

UNMC 2020-21 UNePlan Goal and Strategy Review

July 1, 2020

1. EDUCATIONAL LEARNER FOCUS: Establish UNMC and its educational programs as the most learner-centered university in health professions education.
 - 1.1. Globally lead in healthcare education by providing an innovative, competency-based and individualized curriculum of career-long learning to meet the educational needs of each UNMC student and the future workforce.
 - 1.2. Work with high schools, community colleges, state colleges, UNO, UNL, and UNK to interest and recruit Nebraska students to healthcare professional careers.
 - 1.3. Promote curricular and co-curricular innovation and assessments that establish a student's competency in team science that facilitates value-based, patient- or person-centered, interprofessional care.
 - 1.4. Utilize the Academic Success Center to coordinate student and faculty access to preventive and intervention resources to enhance campus-wide learning outcomes of UNMC students.
 - 1.5. Actively recruit, educate and employ the best learners and faculty to expand existing UNMC professional education, biomedical and healthcare research, public health, and continuing education programs to meet current and future workforce needs for Nebraska.
 - 1.6. Fully utilize Interprofessional Experiential Center for Enduring Learning (iEXCEL) programs and the Davis Global Center in all UNMC colleges, institutes and academic programs on our campuses and widely across the state for continuing education.
 - 1.7. Assure all UNMC health science learners are prepared to utilize new healthcare technologies and team-based care to establish their national leadership role in patient safety, prevention of medical errors, healthcare redesign, and use of artificial intelligence to function in a truly high reliability environment to improve patient outcomes.
 - 1.8. Utilize the UNMC Telehealth Innovation Hub to expand education and research in high-technology care delivery across all UNMC professional degree programs and in the communities that we serve.
 - 1.9. Assure UNMC Digital Campus maturation by 2022 to advance active and adaptive learning of trainees, to increase educational outreach to community and state colleges, and to provide automated and tech-enabled education of healthcare workers throughout Nebraska.
 - 1.10. Assess current UNMC healthcare degree programs to bridge NU undergraduate campuses and UNMC Colleges to eliminate educational redundancy, reduce total years

of education per degree granted and work toward reduction of overall tuition expenditure.

- 1.11. Establish a Rural Health Center at UNMC with high-technology resources to coordinate pipeline student programs and enhance rural health workforce and continuing education to assure state-wide access to health education.
 - 1.12. Establish experiential training tracks for all UNMC colleges and institutes in clinical and research aspects of global health security. Develop specific degree and certificate programs for each of the tracks.
 - 1.13. Utilize Design Thinking to evaluate and transform educational programs processes and outcomes of all UNMC colleges and institutes.
2. RESEARCH SCOPE & PROMINENCE: Increase the research scope & prominence of UNMC as a top tier academic health sciences center.
- 2.1. Strengthen research collaboration between UNMC and our clinical partners in clinical trials, industry collaboration, population health, and formation of clinical/translational science partnerships locally and globally.
 - 2.2. Enhance UNMC, UNO and university-wide biomedical and health system informatics infrastructure to enhance biomedical, public health, clinical and translational research, to leverage deep-learning, machine-learning and artificial intelligence, and to grow strategic partnerships with academic centers and prominent multinational corporations.
 - 2.3. Increase extramurally funded research with the NIH, VAMC, NSRI, PCORI, DOD, ASPR, AHRQ, HRSA, CHRI as well as the philanthropists, foundations, and state, international and industry partners.
 - 2.4. Expand research in educational methods, delivery and interprofessional experiential learning to assess the human performance factors that improve individual educational, well-being and resiliency outcomes.
 - 2.5. Define and implement the research, educational and outreach initiatives in cancer prevention and population health that will result in an NCI Comprehensive Cancer Center designation for the Fred and Pamela Buffett Cancer Center.
 - 2.6. Develop and lead the world in innovative basic, clinical, transformational science and informatics research of human-factor performance during high-quality, high reliability health-care delivery.
 - 2.7. Develop an artificial intelligence / cognitive computing innovation lab at UNMC with industry partner(s) to reimagine the urban and rural healthcare environment of Nebraska to establish and test new opportunities for expanded and improved healthcare delivery and technology development.

