A Blueprint for Our Future

2017–2021 Strategic Plan

STAFF & FACULTY EDITION
The UC Irvine Health Strategic Plan charts our path to achieving distinction as a top academic institution and thriving health system. This path is guided by our vision statement: **Powered by discovery and innovation, UC Irvine Health will advance individual and population health.**

The resulting plan, developed with broad representation and input, established this new vision with supporting long-term aspirations, and prioritized strategies and initiatives that will be implemented over the next five years.

**18 Leaders**
An Executive Strategic Plan Development Committee comprised of eighteen School of Medicine, Medical Center and Academic Senate Leaders oversaw the planning process and plan development.

**60 Content Experts**
More than 60 individuals across UC Irvine Health and the College of Health Sciences participated in three mission area-specific committees that recommended and prioritized goals and strategies.

**3 Retreats**
An advisory group, with representation from main campus, external organizations and College of Health Sciences, participated in three retreats to review content and progress.

**200+ Constituents**
More than 200 internal and external constituents collaborated – including over 100 interviewees and sub-committee members.
MISSION, VISION & ASPIRATIONS

Mission
Discover. Teach. Heal.

Vision
Powered by discovery and innovation, UC Irvine Health will advance individual and population health.

Aspirations

- Research Distinction
  Achieve distinction across basic, translational, clinical and outcomes.

- Innovative Education
  Educate the next generation of healthcare leaders through innovative learning.

- Patient Care Excellence
  Provide excellent clinical care and an exceptional experience.

- Complex Care Leadership
  Be the region’s top destination for complex care.

- Population Health Manager
  Become a leader in population health management.
Aspiration
Metrics
To achieve our new vision, five aspirations were identified to provide areas of focus and position UC Irvine Health for long-term success in an era when healthcare and academic medicine as a whole is facing dynamic change. Progress toward accomplishing our aspirations will be measured using the metrics below.

**Research Distinction**

- Increase research faculty
- Increase funded research faculty with awards
- Increase clinical trials with awards
- Increase high-visibility multi-institutional research programs
- Increase cumulative philanthropic income for the Medical Center and School of Medicine

**Innovative Education**

- Increase overall satisfaction score on School of Medicine Graduate Questionnaire
- Increase satisfaction score on School of Medicine Graduate Questionnaire for basic science coursework with sufficient clinical relevance
- Increase satisfaction score on School of Medicine Graduate Questionnaire for clinical experience integrated basic science content
- Increase medical education professorship endowments
- Increase interprofessional education sessions
- Increase students from disadvantaged backgrounds
- Increase students with a commitment to serve the Latino community
- Increase gender equity in faculty and senior administrative staff

**Patient Care Excellence**

- Increase Vizient overall quality star rating
- Increase HCAHPS overall hospital rating top box score
- Increase CG-CAHPS “Recommend this Provider Office” top box score
- Reduce cost per adjusted discharge
ASPIRATION METRICS

Complex Care Leadership

• Increase adult tertiary and quaternary discharges
• Increase overall case mix index

Population Health Management Leadership

• Increase unique attributed lives
• Decrease total cost of care for risk-based population
• Reduce the number of days for next available ambulatory specialty care appointment

Eighteen-month and five-year targets have been established for each metric above and progress will be reported annually via the strategic plan website.
RESEARCH
Goals & Strategies
The strategic plan identified 9 research goals and 18 supporting strategies for implementation between FY2017 and FY2021. Collectively these provide direction to the research workteams as they define initiatives and milestones within their implementation plans.

Goal 1
Rejuvenate and grow a robust research faculty at all levels, including recruiting top researchers with a track record for extramural funding.

Rejuvenate and build research faculty
Recruit basic, translational and clinical researchers who will have the maximum impact on the missions of the School of Medicine and the UC Irvine Health clinical enterprise.

Future
• Mentor researchers
  Create and fund a mentorship program to help our research recruits members achieve their goals and to monitor their successes.
• Fund new positions
  Identify additional opportunities to fund new positions in collaboration with the clinical enterprise.

Goal 2
Advance research resources to enable state-of-the-art research.

Develop research resources and support infrastructure
Develop resources to conduct state-of-the-art research; enhance infrastructure for sponsored projects, both before and after receiving extramural awards. Infrastructure includes statistical, computing, data management and informatics support.

Enhance and expand clinical trials
Expand infrastructure to support clinical trials; maximize institutional coordination of research activities, including clinical trials.
Goal 3

Integrate clinical and research strengths that have potential for research funding, philanthropy, clinical growth, and impact on population health.

