

UNMC 2024-2027 Strategic Plan

June 22, 2023

1. Educational Learner Focus

Establish UNMC and its educational programs as the most learner-centered university in health professions, biomedical and interprofessional education.

Strategy 1.1

Globally lead health care education by providing an innovative, competency-based, and individualized curriculum. Globally lead health care education by providing an innovative, competency-based, and individualized curriculum that meets the life-long learning needs of each UNMC learner.

Strategy 1.2

Strengthen programs with K-12 schools, community, and state colleges. Work with K-12 schools, community, state and other Nebraska colleges, and University of Nebraska campuses to engage students in Nebraska and beyond in health care careers and establish strong career pathway programs to build a highly motivated and inclusive health professions workforce.

Strategy 1.3

Provide professional development for a faculty that expands UNMC current & future programs. Actively recruit, educate, and employ those faculty needed to advance UNMC professional education, biomedical and health care research and public health. Provide continuing education programs that meet current and future workforce needs.

Strategy 1.4

Continuously evolve resources for the Interprofessional Experiential Center for Enduring Learning (iEXCEL). Work with college curriculum committees to expand undergraduate and graduate academic program integration with iEXCEL. Continually assess educational and outcomes for iEXCEL in experiential learning to meet the educational goals and learning styles of each UNMC learner. Accelerate commercialization opportunities that protect iEXCEL intellectual property and enhance iEXCEL business development with the public and private sectors.

Strategy 1.5

Prepare UNMC health profession learners to be lifelong learners and leaders. Prepare all UNMC health profession learners to assume leadership roles in patient safety, prevention of medical errors, health care redesign, and the use of advanced technology including artificial intelligence and advanced simulation that improve health outcomes locally and globally.

Strategy 1.6

Assure UNMC Digital Campus technology and support is continually advanced for all academic units at UNMC. Provide active and adaptive learning of trainees, increase educational outreach to community and statewide Nebraska colleges to reduce technology related barriers, and evaluate the impact of emerging technologies (such as AI & ChatGPT) on the learning environment.

Strategy 1.7

Establish additional training pathways for all UNMC colleges and institutes. Develop and implement new degrees, stackable certificates and non-credit programs offering a solid foundation of experiential learning. Pathways include clinical and research aspects of global health security, advanced cancer screening, novel drug discovery, and improved outcomes of health care.

Strategy 1.8

Accelerate strategic & sustainable growth of graduate medical education programs. Work with all clinical partners to develop strategic and sustainable growth of graduate medical education (GME) programs to assure the quality of future clinical programs, as well as faculty to meet regional health care needs. Effectively utilize the supplemental Federal CMS resources to expand and strengthen rural and urban GME programs.

Strategy 1.9

Mature the Center for Community-based Education and Preceptor Excellence. Mature the administrative and technology structures to ensure excellence in preceptor and community-based learning experiences to ensure access to the current and future needs for high quality clinical learning experiences for students and community/clinical partners throughout the State of Nebraska and beyond.

2. Research Scope & Prominence

Increase the research scope, prominence, and impact of UNMC as a top tier academic health sciences center.

Strategy 2.1

Assure high impact research collaboration for UNMC with our academic and clinical partners. Strengthen research collaboration between UNMC and with our academic and clinical partners in clinical trials, industry collaboration, population health, outcomes research and formation of clinical/translational science partnerships locally and globally.

Strategy 2.2

Grow UNMC university-wide biomedical informatics research. Enhance UNMC university-wide biomedical informatics infrastructure to further develop biomedical, public health, clinical and translational research, to leverage deep-learning, machine-learning and augmented intelligence.

Strategy 2.3

Increase extramurally funded, sustainable, high impact research programs in current and emerging areas of research excellence. Build upon existing strengths and enhance existing collaboration through new partnerships both internal and external to UNMC.

Strategy 2.4

Expand educational research in the science of teaching and learning. Expand research in the science of teaching and learning, including educational pedagogy, curricular design, and delivery, as well as interprofessional experiential learning to determine those factors that improve individual educational, intercultural, and well-being outcomes.

Strategy 2.5

Strengthen and implement initiatives in cancer prevention and population health. Define and implement the community specific statewide research, educational and outreach initiatives in cancer prevention and population health that will result in increased community prevention, early diagnosis, consistent with NCI Comprehensive Center designation requirements for the Fred and Pamela Buffett Cancer Center.

Strategy 2.6

Globally lead the in human performance research in advanced simulation environments. Globally lead the in human performance research in AI as well as in AR/VR and advanced simulation environments, including innovative basic, clinical, and transformational research strategies to assess human-factors performance to assure high-quality, high reliability health care.