- 2.8. Leverage strengths in decision science, healthcare economics, and data-base mining to promote comparative effectiveness research in evidence-based medicine.
 - 2.9. Establish a state-wide clinical trial network with local and regional health facilities to provide clinical trials of importance to Nebraskans state-wide.
 - 2.10. Recruit new UNMC academic investigators of diverse backgrounds and assure protected time for research, salary endowment and mentorship.
3. CLINICAL EXCELLENCE: Establish UNMC and our clinical partners as a hub & spoke academic health system across Nebraska & beyond based upon quality care, patient experiences & clinical scope.
- 3.1. Implement new care models and strategic relationships with our clinical partners to improve healthcare access and delivery to all Nebraskans.
 - 3.2. Utilize the interprofessional practice model across all UNMC Colleges, Institutes and programs in conjunction with our clinical partners to provide an optimal learning and patient care environment in all clinical care settings.
 - 3.3. Achieve top decile performance in high reliability benchmarked outcomes for clinical quality and patient safety across the clinical enterprises of our clinical partners.
 - 3.4. Achieve top decile performance in benchmarked outcomes for patient/person and family-centered clinical experiences across the clinical enterprises of our clinical partners.
 - 3.5. Assure patient- and person-centered, timely access to inpatient and outpatient clinical care services.
 - 3.6. Expand UNMC virtual telehealth and telemonitoring programs through use of artificial intelligence systems and mobile/wearable devices to assist UNMC providers and other clinical partners in improved patient outreach and clinical care.
 - 3.7. Enhance the regional and national reputation, brand recognition and key program planning of the **UNMC/Nebraska Medicine NExT** Project with our clinical partners regarding the featured clinical, research and educational programs.
 - 3.8. Utilize the Rural Health Center to align the clinical strategies and planning of UNMC and its colleges with state-wide clinical partners to identify new models of health care delivery through assessment of population health, health access disparities, health literacy, and needed changes to state-wide health policy that will improve the health of all Nebraskans.
 - 3.9. Develop and utilize evidence-based, personalized medicine for the patients of UNMC and our clinical partners to improve direct patient contact time with healthcare providers.

- 3.10. Provide incentives to recruit and retain outstanding graduating students and residency trainees at UNMC and its clinical partners.
4. INSTITUTIONAL OUTREACH: Advance community outreach of UNMC to provide a healthier future for urban and rural Nebraska communities as well as national & global partners.
 - 4.1. Create public-private partnerships to promote statewide population health assessment and educational, research and engagement programs to improve health equity and make Nebraska the healthiest state in the Union.
 - 4.2. Work with public and private partners to provide tuition debt reimbursement of healthcare professionals who seek employment in underserved Nebraska communities.
 - 4.3. Strengthen UNMC's federal and state legislative involvement in health professions education, biomedical research and population-based care delivery, policy and planning.
 - 4.4. Align UNMC's educational, clinical, and research advocacy efforts with sister NU campus programs, UNMC alumni, Nebraska communities, clinical, educational and research partners, corporate and local industries and state and federal government leaders to meet the needs of at-risk Nebraska populations.
 - 4.5. Strengthen UNMC's national and global leadership in High Reliability Health Security and Biocontainment research and education of the Global Center for Health Security.
 - 4.6. Ensure that UNMC and Nebraska Medicine are the reliable source for healthcare information in Nebraska, nationally and globally.
 - 4.7. Strengthen UNMC's outreach to urban and rural Nebraska learners to make them aware of health and wellness resources and educational opportunities.
 - 4.8. Establish a state-wide planning infrastructure that integrates urban and rural communities, community and state colleges, UNO, UNK and UNL and UNMC and its clinical partners to assess and improve healthcare delivery across Nebraska.
 - 4.9. Establish UNMC as the data rich digital health multimedia news resource for rural, national and global health issues.
5. DIVERSITY, EQUITY & INCLUSIVITY: Advance the programs and culture of UNMC as an exemplary culturally sensitive, diverse & inclusive organization in its mission of transforming lives through premier education, innovative research, and extraordinary care.
 - 5.1. Increase retention, recruitment, engagement and mentorship of all faculty, students and staff to enhance diversity and inclusivity across all UNMC and Nebraska Medicine programs and sites.
 - 5.2. Enrich the environment of inclusivity, diversity and collaboration for all faculty, staff, and students in the communities we serve through programs that eliminate unconscious bias and promote and sustain exemplary inclusivity in the learning and working environment.

