

## UNIVERSITY OF IOWA HEALTH CARE STRATEGIC PLAN, 2021-2026

### **Mission: Changing Medicine. Changing Lives.**

Through its commitment to innovation, interdisciplinary collaboration, quality, safety and service, University of Iowa Health Care:

- Educates and trains the next generation of physicians and health care providers
- Fosters collaborations with health systems and providers across Iowa and the region
- Provides world-class medical care and expertise to patients, families and communities
- Seeks knowledge and discoveries that advance biomedical science, leading to improved treatments and therapies

### **Vision: To be a destination academic medical center for Iowa and the world.**

### **Values: “I CARE”**

<b>Innovation</b>	<b>Collaboration</b>	<b>Accountability</b>	<b>Respect</b>	<b>Excellence</b>
We seek creative and expedient ways to solve problems	We believe teamwork - guided by compassion and commitment - is the best way to work.	We behave ethically, act openly and with integrity in all that we do, taking responsibility for our actions	We honor diversity, recognize the worth and dignity of every person and aim to earn the trust of all those whom we serve	We strive to achieve excellence in all that we do.

### **Overarching Strategic Imperative: Advance the Tripartite Mission**

Our tripartite mission of education, patient care, and research and discovery is our “North Star” and key point of differentiation. Our strategic imperative is to make UI Health Care a more fully integrated, top-ranked destination academic health system that optimizes and goes beyond the current standard of care through advancements in research, education and care.

## STUDENT SUCCESS

**Goal: Educate and train future generations of outstanding health care providers and scientists.**

<i>Strategies/Critical Tasks</i>	<i>Tactics – Action Items</i>	<i>Metrics</i>
Attract, train and retain the best and brightest learners.	<ul style="list-style-type: none"> <li>• Attract a diverse and balanced student body with higher MCAT scores and GPA               <ul style="list-style-type: none"> <li>- Enhance regional Marketing</li> <li>- Escalate reputation campaign with educational leadership presentations at national meetings and publications</li> <li>- Develop simulation activities and escalate interprofessional education</li> <li>- Offer wellness activities</li> <li>- Enhance activities that offer distinction (e.g. dual degree options, distinction tracks, internships)</li> </ul> </li> <li>• Keep tuition affordable compared to peer schools               <ul style="list-style-type: none"> <li>- Yearly evaluation of tuition comparisons</li> <li>- Increase philanthropy for student scholarships (both</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Increased GPA and MCAT scores</li> <li>• Increased scores on USMLE and other certification exams</li> <li>• More selective acceptance rate</li> <li>• Total amount of scholarship \$ available</li> <li>• Student ratings of education experience and preparation</li> <li>• Decrease in total student debt relative to peers</li> <li>• Cost of tuition relative to peers</li> </ul>

<b>Strategies/Critical Tasks</b>	<b>Tactics – Action Items</b>	<b>Metrics</b>
	<p>need based, diversity related and merit)</p> <ul style="list-style-type: none"> <li>• Ensure we have networks around the state for clinical trainees.</li> <li>• Enhance career development for advanced trainees (GME, Postdocs) <ul style="list-style-type: none"> <li>- Educational skill building as a core competency</li> <li>- Quality and safety activities</li> <li>- Leadership development</li> </ul> </li> <li>• Increase T32 and other training grants and individual fellowships</li> <li>• Enhance graduate student programs <ul style="list-style-type: none"> <li>- Reorganize the Biomedical Science Programs to improve recruitment and programming</li> <li>- CCOM scholar program to provide small additional stipend for top students</li> </ul> </li> </ul>	
Recruit and retain the best and brightest faculty.	<ul style="list-style-type: none"> <li>• Increase impactful faculty scholarship <ul style="list-style-type: none"> <li>- Investment in small grants for clinical faculty to</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• # on national academic rankings</li> <li>• # of tenure track faculty</li> <li>• % of faculty publishing in peer reviewed venues</li> <li>• National coverage of faculty research/scholarship in mainstream media (e.g., New York Times, CNN, etc.)</li> <li>• All incoming junior faculty have established mentoring plan</li> </ul>

