

**University of Nebraska Medical Center
2010-13 UNMC Strategic Plan
Adopted by Chancellor's Council
May 18, 2010**

Vision

The partnership of UNMC and the Nebraska Medical Center will be a world-renowned health sciences 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.

Mission

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

Values

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.

Critical Success Factors

A. UNMC will be learning-centered in education.

Rubens Pamies, M.D.

Goal 1: Address workforce shortages through community partnerships that expand clinical sites.

Major milestones to be achieved during 2010-11

1. Pursue collaboration with Charles Drew Heath Clinic to address health issues in North Omaha by December 2010.
2. Play an active role in the opening of six Building Bright Futures school based health clinics by June 2011.

Measurable Outcomes:

- Four new community clinical sites for UNMC students developed.

Leaders: Chris Kratochvil

Goal 2: Expand current inter-professional activities in ambulatory care and the curriculum.

Major milestones to be achieved during 2010-11

1. Recruit a leader (0.5 FTE) to expand work on inter-professional education by September 2010.
2. Develop two inter-professional educational activities for the new academic year with an emphasis on patient simulation by April 2011.

Measurable Outcomes:

- Associate Dean for Medical Education hired and inter-professional curriculum expanded.

Leaders: Paul Paulman, Devon Nickol

Goal 3: Develop a comprehensive Center for Primary Care.

Major milestones to be achieved during 2010-11

1. Establish a Center working group to coordinate planning and development by September 2010.
2. Develop a proposal and business plan for Center in coordination with Rod Markin by April 2011.

Measurable Outcomes:

- Plan for a comprehensive Center adopted.

Leaders: Tom Tape, Mike Sitorius

Goal 4: Establish learning societies of students, faculty and staff that work together throughout the students' professional education.

Major milestones to be achieved during 2010-11

1. Identify components of the curriculum in all of the colleges at UNMC where learning societies can be incorporated by December 2010, for example: sharing and respect clinic groups.
2. Engage the University of Nebraska Foundation to solicit funds to name the different societies by March 2011.

Measurable Outcomes:

- Inaugural campus-wide learning society established.

Leaders: Courtney Fletcher, Rubens Pamies, Devon Nickol

Goal 5: Develop and deploy smartphone “apps” for mobile learning.

Major milestones to be achieved during 2010-11

1. By January 2011 – complete a survey of current mobile devices currently being utilized by students.
2. Negotiate with mobile device companies for acceptable rates for a device to be used by all students by 2011-2012 academic year.
3. Consult with NBME on current pilot programs using mobile devices for teaching and learning by other institutions.

Measurable Outcomes:

- By 2012 academic year all students will have a curriculum and other teaching tools on their mobile device.

Leaders: Jim Linder, Dan Moser

B. Increase prominence as a research health sciences center. Tom Rosenquist, Ph.D.

Goal 1: Increase research funding for clinical/translational research.

Major milestones to be achieved during 2010-11

1. Improve the Research Infrastructure:
 - UNMC Genomics Core Laboratory is fully staffed and operational by September 2010.
 - Research data storage and biomedical informatics support are adequate for UNMC clinical research applications by March 2011.
2. Consolidate Clinical Research, UNMC / TNMC / UNMCP:
 - Create a unified Clinical Research Board with members from UNMC / TNMC / UNMCP by December 2010.
 - Develop an integrated plan for growth of clinical research and present the plan for approval of the Chancellor’s Council by March 2011.

Measurable Outcomes:

- Funding for clinical/translational research increases at a faster rate than the rate of increase of UNMC basic research

Leaders: Jennifer Larsen, Chris Kratochvil

Goal 2: Launch UNMC's Personalized Medicine Program.

Major milestones to be achieved during 2010-11

1. Improve the Research Infrastructure: UNMC Genomics Core Laboratory, research data storage and biomedical informatics.
2. Develop a UNMC Personalized Medicine assessment and planning team:
 - o Team members are identified and recruited by leaders, September 2010.
 - o Team reports an integrated plan for UNMC Personalized Medicine to the Chancellor's Council by March 2011.