- 5.3. Develop, coordinate, evaluate and measure Inclusivity, Diversity, and Equity (IDE) efforts within UNMC and the University of Nebraska programs to develop an exemplary and inclusive IDE infrastructure.
 - 5.4. Maintain a welcoming and safe environment for all learners, faculty, staff, patients and those visiting our campus sites.
 - 5.5. Assure that all students, faculty, and staff own their individual role in a welcoming, collaborative, and inclusive culture at UNMC that aids in recruitment of a more diverse workforce.
 - 5.6. Provide implicit bias training to all members of UNMC committees searching for new faculty and leaders.
 - 5.7. Develop UNMC College and Institute specific collaborative programs and linkages with the Associate Vice Chancellor of Diversity & Inclusion.
6. ECONOMIC DEVELOPMENT: Diversify and strengthen the regional and global economic impact of UNMC's educational, research and clinical programs.
- 6.1. Increase development efforts in biomedical diagnostics, biomarkers, personalized therapeutics, biotechnology, drug development and GMP expansion.
 - 6.2. Use telehealth and other innovative mobile technologies to improve access and quality of patient care, provider education and to conduct research on the clinical and economic outcomes of telehealth programs.
 - 6.3. Expand mutually beneficial and sustainable technology development programs that utilize the UNeTech Institute and public-private partnerships in collaboration with faculty, UNeMed, iEXCEL, and other University of Nebraska campuses, the business community, the military and others.
 - 6.4. Work with our community partners to identify venture capital opportunities to support our mission, enhance the quality of life for students, faculty, staff, patients and visitors, and increase the economic vitality of Nebraska.
 - 6.5. Develop partnerships with advanced technology and multi-media public and private organizations to develop new products that eliminate clinical "busywork" and return healthcare providers to enhanced direct patient contact and care.
 - 6.6. Develop and fund new and existing core research facilities and services for University-wide and external business collaborations in biomedical science education and research that leverage machine learning in research and clinical care.
 - 6.7. Expand public-private partnerships, UNMC commercialization structures and other business relationships to diversify UNMC revenues by commercializing marketable technology, services and resources.

- 6.8. Implement an innovative and entrepreneurial model for educational technologies that optimize cost and facilitates collaboration between programs, colleges, campuses, statewide facilities, and other clinical and global partners.
 - 6.9. Develop the Master Plan of strategically-located facilities and properties to support the UNMC mission, enhance the quality of life for students, faculty, staff, patients and visitors, increase economic vitality for communities and provide new sustainable revenue sources.
 - 6.10. Establish a community technology incubator utilizing UNMC and its clinical partners to evaluate healthcare redesign focused on diversity, entrepreneurship, clinical requirements, and the needs of public and private partners.
 - 6.11. Explore and implement novel public-private partnerships for new capital construction of academic and clinical projects.
7. ORGANIZATIONAL CULTURE: Strengthen faculty, student and employee loyalty, satisfaction & wellness by enhancing the organizational programs and culture.
- 7.1. Make UNMC “THE” preferred working and learning environment by strengthening employee loyalty, diversity, engagement and satisfaction.
 - 7.2. Enhance and coordinate customer friendly services delivered in collaboration by UNMC and our clinical partners for our faculty, staff, students, alumni, patients and community partners. Tighten relationships with UNO and the other sister campuses.
 - 7.3. Implement professional development programs for faculty and staff focusing on nontraditional “Design Thinking” and “Extraordinary Thinking.”
 - 7.4. Utilize traditional and innovative communication strategies, including social media, to continually inform and engage faculty, students, and staff across UNMC campuses and promote the brand of UNMC to all Nebraskans.
 - 7.5. Reduce individual and organizational risks of UNMC and our clinical and business partners by enhancing employee knowledge and accountability of high-reliability processes, procedures and systems and through establishing a culture of accountability and excellence.
 - 7.6. Invest in educational programs, services and assessments to support a holistic approach to personal and professional wellness that makes UNMC the healthiest campus in the United States to be a student, trainee, staff or faculty member.
 - 7.7. Establish the “Culture of One” – one culture, one message – for UNMC and our key clinical partners as an accountable, high-reliability organization that eliminates all preventable harm.

8. ORGANIZATIONAL LEADERSHIP: Ensure exemplary campus-wide organizational leadership and management for planning, program development and implementation of all the UNMC mission driven strategic goals and initiatives.
 - 8.1. Enhance UNMC leadership development programs that increase the effectiveness and diversity of our leadership teams and provide systems for strengthening the performance of new faculty and staff leaders in educational, administrative, mentoring, fiscal, operational and management practices.
 - 8.2. Strengthen the strategic planning and operations of all UNMC academic and business units by utilizing well-defined institutional goals, strategies, metrics and a timely dashboard report of all academic and business unit plans and outcomes.
 - 8.3. Implement, continually enhance and widely communicate the updated UNMC Strategic Plan and Facilities Master Plan updates to all stakeholders.
 - 8.4. Enhance the coordination and partnership of UNMC with the NU Foundation to identify philanthropic support for the planning and development of “Big Ideas” and other new programs, facilities, processes, and outcomes.
 - 8.5. Develop, strengthen and communicate broad-based sustainable strategies that enhance the stewardship of public and private resources across the educational, research and clinical missions of UNMC.
 - 8.6. Systematically anticipate succession planning and career development of key leadership roles across the breadth of the UNMC academic enterprise.
 - 8.7. Extend UNMC innovative leadership development, mentorship, coaching and other programs to our faculty, staff, students and other learners and to our clinical and community partners across Nebraska and globally.
 - 8.8. Strengthen the use of the UNEVal Performance Evaluation software tool to enhance a dynamic environment of self assessment and leadership evaluation focused on career development as well as work-life resiliency.