	<p>perform literature reviews, small studies</p> <ul style="list-style-type: none"> <li>- % of faculty publishing has become a performance metric for UI Health Care</li> <li>- New pilot grant investments have been established</li> <li>- Involvement of learners in projects</li> </ul> <ul style="list-style-type: none"> <li>• Optimize recruitment and retention processes           <ul style="list-style-type: none"> <li>- Develop standardized recruitment process for all departments that includes evaluations for financial pro forma, space and clinic support, mentoring plans</li> <li>- Retention through leadership development activities, research scholars program, improved efficiency in clinic, electronic medical record advancements</li> <li>- Explore subtracks within the clinical track to better define individual promotion pathway (potential tracks include Master Clinician, Clinician Educator, Clinician Team Scientist)</li> <li>- Enhance recognition for clinical and educational excellence</li> <li>- Better facilitation and support for dual career recruitments</li> <li>- Expand daycare opportunities</li> </ul> </li> <li>• Implement faculty incentive plans that align with strategic goals</li> </ul>	
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<b><i>Strategies/Critical Tasks</i></b>	<b><i>Tactics – Action Items</i></b>	<b><i>Metrics</i></b>
	<ul style="list-style-type: none"> <li>- Coalesce incentive plans into smaller number of options for departments to choose from</li> <li>• Create multidisciplinary teams including members from bench to bedside that are not easily found elsewhere</li> <li>• Enhance faculty wellness opportunities</li> <li>• Increase number of faculty in leadership of professional/national organizations and elected to National Academy of Sciences and other prestigious organizations</li> <li>• Establish pathways for faculty to retool their research programs</li> </ul>	

## RESEARCH & DISCOVERY

**Goal: Build and maintain multidisciplinary research programs that advance biomedical science and lead to new treatments and cures.**

<i>Strategies/Critical Tasks</i>	<i>Tactics – Action Items</i>	<i>Metrics</i>
Focus on research in selective areas of excellence that drive reputation, rankings and funding.	<ul style="list-style-type: none"> <li>• Focus investments in selective, interdisciplinary areas that span basic to clinical – e.g., metabolism, aging, immunology <ul style="list-style-type: none"> <li>- Likely will require recruitment of key senior investigators</li> </ul> </li> <li>• Balanced recruitment of junior and established researchers with emphasis on increased recruitment of NIH-funded investigators</li> <li>• Expand access to clinical trials for new patient populations</li> <li>• Increase faculty academic productivity <ul style="list-style-type: none"> <li>- Implement system that measures number and impact of publications with specific goals for faculty</li> <li>- Implement programs that recognize the most impactful scholarship</li> <li>- Implement strong mentorship programs</li> </ul> </li> <li>• Develop strategy to ensure successful recruitment and experience of post-doctoral scholars.</li> </ul>	<ul style="list-style-type: none"> <li>• \$ amount of federal and NIH funding</li> <li>• \$/faculty member</li> <li>• % of faculty publications in top journals</li> <li>• # of patients enrolled in interventional clinical trials</li> <li>• # of clinical trials and \$ amount in clinical trial expenditures</li> </ul>

Invest in core research facilities and infrastructures	<ul style="list-style-type: none"> <li>• Enhance Bioinformatics</li> <li>• Enhance Health Informatics                             <ul style="list-style-type: none"> <li>- Develop strong data governance practices</li> <li>- Ensure ICTS informatics initiative to cleanse and code data is effective</li> </ul> </li> <li>• Establish Clinical Trials Research Office</li> <li>• Investment in core research equipment</li> </ul>	
Escalate technology transfer	<ul style="list-style-type: none"> <li>• Educate faculty and encourage invention disclosures</li> <li>• Engage with industry partners</li> <li>• GAP funding pilots</li> </ul>	<ul style="list-style-type: none"> <li>• # of invention disclosures</li> <li>• \$ from royalties</li> <li>• # of SBIR and STTR grants</li> </ul>
Develop effective research space management	<ul style="list-style-type: none"> <li>• Finalize space management database</li> <li>• Re-establish a space committee</li> <li>• Complete outside firm analysis comparing our space needs and uses to others around the country</li> </ul>	<ul style="list-style-type: none"> <li>• Number and % of labs meeting the space metric for \$\$/nsf target</li> </ul>
Increase multi-disciplinary research	<ul style="list-style-type: none"> <li>• Enhance cross-collegiate research efforts</li> <li>• Invite non-CCOM faculty to the UI to participate in “Spotlight on Current and Future Research” forums</li> </ul>	<ul style="list-style-type: none"> <li>• \$ of salary support going to other colleges and vice versa</li> <li>• NSF of research space assigned to other colleges</li> <li>• Utilization of CCOM core facilities (purchased service dollars and #s of investigators)</li> <li>• \$ invested in core facilities and activities that benefit all colleges</li> </ul>

## ENGAGEMENT

**Goal: Create robust engagement with faculty, staff, lowans, rural communities, students, alumni, donors, elected officials and community leaders.**