Measurable Outcomes:

- Molecular profiling (genomics, proteomics and metabolomics) are utilized routinely by UNMC physicians for research and therapy.

Leaders: Hamid Band, John Chan, Ken Cowan

Goal 3: Further develop the Center for Regenerative Medicine.

Major milestones to be achieved during 2010-11

1. Complete the recruitment of a Center leader by August 2010.
2. Begin active recruitment of regenerative medicine research specialists by December 2010.
3. Appoint a Center leadership team and develop a long-range strategic plan for the Center, to be reported to the Chancellor's Council by March 2011.

Measurable Outcomes:

- Complete the recruitment of a Center leader and begin active recruitment of regenerative medicine research specialists, assignment of space on DRC 2 Level 6, and development of a long-range strategic plan for the Center.

Leaders: Dave Crouse, Tom Rosenquist

C. Advance community/global partnerships for health.

Bob Bartee

Goal 1: Establish a Center for Health Policy in the College of Public Health.

Major milestones to be achieved during 2010-11

1. By January, 2011, develop a strategic plan for the Center.
2. By March, 2011, obtain Board of Regents approval for new Center.

Measurable Outcomes:

- Plan approved by Chancellor, Chancellor's Council and Board of Regents.

Leaders: Dean Ayman El-Mohandes, Dr. John Benson, Mark Bowen, Pam Bataillon, Bob Bartee

Goal 2: Deepen our global institutional partnerships.

Major milestones to be achieved during 2010-11

1. By December, 2010, develop a comprehensive strategic plan that identifies priorities and aligns resources focused on at least one premier partnership.

Measurable Outcomes:

- Plan approved.

Leaders: Dean Ayman El-Mohandes, Don Leuenberger, Dr. Rubens Pamies, Dr. Tom Rosenquist, Dr. Ward Chambers, Nizar Mandami, Bruce Grogan, Deb Thomas

Goal 3: Consolidate and strengthen contracting services for global institutional agreements.

Major milestones to be achieved during 2010-11

1. Establish a single point-of-contact office to provide all-inclusive coordination and support service for faculty and students travelling abroad representing UNMC and for visiting foreign faculty and students.
2. For UNMC designated priority countries, create standard operating procedures and applicable needs related to financial transactions, risk management, confidential agreements, intellectual property protection and other areas as needed.

Measurable Outcomes:

- Office established and standard operating procedures identified and documented by June 30, 2011.

Leaders: Deb Thomas, Dr. Ayman EL-Mohandes, Rick Spellman, Dr. Ward Chambers, Nizar Mandami, Keith Swarts, Dr. Michael Dixon, Jialin Zheng, Bruce Grogan.

Goal 4: Promote the establishment of a Health Sciences High School in the Omaha metropolitan area in cooperation with K-12 school districts and community partners.

Major milestones to be achieved during 2010-11

1. By January 1, 2011, assess and extend UNMC High School Alliance.

Leaders: Renee Fry, Beverly Metzger, Ashlie Nelson, UNMC Lead Faculty and UNMC Health Science High School Planning Team.

2. By June 1, 2011, determine model for Health Sciences High School.

Leaders: Bob Bartee, Renee Fry, School Superintendents, Community Leaders

Measurable Outcomes:

- UNMC High School Alliance enters 2nd year, model selected and School Districts solicited.

D. Create a culturally competent organization.

Shireen Rajaram, Ph.D.

Goal 1: Strengthen cultural competence throughout education, research and patient care.

Major milestones to be achieved during 2010-11

1. Evaluate and upgrade the current online cultural competency module for faculty/staff and students by February 2011. (Lead: Shireen Rajaram).
2. Restructure the Chancellors Diversity Advisory Council to promote on-going dialogue to enhance diversity and cultural competency in research, education and patient care by October 2010. (Lead: Sonya Smith)
3. Create a yearly Chancellor “Diversity Award” to recognize and honor members of the UNMC/NMC community who contribute to the advancement of diversity including monthly and yearly award by January 2010. (Lead: Linda Cunningham)

Measureable Outcomes:

- Number faculty/staff students completing online cultural module.
- Increase in volume, health disparity research.
- Patient satisfaction data for diverse population.
- Presentation of first “Diversity Award”.

