



UNMC Strategic Plan

2012-2015





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Thank you for reading this year’s Strategic Plan. Our campus finds itself in a time of great opportunity. In order to sustain our hard-won momentum we must continue to think strategically and act proactively. The following pages outline our areas of emphasis for the coming years, as well as what we must do in order to attain our goals.

The “Building a Healthier Nebraska” initiative is a transformational project. We’re fortunate to be involved in building a comprehensive cancer center that impacts all Nebraskans through improved cancer research and patient care, an ambulatory care facility that enables us to grow other health care services and a new nursing and allied health education facility in Kearney that addresses workforce shortages in rural Nebraska.

The new comprehensive cancer center will allow us to recruit the best physicians, physician scientists, researchers and staff to Nebraska for new and expanded programs. And it will become a destination center, not only for Nebraskans seeking cancer care, but for those around the world. The project will add thousands of jobs and infuse \$537 million annually into the economy. This further underscores our calling as one of the state’s most vital resources.

Health care reform remains a game-changer. And, we must stay ahead of the curve. At UNMC, it is important that we demonstrate our quality of care, provide access to all Nebraskans and lower costs. We also must continue to implement the cultural shift needed to align ourselves for success in these changing times.

I am proud of our clinical faculty and The Nebraska Medical Center who are ranked in the top 50 of all U.S. hospitals by U.S.News and World Report for their outstanding specialty work in cancer, gastroenterology, nephrology, neurology, neurosurgery and orthopedics. This is a testament to the high quality of UNMC physicians.

As our country enters into health care reform, we know that workforce shortages exist in many different health professions but especially in primary care, the first line to the patient. UNMC’s role as a national leader in primary care education, as noted by our recent No. 6 ranking by U.S.News & World Report, positions us to further take the lead as a new era takes shape.

I look forward to the coming year, as we continue our trajectory as a rising leader among academic health science centers.



CHANCELLOR HAROLD M. MAURER, M.D.
UNIVERSITY OF NEBRASKA MEDICAL CENTER

vision

values

MISSION

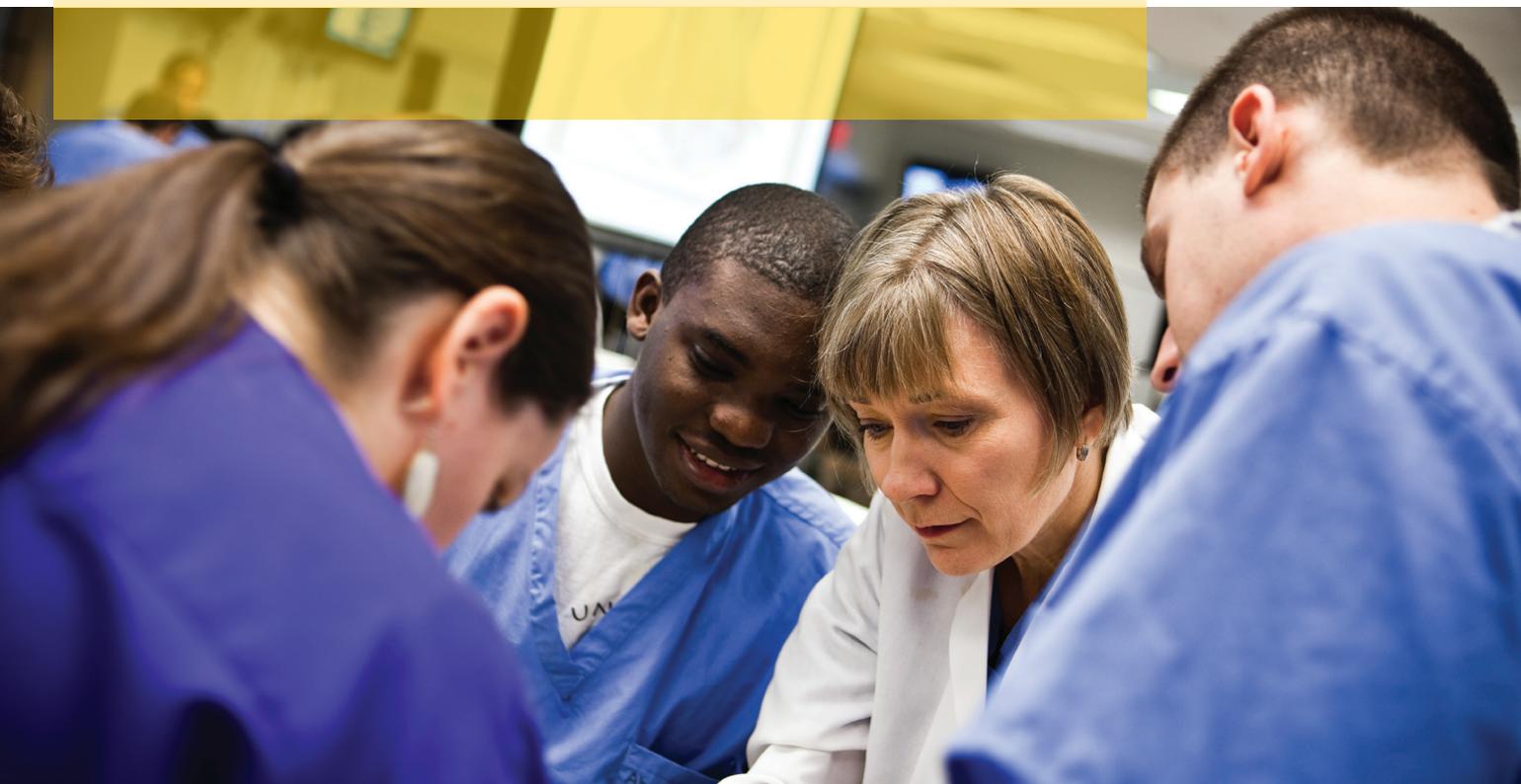
The mission of UNMC is to improve the health of Nebraska through premier educational programs, innovative research, the highest quality patient care and outreach to underserved populations.