Strategy 2.7

Utilize the UNMC Rural Health Center to assess and enhance rural Nebraska health care. Assess and enhance health care delivery in rural Nebraska. Utilize the UNMC Rural Health Center to assess rural Nebraska health care outcomes and workforce needs, coordinate pathway programs for new students, and promote and enhance the quality and stability of rural health workforce.

Strategy 2.8

Extend access to clinical trials including in rural and urban underserved communities. Engage in partnerships that can conduct clinical trials across the state with local and regional health facilities to provide clinical trials of importance to Nebraskans.

Strategy 2.9

Grow our relationship with the University Institutes to provide more opportunities for research. Expand research collaboration and infrastructure support for our University Institutes (Buffett Early Childhood Institute, Daugherty Water for Food Institute, National Strategic Research Institute) partners leveraging the relationships and contracting capabilities of UNMC philanthropic and Federal entities.

3. Clinical Excellence

Establish UNMC and our clinical partners as an academic health system that provides the highest-quality care, recognized for outstanding patient outcomes, and compassionate, patient-centered care.

Strategy 3.1

Build relationships with our clinical partners to improve patient health outcomes by implementing new care models. Strengthen existing relationships with clinical partners to reduce health care disparities, improve patient health, and health care access and delivery to all Nebraskans.

Strategy 3.2

Utilize interprofessional practice to provide optimal patient care environments. Collaborate across the disciplines to ensure an interprofessional practice model across all UNMC Colleges, Institutes and programs in conjunction with our clinical partners to provide optimal learning and patient care in all clinical care settings.

Strategy 3.3

Achieve top decile performance in all quality clinical outcomes and patient experience. Achieve top decile or higher performance in high reliability benchmarked outcomes for clinical quality, patient safety and patient experience across the clinical enterprises of our clinical partners. Use high fidelity simulation, virtual reality and artificial intelligence learning to sustain the top decile performance.

Strategy 3.4

Assure timely access to UNMC clinical care services. Assure patient-centered and timely access to inpatient and outpatient clinical care services while simultaneously assuring proficiency with enhancing the experiential factors of advanced technologies for patients, families, and health care professionals.

Strategy 3.5

Improve virtual telehealth patient outreach through use of AI, wearable & mobile devices. Expand UNMC virtual telehealth and telemonitoring medical and behavioral programs including use of augmented intelligence systems and mobile/wearable devices to assist UNMC providers and other clinical partners improve patient outreach and clinical care.

Strategy 3.6

Mature planning and implementation of the Phase I of Nebraska Medicine Project NExT. Enhance the key program and facility planning of the Nebraska Medicine first phase of Project NExT assuring clinical partnerships related to the clinical, research and educational programs that are mission critical for UNMC. Mature the fiscal planning and partnership support structures for Project NExT Phase I.

Strategy 3.7

Utilize the Rural Health Center to align UNMC with state-wide partners. Utilize the Rural Health Center to align the clinical strategies and planning for UNMC and its colleges with state-wide educational and clinical partners to identify new models of health care delivery through assessment of population health, health access disparities, social determinants of health and health literacy. To include necessary changes to state-wide health policy that improve the health of all Nebraskans and reduce health care costs.

Strategy 3.8

Utilize evidence-based, personalized precision medicine to enhance clinical outcomes. Develop and utilize evidence-based, personalized precision medical protocols and practices that assure the UNMC patients and clinical partners have direct and quality contact time with health care providers. Monitor the outcomes and continually improve the evidence-based standards of practice.

4. Community Engagement

Provide a healthier future for all Nebraska communities through increased community engagement.

Strategy 4.1

Develop & expand public-private partnerships with state departments and agencies. Work closely with the Office of the President and sister campuses to create and expand public-private partnerships with state departments and agencies to promote statewide population health assessments and

increase Nebraskans engagement in healthy activities with the goal of improving health equity, reducing disparities related to access to care to and make Nebraska the healthiest state in the Union.

Strategy 4.2

Work with public & private partners to diversify & strengthen the Nebraska economy. Continually work with the Office of the President and our sister campuses as well as other public and private organizations to diversify and strengthen the Nebraska economy. Partner with a wide spectrum of health care organizations to provide incentives, including tuition debt reimbursement of health care professionals who seek employment in underserved urban and rural Nebraska communities and serve as preceptors of health profession students and residents.

