

University of Nebraska Medical Center
2011-14 UNMC Strategic Plan
Adopted by Chancellor's Council
May 10, 2011
Detailed Plan
June 30, 2011

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.

David Crouse, MD

Goal 1: Address workforce shortages through community partnerships that expand interprofessional clinical sites in a medical home model.

Major milestones to be achieved during 2011-12

1. Survey academic programs to determine current curricular components which could be best integrated into interprofessional activities in the community setting by Fall 2011.
2. Expose interprofessional students to interprofessional faculty role models who illustrate teamwork by January 2012.

3. Employ team-based care in ambulatory care and community settings by Spring 2012.

Leaders: Susan Boust & Devin Nickol

Measurable Outcomes:

- Publish summary of survey results for the Education Council and IPE Committee actions.
- Determine the total number of students exposed to team-based, interprofessional ambulatory care in a community setting by May 1012.

Goal 2: Advance interprofessional education, including use of electronic medical records, from episodic to continuous throughout the curriculum.

Major milestones to be achieved during 2011-12

1. Involve students in the development of future IPE activities by Fall 2011.
2. Determine the desired student competencies for UNMC's interprofessional program by Fall 2011.
3. Implement at least one new continuous IPE activity by Spring 2012.
4. Submit at least one abstract regarding UNMCs new approach to interprofessional education (IPE) programs to the AAHC or other appropriate presentation/publication by Spring 2012.

Leaders: Devin Nickol & Jim McClay

Measurable Outcomes:

- Students will demonstrate desired interprofessional competencies.
- Abstracts prepared for professional societies will be shared with the IPE committee and Education Council

Goal 3: Enhance mobile learning by supporting the Apple (IOS) and Droid platforms and by making all campus Website information accessible on mobile devices.

Major milestones to be achieved during 2011-12

1. Conduct a systematic review of all mobile applications that current students and faculty are using at UNMC and gather information on other mobile applications that may have potential use at UNMC by Fall 2011.
2. Identify an initial group of mobile applications (commercial or internally developed) that will be recommended and supported for UNMC users by January 2012.
3. Develop and deliver a Faculty Development Program on educational mobile applications and potentially mobile application development by Spring 2012.
4. Develop and present an orientation session for incoming new students regarding available mobile applications by Fall 2011.

Leaders: Dan Moser, Jay Moore, Rod Markin

Measurable Outcomes:

- The specific supported mobile applications will be reported in UNMC Today and other campus venues.
- Determine the number of faculty and students who attend workshops and other development programs.

B. Increase prominence as a research health sciences center.**Jennifer Larsen, MD****Goal 1:** Develop a biobank linked to a deidentified clinical data repository (CDR).***Major milestones to be achieved during 2011-12***

1. Revise enterprise intent to treat document that will address regulatory issues necessary to harvest excess blood and DNA for biobank and submit document for approval through appropriate committees by October 1, 2011.
2. Develop and submit IRB application for project by Jan 1, 2012.
3. List and compare costs of methods for creating a deidentified CDR by March 1, 2012.
4. Create business plan for initial and longterm maintenance of biobank in addition to CDR, including space, personnel, robotic equipment, freezer capacity, and genetic core facility required for efficient longterm facility, as well as projected unit cost for retrieval and processing of samples by March 1, 2012.

Leaders: Jennifer Larsen, Steve Hinrichs, Chris Kratochvil**Measurable Outcomes:**

- By 2012, the biobank will be established and operational, linking biological samples to de-identified health information that can be used for a broad range of research.

Goal 2: Accelerate the growth of externally funded clinical research.***Major milestone to be achieved during 2011-12***

Increase comparative effectiveness research grant submissions by 50%.

- By September 1, 2011: Develop the mechanism by which comparative effectiveness research proposals can be tracked and quantify baseline over the last year.
- By November 1, 2011: Develop plan to communicate institutional expertise to support comparative effectiveness research proposals.
- By March and May 1, 2012: Track and report changes in proposals submitted as well as funding, which would be expected to be delayed by one year.

Leaders: Jennifer Larsen, Jane Meza, James Anderson**Measurable Outcomes:**

- 20% annual growth in externally funded clinical research grants and contracts.

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 2011-12

1. By October 1, 2011 develop a strategic plan for the Center.
2. By March 2012, obtain Board of Regent approval for Center.
3. Studies will be initiated during planning and approval process,

Leader and Team: Ayman El-Mohandes, Jim Stimpson, Mark Bowen, Bob Bartee

Measurable Outcomes:

- Center will produce one report on Health Policy by January 1, 2012.

