

## UNMC – Nebraska Medicine Strategic Plan 2017-2020

**Overarching Goal 1: EDUCATION PROGRAMS:** *Enhance UNMC's and Nebraska Medicine's educational programs as the most learner-centered academic medical center to meet the future health professions workforce needs.*

- **Strategy 1.1:** Be the global leader in the education of health professionals and bioscience researchers by developing and implementing innovative educational models that embrace new technologies for enhancing learner engagement. These include interactive learning, adaptive learning and mobile technology that will enhance current pedagogy as well as advanced educational delivery.
- **Strategy 1.2:** Integrate the academic programs of the UNMC Colleges and Institutes broadly with Nebraska Medicine and other clinical educational partners to enhance health professions education, graduate studies, and improve the outcomes of clinical care.
- **Strategy 1.3:** Establish and promote university-wide programs, curricula and assessment structures that facilitate each learner's competence in the knowledge, skills and professionalism critical to value-based, patient-centered care in the evolving interprofessional health delivery system.
- **Strategy 1.4:** Optimize the preparation for future career opportunities through academic and career counseling to provide practical and transferable skills for all UNMC students, faculty, staff, alumni and others embracing our educational community.
- **Strategy 1.5:** To meet current and future workforce needs and the mission of UNMC and Nebraska Medicine, develop and/or expand core and continuing education programs in the health professions by actively recruiting, enrolling and employing the very best learners and faculty from across Nebraska and beyond.
- **Strategy 1.6:** Fully implement the vision of the Interprofessional Experiential Center for Enduring Learning (iEXCEL) programs and the operations for the Global Center for Advanced Interprofessional Learning (GCAIL).
- **Strategy 1.7:** Assure that all health science learners are prepared to deliver care utilizing new technologies of care delivery, team-based care models, and value-based care delivery, as well as their evolving roles in individual and community wellness in the future healthcare and systems environment.
- **Strategy 1.8:** Utilize the Telehealth Innovation Hub to expand education and research in high technology care delivery across all UNMC professional degree programs and the communities that we serve.
- **Strategy 1.9:** Integrate the Interprofessional Academy of Educators interest group initiatives across all UNMC Colleges and Institutes to enhance faculty educational innovation, skills, and

mentoring that improve the quality of student learning experiences and ultimately, the quality of patient care.

**Overarching Goal 2: RESEARCH PROGRAMS:** *Increase the research scope and prominence of UNMC and Nebraska Medicine as a top-tier academic health sciences center.*

- **Strategy 2.1:** Enhance research collaboration among the UNMC Colleges, Institutes, Nebraska Medicine and other clinical partner hospitals in clinical trials, industry collaboration, population health, and clinical/translational science partnerships.
- **Strategy 2.2:** Enhance the campus-wide framework for biomedical and health systems informatics including the establishment of strategic partnerships with highly regarded academic medical centers and prominent multinational corporations to expand patient-related clinical/translational research.
- **Strategy 2.3:** Increase extramurally funded research with support from all sources including the NIH, VAMC, PCORI, DOD (including NSRI/UARC projects) AHRQ, HRSA, philanthropists, foundations, the state, international relationships and industry partners across all areas of research in which UNMC has breadth and depth.
- **Strategy 2.4:** Expand educational research focusing on interprofessional and experiential learning including the interdisciplinary study of human factors to improve healthcare quality, safety and value.
- **Strategy 2.5:** Define and implement the research, educational and outreach initiatives to obtain NCI Comprehensive Cancer Center designation for the Fred and Pamela Buffett Cancer Center in 2021.

**Overarching Goal 3: CLINICAL PROGRAMS:** *Continue to grow UNMC and Nebraska Medicine in clinical scope and size based upon extraordinary outcomes in quality and safety, as well as outstanding patient experiences. Provide enhanced patient access as a hub and spoke academic health system across Nebraska and beyond.*

- **Strategy 3.1:** Develop and implement strategies to achieve clinical program growth in scope and size through regional partnerships that position our clinical partners with UNMC and Nebraska Medicine for success.
- **Strategy 3.2:** Ensure integration of the academic programs, faculty and facilities of UNMC Colleges and Institutes with Nebraska Medicine and our clinical partners utilizing the interprofessional practice model to provide an optimal learning and patient care environment in all clinical care settings.

