2011-2016 Strategic Plan

Creating a healthier world through bold innovation
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I. Global Direction
Mission and vision statements

Our Mission:

Improving lives and transforming health care.

Our Vision:

A healthier world through bold innovation.
Guiding principles

- Excellence
- Diversity
- Social Responsibility
- Compassion
- Leadership
- Teamwork/Collaboration
Organizational focus areas

- We are a comprehensive academic health system that strives to create a healthier world through bold innovation.

- Anticipating the future of health and of health-care needs, we have identified these four areas of focus that will have a high impact on individual, family, community and population health.
II. Strategic Direction
GOAL 1: PERSON- AND FAMILY-CENTERED CARE

Improve health by placing the persons and families we serve at the center of care
Goal 1: Person- and family-centered care

**Strategy 1.1**  
High-quality, compassionate, person-focused care: Provide clinical programs that deliver high-quality, compassionate, effective care centered on the needs of individuals and families.

**Strategy 1.2**  
Enhanced clinical services through academic expertise: Apply academic expertise to enhance quality and innovation in health.

**Strategy 1.3**  
Robust primary care: Pursue community-wide solutions to ensure care to the communities and populations that we serve.
Goal 1: Person- and family-centered care

**Strategy 1.1**

**High-quality, compassionate, person-focused care:**
Provide clinical programs that deliver high-quality, compassionate, effective care centered on the needs of individuals and families.

**Tactics**

a. Serve as a seamless, person-centered, responsive health system and culture for the people we serve.

b. Ensure timely, coordinated, accessible care to individuals and their families.

c. Utilize technological applications to strengthen communications between patients and providers. *(Links to Strategy 8.3)*

d. Define person-centered, compassionate care performance standards for all providers and staff and reward service excellence accordingly.

e. Increase use of evidence-based practices to improve and standardize quality and cost-effectiveness of care delivery.

f. Ensure cultural competency in patient and family interactions. *(Links to Strategy 6.2)*

**Strategy 1.2**

**Enhanced clinical services through academic expertise:**
Apply academic expertise to enhance quality and innovation in health.

**Tactics**

a. Increase participation in clinical trials and clinical research; emphasize investigator-initiated research.

b. Offer personalized medicine and individualized therapies, based on sound evidence and valid scientific study. *(Links to Strategy 4.1)*

c. Utilize the academic expertise of our Schools of Health to apply interdisciplinary and interprofessional models of care. *(Links to Strategy 3.1)*
Goal 1: Person- and family-centered care

Strategy 1.3

Robust primary care:
Pursue community-wide solutions to ensure care to the communities and populations that we serve.

Tactics

a. Continue to successfully expand Programs in Medical Education (PRIME; e.g., Rural-PRIME, San Joaquin Valley PRIME).

b. Leverage our integrated delivery system to coordinate care across all settings and the life span.

c. Continue to expose medical students to primary care career paths.

d. Effectively utilize and optimize the Primary Care Network.

e. Ensure exchange of clinical data between sites and affiliated programs through the Health Information Exchange. (Links to Strategy 8.3)

f. Expand affiliations and partnerships with Federally Qualified Health Centers and other appropriate primary care providers.

g. Integrate educational programs to create interprofessional primary care models.

h. Complete feasibility analysis, program revisions, and integration of Family Nurse Practitioner/Physician Assistant program into interprofessional education in the Schools of Health. (Links to Strategy 3.1)
GOAL 2: SOCIAL RESPONSIBILITY AND LEADERSHIP

Address broadly the social determinants of health and equitable delivery of health care
Goal 2: Social responsibility and leadership

**Strategy 2.1**  
*Best practice in quality:* Lead in designing and implementing best practices to assure quality* care.

**Strategy 2.2**  
*Designing future models of care:* Play a leading role in designing, implementing and evaluating interdisciplinary and interprofessional health care for the future.

**Strategy 2.3**  
*Health policy and advocacy:* Provide leadership to advance social justice and ensure health equity.

**Strategy 2.4**  
*Demonstrated value:* Demonstrate and articulate our value to the communities and populations that we serve.