Strategy 4.3

Strengthen UNMCs federal and state and local involvement in support of academic health care. Strengthen UNMCs federal and state legislative involvement and advocacy in supporting health care, health professions education, biomedical research, and population-based care delivery, facilities, policy, and planning in partnership with the Office of the President.

Strategy 4.4

Strengthen the Global Center for Health Security impact in research, practice, and education. Strengthen UNMCs national and global leadership in High Reliability Health Security and Biocontainment research and education/training programs of the Global Center for Health Security. Continue to build and strengthen federal, state, and local collaborations.

Strategy 4.5

Promote UNMC as the multimedia information resource for rural, national, and global health. Promote UNMC as the data rich digital health multimedia resource for rural, national, and global health issues. Strengthen UNMCs communication and engagement with urban and rural Nebraskans to make them aware of health and wellness resources and educational opportunities.

Strategy 4.6

Strengthen state-wide programs to reduce rural and urban health care disparities. Strengthen state-wide planning and ensure programs that support urban and rural communities, community and state colleges, as well as our clinical partners to continually improve health care access and quality across Nebraska.

5. Inclusion, Diversity & Belonging

Ensure that UNMC is an exemplary culturally sensitive and inclusive organization in its mission of transforming lives through preeminent education, innovative research, and extraordinary care.

Strategy 5.1

Strengthen UNMC culture to enhance the recruitment, engagement, and mentorship of faculty, students, and staff. Increase retention, recruitment, engagement and mentorship of all faculty, students, and staff by enhancing best practices of engagement across all UNMC and Nebraska Medicine programs and sites.

Strategy 5.2

Develop, and partner with communities to promote enhancement of cultural understanding with those we serve. Enrich the environment of engagement and collaboration in communities served through programs that promote a culture of inclusion based upon the authentic identities of students, residents, staff, faculty and the communities we serve.

Strategy 5.3

Continually evaluate outcomes of Inclusion, Diversity, and Equity (IDE) initiatives. Continue to evaluate ongoing and new opportunities of IDE structures at UNMC at the unit and campus level. Review health professions curricula and accreditation standards to assure IDE content is effectively addressed.

Strategy 5.4

Assure that all students, faculty, and staff are welcome to model their authentic identity. Assure that all students, faculty, and staff may own and model their authentic identity in a welcoming, collaborative, and inclusive culture at UNMC. Exemplify the recruitment and retention of an engaged university health care workforce.

Strategy 5.5

Mentor local and on-campus champions to lead programs that promote inclusion, diversity, and belonging. Develop additional programs that help eliminate unconscious/implicit bias to distinguish UNMC as an inclusive and diverse organization. Develop and mentor local champions to lead programs that sustain exemplary inclusion in the learning and working environments.

6. Economic Development

Diversify and strengthen the regional and global economic impact of UNMC's educational, research and clinical programs.

Strategy 6.1

Increase intellectual property development, protection and commercialization of UNMC research. Increase the number of new inventions and foster novel intellectual property development programs to ensure that new discoveries can be developed into products that have a positive impact on health and health care.

Strategy 6.2

Utilize UNeTech Institute/public-private partnerships to strengthen faculty collaboration. Expand mutually beneficial and sustainable technology development programs that utilize the UNeTech Institute and public-private partnerships in collaboration with faculty, students, UNeMed, iEXCEL, University of Nebraska campuses, the business community, military, and others.

Strategy 6.3

Identify new capital sources to support our mission to increase regional economic vitality. Work with community partners to identify early, middle, and late-stage venture capital opportunities to support our technology transfer and commercialization efforts to enhance the quality of life for students, faculty, staff, patients, and visitors, and increase the economic vitality of Nebraska.

Strategy 6.4

Develop partnerships with advanced technology companies and multi-media organizations. Develop new and sustainable partnerships with advanced technology and multi-media public and private organizations to develop new products that improve the efficiency of clinical care delivery.

Strategy 6.5

Grow and sustain expanded research facilities and services. Grow and sustain research facilities and services to support university-wide researchers and promote external business collaborations in biomedical science education and research that leverage machine learning in research and clinical care.

Strategy 6.6

Diversify UNMC revenues by commercializing market ready technology and services. Expand public-private partnerships, UNMC commercialization structures and other business relationships to enhance UNMC revenues by commercializing marketable technology, services, and resources. Embrace opportunities created in partnership with the Catalyst-Innovation Hub facility.

7. Organizational Culture

Strengthen faculty, student and employee loyalty, satisfaction, and wellness by enhancing organizational programs and culture.

