

A Participatory Approach to Strategic Planning within a Clinical and Translational Science Hub: The Georgia CTSA

Andrew West MBA, MHA¹, Nicole Llewellyn PhD¹, Marie Manguerra MPP¹, Dorothy Carter PhD², Latrice Rollins PhD³, & Eric Nehl PhD¹

¹Emory University, ²University of Georgia, ³Morehouse School of Medicine

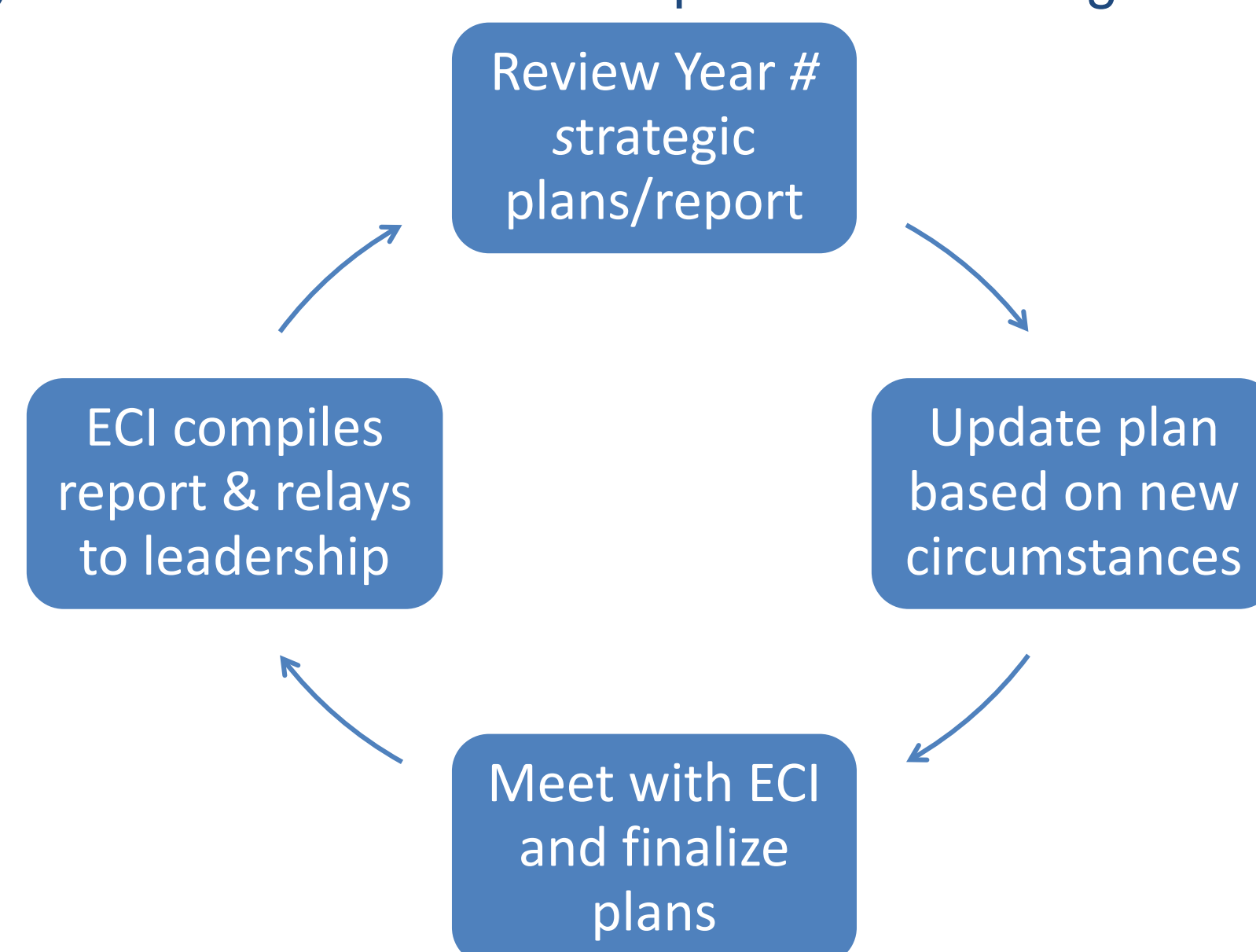
INTRODUCTION

- Academic institutions increasingly recognize the **benefits of collaboration** with others. NCATS supports this effort by creating CTSA hubs nationwide that serve to accelerate the translation of scientific discoveries into health practice. Hubs support high-quality research across many disciplines, with an emphasis on **collaborative team science**.
- The **Georgia Clinical & Translational Science Alliance** (Georgia CTSA) hub is a partnership of *Emory University*, *Morehouse School of Medicine*, *Georgia Institute of Technology*, and *University of Georgia*.
- Since 2016, the Georgia CTSA's Evaluation & Continuous Improvement (ECI) Program undertook a **strategic planning process** to track and assess the aims and milestones of the infrastructure that supports clinical and translational research in Georgia. Resulting reports act as annual guides for management and collaborative efforts within the hub.