**Strategy 2.5**  
*Regional care network:* Develop a regional care network of hospitals, clinics and physician groups through partnerships and affiliations.

*Based on the Institute of Medicine definition of quality as “care that is safe, effective, patient-centered, timely, efficient and equitable.”*
Goal 2: Social responsibility and leadership

**Strategy 2.1**

**Best practice in quality:**
Lead in designing and implementing best practices to assure quality care.

**Tactics**

a. Build research strengths in evidence-based health care and best practice dissemination.

b. Develop quality and safety standards and treatment guidelines.

c. Strengthen educational programs and institutional competencies to achieve high quality care throughout UC Davis Health System.

d. Demonstrate impact of best practice.

**Strategy 2.2**

**Designing future models of care:**
Play a leading role in designing, implementing and evaluating interdisciplinary and interprofessional healthcare for the future.

**Tactics**

a. Design advanced innovative approaches to manage care for targeted populations.

b. Conduct comparative effectiveness research on new models of care and new treatment modalities.

c. Pursue health reform demonstration project funding.
Goal 2: Social responsibility and leadership

**Strategy 2.3**

**Health policy and advocacy:**

Provide leadership to advance social justice and ensure health equity.

**Tactics**

a. Lead in health services research that translates into health policy, advocacy and service.

b. Develop solutions to ensure care for the underserved.

c. Offer health policy advocacy and expertise to government leaders.

d. Marshall expertise to guide payment reform.

e. Model financial stewardship to ensure optimal use of resources. *(Link to Strategy 7.1)*

**Strategy 2.4**

**Demonstrated value:**

Demonstrate and articulate our value to the communities and populations that we serve.

**Tactics**

a. Develop tools and metrics to evaluate the impact of our services.

b. Engage UC Davis Health System’s internal stakeholders to embrace the vision and guiding principles and serve as ambassadors for the institution.

c. Build and enhance relationships with alumni, retirees, friends and other community partners by encouraging involvement and support of health system programs.
Goal 2: Social responsibility and leadership

**Strategy 2.5**

**Regional Care Network:**

Develop a regional care network of hospitals, clinics and physician groups through partnerships and affiliations.

**Tactics**

a. Expand the UC Davis Health System regional care network by exploring all types of affiliation options with hospitals, clinics, and physician groups that support UC Davis Health System missions of clinical care, teaching or research.

b. Optimize operational and data sharing and integration processes to ensure the regional networks operate efficiently and achieve goals.

c. Establish oversight and reporting capabilities to optimally manage regional network.
GOAL 3:  INTERPROFESSIONAL EDUCATION TO SHAPE THE FUTURE

Prepare well-qualified health care professionals, researchers, educators, staff and leaders who will shape the future
Goal 3: Interprofessional education to shape the future

**Strategy 3.1**  
**New interdisciplinary and interprofessional models:** Develop new models of interdisciplinary and interprofessional education in the schools of health and across the campus.

**Strategy 3.2**  
**Education for a skilled health-care workforce:** Provide educational opportunities for all to ensure the availability of a well-prepared health-care workforce for the future.

**Strategy 3.3**  
**Effective educators:** Engage individuals throughout the organization to enhance their role as educators.
Goal 3: Interprofessional education to shape the future

**Strategy 3.1**

New interdisciplinary and interprofessional models:

Develop new models of interdisciplinary and interprofessional education in the schools of health and across the campus.

**Tactics**

a. Provide dynamic curricula that effectively educate the next generation of leaders in medicine, nursing, health informatics, public health, biomedical research using interprofessional approaches.

b. Expand outstanding graduate educational programs that build on our academic strengths and research focus areas.

c. Enhance graduate health professional educational experiences to prepare clinicians, educators and researchers for successful careers in health care and interprofessional approaches to care delivery.

d. Develop interprofessional core curriculum and educational experiences in UC Davis Health System’s Schools of Health.

e. Collaborate with Davis campus schools and programs to develop innovative joint programs.
Goal 3: Interprofessional education to shape the future

**Strategy 3.2**

**Education for a skilled health-care workforce:**

Provide educational opportunities for all to ensure the availability of a well-prepared health-care workforce for the future.