Goal 2: Partner with rural Nebraska communities and healthcare providers in using pilot applications of advanced technology.

Major milestones to be achieved during 2011-12

1. By October 1, 2011, select one or two applications for pilot projects.
2. By December 1, 2011, select one or two communities or provider groups to pilot applications.
3. By spring 2012, initiate community-based projects.

Leader and Team: Rod Markin, Karen Schumacher

Measurable Outcome:

- Participation by community provider groups in designated communities.

Goal 3: Implement and refine the “Strategic Plan for Global Health” to focus on institutional priorities.

Major milestones to be achieved during 2011-12

1. By October 1, secure approval of budget to support Strategic Plan implementation.
2. All action steps in strategic plan will be achieved by July 1, 2012.

Leader and Team: Ward Chambers, Ayman El-Mohandes, Don Leuenberger, Jennifer Larsen, Pinaki Panigrahi, Nizar Mamdani, Deb Thomas, Jialin Zheng, Bruce Grogan

Measurable Outcome:

- By September 2012, UNMC will receive \$1M in new funding through grants and contracts.

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 2011-12

1. Evaluate and upgrade the second year implementation of the online cultural competency module for faculty/staff and students by February 2012.

Leader and Team: Shireen Rajaram (lead), Sheila Wrobel, Alice Schumaker, Jan Tompkins, Ruthi Margalit, Kathy Carlson

2. By January 2012, create a yearly Chancellor “Diversity Award” to recognize and honor members of the UNMC/NMC community who contribute to the advancement of diversity.

Leader and Team: Linda Cunningham (lead), Aura Whitney-Jackson, Jo Giles, Myrna Newland, David Carver, Andrew Jameton, Carmen Sirizzotti, Renaisa Anthony, Maureen Dawson, James Gamerl, Diane Allen-Gipson, Janice Tompkins, Mary Froeschle, Phyllis Nsiah-Kumi, Shireen Rajaram

Measurable Outcomes:

- Increased cultural competence knowledge and awareness across campus with at least 5% increase in percentage of people who score 90% or better compared to last year.
- Determine award criteria, pick recipient of the award and host award ceremony.

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

Major milestones to be achieved during 2011-12

1. Evaluate implementation of the Environmental Assessment Survey.
2. Create a diversity weblink on UNMC front page that provides information on campus cultural competency and diversity initiatives.

Leader and Team: Linda Cunningham (lead), Jo Giles, Alex Flagg, Myrna Newland, Carmen Sirizzotti, Janice Tompkins, Jane Meza, Andrew Jameton

Measurable Outcomes:

- Assess implementation of Survey.
- Complete creation of the Diversity weblink.
- Increased diversity across campus.
- Baseline data on campus climate.
- Repository for diversity information developed.

Goal 3: Expand global cultural perspectives in campus life and in instruction.

Major milestones to be achieved during 2011-12

1. Develop a cultural competence colloquium series to develop global diversity and inclusion competencies and capacity of our faculty and staff.
2. Host yearly Culture Fest to showcase and celebrate different cultures.

Leader and Team: Linda Cunningham, Lisa Spellman, Janice Tompkins, Carmen Sirizzotti

3. Create a resource tool box and materials for educators at UNMC based on a review existing programs in other institutions.
4. Develop a series of grand-rounds/meetings and a faculty development program on global cultural competence.

Leader and Team: Ruthi Margalit (lead) Jan Tompkins, Lisa Spellman, Sheila Ryan, Sara Pirtle, Nizar Wehbi, Chandran Achutan

Measurable Outcomes:

- A welcoming environment in UNMC for all cultures (measured through employee surveys).
- Improved faculty capacity in global cultural competence (demonstrated through pre- and post-test surveys of training modules).

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 2011-12

1. Identify and establish at least one IPA agreement between a UNMC researcher and DOD agency by June 2012.
2. Identify a DOD agency with whom UNMC could begin negotiations to establish an Indefinite Delivery/Indefinite Quantity (IDIQ) contract that could facilitate setting up either a Research Center or a University Affiliated Research Center (UARC).
3. Identify and respond to at least one request for contractual service by December 2011 that UNMC and UNeMed could provide to the Department of Defense, Department of Homeland Security or Veterans Administration.

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

Measurable Outcome: Negotiations in process by Spring 2012.

Goal 2: Partner with UNL biomedical engineering colleagues to develop new technologies, including those for medical care at home.

Major milestones to be achieved during 2011-12

1. Identify at least three new target technologies for which proof of concept and product development would benefit from UNMC/UNL faculty collaboration by December 2011.
2. Jointly develop collaboration agreements and secure initial development funding for at least two target technologies by July 2012.