Leaders: Shireen Rajaram, Sheila Wrobel, Janice Tompkins, Ruth Margalit, Linda Cunningham, Kathy Carlson, Sonya Smith, Jo Giles, Myrna Newland, Carmen Sirizzotti

Goal 2: Improve recruitment and retention of under-represented faculty, staff and students and document successful methods.

Major milestones to be achieved during 2010-11

1. Create a structured mentoring program for junior under-represented faculty and for residents and students from educationally and socio-economically disadvantaged backgrounds by December 2010. (Lead: Mary McNamee).
2. Revise the Environmental Assessment Survey into a Web-based format. (Lead: Linda Cunningham)
3. Create a diversity weblink on UNMC front page that provides information on campus cultural competency and diversity initiatives by March 2010. (Lead: Linda Cunningham)

Measureable Outcomes:

- Promotion and tenure of under-represented faculty.

- Retention and graduation of under-represented students.
- Completion analysis and publication of survey results.

Leaders: Mary McNamee, Rubens Pamies, Myrna Newland, Linda Cunningham, Sonya Smith, Jane Meza, Myrna Newland, Fred Ullrich, Jo Giles, Anne Faylor, Alexander Flagg

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

Goal 1: Improve the attractiveness of UNMC as a contracting partner with the government, especially the Department of Defense.

Major milestones to be achieved during 2010-11

1. Operationally enable the Biomedical Technology Transfer Corporation (BioTT) by funding and staffing the company by December 2010.
2. Define and strengthen the core areas of research that would be attractive to DOD (e.g. telehealth, care in the air, health surveillance, directed-energy weapons). Identify and begin developing other strengths as appropriate by December 2010.
3. Identify and establish at least one IPA agreement between a UNMC researcher and DOD agency by December 2010.
4. Identify a DOD agency with whom UNMC could begin negotiations to establish an Indefinite Delivery/Indefinite Quantity (IDIQ) contract by December 2010 that could facilitate setting up either a Research Center or a University Affiliated Research Center (UARC).
5. Identify and respond to at least one request for contractual service by December 2010 that UNMC and UNeMed could provide to the Department of Defense, Department of Homeland Security or Veterans Administration.

Measureable Outcomes:

- Complete all milestones by target dates.

Leaders: Mark Bowen, Steve Hinrichs, Michael Dixon, Paula Turpen, Ben Boedeker, Bob Bell

Goal 2: Implement the UNeHealth business and organizational plan for a clinical research center.

Major milestones to be achieved during 2010-11

1. Complete discussions with Quintiles by December 2010.
2. Reorganize the clinical research center and the clinical trials office to provide more efficient, robust and complaint support systems by December 2010.
3. Implement Huron Report infrastructure recommendations among UNMC-UNMC-P and the Hospital by October 2010.

Measureable Outcomes:

- Complete all milestones by target dates.

Leaders: Bill Dinsmoor, Cory Shaw, Don Leuenberger, Jim Linder

F. Strengthen employee loyalty, satisfaction and wellness.

John Russell

Goal 1: Improve the integration of employee training and development, benefits, work life and wellness programs and reward and recognition across UNMC, UNMC-P and TNMC.

Major milestones to be achieved during 2010-11

1. Develop an organizational structure to plan and implement cross organizational programs by July 1, 2010.
2. Implement at least one cross organizational program in each of the following general areas by March 31, 2011:
 - Wellness
 - Training and Development
 - Work-life Programs

Measureable Outcomes:

- Measure employee participation in and evaluation of programs.

Leaders: John Russell, Nat Ponticello, Keli Royal

Goal 2: Increase faculty and staff awareness, engagement and access to health and wellness related activities.