Faculty, staff and students of UNMC will:

- Emphasize quality and have high expectations for performance;
- Pursue excellence in an ethical manner;
- Foster an environment of learning and communication;
- Respect individuals for their cultures, contributions and points of view;
- Support the mission and vision of UNMC in the best interests of our customers;
- Promote individual accountability for organizational success.

The partnership of UNMC and The Nebraska Medical Center will be a world-renowned health science center that:

- Delivers state-of-the-art health care;
- Prepares the best-educated health professionals and scientists;
- Ranks among the leading research centers;
- Advances our historic commitment to community health;
- Embraces the richness of diversity to build unity;
- Creates economic growth in Nebraska.



FIGHTING CANCER ON ALL FRONTS



A new comprehensive cancer campus will transform care for all Nebraskans

One out of two people will be diagnosed with cancer in their lifetime. When that happens, you want the best cancer care and treatment available.

Nebraskans and others have that at UNMC – home of a prestigious National Cancer Institute-designated center – where researchers and clinicians tackle the toughest challenges, provide the most current and innovative treatment options to patients and advance research that is translated into state-of-the-art care.

Now, to further strengthen cancer research, diagnosis and treatment, UNMC, and its hospital partner, The Nebraska Medical Center, will build a new comprehensive cancer center that will transform cancer care for all Nebraskans and a new ambulatory care clinic for growth in other health services. As part of the University of Nebraska’s Building a Healthier Nebraska initiative, the cancer campus project will be funded by a state investment of \$50 million, \$120 million from hospital bonds as well as \$200 million from public and private sources.

“This is a transformational project for all Nebraskans,” said UNMC Chancellor Harold M. Maurer, M.D. “These facilities will not only benefit our clinicians and researchers but most importantly, patients. It will be a destination for people worldwide seeking the latest and best care.”

The cancer campus – the largest project ever proposed for the medical center at approximately 625,000 square feet – will include a 98-lab research tower, a

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a rendering of the cancer campus

multidisciplinary cancer clinic, a hospital tower of 108 beds dedicated to oncology patients and an ambulatory care clinic that provides outpatient space to meet patients’ other health care needs.

Also, the consolidation of cancer specialists into one area will free up space across campus and provide opportunities to expand and grow other research and clinical programs.

As one of the state’s largest employers, the medical center plays a vital economic role and the cancer campus will enhance that further.

Already, people from all 50 states and 42 countries have come to the medical center campus for cancer care. Cancer represents about 50 percent of extramural research support to UNMC. All told, the project will infuse \$537 million annually into the economy and add more than 4,000 ongoing jobs in the state, including 1,200 at the medical center.