- This poster describes the strategic planning process and evaluation findings for the hub, providing lessons learned and recommendations for those looking to replicate these activities.

PROCESS

The Georgia CTSA annual strategic planning process:

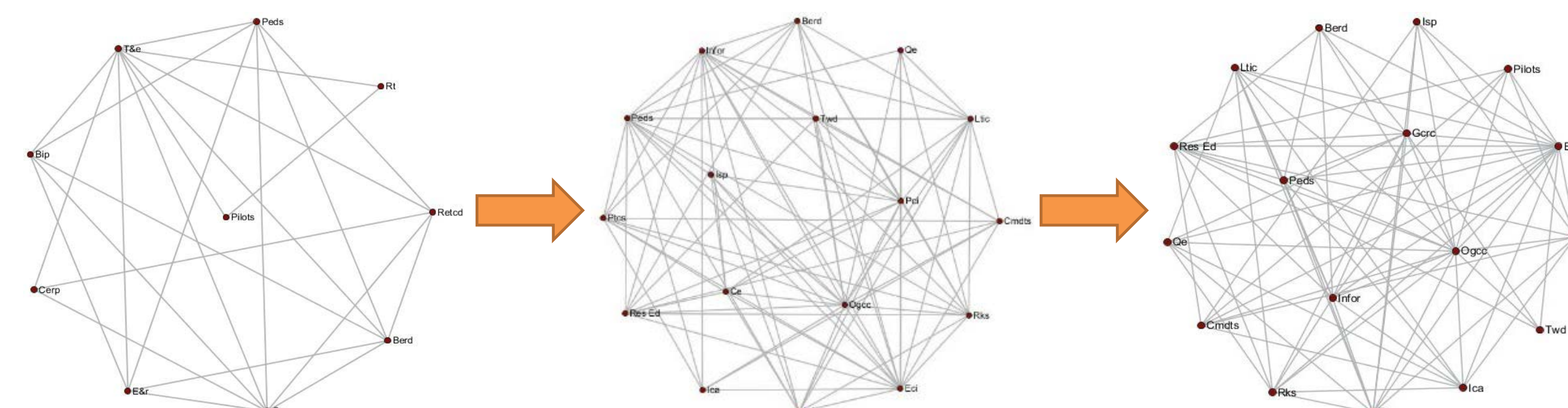
- Programs perform iterative self-evaluations of aims, progress, and goals for each program & review meetings with ECI staff
- ECI delivers a comprehensive annual summary report of activities across programs, including findings of several evaluation methodologies and a communications plan (Llewellyn, et al. 2018)
- Report is reviewed by hub leadership & discussed within external advisory committee and leadership retreat meetings



Strategic planning activities for 2018 focused on an **annual theme of breaking down silos** and barriers to working as a collaborative, unified alliance. An overarching goal for the year was to emphasize *cohesion*, *communication*, and *working as a team*, as well as planning for sustainable, *far-reaching impact*.

