



UC Irvine Health

FY 2017 Strategic Plan

Updated June 23, 2016

FY 2017 UC IRVINE HEALTH STRATEGIC PLAN DEVELOPMENT PROCESS

UC Irvine Health (School of Medicine and Medical Center) utilized FY 2016 to develop a health enterprise strategic plan for implementation in FY 2017. The resulting enterprise Strategic Plan includes a new 10-year Vision and supporting Aspirations as well as 5-year goals and strategies organized by mission area (Clinical, Education, Research).

Broad representation and input from many internal and external stakeholders was garnered throughout the plan's development:

- An 18-member Executive Strategic Plan Development Committee was chartered and seated to oversee the planning process and plan development.
- An Advisory Group (with expanded representation from main campus, external organizations and health sciences) was seated and participated in 3 retreats: kick-off, midpoint review and conclusion.
- Three mission area-specific committees were chartered and seated (~30 members each) to recommend goals and prioritized strategies. Committees included representation from each of the other mission areas as well as future schools of nursing, pharmaceutical sciences, and public health to stimulate synergistic and collaborative strategies.
- Additional sub-committees and focus groups were formed with subject matter experts to determine initiative / tactic-level detail for complex strategies.
- 200+ internal and external constituents were involved in planning process – over 100 individuals were interviewed and participated on committees.



UC IRVINE HEALTH

FY 2017 STRATEGIC PLAN

MISSION

Our purpose

Discover • Teach • Heal

VISION

What we aspire to achieve

Powered by discovery and innovation, UC Irvine Health will advance individual and population health.

ASPIRATIONS

Areas of strategic focus

Clinical Excellence – Provide excellent care and an exceptional experience

Innovative Education – Educate the next generation of healthcare leaders through innovative learning

Research Distinction – Achieve distinction across basic, translational, clinical and outcomes research

Complex Care Leader – Be the region's top destination for complex care

Population Health Manager – Become a leader in population health management



CLINICAL GOALS & STRATEGIES

Goal 1 - Achieve integration of the clinical enterprise

- ❖ **Achieve Clinical Integration** - Develop economic and operational models that integrate and align strategic decision-making within the faculty as well as between the faculty and UC Irvine Medical Center

Goal 2 - Be the destination provider for distinctive service lines

- ❖ **Strategically Invest in Clinical Programs** - Define clinical programs for strategic investment and growth utilizing current and potential future strengths
- **Expand Service Line Management** - Enhance and potentially expand service line management structure to focus on growth, clinical and financial performance, and patient experience
- **Enhance Physician Communication** - Enhance communication and reinforce relationships with community PCPs and specialists to strengthen referral sources for T/Q services
- **Redefine Value Proposition** - Redefine UC Irvine Health's value proposition to payors, referring physicians, and patients

Goal 3 - Ensure appropriate and adequate access to care

- ❖ **Ensure Appropriate Capacity** - Maximize existing capacity and secure additional inpatient and ambulatory capacity as appropriate

Goal 4 - Create a competitive patient-centric ambulatory network

- ❖ **Develop an Integrated Ambulatory Care Network** - Establish high-value and cost effective ambulatory care sites in key geographies

Goal 5 - Provide unparalleled quality and value to our patients and healthcare purchasers

- ❖ **Achieve Clinical & Cost Transformation** - Implement a clinical and cost transformation plan to improve efficiency and reduce the overall cost of care
- ❖ **Coordinate Care & Improve Access** - Provide excellent patient access and timely communication to deliver coordinated care
- ❖ **Enhance Quality & Patient Safety** - Advance quality and safety performance with a focus on moving towards value-based reimbursement
- ❖ **Realize IT System Integration** - Successfully implement Epic and integrate disparate IT systems
- **Impart Excellent Patient Experience** - Cultivate loyal relationships with consumers and patients through exceptional patient experience
- **Improve Clinical Protocols** - Strengthen best practice clinical protocols utilizing clearly defined clinical outcomes goals and incentives

- ❖ Initial Priority Strategy
- Future Strategy

CLINICAL GOALS & STRATEGIES cont.

Goal 6 - Integrate education activities and basic, clinical, and translational research to enhance the clinical mission and provide the most advanced innovative care options

- ❖ **Enhance Clinical Trial Support** - Maximize institutional support for coordinating research activities including clinical trials
- **Improve Clinical and Research Collaboration** - Identify collaboration opportunities by establishing forums for research leadership to partner with clinical service leaders
- **Enhance UC Collaboration** - Enhance collaboration with other UC medical centers for patient care, education, and research
- **Develop Inter-professional Education** - Capitalize on inter-professional education to provide the best possible clinical care and patient experience

Goal 7 - Create and implement competencies to manage attributed populations

- **Increase Health Sciences School Collaboration** - Engage the programs (future schools) of nursing, public health, pharmacy science and others to enhance our population health management systems and practices
- **Advance Population Health Delivery Models** - Ensure that UC Irvine Health's service delivery models can support the comprehensive needs of the population from primary to quaternary care
- **Develop Global Risk Competencies** – Develop expertise in managing global risk for patient populations served to include care coordination

tools, contracting and risk management competencies, and information technology/analytic capabilities.

