

UNMC 2019-22 UNePlan Goal and Strategy Review

February 20, 2019

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 assessing the individual educational needs of each UNMC student and providing an innovative, individualized curriculum that enhances their education and career long learning competency.
 - 1.2. Establish “Nebraska One” as an integrated healthcare educational system of all secondary, undergraduate, and post-graduate Nebraska programs with UNMC Colleges and Institutes, Nebraska Medicine, and other clinical, federal, and industry partners to enhance health professions education, bioscience graduate studies, and the outcomes of clinical care.
 - 1.3. Establish a Rural Health Center at UNMC to coordinate pipeline student programs and rural health education. Assure state-wide access to health education opportunities employing high technology resources.
 - 1.4. Develop and launch an Academic Success Center that coordinates student and faculty access to preventive and intervention resources to enhance campus wide learning outcomes.
 - 1.5. Promote curricular innovation and assessments that assure development of a student’s knowledge and understanding the competencies of team science that facilitates value-based, patient/person-centered, interprofessional care.
 - 1.6. Assure UNMC Digital Campus maturation by 2022 to advance active learning by all students, increase educational outreach to community and state colleges, and to provide greater opportunities for automated and tech-enabled education of healthcare workers throughout Nebraska.
 - 1.7. Develop new and expand the existing UNMC professional education, biomedical research, public health, and continuing education programs to meet current and future workforce needs by actively recruiting, educating and employing the very best learners and faculty from across Nebraska and beyond.
 - 1.8. Fully implement the vision of the Interprofessional Experiential Center for Enduring Learning (iEXCEL) programs and the operations of the Global Center for Advanced Interprofessional Learning (GCAIL) through the engagement of all UNMC academic programs and our clinical partners across the state and the globe.
 - 1.9. Assure all UNMC health science learners are prepared to utilize new technologies of healthcare and team-based care to establish a national leadership role in patient safety and the prevention of medical errors.

- 1.10. 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.
 - 1.11. Establish a working group to assess opportunities to eliminate UNMC student tuition for students pursuing healthcare professional degrees.
2. RESEARCH SCOPE & PROMINENCE: Increase the research scope & prominence of UNMC as a top tier academic health sciences center.
- 2.1. Enhance research collaboration between UNMC and our clinical partners in clinical trials, industry collaboration, population health, and clinical/translational science partnerships locally and globally.
 - 2.2. Enhance the campus and university-wide infrastructure and expertise for biomedical and health systems informatics to enhance biomedical, public health, and clinical and translational research, leverage machine-learning, and provide strategic partnerships with academic medical centers and prominent multinational corporations.
 - 2.3. Increase extramurally funded research with support from all sources. This includes the NIH, VAMC, PCORI, DOD, ASPR, AHRQ, HRSA, CHRI as well as the philanthropists, foundations, state, international relationships and industry partners across all areas of research in which UNMC has strategic focus.
 - 2.4. Facilitate significant growth of the funding opportunities made available through the National Strategic Research Institute (NSRI) University Affiliated Research Center (UARC).
 - 2.5. Expand educational research in methods, educational delivery and interprofessional experiential learning to assess the human performance factors that improve individual educational and resiliency outcomes, healthcare quality, safety and value.
 - 2.6. Define and implement the research, educational and outreach initiatives in cancer prevention and population health to obtain NCI Comprehensive Cancer Center designation for the Fred and Pamela Buffett Cancer Center.
 - 2.7. Develop, establish and lead the world in innovative research in basic, clinical, transformational science and informatics of human-factor performance during health-care delivery.
 - 2.8. Develop an artificial intelligence / cognitive computing innovation lab at UNMC to reimagine the urban and rural healthcare environment of Nebraska to establish and test new opportunities for expanded and improved healthcare delivery.
3. CLINICAL EXCELLENCE: Establish UNMC and out clinical partners as a hub & spoke academic health system across Nebraska & beyond based upon quality care, patient experiences & clinical scope.

- 3.1. Develop and implement new care models that achieve clinical program expansion in scope and size through continued growth and strategic relationships that position our clinical partners for success and improve healthcare of all Nebraskans.
 - 3.2. Establish a Rural Health Center that aligns UNMC, its colleges, and clinical strategies and planning with state-wide clinical partners to identify new models of health care delivery for allied health, dental, medical, nursing, pharmacy and public health including assessment of population health, health access disparities, health literacy, needed changes to state-wide health policy, and recommendations for healthcare intervention and improvement of all Nebraskans.
 - 3.3. Ensure integration of the academic programs, faculty and facilities of UNMC Colleges and Institutes with our clinical partners utilizing the interprofessional practice model to provide an optimal learning and patient care environment in all clinical care settings.
 - 3.4. Achieve top decile performance in high reliability benchmarked outcomes for clinical quality and patient safety across the clinical enterprises of our clinical partners.
 - 3.5. Achieve top decile performance in benchmarked outcomes for patient/person and family-centered clinical experiences across the clinical enterprises of our clinical partners.
 - 3.6. Assure patient/person centered, timely access to inpatient and outpatient clinical care services to enhance clinical care of patients and their families.
 - 3.7. Expand the virtual/telehealth and telemonitoring programs including the use of artificial intelligence systems and mobile/wearable devices to provide outreach and improved clinical care to assist referring healthcare professionals, other clinical partners, alumni, patients and learners.
 - 3.8. Enhance the reputation and brand recognition of UNMC with our clinical partners including the “Serious Medicine – Extraordinary Care” reputations of their featured clinical, research and educational programs across the region and beyond.
 - 3.9. Lead the World with the development and utilization of evidence-based, personalized medicine for the patients of UNMC and our clinical partners while improving direct patient contact time with healthcare providers.
 - 3.10. Assure education of all learners, patients and healthcare professionals to end substance abuse in urban and rural Nebraska.
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 in Nebraska to assess and expand statewide population health assessment and educational, research and engagement programs that will solve healthcare issues and improve health equity across all communities to make Nebraska the healthiest state in the Union.