**Tactics**

a. Offer innovative training modalities including distance learning.

b. Partner with other educational institutions and providers to provide educational opportunities.

c. Incorporate emerging trends and workforce needs into program planning and implementation.
Goal 3: Interprofessional education to shape the future

Strategy 3.3

Effective educators: Engage individuals throughout the organization to enhance their role as educators.

Tactics

a. Establish an academy of educators that values expert educators and brings together a community of faculty to foster excellence, innovation and scholarship in health sciences education and that develops educational leaders for the future.

b. Provide incentives to faculty to be excellent educators and to reward quality educational activities.

c. Promote the requirement for educator evaluation in the merit and promotion process.

d. Strengthen faculty educator development programs.

e. Serve as a resource for building projects and interdisciplinary teams that contribute to scholarship in education.

f. Foster the development of innovative teaching programs in areas such as interprofessional education and around interdisciplinary themes such as rural health, health policy, and telemedicine, integrated curricula.

g. Empower patients and families to participate in educating faculty, staff, students and trainees.
GOAL 4: HIGH-IMPACT RESEARCH

Increase the scope, quality and impact of our innovative research
Goal 4: High-impact research

**Strategy 4.1** High-quality, high-impact research: Optimize the impact of our research across the full continuum to improve health in the new era.

**Strategy 4.2** Team science: Prioritize team science and interdisciplinary projects that significantly improve health care delivery and health outcomes.

**Strategy 4.3** Outstanding research administration: Advocate for an outstanding research management infrastructure to optimally and proactively support faculty, staff and students to design, implement and manage research.

**Strategy 4.4** Collaborations and partnerships: Strengthen collaborations with partners to create novel interdisciplinary and interprofessional programs, approaches and projects.
Goal 4: High-impact research

**Strategy 4.1**

**High-quality, high-impact research:**

Optimize the impact of our research across the full continuum to improve health in the new era.

**Tactics**

a. Expand research related to the health system’s focal points (cancer, cardiovascular health, neuroscience, injury and healing) to impact individuals, families, local and global communities and the population.

b. Further strengthen interactions between researchers and clinicians by building interdisciplinary research teams throughout the health system.

c. Ensure supporting infrastructure, cores and facilities for research across the continuum. *(Links to Strategy 7.4)*

d. Develop a bio-repository of health information that can be used for personalized medicine. *(Links to Strategy 8.1)*

e. Strengthen technology transfer. *(Links to Strategy 4.3)*

**Strategy 4.2**

**Team science:**

Prioritize team science and interdisciplinary projects that significantly improve health care delivery and health outcomes.

**Tactics**

a. Develop a culture of team science research at UC Davis Health System; increase the number of center grants received by faculty.

b. Create a searchable database of UC Davis Health System research and investigators to identify potential collaborators.

c. Enhance researcher-industry partnerships.

d. Build strong collaborative research programs with researchers across UC Davis.

e. Provide incentives for team science and interdisciplinary projects; ensure that faculty promotions recognize collaborative research for faculty investigators as part of their portfolio. *(Links to Strategy 5.1)*
Goal 4: High-impact research

**Strategy 4.3**

**Outstanding research administration:**
Advocate for an outstanding research management infrastructure to optimally and proactively support faculty, staff and students to design, implement and manage research.

**Tactics**

a. Promote a customer service orientation by establishing service standards across the UC Davis Health System research enterprise for research management and infrastructure.

b. Regularly monitor customer service performance data; recognize and reward high performers.

c. Work with UC Davis Office of Research to deliver optimal research administration functions.

**Strategy 4.4**

**Collaborations and partnerships:**
Strengthen collaborations with partners to create novel interdisciplinary and interprofessional programs, approaches and projects.