Goal 8 - Reduce health disparities of underserved populations

- **Collaborate to Aid Underserved Populations** - Collaborate across the health sciences to develop models that address underserved areas clinically and geographically
- **Leverage FQHC Experience** - Leverage FQHCs to enhance delivery models in support of population health
- **Address Health Disparities** - Partner with other health systems and community resources to address health disparities within the community

- ❖ Initial Priority Strategy
- Future Strategy

EDUCATION GOALS & STRATEGIES

Goal 1 - Redesign, innovate, and integrate curricula to maximize value to learners and educators

- ❖ **Innovate the Curricula** - Design an integrated curriculum between clinical and basic science courses
- ❖ **Assess & Optimize GME Program Size** - Align the size of GME programs with clinical expansion, research growth, and trends in medicine
- **Create GME Institutional Curricula** - Create an institutional curricula for GME aligning interest, accreditation, and innovative trends, including piloting GME Certificate programs
- **Condense UME Curriculum** - Assess impact of condensing the UME curriculum to three years
- **Individualize Curricula** - Individualize curricula across health sciences schools

Goal 2 - Recruit and retain a learner and educator profile that is both diverse and representative of our community

- ❖ **Advance Diversity** - Establish Office of Diversity and Inclusion
- **Expand Diversity Pipeline** - Create diversity through pipeline programs across all learner groups and faculty

Goal 3 - Create and foster an environment that incents and rewards educational effort, achievement, and innovation

- ❖ **Align Incentives to Reinforce the Value of Faculty Engagement in Education** - Develop standards and incentives for clinical and basic science department chairs to reinforce the value of faculty engagement in education and ensure a more consistent experience for learners

- ❖ Initial Priority Strategy
- Future Strategy

- **Reward Educational Effort** - Develop and implement a funding methodology for Education related faculty effort

Goal 4 - Attract and retain the best learner and educator talent

- **Align Education Programs** - Align education programs with distinguished clinical and research programs
- **Support Mentorship of Learners** - Identify and support research and clinical mentors to serve learners
- **Require Scholarly Component** - Require scholarly component for all learners

Goal 5 - Educate and prepare health professionals to excel in the evolving healthcare environment

- **Develop Evolving Care Delivery Curricula** - Differentiate curricula to impart competencies and skillsets to learners desired by future employers and evolving care delivery models

Goal 6 - Design inter-professional team-based programs by building curricula that are coordinated across the health science disciplines

- **Institute Multi-Disciplinary Teams** - Develop multi-disciplinary team approaches within curricula
- **Develop Team-based Curricula** - Create inter-disciplinary experiential learning opportunities that incorporate multiple professions with participation by all

Goal 7 - Promote inter-school collaborations across the University campus to equip the next generation of healthcare leaders

- **Enhance University Collaborations** - Develop collaborations among university schools to create elective choices for health professional students in areas such as business or humanities
- **Create Leadership Curricula** - Create a leadership curriculum for learners and faculty

RESEARCH GOALS & STRATEGIES

Goal 1 - Rejuvenate and grow a robust research faculty at all levels including recruiting top researchers with a track record for extramural funding

- ❖ **Rejuvenate and Build Faculty** - Recruit basic, translational, and clinical researchers who will have the maximum impact on the missions of the School of Medicine
- **Fund New Positions** - Identify additional funding opportunities for new positions in collaboration with the clinical enterprise
- **Mentor Researchers** - Create and fund mentorship program for recruited researchers to help them achieve their goals and monitor their successes

Goal 2 - Advance research resources to enable state-of-the-art research

- ❖ **Develop Research Resources** - Develop resources for state-of-the-art research
- ❖ **Enhance Proposal Acceptance** - Enhance funding growth and proposal acceptance success rate including developing a robust pre-grant submission infrastructure
- ❖ **Expand Clinical Trials** - Expand clinical research infrastructure (supporting clinical trials)

Goal 3 - Integrate clinical and research strengths that have potential for research funding, philanthropy, clinical growth, and impact on population health

- **Grow Research Strategically** - Grow research based on strategic considerations that include existing strength, emerging opportunities and technologies, and areas of clinical focus
- ❖ Initial Priority Strategy
- Future Strategy

- **Link Researchers and Centers** - Encourage faculty to be linked with existing funded clinical research centers
- **Build Populations Outcomes Research** - Build community partnerships to advance population based outcomes research

Goal 4 - Incentivize and support research effort for all school of medicine faculty

- **Grow K&T Awards** - Increase the number of institutional K & T Awards
- **Mentor Junior Faculty** - Provide incentives for mentorship and supporting grant development of junior faculty
- **Allocate Time for Clinical Faculty Research** - Identify clinicians with strong interest in research and develop means to ensure protected time for research

Goal 5 - Expand research opportunities for trainees

- **Integrate Research into UME and GME** - Integrate research opportunities into UME, GME, and post doctorate positions to foster increased interest in research
- **Mentor Clinical Trainees in Research** - Develop a mentoring program for research specific to clinical trainees

Goal 6 - Grow existing and develop new collaborations across the health science schools

- **Enhance Cross School Collaboration** - Create mechanisms to develop collaborations across schools that will garner new and incremental research funding

RESEARCH GOALS & STRATEGIES cont.

Goal 7 - Grow industry-sponsored research, philanthropy, and other non-NIH government funding that benefits the academic mission and the university, while preserving our current funding sources

- **Expand UC and Other Partnerships -**
Enhance partnerships with UC schools and other organizations to enhance research opportunities
- **Develop Funding Opportunities -**
Develop industry, non-NIH, and foundation funding opportunities

Goal 8 - Develop our intellectual property

- **Enhance UCI Applied Innovation Collaboration -** Design programs with UCI Applied Innovation to meet the needs of the School of Medicine (including Intellectual Property)
- **Monetize Intellectual Property -**
Enhance support and training of faculty and learners regarding advantages of protecting and monetizing intellectual property

Goal 9 - Incentivize and reward approaches to team/ensemble science

- **Increase Cross-Departmental Submissions -** Develop incentives and best practices for fostering collaboration and improved communications across departments to submit joint grants

- ❖ Initial Priority Strategy
- Future Strategy



FY17-FY27 Directional Statements

Mission

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Vision

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Aspirations

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