- 4.2. Work with public and private groups to establish the Nebraska Health Corps to provide tuition debt reimbursement for healthcare professionals who seek healthcare employment in underserved Nebraska communities.
 - 4.3. Establish a community incubator in conjunction with UNMC and its clinical partners to evaluate healthcare redesign focused on diversity, entrepreneurship, clinical needs, and needs of public and private partners.
 - 4.4. Strengthen UNMC's federal and state legislative involvement in health professions education, biomedical research and population-based care delivery, policy and planning.
 - 4.5. Align UNMC's educational, clinical, and research advocacy efforts with the sister NU campus programs, UNMC alumni, urban and rural Nebraska communities, clinical, educational and research partners, corporate and local industries, state and federal government leaders, and other stakeholder organizations to meet the needs of selected at-risk Nebraska populations.
 - 4.6. Strengthen UNMC's national and global educational, research and clinical leadership in High Reliability Health Security and Biocontainment in conjunction with the UNMC Global Center for Health Security and Biopreparedness.
 - 4.7. Ensure that UNMC and Nebraska Medicine are the reliable source for healthcare information in Nebraska, nationally and globally.
 - 4.8. Strengthen UNMC's community outreach to urban and rural learners to make them aware of health and wellness resources and educational opportunities.
 - 4.9. Continue to build new and strengthen existing educational, research, engagement, diversity, and infrastructure collaboration opportunities with the University of Nebraska at Omaha and the other sister University of Nebraska campuses.
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 the diversity and inclusivity across all UNMC and Nebraska Medicine programs and sites.
 - 5.2. 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 diverse workforce.
 - 5.3. Enrich the environment of inclusivity and collaboration for all faculty, staff, and students in the communities we serve through coordination of programs that eliminate unconscious bias and promote and sustain exemplary inclusivity in the learning and working environment.

- 5.4. 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.
 - 5.5. Maintain a welcoming and safe environment for all learners, faculty, staff, patients and those visiting all of our campus sites.
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 that will lead to automated preventive care and wellness across Nebraska and new intellectual property transfer and/or commercialization.
 - 6.2. Use telehealth and other innovative mobile technologies to improve the access and quality of patient care, provide 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 strategies of the UNeTech Institute through public-private partnerships in collaboration with faculty, UNeMed, iXCEL, and other University of Nebraska campuses, the business community, the military and others.
 - 6.4. Work with our community partners to identify venture capital partners who will implement regional development to support our mission, enhance the quality of life for students, faculty, staff, patients and visitors, and increase the economic vitality of our community and state-wide Nebraska.
 - 6.5. Develop formal partnerships with well-established advanced technology and multi-media public organizations and private companies to eliminate clinical "busywork" and return healthcare providers to enhanced direct patient contact and care.
 - 6.6. Develop and fund new and existing core 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. Develop locally and globally to expand public-private partnerships and other business relationships that 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. Partner with community, educational, and other statewide technology partners to create a functional, high-speed, well-managed statewide broadband network with the capacity to support advanced educational, research and clinical technologies.

- 6.10. Develop strategically located facilities and new properties that support the UNMC mission, enhance the quality of life for students, faculty, staff, patients and visitors, increase economic vitality for the community and provide new sustainable revenue sources.
- 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. 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.
 - 7.3. 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.
 - 7.4. Embed the transformative principles and vocabulary from the Breakthrough Thinking Initiative program into the UNMC culture through implementation of professional development programs for faculty and staff focusing on nontraditional “Extraordinary Thinking.”
 - 7.5. Enhance our communication strategy throughout all UNMC campuses and across the enterprise to continually inform and engage faculty, staff, students, and our partners in the community through traditional and innovative communication including social media to promote and project the brand of UNMC.
 - 7.6. Reduce individual and organizational risks by enhancing the knowledge and accountability of policies, procedures and systems and establishing a culture of accountability and excellence throughout UNMC and our clinical and business partners.
 - 7.7. Strengthen the UNMC system-wide focus on student, faculty and staff emotional well-being/resiliency/suicide prevention by the development and implementation of best practices in the prevention, early identification and treatment of stress-related emotional disorders and other conditions that impact personal resiliency and well-being.
 - 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. Systematically anticipate succession planning and career development of key leadership roles across the breadth of the UNMC academic enterprise.
- 8.3. Strengthen the strategic planning and operations of all UNMC academic and business units utilizing well-defined institutional goals, strategies, metrics and a timely dashboard report of unit plans to enhance their operations.
- 8.4. Implement, continually enhance and widely communicate the updated UNMC Facilities Master Plan to all stakeholders. Enhance campus access, parking and way-finding using strategic and sustainable means.
- 8.5. Enhance the coordination and partnership of UNMC with the NU Foundation to identify philanthropic support for the planning and development of new programs, facilities, processes, and outcomes.
- 8.6. Develop, strengthen and effectively communicate broad-based systems of sustainable strategies to enhance the stewardship of public and private resources across all of the educational, research and clinical missions of UNMC.
- 8.7. Extend UNMC innovative leadership development programs to our clinical and community partners across Nebraska and globally.