- **Strategy 3.3:** Achieve top decile performance in benchmarked outcomes for clinical quality and patient safety across the clinical enterprise.
- **Strategy 3.4:** Achieve top decile performance in benchmarked outcomes for patient and family-centered clinical experiences across the clinical enterprise.
- **Strategy 3.5:** Provide technology-enabled patient centric access to inpatient and outpatient clinical care services to enhance patient, family and provider access and clinical care.
- **Strategy 3.6:** Expand the UNMC and Nebraska Medicine virtual/telehealth and telemonitoring programs using high technology platforms and mobile/wearable devices to serve outreach efforts to referring physicians, provider partners, alumni, patients and learners.
- **Strategy 3.7:** Enhance the reputation and brand recognition of UNMC and Nebraska Medicine including the reputations of their featured clinical, research and educational programs across the region and beyond.

**Overarching Goal 4: INSTITUTIONAL OUTREACH:** *Advance UNMC's and Nebraska Medicine's urban and rural community outreach as well as national and global partnerships to build a healthier future.*

- **Strategy 4.1:** Expand and create programs to improve population health – Make Nebraska the healthiest state in the union with health equity across all communities.
- **Strategy 4.2:** Strengthen the breadth and depth of regional, national and international relationships in education, research and clinical care through expanded faculty and student exchanges and collaborative relationships with key institutions.
- **Strategy 4.3:** Strengthen UNMC's federal and state legislative involvement in health professions education, biomedical research and population-based care delivery and planning.
- **Strategy 4.4:** Develop strategic relationships that align advocacy efforts with alumni, urban and rural communities, clinical, educational and research partners, corporate and local industries, state and federal government leaders, and other stakeholder organizations.
- **Strategy 4.5:** Strengthen UNMC's and Nebraska Medicine's national and global educational, research and clinical leadership in Clinical Safety, Health Security, and Biocontainment in conjunction with the UNMC Global Center for Health Security and Biopreparedness.

**Overarching Goal 5: CULTURAL SENSITIVITY & INCLUSIVITY:** *Create an exemplary, culturally-sensitive, diverse and inclusive organization across UNMC and Nebraska Medicine.*

- **Strategy 5.1:** Increase retention, recruitment, engagement and mentorship of all faculty, students and staff to enhance the diversity and inclusivity across all UNMC and Nebraska Medicine programs and sites.

- **Strategy 5.2:** Enrich the environment of inclusivity for all faculty, staff, and students and the communities we serve through coordination of programs that promote and sustain exemplary inclusivity in the learning and working environment.
- **Strategy 5.3:** Coordinate Inclusivity, Diversity, and Equity (IDE) efforts within UNMC and Nebraska Medicine to clarify, unify, and formalize an exemplary inclusive infrastructure.

**Overarching Goal 6: ECONOMIC DEVELOPMENT:** *Diversify and strengthen the regional and global impact of UNMC's and Nebraska Medicine's educational, research, outreach, and clinical programs.*

- **Strategy 6.1:** Increase development efforts in biomedical diagnostics, biomarkers, personalized therapeutics, biotechnologies, drug development and GMP expansion that will lead to new intellectual property transfer and/or commercialization.
- **Strategy 6.2:** Use telehealth and other innovative technologies to improve the access and quality of patient care, provide education over distance and to conduct research on the clinical and economic outcomes of telehealth programs.
- **Strategy 6.3:** Expand and enhance mutually beneficial and sustainable technology development programs through public-private partnerships that attain the strategies of the UNeTech Institute in collaboration with faculty, UNeMed, iXCEL, and other University of Nebraska campuses, the business community, the military and others.
- **Strategy 6.4:** Work with our community partners to implement the Midtown 2050 urban development plan that will support our mission, enhance the quality of life for students, faculty, staff, patients and visitors, and increase economic vitality for the communities we serve.
- **Strategy 6.5:** Develop formal partnerships with well-established advanced technology and multi-media public organizations and private companies.
- **Strategy 6.6:** Develop new and grow existing core facilities and services for university-wide and external collaboration including partnerships with public and private organizations regionally, nationally and internationally.
- **Strategy 6.7:** Develop and expand public-private partnerships and other business relationships that diversify UNMC revenues by commercializing marketable services and resources, regionally, nationally and internationally.
- **Strategy 6.8:** Implement an innovative and entrepreneurial model for the selection, integration and commercialization of educational technologies that optimize cost and facilitate collaboration among programs, colleges, campuses, statewide facilities, clinical partners and global partners.
- **Strategy 6.9:** Partner with the University of Nebraska leadership to create a highly functional, high-speed, well-managed University of Nebraska Statewide broadband network that is reliable,