**Tactics**

a. Strengthen research collaborations across UC Davis and with other UC campuses and other academic partners.

b. Build strong partnerships with industry and private foundations.

c. Develop a committee to oversee effective, coordinated and ethical corporate relationships.

d. Establish strong affiliations with regional physicians and institutions for cooperative clinical trials.
GOAL 5: EXCELLENCE IN PEOPLE
Attract, retain and mentor excellent and diverse faculty, staff, students, trainees and leaders
Goal 5: Excellence in people

**Strategy 5.1**  
**High-quality faculty, staff and leadership:** Retain, attract and develop talented and diverse faculty, staff and leaders that bring national and international distinction to UC Davis Health System.

**Strategy 5.2**  
**High-quality students and trainees:** Attract, develop and educate a diverse body of students and trainees who are talented, share the values of our organization and will become future leaders.

**Strategy 5.3**  
**Lifelong learning:** Create an optimal lifelong learning environment that nurtures and supports ongoing career growth and development.

**Strategy 5.4**  
**Outstanding performance:** Recognize and reward people who responsibly push boundaries through creativity, passion, risk-taking and achievement.
Goal 5: Excellence in people

**Strategy 5.1**

**High-quality faculty, staff and leadership:**
Retain, attract and develop talented and diverse faculty, staff and leaders that bring national and international distinction to UC Davis Health System.

**Tactics**

a. Be an employer of choice by developing innovative workplace models and a just culture that is supportive and collaborative.

b. Promote UC Davis Health System’s unique opportunities for interprofessional and interdisciplinary education, research and models of care.

c. Provide opportunities for career advancement.

d. Offer competitive salaries and benefits.

**Strategy 5.2**

**High-quality students and trainees:**
Attract, develop and educate a diverse body of students and trainees who are talented, share the values of our organization and will become future leaders.

**Tactics**

a. Provide top-notch educational experiences for students, residents, post-doctoral scholars and post-graduates in order to prepare graduates to define the future of health and health care across missions.

b. Leverage UC Davis Health System’s advanced technology and assets to develop innovative curricula in schools of health. *(Links to Strategy 8.1)*

c. Provide appropriate nurturing environment for development.
Goal 5: Excellence in people

**Strategy 5.3**

**Lifelong learning:**
Create an optimal lifelong learning environment that nurtures and supports ongoing career growth and development.

**Tactics**

a. Ensure the provision of quality continuing medical- and health-education programs.

b. Provide access to professional development and career advancement opportunities for all at UC Davis Health System.

c. Enhance lifelong learning options, including simulation training.

d. Establish a comprehensive, innovative mentoring academy that values expert mentoring in research and career development, and fosters personal and institutional growth that leads to recruitment and retention of outstanding trainees, faculty, staff and leaders.

**Strategy 5.4**

**Outstanding performance:**
Recognize and reward people who responsibly push boundaries through creativity, passion, risk-taking and achievement.

**Tactics**

a. Enhance internal promotion of organizational accomplishments.

b. Develop and implement mechanisms by which accountability, collaboration and performance are recognized and rewarded.

c. Develop a mechanism through which innovation and risk-taking can be responsibly evaluated.
GOAL 6: COLLABORATIVE ORGANIZATIONAL CULTURE

Promote a culture that fosters a collaborative, diverse and effective organization at all levels
Goal 6: Collaborative organizational culture

**Strategy 6.1**  
**Organizational communication:** Strengthen communication throughout the organization to develop a culture that encourages innovation, collaboration, and the free exchange of ideas.

**Strategy 6.2**  
**Value diversity:** Create an environment where individuals from diverse backgrounds feel included, celebrated and respected.

**Strategy 6.3**  
**Transparent, strategic decision-making:** Establish and implement a transparent process through which strategic decisions will be made.
Goal 6: Collaborative organizational culture

**Strategy 6.1**

**Organizational communication:**

Strengthen communication throughout the organization to develop a culture that encourages innovation, collaboration, and the free exchange of ideas.

