**Develop a Mission Statement**

Facilitator Guide

* **Time:** 60-90 minutes (may do either resident clinic/personal practice, or both)
* **Audience:** 1st year residents
* **Objectives:**
	+ Articulate a practice-wide vision / mission statement, discuss its importance to an organization, and develop a strategic plan with measurable objectives
	+ This exercise teaches the learner the components of a strong mission statement and how a mission statement can help frame a clinics strategic plan
* **Procedures:**

Introduce the components of a mission statement and have learners identify the importance of a clear mission statement to an organization. *Resources:*

* + How to write a mission statement in 5 easy steps

(<http://articles.bplans.com/writing-a-mission-statement/>)

* + Nonprofit mission statements – good and bad examples (<http://nonprofithub.org/starting-a-nonprofit/nonprofit-mission-statements-good-and-bad-examples/>)

Warm-up Game: Match those Missions! – \**insert hospitals / clinics in your network\** (5min)

|  |
| --- |
| **Answer Choices** |
| 1. Kaiser Permanente
2. Zuckerberg San Francisco General Hospital
3. American Academy of Pediatrics
4. UCSF Medical Center
 |

|  |  |
| --- | --- |
| **Mission Statements** | **Answer** |
| “To attain optimal physical, mental and social health and well-being for all infants, children, adolescents and young adults.” |  |
| “To provide high quality, affordable health care services and to improve the health of our members and the communities we serve.” |  |
| “To deliver humanistic, cost-effective and culturally competent health services.” |  |
| “Our mission – the reason we exist – is Caring, Healing, Teaching and Discovering.” |  |

Assess the strengths and weaknesses of the following mission statements (5min)

1. Amazon: “Our vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online.”
2. Oracle: We help you simplify your IT environment so that you can free up money, time, and resources to invest in innovation. We do this by providing a comprehensive and fully integrated stack of cloud applications, platform services, and engineered systems.
3. We, the faculty of the David Geffen School of Medicine at UCLA, seek to prepare our graduates for distinguished careers in clinical practice, teaching, research, and public service.
4. Mission Neighborhood Health Center honors our Latino roots with a tradition of providing compassionate, patient-centered care. We advocate for health equity and deliver innovative, high quality services responsive to the neighborhoods and diverse communities we serve.

Part 1: Develop a Mission Statement(5-10min)

* To provide / deliver… health care product of a certain quality / characteristics to… particular population…
	+ Learners develop a mission statement for their resident clinic
	+ Learners develop a mission statement for their personal practice

Part 2: Develop a Strategic Plan (10min)

* Develop measurable goals and objectives for the mission statements in Part 1
	+ Are these processes or outcomes?
	+ Are these measurable? If so, how?

*Examples:*

* *To immunize all adolescents against HPV to reduce incidence of genital cancers in adults*
* *To screen all children with trisomy 21 regularly to identify vision problems, hearing deficits, hypothyroidism, to optimize attainment of developmental potentials, reduce complications and maintain quality of life*
* *To educate all parents about “good food choices” and “exercise” and “screen time” to prevent / reduce obesity and its complications*

**Discussion Questions** (10-15min)

1. Some clinics may have more than one mission statement or their mission statement may have multiple components. Sometimes those can “compete” or “interfere” with one another. Consider your clinic and discuss whether your clinic has any competing goals and how they may be addressed. For example, what if the clinical care mission and the teaching mission collide?
2. Mission Statements must be translated into Strategic Plans and specific action items. In your clinic, how does that process proceed? Who are involved in that translation? As residents, how are you involved in the leadership and advocacy processes?
3. Imagine that you are the clinic director and you are responsible for developing or clarifying the clinic mission statement and developing and implementing the strategic plan. What might be potential barriers to implementation? You can use a specific example, i.e., increase immunization rates for HPV vaccine for adolescents and young adults. Related to this discussion

question, imagine that you are leading a staff meeting. What would you do if there is a staff clinician who never comes to staff meetings? What would you do if some staff members do not agree with some of the changes related to the strategic plan? (there is no one right answer)

**Develop a Mission Statement**

Evaluation

1) I understand how to articulate a practice-wide vision / mission statement and develop a strategic plan with measurable objectives.

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| --- | --- | --- | --- | --- |
| Strongly Disagree | Disagree | Undecided | Agree | Strongly Agree |
| 1 | 2 | 3 | 4 | 5 |

2) This activity increased my understanding.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Strongly Disagree | Disagree | Undecided | Agree | Strongly Agree |
| 1 | 2 | 3 | 4 | 5 |

3) The information from this activity is relevant to my practice.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Strongly Disagree | Disagree | Undecided | Agree | Strongly Agree |
| 1 | 2 | 3 | 4 | 5 |