

**University of Nebraska Medical Center
2011-14 UNMC Strategic Plan
2nd Quarter Update
12-7-11**

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.
 - A survey instrument has been designed and tested by Geriatrics. Large-scale surveying of programs in all colleges is anticipated to begin within the next month.
 - The survey was implemented. Results are being studied.

2. Expose interprofessional students to interprofessional faculty role models who illustrate teamwork by January 2012.
 - Approximately 500 students took part in the August 2011 Campus IPE day. Small groups were facilitated by faculty role models from across campus. The Lincoln Dentistry and Nursing programs will complete a similar activity in September (now **COMPLETED**). The next campus IPE day will be in February 2012 and semiannually thereafter.
 - Students were surveyed following the IPE day in August. Results were generally favorable and will be compared to the February IPE day outcome.
3. Employ team-based care in ambulatory care and community settings by Spring 2012.
 - [We need to work more on this - some think this one needs to be reworded if we're talking about IPE. Restructuring the clinics would be a lot to do.]
 - Not yet resolved. Further study and discussion required.

Leaders: Susan Boust & Devin Nickol

Measurable Outcomes:

- Publish summary of survey results for the Education Council and IPE Committee actions.
 - Student and facilitator evaluation results for the August 2011 IPE day have been collected and are being analyzed.
 - Changes in the Facilitator Guide and Orientation will be considered for next year.
 - Suggestions to increase the role of the “codes of conduct” developed by the students were discussed and will be pursued next year.
- Determine the total number of students exposed to team-based, interprofessional ambulatory care in a community setting by May 2012.
 - The SHARING Clinics will implement a formal IPE curriculum in the near future
 - Student participation numbers are tracked.
 - Community setting IPE currently being tracked.

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

- Students were surveyed about their attitudes toward EMRs during the Fall 2011 IPE day.
- The specific role of the Epic EMR in education is being discussed by campus committees.
- EPIC training just beginning – full incorporation still in the future.

Major milestones to be achieved during 2011-12

1. Involve students in the development of future IPE activities by Fall 2011.
 - The student senate will nominate students to the newly-formed IPE Student Subcommittee this Fall. That committee will provide input to the IPE curriculum committee.
 - Students were fully involved in planning for IPE Day this year and will be in the future. **COMPLETED.**

2. Determine the desired student competencies for UNMC's interprofessional program by Fall 2011.
 - A national set of core competencies have been adopted for use at UNMC.
 - Consider **COMPLETED**.
3. Implement at least one new continuous IPE activity by Spring 2012.
 - Once programs have identified their activities with IPE potential, specific IPE curricula will be developed to be included in those activities.
 - February IPE planning underway – it will likely be based on the “Subartic Survival Scenario” developed by Human Synergistics International or a similar internally developed clinical scenario. In either case students would individually address questions relevant to the case and then compare their answers to the groups combined answers and those of subject matter experts.
4. Submit at least one abstract regarding UNMC's new approach to interprofessional education (IPE) programs to the AAHC or other appropriate presentation/publication by Spring 2012.
 - The IPE Evaluation subcommittee has developed a campus-wide evaluation instrument which will be validated and submitted for publication.
 - Campus participation in upcoming national meetings will be pursued.
 - Still being planned.

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.
 - Student survey being developed, will add questions to fall student survey.
 - Faculty survey to be developed, plan to send mid-fall semester.
 - Student survey implemented with 734 students responding. Complete analysis is available - **COMPLETED**.
2. Identify an initial group of mobile applications (commercial or internally developed) that will be recommended and supported for UNMC users by January 2012.
 - Identification by Education Mobile Committee, major apps include healthcare apps, campus services and email apps.
 - 2 campus apps have been identified for campus development, a mobile app

for the Library and the UNMC website including the calendar, UNMC Today and a directory or phonebook – **COMPLETED**.