Major milestones to be achieved during 2010-11

1. Improve the “financial wellness” of faculty and staff.
 - Through the expansion of employee discounts by October 2010.
 - Through the provision of additional financial education and counseling for faculty and staff (target of three sessions, in addition to those planned for June 2010 by March 31, 2011).
2. Establish individual and group wellness related awards by February 28, 2011.
3. Develop and implement a dedicated wellness website by January 1, 2011.
4. Hold a campus-wide wellness fair by April 30, 2011.

Measureable Outcomes:

- Increased employee awareness/engagement in wellness as evidenced by increased participation in the Healthy “U” program, increased use of the enhanced wellness benefits, and increased participation in the Health Risk Assessment.

Leaders: Jayme Nekuda, Glen Houpt, Carmen Sirizzotti, UNMC Wellness Council

Goal 3: Advance UNMC faculty and staff engagement and understanding of the branding initiative through coordination between Human Resources and Public Relations.

Major milestones to be achieved during 2010-11

1. Incorporate the branding concepts into the recruitment program.
 - Integrate the vitality brand theme into the external recruitment advertising-currently the “I Work Here – Maybe You Should Too” campaign and redesign recruitment related materials for consistency.
2. Enhance the employment process by familiarizing new employees with the concepts associated with the UNCM brand (i.e., vitality).
 - Re-engineer New Employee Orientation to include and emphasize the philosophy associated with the brand, and replace current New Employee Orientation video with a brand-based video.
 - Incorporate the Brand theme into the UNMC NU Values program (expressions of UNMC vitality, values and personality).
3. Assimilate branding concepts (UNMC vitality, values and personality) in Employee Development Programs.
 - The Management Series, Foundations for Success, Lean & Lunch, Other
4. Advance the concept of vitality through promotional events and activities.
 - Spirit Week
 - Incorporate the theme of “vitality” into the wellness campaign and related programs.

Measureable Outcomes:

- Employee survey results
- Increased bookstore sales of icon merchandise
- Increased retention of one-to-three year employees.
- Increased brand knowledge as indicated in surveys.

Leaders: John Russell, Renee Fry

G: Position UNMC to prosper during health care reform.

**Ward Chambers, M.D.
& Cory Shaw**

Goal 1: Achieve functional integration of UNMC, UNMC-P and The Nebraska Medical Center as an academic-clinical enterprise.

Major milestones to be achieved during 2010-11

1. Evaluate a variety of integration models (with the help of a consultant, if necessary) by March, 2010.
2. Select and begin implementing the model that best achieves strategic integration by June 2011.

Measureable Outcomes:

- Strategic integration underway.

Leaders: Carl Smith and Joe Graham

Goal 2: Develop models for improving quality and managing costs in partnerships with commercial and government payers.

Major milestones to be achieved during 2010-11

1. Establish a system for identifying total cost by January, 2011.
2. Negotiate a Partnership with one commercial carrier by June, 2011.
3. Apply for CMS demonstration grant by June, 2011.

Measureable Outcomes:

- Grant submitted.

Leaders: Troy Wilhelm & Steve Smith

Goal 3: Set care/quality standards to evaluate improved performance of the academic-clinical enterprise.

Major milestones to be achieved during 2010-11

1. Select 2-3 product lines to evaluate by August, 2010.
2. Evaluate cost and care standards by December, 2010.
3. Implement new care model by June, 2011.

Measureable Outcomes:

- New care model implemented.

Leaders: John Windle, Bill Dinsmoor & Janet Cuddigan

Goal 4: Develop and implement multidisciplinary care models for chronic disease management.

Major milestones to be achieved during 2010-11

1. Select 2-3 chronic diseases by August, 2010.
2. Analyze and prepare care models by January, 2011.
3. Implement care models by June, 2011.

Measureable Outcomes:

- Chronic disease care models implemented.

Leaders: Carl Smith, Rosanna Morris & Mary Cramer