planning in academic medicine.” She has been a keynote speaker on strategic planning for the Association of American Cancer Institutes/Cancer Center Administrators Forum, and has served as an invited lecturer on strategic planning in the academic setting for the Stanford University Physician/Faculty Leadership Development Program.

**Rebecka Levan, Vice President & Consultant**

Becky has been with AMC Strategies for the past thirteen years, working on every major engagement across a broad client spectrum. Becky has significant experience in complex project management, strategic planning and financial analyses, and retreat facilitation. Ms. Levan brings a unique combination of experience in health care finance and health services research. As the Director of Health Economics and Outcomes Research at Zynx Health, she provided evidence-based medicine consultation to the pharmaceutical industry. While at the UCLA Center for Health Policy Research she managed population-based studies on access to health services as well as working on the California Hospital Outcomes Project. As the Director of Finance for Daniel Freeman Hospitals, she was responsible for reimbursement, budgeting, financial and market analysis. In addition to holding these positions, Becky has provided independent consultation in financial and statistical analysis, program design and evaluation, policy analysis, and grant writing for clients including UCLA Center for the Health of Children and Families, Cedars-Sinai Primary Care Pediatrics, RAND, Los Angeles County Department of Health Services, Tenet Corporation, Charles Drew University, and the Healthcare Association of Southern California. Rebecka received her MPH from the University of California, Los Angeles and has a degree in economics from the University of California, Berkeley.
AMC Strategies: Team Bios

Laura Fidler, Consultant
Laura brings 27 years of experience in academic health care strategic planning and facilities master planning to the AMC Strategies team. As Senior Vice President and Assistant Dean for Strategic Planning at the University of Cincinnati Medical Center, she lead the strategic planning activities that resulted in doubling of research funding, creation of satellite campus, mergers and acquisitions, and the establishment of a new health professional college and programs. She has managed medical center and university economic impact studies, and developed and implemented a 10-year facility master plan leading to the construction and occupancy of three new research buildings and the renovation of over 1 million square feet of medical center space. She has extensive management and technical experience in research, education and clinical space allocation and utilization. As senior vice president she was also responsible for the public relations, government relations and crisis protocol for the medical center. She has the ability to work effectively with a diverse group of people at all organizational levels. Laura is a past Program Chair of the Group on Institutional Planning of the AAMC and received her MPH from the University of Michigan. The University of Cincinnati CARE/Crawley Building was awarded the Chicago Athenaeum Museum of Architecture and Design American Awards 2009 which was overseen by Laura. Laura joined AMC Strategies in 2010.

Andrea Helft, Consultant
Before joining AMC Strategies in 2013, Andrea Helft honed her exceptional, customer-focused consulting skills at other top consultancies including Booz, Allen & Hamilton, The Lewin Group and Hammes Company. In-house positions in strategic planning and operations, which include Stanford Hospital and Clinics and Kaiser Permanente, provided Andrea with invaluable experience working "in the trenches" with leading healthcare executives. Andrea's expertise ranges from strategic planning and business analysis, program and business model development, marketing and project management. Andrea received her MA in healthcare policy from the Johns Hopkins University and her MBA from the Marshall School of Business at the University of Southern California. She holds a BA (magna cum laude) in Political Science and Environmental Science from the University of Colorado at Boulder.

Kendall Bassford, Staff Associate and Production Manager
Kendall Bassford began her working relationship with Ms. Carmichael at Cedars-Sinai Health System, and she brings a variety of assets to AMC Strategies. At Cedars-Sinai she was responsible for the design and branding of all deliverables of the Strategic Planning Office, as well as for presentations given by the CEO and Board of Directors. Prior to that, Mrs. Bassford worked with the Vice President of Education at the Milken Family Foundation where she was responsible for research project coordination and data analysis, as well as proofing and editing in-house publications, skills she also brings to AMC Strategies.