EVALUATION METHODOLOGY & FINDINGS

Longitudinal Network Analysis of collaborative ties across hub programs



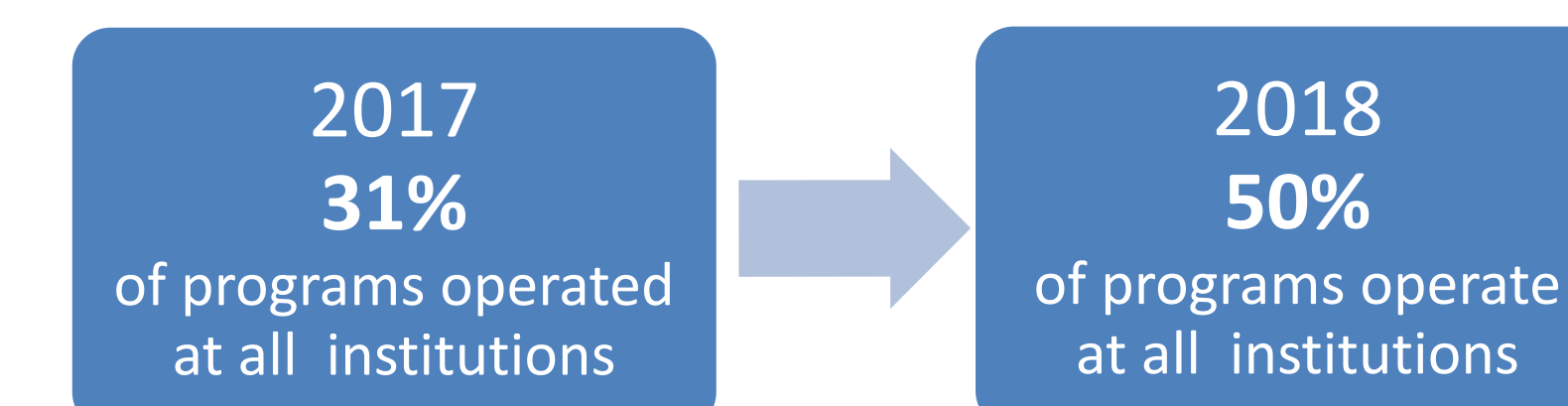
2016	2017	2018
10 Programs	17 Programs	17 Programs
25 Collaborative ties	88 Collaborative ties	78 Collaborative ties
56% of all possible ties	65% of all possible ties	57% of all possible ties

- Ties are defined as explicitly shared activities that produce a product or achievement that serves the aims of both programs. From 2016 to 2017 the network expanded significantly with many new programs added at a grant renewal. This was followed by a slight reduction in ties from 2017-2018 as program activities became more sharply focused and defined

Case Example Boxes illustrating collaboration and teamwork in detail:

- Call-out boxes qualitatively illustrate how priorities were addressed according to the annual theme

Operational & financial cooperation assessment across institutions via staff representation within programs over time



Staff representation at partner institutions in 2018:

	Emory	MSM	GA Tech	UGA
OGCC	Y	Y	Y	Y
CMDTS	Y	Y	Y	Y
Res Ed	Y	Y	Y	Y
Pilots	Y	Y	Y	Y
ICa	Y	Y	Y	Y
RKS	Y	Y	Y	Y
BERD	Y	Y	Y	Y
CE	Y	Y	Y	Y
ECI	Y	Y		Y
RC	Y	Y		Y
ISP	Y	Y		Y
QE/LTICs	Y	Y		Y
GCRCs	Y	Y		Y
Infor	Y	Y	Y	
Peds	Y	Y		
TWD	Y			Y

- UGA was added as a new partner with the grant renewal, within one year UGA staff were integrated into most programs

OUTCOMES & FUTURE DIRECTIONS

- Complementary evaluation methods revealed areas of strength and opportunities for growth in terms of breaking down silos and working as a cohesive team.
- Georgia CTSA leadership will utilize the strategic planning report to convey progress against milestones to our external advisory and executive oversight committees, as well as to inform priorities for our upcoming leadership retreat.
- The ongoing participatory strategic planning process and communications plan will allow programs to responsively refine their objectives and activities to optimally serve their specific aims as well as working actively with CTSA leadership to serve the overarching goals of the alliance.

REFERENCE

Llewellyn, N.M., Manguerra, M. R., Nehl, E.J., Thompson, E. P., & West, A.C. (2018). *Georgia CTSA 2018 Strategic Planning Activities: Annual Summary and Report*. Atlanta, GA: <http://georgiactsa.org/what-we-do/Evaluation-and-Continuous-Improvement.html>

CONTACT

Contact: awest2@emory.edu



Georgia CTSA
Georgia Clinical & Translational Science Alliance