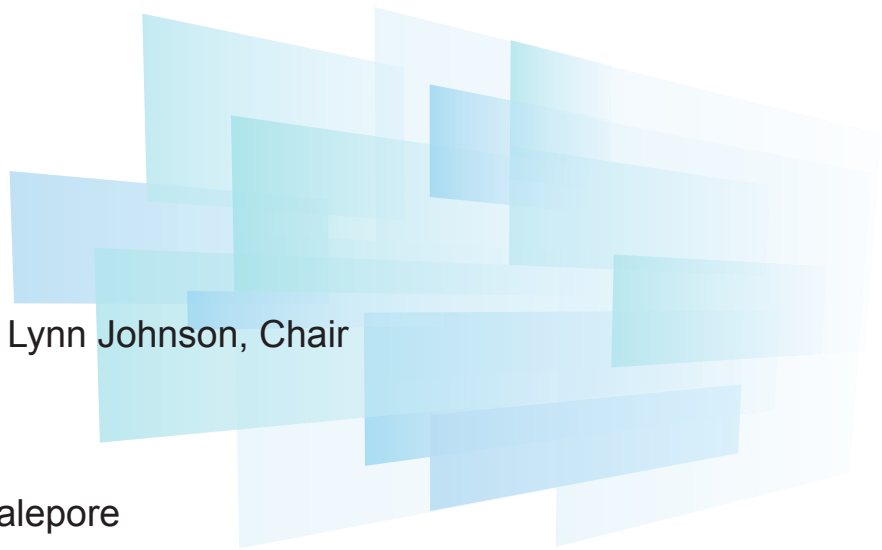


**2021 - 2022
Strategic Planning
Report**

Strategic Planning Committee

Members:

- OMS/HD - Ron Aronovich
- Staff - Lynn Monson
- Staff - Cheryl Verbruggen
- Staff - Dinella Crosby
- OPD - Rodney Vergotine
- Dean - Laurie McCauley
- Institutional Effectiveness -- Lynn Johnson, Chair
- BMSP - Sun-Yung Bak
- POM - Darlene Jones
- CRSE - Rogerio Maia
- Student - Samantha Sciancalepore
- Student - Malika Malik



The Strategic Planning Committee met 5 times face-to-face and 13 times via zoom due to the pandemic. They focused on analysis of the information gathered from the staff leadership focus groups, interviews with internal and external thought leaders. These experts include:

Staff Leadership Focus Groups	Internal (U-M School of Dentistry) Thought Leaders	External Thought Leaders
<ul style="list-style-type: none"> ● Susan Flannagan ● Shante Galloway ● Mary Garrelts ● Pamela Harnick ● Weldon Higgins ● Patrick <u>Lagua</u> ● Andrea Morefield ● Theresa Schneider ● Kimberly Smith ● Debra Sugiyama 	<ul style="list-style-type: none"> ● Marco Bottino ● Todd Ester ● Mark Fitzgerald ● Margherita Fontana ● Joe Kolling ● Justine Moe ● Stephanie Munz ● Romesh Nalliah ● Kristi Thomas 	<ul style="list-style-type: none"> ● Alonso Carrasco-Labra - <i>ADA</i> ● Terry Dolan - <i>Dentsply Sirona</i> ● Charles Friedman - <i>Michigan Medicine</i> ● Darnell Kaigler, Sr - <i>Dr. Kaigler & Assoc</i> ● Steven Kizy - <i>Midway Dental Supply</i> ● Martha Sommerman - <i>NIH/NIDCR</i> ● Brandon Shoukri - <i>Dexter Orthodontics</i> ● Lisa Tedesco - <i>Emory University</i>

All meetings were recorded and notes taken. Otter.ai was used to do speech to text transcriptions of the recordings. These transcriptions and the notes were then put into MonkeyLearn which created visual word clouds that helped to identify themes across all of the experts. Finally, two to three striking quotes from each thought leader were combined in a list. The Strategic Planning Committee then studied the word clouds and striking quotes. They then listed the top ten priorities and created an affinity diagram. Through this process five new Strategic Initiatives emerged. They are:

- Dental and Medical Integration
- Access to Care
- Diversity, Equity & Inclusion
- SoD Culture/Climate
- Dental Technologies

On May 23, 2022 faculty, staff and students were invited to attend one of two 2 1/2 hour sessions in which they generated actions for accomplishing three of the five Strategic Initiatives. Dental Technologies was not addressed because an effort was already underway and School Culture/Climate is being addressed by a climate survey. The Strategic Planning Committee then identified the critical actions to move forward with immediately. This table summarizes those recommendations.

Diversity, Equity & Inclusion	Dental and Medical Integration	Access to Care
<ul style="list-style-type: none"> ● DEI onboarding course for all new faculty and staff. ● Support group for ITDP students. ● Decrease the number of faculty and staff working at home to increase engagement. 	<ul style="list-style-type: none"> ● Combine MiDent with MiChart. ● Increase use of telehealth. ● Improve our referral system to include medical providers. 	<ul style="list-style-type: none"> ● Loyalty program for patients. ● Advocate for the underserved. ● Introduce social determinants of health into the health record. ● All 3rd graders in the area receive an exam and OHI.

The next steps are for the Strategic Planning Committee to identify stewards for the three Strategic Initiatives that were addressed on May 23, 2022 and the work on a Balanced Scorecard for those Strategic Initiatives. Once that is done Dental Technologies and SoD Culture/Climate can be addressed, and finally the Committee should answer the question whether we still need Domains as well Strategic Initiatives or if they should be redefined.

Domain Activities

People Domain

Stewards: Todd Ester

Achieved: Profile for Success has raised \$570,000 in total support.

Education Domain

Stewards: Carlos Gonzalez and Daniel Chiego

Achieved: Increase the number of selective courses that demonstrate integration of the basic sciences in the clinical setting allowing students a stronger capacity to diagnose and a greater armamentarium of treatment options: ***A new elective course was added totaling 22 at the moment.***

Patient Care Domain

Stewards: Romesh Nalliah, Stephanie Munz and Cassandra Callaghan

Achieved: Establish a baseline measure of quality of complete dentures delivered by students.

Research & Discovery Domain

Stewards: Vesa Kaartinen and Marco Bottino

Achieved: An offer has been extended and accepted for a data scientist faculty member.

Responsible Growth & Sustainability Domain

Stewards: Jacques Nör and Cheryl Verbruggen

Achieved:

Begin streamlining non-clinical support services and enhance the patient experience through standardized processes across clinics.

