



UNMC Strategic Plan 2010-2013





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Thank you for reading this year's Strategic Plan. As the landscape of health care continues to change, it's important that UNMC acts strategically. We must sustain our momentum and continue to focus on the future, even more so in challenging and uncertain times. This strategic plan provides a roadmap for us to do this.

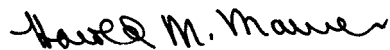
The following pages illustrate three areas – clinical research, primary care and health care reform – to which we will devote significant resources in the coming years. These are pressing issues in health care, and we must address them proactively.

The formation of a center for primary care education, research and patient care is essential if this state is to provide care to a growing population, previously uninsured. Several professions provide primary care: physician assistants, nurse practitioners and physicians from specialties such as family medicine, general pediatrics, general internal medicine and OB/GYN. The center would break down silos between these groups and allow them to build on each other's strengths. This would improve the education of our students, and spark new interdisciplinary patient care and research programs.

Expanding UNMC's clinical research is important for improving patient outcomes. It also can help identify the best, most cost-effective means to improve health, and position UNMC to earn federal grant support. Identifying, prioritizing and expanding our specific areas of expertise will strengthen UNMC. To grow this research, UNMC has formed the Center for Clinical and Translational Research and is working with the pharmaceutical industry and contract research organizations.

Recognizing that health care reform is a game changer, this year's strategic plan includes a new critical success factor: Position UNMC to prosper during health care reform.

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

A handwritten signature in black ink that reads "Harold M. Maurer". The signature is written in a cursive, flowing style.

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.





time is
RIGHT for
**PRIMARY
CARE CENTER**

Primary care is the foundation of all health care in the United States.

It is needed to improve quality, increase access and contain costs – the principal goals of health care reform.

UNMC will strengthen its leadership in primary care with the strategic development of a center that brings together health care practitioners, educators and researchers from all of the disciplines involved in primary care.

“Health care reform is going to bring millions of new patients into the health care system,” said Michael Sitorius, M.D., professor and chairman of family medicine at UNMC. “A comprehensive center for primary care will lead to new and innovative ideas to provide patient care.”

Research shows that team-based care among primary care practitioners – officially defined as physician assistants, nurse practitioners and physicians from specialties such as general internal medicine, general pediatrics and family medicine – works best.

Within the center, these practitioners will work together on novel approaches that use interdisciplinary teams, provide integrated care for those with chronic illness and implement the medical home concept, a team-based approach to health care that focuses on prevention and disease management.



The center builds on UNMC's strength in primary care,

which consistently ranks among the nation's top graduate schools in the annual U.S. News & World Report rankings.

"We want to be at the forefront of innovation in health care delivery and education, as well as address the need for more and broader health care availability," Dr. Sitorius said.

The center builds on UNMC's strength in primary care, which consistently ranks among the nation's top graduate schools in the annual U.S. News & World Report rankings. With the center, UNMC will determine what model of team care and what type of education and training is needed to ensure the best primary care for Nebraskans.

"Our focus will be on patients and on training future health care professionals to better work together to provide care," Dr. Sitorius said.

The impending burden of an aging population on the primary care workforce may make such a center essential, said UNMC Chancellor Harold M. Maurer, M.D. "Centers of excellence are a proven way to become the best, and the time is right for this kind of center in Nebraska," he said.



advancing
**CLINICAL
RESEARCH** benefits
EVERYONE

“The ultimate goal is to make a difference. The Center for Clinical and Translational Research is focused on developing the projects and programs to improve health and reduce health disparities in Nebraska.” Jennifer Larsen, M.D., associate vice chancellor for clinical research



Clinical and translational research is a circle.

It moves from studies of disease at the molecular level into clinical trials that can be translated into practical approaches useful to health care in a community setting. Novel clinical observations in clinics and community hospitals, as well as academic health centers, also can come back to the laboratory to spur basic research.

UNMC plans to increase its presence in what is commonly known as bench-to-bedside and clinical trial-to-community research with a strategic focus on its Center for Clinical and Translational Research.

“Expanded clinical and translational research can dramatically change our approach to diagnosis or treatment, and improve outcomes for individuals with specific identified diseases,” said Jennifer Larsen, M.D., associate vice chancellor for clinical research. “It also helps us identify the best and most cost effective means to improve health.”

To do that, UNMC will strategically bring together investigators involved in basic, clinical and community-based research to address regional health concerns through interdisciplinary teams.

The center also will help UNMC:

- Increase funded clinical research at UNMC and its partner organizations, The Nebraska Medical Center and UNMC Physicians;
- Build bridges between clinical and basic science investigators;
- Foster strong mentoring relationships between junior and senior faculty members;
- Coordinate clinical and translational research and research compliance; and
- Establish education needs and requirements for researchers and research personnel.

Expanded clinical and translational research can dramatically change our approach to diagnosis or treatment.

UNMC researchers already conduct more than 300 clinical trials – ranging from cancer, infectious diseases and environmentally-mediated diseases to transplant, arthritis, diabetes, neurologic and vascular disease – and recently launched a database to provide patients and investigators direct access to clinical trials at UNMC.

Established three years ago, the Center for Clinical and Translational Research has positioned UNMC to compete for a Clinical and Translational Science Award through the National Institutes of Health. These awards speed research translation from bench-to-bedside and from clinical trials into communitywide applications.



UNMC will be learning-centered in education.

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

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

Goal 3: Develop a comprehensive Center for Primary Care.

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

Goal 5: Expand and improve teaching and learning through the use of mobile devices and applications.

Increase prominence as a research health sciences center.

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

Goal 2: Accelerate UNMC's Personalized Medicine Program.

UNMC

Goal 3: Further develop the Center for Regenerative Medicine.

Advance community/global partnerships for health.

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

Goal 2: Deepen our global institutional partnerships.

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

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.

Create a culturally competent organization.

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

STRATEGIC PLAN

2010–2013

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

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

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

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

Strengthen employee loyalty, satisfaction and wellness.

Goal 1: Improve the integration of employee training and development, benefits, work-life and wellness programs and reward and recognition across UNMC, UNMC Physicians and The Nebraska Medical Center.

Goal 2: Advance UNMC branding through coordination between Human Resources and Public Relations.

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

Position UNMC to prosper during health care reform.

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

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

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

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



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