Future

- Link researchers and centers
  Encourage faculty members to link themselves with existing, funded clinical research centers.

- Build populations outcomes research
  Build partnerships to advance population-based outcomes research with communities that have a strong interest in research; develop the means to ensure that faculty members have protected time for research.

- Grow research strategically
  Support research based on strategic considerations, including existing areas of strength, emerging opportunities and technologies, and new areas of clinical focus.

Goal 4

Incentivize and support research effort for all School of Medicine faculty.

Future

- Mentor junior faculty
  Provide incentives for faculty members to mentor junior faculty and supporting their grant development.

- Allocate time for clinical faculty research
  Identify clinicians who have a strong interest in research and develop means to ensure they have protected time for research.

- Grow knowledge and translation (KT) awards
  Increase the number of institutional KT Awards.
Goal 5
Expand research opportunities for trainees.

Future
• Mentor clinical trainees in research
  Develop a research mentoring program specifically for clinical trainees.

• Integrate research into UME and GME
  Integrate research opportunities within Undergraduate Medical Education (UME) and Graduate Medical Education (GME), as well as for post-doctoral candidates, to foster greater interest in research.

Goal 6
Grow existing research collaborations and develop new ones across health sciences’ disciplines (Nursing, Pharmaceutical Science and Population Health).

Future
• Enhance cross-school collaboration
  Create mechanisms to foster research collaborations across health science disciplines that will garner new and incremental funding.

Goal 7
Grow industry-sponsored research, philanthropy and other non-government funding that benefits our academic mission and the university, while preserving our current funding sources.

Future
• Expand UC and other partnerships
  Enhance partnerships with other University of California campuses and with other organizations that will enhance our research opportunities.

• Develop funding opportunities
  Develop industry, foundation and non-National Institutes of Health funding opportunities.
Goal 8
Develop our intellectual property.

Future
- **Monetize intellectual property**
  Enhance the support and training of faculty members the rest of the UC Irvine Health community about the importance and advantages of protecting and monetizing intellectual property.
- **Enhance UCI Applied Innovation collaboration**
  Design programs with the university’s Applied Innovation Collaboration to support the needs of the School of Medicine, including the development of intellectual property.

Goal 9
Incentivize and reward approaches to team/ensemble science

Future
- **Increase cross-departmental submissions**
  Develop incentives and identify best practices that foster collaboration and improved communications across departments and will result in increasing the submission of joint grants.
EDUCATION
Goals & Strategies
As part of the strategic plan, UC Irvine Health will position itself as a leader in innovative and collaborative education that prepares future professionals for success in a dynamic healthcare environment. To achieve our aspirations for Innovative Education, UC Irvine Health has selected the following 7 goals and 17 strategies for FY2017 to FY2021.

**Goal 1**
**Redesign, innovate, and integrate curricula to maximize value to learners and educators.**

**Innovate the curricula**
Design an integrated curriculum between clinical and basic science courses.

**Future**
- **Create Graduate Medical Education (GME) institutional curricula**
  Create a curricula for GME that aligns institutional interests, accreditation and innovative trends, including piloting new certificate programs in graduate medical education.
- **Condense Undergraduate Medical Education (UME) curriculum**
  Assess impact of condensing the UME curriculum to three years.
- **Individualize curricula**
  Develop individualized curricula across health sciences schools and programs.
- **Assess and optimize the size of GME programs**
  Align the size of GME programs with strategic plans for clinical expansion and research growth, as well as to meet future trends in medicine.

**Goal 2**
**Recruit and retain learners and educators whose profile is both diverse and representative of our community.**

**Advance diversity among learners, faculty and staff**
Establish the Office of Diversity and Inclusion within the School of Medicine’s Office of Medical Education.

**Future**
- **Expand diversity pipeline**
  Create diversity through pipeline programs across all learner groups and faculty.
Goal 3

Create and foster an environment that rewards educational effort, achievement and innovation.

Align faculty incentives to foster a consistent learner experience
Develop standards and rewards for clinical and basic science department chairs that reinforces faculty engagement in education and ensures a more consistent experience for learners.

Future
• Reward educational effort
  Develop and implement a funding methodology for education-related faculty efforts

Goal 4

Attract and retain the best learner and educator talent.

Future
• Support mentoring of learners
  Identify and support both research and clinical mentors who will support and serve learners.

• Require a scholarly component within the curriculum
  Require a scholarly component as part of the curriculum for all learners.

• Align education programs
  Align educational programs with distinguished UC Irvine Health clinical and research programs.

