

# 2011-2016 Strategic Plan

**BOLD VISION  
BRIGHT FUTURE**



**UCDAVIS**  
**HEALTH SYSTEM**

Creating a healthier world  
through bold innovation

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# I. Global Direction

## Mission and vision statements

*Our Mission:*

***Improving lives and transforming health care.***

*Our Vision:*

***A healthier world through bold innovation.***

## Guiding principles



## Organizational focus areas

- We are a comprehensive academic health system that strives to create a healthier world through bold innovation.
- Anticipating the future of health and of health-care needs, we have identified these four areas of focus that will have a high impact on individual, family, community and population health.



# II. Strategic Direction

## **GOAL 1: PERSON- AND FAMILY-CENTERED CARE**

Improve health by placing the persons and families we serve at the center of care



## Goal 1: Person- and family-centered care

- Strategy 1.1** **High-quality, compassionate, person-focused care:** Provide clinical programs that deliver high-quality, compassionate, effective care centered on the needs of individuals and families.
- Strategy 1.2** **Enhanced clinical services through academic expertise:** Apply academic expertise to enhance quality and innovation in health.
- Strategy 1.3** **Robust primary care:** Pursue community-wide solutions to ensure care to the communities and populations that we serve.

## **GOAL 2: SOCIAL RESPONSIBILITY AND LEADERSHIP**

Address broadly the social determinants of health and equitable delivery of health care

## Goal 2: Social responsibility and leadership

- Strategy 2.1** **Best practice in quality:** Lead in designing and implementing best practices to assure quality\* care.
- Strategy 2.2** **Designing future models of care:** Play a leading role in designing, implementing and evaluating interdisciplinary and interprofessional health care for the future.
- Strategy 2.3** **Health policy and advocacy:** Provide leadership to advance social justice and ensure health equity.
- Strategy 2.4** **Demonstrated value:** Demonstrate and articulate our value to the communities and populations that we serve.
- Strategy 2.5** **Regional care network:** Develop a regional care network of hospitals, clinics and physician groups through partnerships and affiliations.

*\*Based on the Institute of Medicine definition of quality as "care that is safe, effective, patient-centered, timely, efficient and equitable."*

## **GOAL 3: INTERPROFESSIONAL EDUCATION TO SHAPE THE FUTURE**

Prepare well-qualified health care professionals, researchers, educators, staff and leaders who will shape the future

## Goal 3: Interprofessional education to shape the future

### *Strategy* 3.1

**New interdisciplinary and interprofessional models:** Develop new models of interdisciplinary and interprofessional education in the schools of health and across the campus.

### *Strategy* 3.2

**Education for a skilled health-care workforce:** Provide educational opportunities for all to ensure the availability of a well-prepared health-care workforce for the future.

### *Strategy* 3.3

**Effective educators:** Engage individuals throughout the organization to enhance their role as educators.

## **GOAL 4: HIGH-IMPACT RESEARCH**

Increase the scope, quality and impact of our innovative research

## Goal 4: High-impact research

- Strategy 4.1** **High-quality, high-impact research:** Optimize the impact of our research across the full continuum to improve health in the new era.
- Strategy 4.2** **Team science:** Prioritize team science and interdisciplinary projects that significantly improve health care delivery and health outcomes.
- Strategy 4.3** **Outstanding research administration:** Advocate for an outstanding research management infrastructure to optimally and proactively support faculty, staff and students to design, implement and manage research.
- Strategy 4.4** **Collaborations and partnerships:** Strengthen collaborations with partners to create novel interdisciplinary and interprofessional programs, approaches and projects.

## **GOAL 5: EXCELLENCE IN PEOPLE**

Attract, retain and mentor excellent and diverse faculty, staff, students, trainees and leaders



## Goal 5: Excellence in people

- Strategy 5.1** **High-quality faculty, staff and leadership:** Retain, attract and develop talented and diverse faculty, staff and leaders that bring national and international distinction to UC Davis Health System.
- Strategy 5.2** **High-quality students and trainees:** Attract, develop and educate a diverse body of students and trainees who are talented, share the values of our organization and will become future leaders.
- Strategy 5.3** **Lifelong learning:** Create an optimal lifelong learning environment that nurtures and supports ongoing career growth and development.
- Strategy 5.4** **Outstanding performance:** Recognize and reward people who responsibly push boundaries through creativity, passion, risk-taking and achievement.

## **GOAL 6: COLLABORATIVE ORGANIZATIONAL CULTURE**

Promote a culture that fosters a collaborative, diverse and effective organization at all levels

## Goal 6: Collaborative organizational culture

- Strategy 6.1** **Organizational communication:** Strengthen communication throughout the organization to develop a culture that encourages innovation, collaboration, and the free exchange of ideas.
- Strategy 6.2** **Value diversity:** Create an environment where individuals from diverse backgrounds feel included, celebrated and respected.
- Strategy 6.3** **Transparent, strategic decision-making:** Establish and implement a transparent process through which strategic decisions will be made.

## **GOAL 7: SUSTAINABLE RESOURCES**

Ensure sustainable utilization of resources and infrastructure that provides optimal support for all mission areas

## Goal 7: Sustainable resources

- Strategy 7.1** **Optimal use of resources:** Appropriately allocate resources and demonstrate value for investments made.
- Strategy 7.2** **Diversification of revenue:** Diversify revenue sources to establish a financially strong organization that is responsive to changing financial conditions.
- Strategy 7.3** **Culture of philanthropy:** Effectively engage our communities to develop a broad base of philanthropic support.
- Strategy 7.4** **Physical infrastructure:** Ensure state-of-the-art facilities and infrastructure for all mission areas.
- Strategy 7.5** **Environmental stewardship:** Use evidence-based approaches to evaluate and reduce our impact on the environment and reduce our dependence on non-renewable energy.

## **GOAL 8: STRATEGIC USE OF TECHNOLOGY**

Expand the strategic use of technologies to enhance research, education and clinical care

## Goal 8: Strategic use of technology

- Strategy 8.1** **Innovative health technology:** Be a national leader in informatics and health-care technology.
- Strategy 8.2** **Technology leaders of the future:** Set the standard for applied informatics that catalyze technological innovation to improve health outcomes.
- Strategy 8.3** **Enabling technologies:** Effectively deploy technologies to support goals and missions of UC Davis Health System and its partners.