streamlined, standardized, and with a capacity for growth to support advanced educational, research and clinical technology.

- **Strategy 6.10:** Work with the Medical Center Development Corporation (MCDC) to develop strategically located property that will support our mission, enhance the quality of life for students, faculty, staff, patients and visitors, increase economic vitality for the community and provide a new sustainable revenue sources.

**Overarching Goal 7: ORGANIZATIONAL CULTURE:** *Strengthen UNMC's and Nebraska Medicine's employee loyalty, satisfaction, and wellness by continually enhancing the organizational culture.*

- **Strategy 7.1:** Make UNMC and Nebraska Medicine "THE" preferred working and learning environment by strengthening employee loyalty, diversity, engagement and satisfaction.
- **Strategy 7.2:** Enhance and coordinate customer-friendly services delivered in partnership by UNMC and Nebraska Medicine for our faculty, staff, students, alumni, patients and community stakeholders.
- **Strategy 7.3:** Imbed the transformative principles and vocabulary from the Breakthrough Thinking Initiative and Reality-Based Leadership program into the UNMC and Nebraska Medicine culture through implementation of professional development programs for faculty and staff focusing on nontraditional "Extraordinary Thinking."
- **Strategy 7.4:** Enhance our communications strategy throughout all UNMC campuses and across the enterprise to continually inform and engage faculty, staff, students, our partners and the community through both traditional and innovative communication including social media to promote and protect the brand of UNMC and Nebraska Medicine.
- **Strategy 7.5:** Reduce individual and organizational risks by enhancing the knowledge and accountability of policies, procedures and systems among all UNMC Colleges, Centers and Institutes, Nebraska Medicine, academic and business units, and research and clinical partners.
- **Strategy 7.6:** Strengthen the UNMC and Nebraska Medicine-wide focus on student, faculty and staff emotional wellbeing and resiliency by the development and implementation of best practices in the prevention, early identification and treatment of stress-related disorders and other conditions that impact personal wellbeing.

**Overarching Goal 8: CAMPUS LEADERSHIP:** *Provide exemplary campus-wide organizational leadership and management for planning and implementation of all strategies, goals, and initiatives.*

- **Strategy 8.1:** Coordinate UNMC and Nebraska Medicine leadership development programs, processes, objectives and outcomes to enhance the effectiveness and diversity of our leadership teams for administrative, fiscal, operational and management practices, including the mentoring of faculty and staff in positions of leadership.

- **Strategy 8.2:** Strengthen UNMC and Nebraska Medicine strategic planning and operations through the use of the UNePlan campus-wide strategic planning tool. Use the well-defined institutional metrics and timely dashboard reports of UNePlan to enhance the operations of all of the UNMC and Nebraska Medicine’s academic and business units.
- **Strategy 8.3:** Implement, continually enhance and widely communicate the campus-wide Facilities Master Plan and the campus-wide Environmental Stewardship Plan to students, faculty, staff and community stakeholders. Enhance campus access and way-finding through the use of strategic and sustainable means.
- **Strategy 8.4:** Enhance the coordination and partnership of UNMC and Nebraska Medicine with the NU Foundation to identify philanthropic support for the planning and development of new programs, facilities, processes, and outcomes.
- **Strategy 8.5:** Develop, strengthen and effectively communicate broad-based systems of sustainable strategies to enhance the stewardship of public and private resources across all of the educational, research and clinical missions of UNMC and Nebraska Medicine.