The planned research and patient care facilities also will help Nebraska secure NCI-designation as a “Comprehensive Cancer Center,” bestowed only on those who do the very best basic science and clinical research. The medical center already is one of 67 NCI-designated cancer centers in the country – and the only cancer center in Nebraska to earn this distinction.

In the end, the new cancer campus further strengthens UNMC’s mission to improve the health of all Nebraskans.



the **CHANGING** health care **ENVIRONMENT**

The health care environment is changing. And, UNMC and other academic health science centers must adapt to the shifting landscape.

That includes taking steps to ensure that the health care needs of the next generation continue to be met.

“Knowing is not enough; we must apply. Willing is not enough; we must do.”

— Goethe

To do that, UNMC, The Nebraska Medical Center and UNMC Physicians are strategically integrating their clinical operations to serve patients efficiently and effectively, as well as to ensure success in the future for our combined clinical enterprise.

Not an easy task since the nation’s academic health science centers are complex organizations.

They serve the most severely ill as well as provide the most complex and innovative care. They have multiple missions that focus on education, research and patient care. They will be expected to deal with significant changes in their traditional funding streams, create the advances in biomedical and information technology to fill the shortages in health care professionals and faculty, and serve an aging population that has shifted the burden of disease from acute to chronic and provide prevention and health care promotion.

Now, they face the challenges and uncertainty surrounding today’s major health care issues: how to reduce costs, demonstrate quality and increase access to care.

Leaders at UNMC and The Nebraska Medical Center acknowledge that, even as health care reform evolves and changes, they have and will continue to address these areas.

Leaders say that means aggressively integrating the academic and clinical operations to improve efficiencies and the delivery of care, while continuing its academic mission. It also means actively pursuing relationships with local and regional health care providers to manage patient populations.

In addition, UNMC and its hospital partner will continue to develop patient-centered medical homes similar to that at UNMC Physicians’ Midtown Clinic, which uses a team approach to address all of a patient’s health care needs including chronic disease management and prevention. They also will advance new technology that allows the patient’s home to become a major delivery site for their health care.

Although health care will have many challenges in the future, it also will present new opportunities for academic medical centers, said Chancellor Harold M. Maurer, M.D. “UNMC will forge new partnerships in the community, develop innovative ways to provide health care to meet the needs of Nebraska and conduct research to improve health. We look forward to the exciting times ahead.”



UNMC STRATEGIC PLAN

2012–2015



Implement the Building a Healthier Nebraska Initiative.

Goal 1: Design, plan and construct the Comprehensive Cancer Center, the Ambulatory Care Clinic and the Nursing/Allied Health Building at the University of Nebraska at Kearney.

Goal 2: Raise the resources necessary to fund these projects.

Position UNMC to prosper during health care reform.

Goal 1: Create an integrated clinical enterprise between UNMC and The Nebraska Medical Center.

Goal 2: Implement UNMC and The Nebraska Medical Center's strategy to measure quality, improve access and increase efficiencies.

UNMC will be learning-centered in education.

Goal 1: Enhance primary care and interprofessional education that includes patient centered medical homes.

Goal 2: Acclimate, orient and support international faculty, students and staff.

Increase prominence as a research health sciences center.

Goal 1: Increase federal research contracts.

Goal 2: Identify research programs of distinction.

Goal 3: Increase comparative effectiveness research grants.

Goal 4: Develop clinical research using the EPIC Electronic Health Record.

Goal 5: Develop a biobank linked to a deidentified clinical data repository.

Advance community/global partnerships for health.

Goal 1: Implement telehealth and other medical-technology applications.

Create a culturally competent organization.

Goal 1: Enhance and focus the use of social media in education.

Goal 2: Educate students and develop care models in moving health care to the home.

Goal 3: Improve recruitment and strengthen cultural diversity of faculty, staff and students.

Advance biomedical technologies to improve health, diversify UNMC revenues and create economic growth in Nebraska.

Goal 1: Create engineering collaborations for biomedical education and translational research.

Goal 2: Implement the UNMC strategic plan for global initiative.

Strengthen employee loyalty, satisfaction and wellness.

Goal 1: Advance engagement of the branding initiative by Human Resources and Public Relations.

Goal 2: Promote the UNMC Sustainability Initiative.

Goal 3: Increase faculty and staff awareness of, engagement with, and access to, health and wellness activities.

Goal 4: Improve the identification of issues impacting employees, and create training and development programs and management tools designed to address those issues.



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