- Initial testing of app development platform has begun, first apps ready for testing in late Fall 2011.
 - EDUCAUSE Center for Applied Research 2011 study on student use of mobile applications and related technology distributed for committee review.
3. Develop and deliver a Faculty Development Program on educational mobile applications and potentially mobile application development by Spring 2012.
 - To be developed.
 - To be developed.
 4. Develop and present an orientation session for incoming new students regarding available mobile applications by Fall 2011.
 - Online material being developed to be included in Fall Newsletter to students, planned for distribution September 2011.
 - Included in Student Orientation. Plans for electronic/web-based materials in the future.

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 consent 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.
 - Initial discussions held with Cindy Owen, Corporate Vice President at The Nebraska Medical Center, to initiate the process to assess potential changes.
 - Met with leadership from Children's Hospital to assess their interest in participating in a biobank, realizing they will need to change their consent to treat document, as well.
 - Obtained The Nebraska Medical Center and Vanderbilt's consent to treat document to evaluate how ours might be changed.
 - Have drafted new consent to treat document revision that will be submitted for hospital committee approvals.
2. Develop and submit IRB application for project by January 1, 2012.
 - Chris Kratochvil designated the PI for the IRB application and have contacted the PI from Vanderbilt to assess how they structured their application.
3. List and compare costs of methods for creating a deidentified CDR by March 1, 2012.

- Initial discussions with the Biomedical Informatics Unit director and programmers about how this might be achieved.
4. Create business plan for initial and long-term maintenance of biobank in addition to CDR, including space, personnel, robotic equipment, freezer capacity, and genetic core facility required for efficient long-term facility, as well as projected unit cost for retrieval and processing of samples by March 1, 2012.
- Bids for equipment needed and other financials for Biobank proposal collected to be submitted to University of Nebraska in August, 2011.
 - Initial plan has been drafted for administrative structure and governance of the biobank.
 - Submitted and received funding from University of Nebraska for support of Biobank/Registry.
 - Have identified equipment to be purchased and are beginning to get bids.
 - Timeline and events to occur to bring up to operation by December 2012 being developed.
 - Space identified in Swanson to initiate.

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 milestones to be achieved during 2011-12

1. Develop the mechanism by which comparative effectiveness research proposals can be tracked and quantify baseline over the last year by September 1.
 - Meeting scheduled with CCORDA to discuss approach.
 - Meeting held with IT to expand search capacity of SPA database.
 - Baseline data being collected.
2. Develop plan to communicate institutional expertise to support comparative effectiveness research proposals by November 1.
 - Meeting scheduled with CCORDA to discuss approach.
 - Have identified Linda Willke as point person for communication initiative.
 - Over 50 faculty surveyed and self-identified as interested in comparative effectiveness research.
 - Survey to identify interests/expertise to be used to plan a workshop has been created.
 - Planning speaker for spring retreat to be timed with workshop.
3. Track and report changes in proposals submitted as well as funding, which would be expected to be delayed by one year by May 1.

Leaders: Jennifer Larsen, Chris Kratochvil

Measurable Outcomes:

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

- Increase in comparative effectiveness grant submissions by 50%

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. – on course.
2. By March 2012, obtain Board of Regent approval for Center. – Draft report item available October 1, 2011.
3. Studies will be initiated during planning and approval process. – No action until plan is final.
4. Plan reviewed by Chancellor.
5. Plan will be on January 2012 Chancellor’s Council Agenda.
6. Various stakeholders have reviewed, or will review, by January 1, 2012.
7. Draft Board of Regents item prepared.
8. Health Policy Study and report delayed until September 1, 2012.

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

Measurable Outcomes:

- Center will produce one report on Health Policy by September 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.
 - Pharmacy Project under consideration
 - BC/BS proposal /use of technology
 - Helmsley Foundation Telehealth pilot project
2. By December 1, 2011, select one or two communities or provider groups to pilot applications. – Will most likely change.
3. By spring 2012, initiate community-based projects. – On course.
4. BCBS Grant proposal funded.
5. Partnered with two private companies in response to request for proposals to deliver telehealth to Nebraska’s prison population.
6. Abandoned Helmsley Foundation telehealth proposal.
7. Met with two pharmaceutical companies to discuss 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. – Finalize after November retreat.
2. All action steps in strategic plan will be achieved by July 1, 2012.
 - Research “action plan” in progress. Will wait to finalize after November retreat.
3. Global Health Strategy discussed at “Big Ideas” Retreat.
4. Dr. Chambers writing new strategic plan for leadership review.