**Tactics**

a. Develop innovative communication approaches for internal and external audiences.

b. Leverage technology and news media to engage internal and external audiences. (*Links to Strategy 8.3*)

c. Ensure consistent and timely communication and messaging.

d. Continue efforts to strengthen the brand identity of UC Davis Health System in all mission areas.

**Strategy 6.2**

**Value diversity:**

Create an environment where individuals from diverse backgrounds feel included, celebrated and respected.

**Tactics**

a. Recognize and celebrate successful diversity activities and initiatives.

b. Strengthen outreach programs that attract greater numbers of diverse candidates for candidate pools. (*Links to Strategy 5.1*)

c. Emphasize diversity as a competitive advantage. (*Links to Strategy 1.1*)

d. Enact the Diversity and Community Engagement Framework.
Goal 6: Collaborative organizational culture

**Strategy 6.3**

**Transparent, strategic decision-making:**
Establish and implement a transparent process through which strategic decisions will be made.

**Tactics**

a. Align resource allocation processes and decisions with long-term strategic goals identified in the UC Davis Health System’s Strategic Plan.

b. Strengthen systems to improve our capacity to monitor and communicate decision-making. *(Links to Strategy 8.3)*

c. Strengthen communication mechanisms for feedback and reporting back on changes made in response to input.

d. Create appropriate venues for constructive dialog and ongoing strategy development.
GOAL 7: SUSTAINABLE RESOURCES

Ensure sustainable utilization of resources and infrastructure that provides optimal support for all mission areas
Goal 7: Sustainable resources

**Strategy 7.1** Optimal use of resources: Appropriately allocate resources and demonstrate value for investments made.

**Strategy 7.2** Diversification of revenue: Diversify revenue sources to establish a financially strong organization that is responsive to changing financial conditions.

**Strategy 7.3** Culture of philanthropy: Effectively engage our communities to develop a broad base of philanthropic support.

**Strategy 7.4** Physical infrastructure: Ensure state-of-the-art facilities and infrastructure for all mission areas.

**Strategy 7.5** Environmental stewardship: Use evidence-based approaches to evaluate and reduce our impact on the environment and reduce our dependence on non-renewable energy.
Goal 7: Sustainable resources

**Strategy 7.1**

**Optimal use of resources:**

Appropriately allocate resources and demonstrate value for investments made.

**Tactics**

a. Align the resources of the hospital, schools, departments and centers.

b. Design and implement infrastructure that supports the vision for the Schools of Health with shared resources and structures.

**Strategy 7.2**

**Diversification of revenue:**

Diversify revenue sources to establish a strong organization that is responsive to changing financial conditions.

**Tactics**

a. Increase extramural research support for all areas of research across the UC Davis Health System research continuum. *(Links to Strategy 4.1-4.4)*

b. Advocate to UC Davis and UC Office of the President to ensure a fair and sustainable distribution of resources.

c. Strengthen our ability to tap federal and private resources for innovation in all mission areas.

d. Leverage our resources and relationships to ensure a strong position with all payer sources.
Goal 7: Sustainable resources

Strategy 7.3

Culture of philanthropy:
Effectively engage our communities to develop a broad base of philanthropic support.

Tactics
a. Foster strong relationships with alumni, retirees and friends.
b. Effectively utilize UC Davis Health System and UC Davis development offices.
c. Provide development workshops for faculty and leadership to recognize and leverage philanthropic opportunities.
d. Successfully complete the Comprehensive Fundraising Campaign.
e. Design and engage effective advisory councils to advance philanthropy.
f. Involve all centers, departments and institutes in developing donor relationships to meet our fundraising goals.

Strategy 7.4

Physical infrastructure:
Ensure state-of-the-art facilities and infrastructure for all mission areas.

