2011-2016 Strategic Plan

Creating a healthier world through bold innovation
Table of contents

I. Global direction
   ▪ Mission and vision statements 2
   ▪ Guiding principles 3
   ▪ Organizational focus areas 4

II. Strategic direction
   ▪ Goal 1: Person- and family-centered care 6
   ▪ Goal 2: Social responsibility and leadership 8
   ▪ Goal 3: Interprofessional education to shape the future 10
   ▪ Goal 4: High-impact research 12
   ▪ Goal 5: Excellence in people 14
   ▪ Goal 6: Collaborative organizational culture 16
   ▪ Goal 7: Sustainable resources 18
   ▪ Goal 8: Strategic use of technology 20
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 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 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 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 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 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 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 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.