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.

Myrna Newland, M.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.
 - Model will be updated by Dec 1st and ready for Year-3 launch in January, 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.
 - Award criteria developed: first award planned for 2012.

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.
 - Committee to discuss internal partnerships for survey development and completion.
2. Create a diversity weblink on UNMC front page that provides information on campus cultural competency and diversity initiatives.
 - Webpage developed: establishing resource links and content.

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.
 - Plans initiated to add 3 new -invitation only- scholarly lectures to Diversity Lecture Series.
2. Host yearly Culture Fest to showcase and celebrate different cultures.
 - Culture Fest planned for April 19, 2012.

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.
 - Drafted a goal statement regarding global cultural competence.
 - Developed a survey tool to create an inventory of UNMC's (and other academic health centers) resources, experts, tools, and teaching materials.
 - To conduct a preliminary focus groups to better understand perspectives of the organization related to global cultural competence (students, faculty, staff, administration).
4. Develop a series of grand-rounds/meetings and a faculty development program on global cultural competence.
 - First of a series of grand-rounds/meetings and a faculty development program on global cultural competence scheduled for May 2012.
 - Committee expanded to include representatives from COD, COM, and COP.

Leader and Team: Ruthi Margalit (lead) Chandran Achutan, Nizar Wehbi, Ayman El-Mohandes, Bruce Grogan, Allison M Dering-Anderson, Jonathan Vennerstrom, Kimberly Norman, Chandrakanth Are, David Brown, Nagamani Narayana, Veronica McManamon, Jan Tompkins, Lisa Spellman, Sheila Ryan, Nadin Abdel Razeq, Sara Pirtle, Cheryl B Thompson

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).
 - University in direct discussions with the DOD with regard to 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.
 - Contractual agreement reached with GSA.

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.
 - In progress.
2. Jointly develop collaboration agreements and secure initial development funding for at least two target technologies by July 2012.
 - In progress.

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

John Russell

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.
 - Completed.
 - Complete Train the Trainer sessions by November 2011.
 - Completed.
 - Complete individual training – ongoing.
 - Continue to schedule sessions with departments. To date 439 employees have participated in department training.
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:
 - Launched enhanced Vital Thank “U” program on October 24, 2011.
 - Vital Thank “U” program redesign completed.
 - IT component 100% complete.
 - Revise Silver and Gold “U” award criteria and process by January 2012.
 - Revision of Silver “U” and Gold “U” nomination forms incorporating brand values are completed.
3. Advance the concept of vitality through promotional events (not less than 3):
 - Second Spirit Week by Fall 2011.
 - Spirit Day, “Fall Fest” – October 14, 2011 – Great employee and student participation.
 - Spirit Week planned for December 5-9, 2011. Schedule of events was announced in UNMC Today on November 28.
 - 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.
 - Survey completed. Meetings to address findings and plan modifications are scheduled. Report and recommendations have been completed and are under consideration.
 - 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*.
 - In progress: planning for sessions now underway by the Sustainability Committee.
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 April, 2012.
 - In progress: planning by sustainability committee. Revise deadline to April, 2012.
3. Publicize sustainability on campus and at home through regular articles in UNMC Today*.
 - UNMC LiveGreen promoted regularly in UNMC Today.
 - Communication a key factor in impacting energy consumption during heat wave.
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.
 - New Employee Orientation added a presentation on the concept and importance of sustainability.
 - The Management Series, 2011-2012: added a presentation on the concept and importance of sustainability.
 - Foundations for Success: in progress.

** 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.
 - Completed and on-line.
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 in 2012.
 - In progress as part of the new Wellness Initiative
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 fitness challenge, with regular reports on their progress in UNMC Today.
 - Evolve this same approach into one centered around healthy eating habits.
 - Time-line and story lines developed and ready to launch. Introduction planned for winter 2011-2012.
 - In progress.
4. Sponsor at least three programs relating to change management focusing on management skills as well as personal impacts in 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.