Tactics
a. Expand space for Schools of Health. (Links to Strategy 3.1)
b. Procure additional research space. (Links to Strategy 4.1-4.2)
c. Ensure highly functional, accessible and attractive clinical facilities. (Links to Strategy 1.1)
d. Ensure sufficient support staff to operate facilities.
Goal 7: Sustainable resources

**Strategy 7.5**

**Environmental stewardship:**
Use evidence-based approaches to evaluate and reduce our impact on the environment and reduce our dependence on non-renewable energy.* *(Links to Strategy 7.1)*

**Tactics**

a. Identify novel ways to achieve environmental stewardship in each of UC Davis Health System’s mission areas.

b. Incorporate the principles of energy efficiency and sustainability in all capital projects, renovation projects, operations and maintenance within budgetary constraints and programmatic requirements.

c. Minimize the use of non-renewable energy sources and apply conservation measures that reduce energy consumption.

d. Incorporate alternative means of transportation to/from and within the campus to improve the quality of life on campus and in the surrounding community.

e. Minimize the amount of Health System-generated waste sent to landfill.

f. Utilize UC Davis Health System and UC purchasing power to meet its sustainability objectives.

* Paraphrased from UC Policy on Sustainable Practices, 9/1/09; tactics reflect those presented this report.
GOAL 8: STRATEGIC USE OF TECHNOLOGY

Expand the strategic use of technologies to enhance research, education and clinical care
Goal 8: Strategic use of technology

**Strategy 8.1**  
Innovative health technology: Be a national leader in informatics and health-care technology.

**Strategy 8.2**  
Technology leaders of the future: Set the standard for applied informatics that catalyze technological innovation to improve health outcomes.

**Strategy 8.3**  
Enabling technologies: Effectively deploy technologies to support goals and missions of UC Davis Health System and its partners.
Goal 8: Strategic use of technology

**Strategy 8.1**

**Innovative health technology:**

Be a national leader in informatics and health-care technology.

**Tactics**

a. Continue to lead in the use of information technology as evidenced by earning the Healthcare Information and Management Systems Society (HIMSS) Analytics Electronic Medical Record (EMR) adoption model Level 7, and the HIMSS Nicholas E. Davies Award of excellence in the implementation and use of health information technology.

b. Deploy a modern clinical research IT infrastructure that includes genetics/molecular support, advanced bio-repository software, the next generation population longitudinal database, and required support tools for investigators and grant management capabilities.

c. Ensure that UC Davis Health System can share required content with all relevant clinical and research partners.

d. Create and deploy a Meta registry tethered to UC Davis Health System’s electronic health record (EHR) to support disease registries, outcomes analysis, and other types of required analysis and research.
Goal 8: Strategic use of technology

Strategy 8.2

Technology leaders of the future:
Set the standard for applied informatics that catalyze technological innovation to improve health outcomes.

Tactics

a. Create a new Informatics, Telehealth, and Innovative Technologies Institute to coordinate Informatics teaching and research and integrate and leverage UC Davis informatics resources.

b. Deliver Informatics academic educational programs that ensure UC Davis Health System and the community have highly skilled Informatics professionals to staff and support health technology and innovation.

c. Ensure adequate numbers of Informatics faculty are created to educate and support the next generation of health professionals.

d. Deploy modern educational technology infrastructure to support all types of academic, in-service, and distance learning technologies needed for the UC Davis Schools of Health and staff development programs.

e. Become a national leader in creating and using advanced simulator training technologies that are integrated with modern clinical and educational technologies.

f. Become a national leader in creating and maintaining evidence-based online clinical knowledge that integrates with EHRs, disease registries, clinical research, and drives educational curriculum.
Goal 8: Strategic use of technology

Strategy 8.3

Enabling technologies:
Effectively deploy technologies to support goals and missions of UC Davis Health System and its partners.

Tactics

a. Design and deploy the next generation telemedicine software infrastructure that leverages modern Electronic Health Records (EHR), health information exchange, and outcome analysis capabilities.

b. Fully deploy all relevant Epic clinical and financial software modules.

c. Replace outdated UC Davis Health System financial, human resource, and operational software applications.

d. Ensure mission critical information technologies used by the organization are stable; replace the obsolete UC Davis Health System data centers with modern tier III data centers.

e. Create an organization-wide business and clinical continuity plan.