Goal 5

Educate and prepare health professionals to excel in an evolving healthcare environment.

Future
• Develop curricula for care delivery that can evolve
  Differentiate healthcare curricula to teach competencies and skill sets that are needed by future employers and that respond to evolving models of care delivery.
Goal 6
Design inter-professional, team-based programs with curricula coordinated across health science disciplines.

Future
- Develop team-based curricula
  Create inter-disciplinary learning experiences that incorporate multiple professions and participation by all
- Create multidisciplinary teams
  Develop multidisciplinary team approaches within curricula.

Goal 7
Promote inter-school collaborations across the university campus to equip the next generation of healthcare leaders.

Future
- Create leadership curricula
  Create a curriculum to teach and promote leadership among learners and faculty members.
- Enhance university collaborations
  Develop collaborations among university schools, such as business or the humanities, to create new elective choices for students in the health professions.
CLINICAL Goals & Strategies
Healthcare as an industry continues to move aggressively towards models that financially incentivize providers to improve the health of populations. To achieve the three aspirations - Population Health Manager, Complex Care Leader and Patient Care Excellence - the following 8 goals and 20 strategies were selected for FY2017 to FY2021.

**Goal 1**

*Achieve integration of the clinical enterprise.*

**Achieve clinical integration**
Develop economic and operational models that integrate and align strategic decision-making within the faculty as well as between the faculty, UC Irvine Medical Center and the rest of the UC Irvine Health clinical enterprise.

**Goal 2**

*Be the destination provider for distinctive service lines.*

**Invest strategically in clinical programs**
Identify clinical programs for strategic investment and growth based on current and potential future strengths.

**Future**

- **Enhance physician communication**
  Enhance communication and reinforce relationships with community primary care providers (PCPs) as well as community specialists to strengthen referral sources for tertiary and quaternary services.

- **Redefine our value proposition**
  Redefine the UC Irvine Health value proposition to payers, referring physicians and patients.

- **Expand service-line management**
  Enhance and potentially expand our service-line management structure to focus on growth, clinical and financial performance, and patient experience.

**Goal 3**

*Ensure appropriate and adequate access to care.*

**Ensure appropriate capacity**
Maximize existing inpatient and ambulatory care capacity and secure additional capacity as appropriate.
Goal 4
Create a competitive patient-centric ambulatory network.

Develop a high-value integrated ambulatory care network
Establish high-value, cost-effective ambulatory healthcare locations in key geographic areas.

Goal 5
Provide unparalleled quality and value to our patients and healthcare purchasers.

Operational transformation
Implement a plan to transform clinical care and costs that improves efficiency and reduces the overall cost of care.

Advance quality, patient safety and satisfaction
Improve quality and safety performance with a focus on moving toward value-based reimbursement. Cultivate loyal relationships with consumers and patients through exceptional patient experiences.

Integrate IT systems
Implement Epic successfully and integrate disparate IT systems.

Future
• Improve clinical protocols
  Strengthen best-practice clinical protocols using clearly defined goals and incentives for clinical outcomes.

Goal 6
Integrate education activities and basic, clinical, and translational research to enhance the clinical mission and provide the most advanced innovative care options.

Future
• Enhance University of California collaboration
  Enhance collaboration with other UC medical centers in the areas of patient care, education and research.

• Develop inter-professional education
  Capitalize on inter-professional education opportunities with UC Irvine to provide the best possible clinical care and patient experience.

• Improve clinical and research collaboration
  Identify collaboration opportunities by establishing forums to enable research leadership to partner with clinical service leaders.
Goal 7
Create and implement competencies to manage our patient populations.

Future
- **Advance population health delivery models**
  Ensure that our healthcare delivery models can support the comprehensive needs of our patient populations from primary through quaternary care.

- **Develop global risk competencies**
  Develop expertise in managing global risk for patient populations. This should include tools to coordinate, competencies in contracting and risk management, and capabilities in analytics and information technology.

- **Increase collaboration across the health sciences**
  Engage with the School of Nursing, the Department of Pharmaceutical Sciences and the Program in Public Health to enhance our population health management systems and practices.

Goal 8
Reduce health disparities of underserved populations.

Future
- **Leverage our family health center experience**
  Leverage experiences at our federally qualified health centers (FQHCs) in Anaheim and Santa Ana to enhance healthcare delivery models in support of population health.

- **Address health disparities**
  Partner with other health systems and community resources to address health disparities within our communities.

- **Collaborate to aid underserved populations**
  Collaborate across UC Irvine health sciences to develop models that address healthcare needs of underserved populations both clinically and geographically.