Strategy 7.1

Make UNMC "THE" preferred working and learning environment. Make UNMC "THE" preferred working and learning environment by implementing programs of belonging, personal growth, career enhancement and leadership development to strengthen employee loyalty, engagement, and satisfaction. *Enhance the UNMC climate by promoting high quality faculty/student advising relationships and supervisor/employee interactions.* Use data from Climate Surveys, Engagement Surveys, and other sources to develop programs and track outcomes over time.

Strategy 7.2

Enhance and coordinate customer friendly services delivered by UNMC. Enhance and coordinate customer friendly services delivered by UNMC, clinical and campus partners for our faculty, staff, students, alumni, patients, and community partners. This includes the implementation of the full benefit of the NU System Culture Surveys, Information Management Governance Council and other initiatives.

Strategy 7.3

Implement forward thinking professional development programs for faculty and staff. Implement professional development programs for faculty and staff by focusing on nontraditional "Design Thinking" and "Extraordinary Thinking." Utilize Design Thinking to evaluate and transform education, research, campus operations, and clinical programs processes and outcomes of all UNMC colleges and institutes.

Strategy 7.4

Utilize broad, global, and innovative communication strategies. Utilize broad, global, and innovative communication strategies, including social media Utilize traditional and innovative communication

strategies that address the needs of all UNMC constituents.

Strategy 7.5

Reduce individual and organizational risks of UNMC and our business partners. 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. Achieve this by using the annual UNMC Risk Assessment and Risk Mitigation Strategies process as examples of means to achieve this outcome.

Strategy 7.6

Make UNMC the healthiest campus in the US to be a student, staff, or faculty member. Enhance personal and professional wellness through reduction of issues that create burnout in our faculty, students, residents, and staff. Improve work-life integration by considering the needs and roles and responsibilities of employees in determining and offering flexible work site arrangements.

Strategy 7.7

Establish the "Culture of One" for UNMC and our clinical partners. Establish the "Culture of One", one message for UNMC and key clinical partners as accountable high-reliability organizations that focus on the quadruple aim and strive to eliminate all preventable harm.

Strategy 7.8

Celebrate & reward staff, students and faculty who exemplify the iTEACH values. Acknowledge, celebrate, and reward staff and faculty who exemplify the iTEACH values in the delivery of education, research, and clinical care. Build the iTEACH values into our educational, career development and assessment structures.

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.

Strategy 8.1

Enhance UNMC professional development programs to strengthen leadership performance. Continually enhance UNMC leadership development programs that increase the effectiveness and diversity of current and future leadership teams and strengthen the performance of current and new faculty and staff leaders in the arenas of educational, administration, mentorship, fiscal, operational, safety, compliance, and management.

Strategy 8.2

Strengthen strategic planning & operations of all UNMC academic & business units. Strengthen the continuous strategic planning and operations of all UNMC academic and business units by utilizing well-defined institutional goals, strategies, metrics, and a utilization of timely dashboard outcomes reports from all academic and business unit plans.

Strategy 8.3

Implement, enhance, and communicate stakeholder accountability for the UNMC Facilities Master Plan. Implement, continually enhance, and widely communicate broad stakeholder accountability for the UNMC Facilities Master Plan. These processes should include UNMC updates involving all key stakeholders. Base processes on rapidly evolving work models and workforce needs, continually assessing changes in UNMC space requirements and configurations for education, research, clinical and work environments.

Strategy 8.4

Identify and implement new opportunities for philanthropic support. Jointly identify and implement new programs, facilities, processes, and outcomes for philanthropic support in partnership between UNMC and NU Foundation to enhance the coordination planning and implementation of the "Only in Nebraska" capital campaign.

Strategy 8.5

Strengthen stewardship of public and private resources across all missions of UNMC. Work with the Office of the President to develop, strengthen and communicate broad-based sustainable strategies that enhance the stewardship of public and private resources across educational, research and clinical missions of UNMC.

Strategy 8.6

Engage in succession planning for key leadership roles across UNMC and our clinical partners. Extend UNMC innovative leadership development, mentorship, coaching and other programs for emerging leaders. Formalize succession planning for key leadership positions.

Strategy 8.7

Widely extend innovative leadership development, mentorship and coaching opportunities. Widely extend UNMC innovative leadership development, mentorship, coaching and other programs for our faculty, staff, students, and other learners.

Strategy 8.8

Strengthen the use of the UNePlan & UNeVal Planning and Performance Evaluation software tools. Strengthen the use of the UNePlan strategic planning software and UNeVal Performance Evaluation software tools to provide a dynamic planning, self-assessment and leadership evaluation tool focused on career development and work-life integration and resiliency.