Leaders: Rod Markin, Dmitry Oleynikov, Alexander Kabanov, Hani Haider, Ben Boedeker,

Measurable Outcome: Joint internal funding identified and awarded by Spring 2012.

F. Strengthen Employee Loyalty, Satisfaction, and Wellness

Goal 1: Advance UNMC faculty, staff and student engagement and understanding of the branding initiative through coordination between Human Resources and Public Relations.

Major milestones to be achieved during 2011-12

1. Develop and implement an informational and training program about the branding initiative and concepts, to be delivered at the departmental level by selected representatives:
 - Select colleges and department representatives by September 2011.
 - Complete Train the Trainer sessions by November 2011.
 - Complete individual training – ongoing.
2. Integrate the concepts of the branding initiative with the Reward and Recognition program by incorporating the brand values of leadership, commitment to excellence, trustworthy resource, and working together into the employee recognition programs, such as the Thank “U” program, the Silver “U” and the Gold “U” awards:
 - Launch redesigned Thank “U” program by October, 2011.
 - Revise Silver and Gold “U” award criteria and process by January 2012.
3. Advance the concept of vitality through promotional events (not less than 3):
 - Second Spirit Week by Fall 2011.
 - Spring Event (possibly environmental, tying in with Sustainability Goal #2).
 - Third Wellness Event -- timing TBD.
4. Incorporate the branding concepts into the recruitment program:
 - Survey recent new hires and hiring managers regarding the recruitment program to determine strengths and weaknesses by December 2011.
 - Revise recruitment information and materials by March 2012.

Leaders: John Russell and Bill O’Neill

Measurable Outcomes

- Increased volume of Thank “U” activity.
- Improved understanding of branding concepts measured by survey.

Goal 2: Leverage the progress being made in the UNMC Sustainability Initiative to enhance employee loyalty and satisfaction and to improve recruitment.

Major milestones to be achieved during 2011-12

1. Sponsor a series of Learn@Lunch sessions on sustainability, with three such sessions to have been completed by March 2012*.
2. Initiate a sustainability award process through which department or individuals would be recognized for activities related to protecting and improving the environment. Award process to be developed and implemented by October 31, 2011*.

3. Publicize sustainability on campus and at home through regular articles in UNMC Today*.
4. Incorporate the concept and importance of sustainability into New Employee Orientation, The Management Series, and Foundations for Success training and development programs, to be completed by April 2012.

** In coordination with the Sustainability Committee*

Leaders: Carmen Sirizzotti, Melanie Stewart (Chair, UNMC Sustainability Committee), Darren Dageforde, Chuck Brown

Measurable Outcomes

- 150 attendees at Learn@Lunch sessions, with positive evaluation of programs.
- At least one department and one individual recognized for sustainability related accomplishment.

Goal 3: Increase faculty and staff awareness of, engagement with, and access to, health and wellness activities, with special emphasis on enhancing the capacity to manage change.

Major milestones to be achieved during 2011-12

1. Finalize and launch dedicated Wellness Website by August 1, 2011.
2. Develop and implement a Wellness Award process through which individuals and departments may be recognized for successful programs or special achievements related to wellness by January 2, 2012.
3. In cooperation with the Public Relations Department, develop, publicize and launch a nine month campaign, titled, "Fit It In" (focusing on how employees can fit physical fitness activities into their busy lifestyle) by March 2012:
 - Interview and publish stories about employees who have successfully fit wellness into their life.
 - Recruit five to seven employees to take on a "Fit It In" challenge, with regular reports on their progress in UNMC Today on "Fit It In Fridays."
 - Evolve this same approach into one centered around healthy eating habits.
4. Sponsor at least three programs relating to change management focusing on management skills as well as personal impacts by February 2012.

Leaders: Jayme Nekuda, UNMC Wellness Council, Chuck Brown

Measurable Outcomes

- At least one departmental and one individual wellness award granted by March 31, 2012.
- Participation of at least 150 employees in change management training with positive evaluations of the training program.

**G: Position UNMC to prosper during health care reform. Medical Center
Leadership Team: UNMC,
UNMC-P and TNMC**

Goal: Leadership team will develop campus plan.

Major milestones to be achieved during 2011-12:

1. Specific goals adopted in each of three alignment areas:
 - Strategic planning
 - Financial transparency
 - System delivery
2. Initial action plans completed.

Leaders: Hal Maurer, Glenn Fosdick, Brad Britigan, Carl Smith & Jim Canady

2011-12 Measurable Outcomes:

- Written agreements signed and procedures developed by June 30, 2012.