<i>Strategies/Critical Tasks</i>	<i>Tactics – Action Items</i>	<i>Metrics</i>
Continue to expand community engagement efforts to attract students across Iowa.	<ul style="list-style-type: none"> <li>Partner with other education organizations (schools, community colleges, other colleges and community partners to offer education and sponsor events)</li> <li>Expand STEM programs across Iowa to reach high achieving students and underrepresented students (female, rural, racial minority) to encourage youth engagement</li> </ul>	<ul style="list-style-type: none"> <li># of STEM events</li> </ul>
Engage alumni in training and education programs.	<ul style="list-style-type: none"> <li>Develop targeted strategies based on life-stages for alumni</li> <li>Interact with a broader base of alumni</li> </ul>	<ul style="list-style-type: none"> <li># of alumni interactions</li> </ul>
Increase philanthropic support for education, research and clinical services	<ul style="list-style-type: none"> <li>Expand grateful patient training</li> <li>Increase philanthropy to support student scholarships</li> <li>Expand participation in philanthropy workshops to include both clinical and basic science faculty</li> <li>Build culture of philanthropy within UI Health Care</li> <li>Focus in areas that align with high-volume clinical services with opportunity to generate philanthropic support and industry collaboration</li> </ul>	<ul style="list-style-type: none"> <li>% of alumni who give annually</li> <li># of faculty who participate in philanthropy workshops</li> <li>\$ amount of philanthropic support</li> <li>% faculty, staff who donate to UI Health Care</li> </ul>



<b><i>Strategies/Critical Tasks</i></b>	<b><i>Tactics – Action Items</i></b>	<b><i>Metrics</i></b>
Increase faculty and staff engagement	<ul style="list-style-type: none"> <li>• Increase faculty and staff involvement in enterprise initiatives</li> <li>• Identify and address faculty burn-out issues, such as staffing ratios in clinics</li> <li>• Highlight faculty and staff achievements (e.g., internal pride campaign)</li> </ul>	<ul style="list-style-type: none"> <li>• Working @ Iowa results</li> <li>• Provider Pulse report results</li> </ul>
Increase state and national engagement	<ul style="list-style-type: none"> <li>• Implement new health policy engagement plan targeted to local, state and federal policy makers</li> <li>• Pitch media stories featuring residents who choose to stay in Iowa to practice</li> <li>• Provide media training for investigators to help them better communicate their research to a lay audience</li> <li>• Increase and articulate the connection to supporting rural health care, economic development and community benefits through social and traditional media</li> </ul>	<ul style="list-style-type: none"> <li>• # of faculty, residents and students who engage in visits involving elected officials</li> <li>• # of favorable media stories resulting from pitch</li> <li>• # of elected officials who participate in events/meetings hosted by UI Health Care</li> <li>• # media placements/pick ups</li> <li>• # followers/posts on social media</li> </ul>

**DIVERSITY, EQUITY, INCLUSION, & COLLABORATION – Goal: Recruit, retain, and advance a diverse group of faculty, staff, and students and foster an equitable, inclusive, collaborative environment.**

<i><b>Strategies/Critical Tasks</b></i>	<i><b>Tactics – Action Items</b></i>	<i><b>Metrics</b></i>
Build pipelines for students, recruit underrepresented students/trainees, and establish a culture of inclusion.	<ul style="list-style-type: none"> <li>• Recruit and matriculate students/trainees from underrepresented backgrounds                             <ul style="list-style-type: none"> <li>- Expand pipeline programs for URM and rural Iowans interested in medicine and science</li> <li>- Specific diversity day recruitment activities</li> <li>- Offer support for recruiting at national meetings for T32's and other groups</li> </ul> </li> <li>• Retain students/trainees from underrepresented backgrounds                             <ul style="list-style-type: none"> <li>- Enhanced community building activities to create culture of inclusion</li> <li>- Counseling and tutoring</li> <li>- Provide financial support for students travel back home</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Meet or exceed national average percent of MD students from underrepresented backgrounds (first generation, URM, low SES, and rural)</li> <li>• Increase yearly the number of trainees from URM backgrounds where underrepresented</li> <li>• Graduation rate of underrepresented students/trainees</li> <li>• Increased feelings of belonging as measured by the Grad &amp; Professional Student SERU</li> <li>• Monitor the number of students who matriculate from pipeline programs</li> </ul>

<b><i>Strategies/Critical Tasks</i></b>	<b><i>Tactics – Action Items</i></b>	<b><i>Metrics</i></b>
Recruit, retain and advance a diverse group of faculty.	<ul style="list-style-type: none"> <li>Promote women and URMs in faculty (particularly tenure track) and leadership positions               <ul style="list-style-type: none"> <li>Dissemination of statistics on a routine basis to DEO's, supervisors, other leaders</li> <li>Marketing of accomplishments by URM and women faculty and leaders</li> <li>Initiate Assistant Dean for DEI within the GME office</li> <li>Provide women and URM professional development activities</li> </ul> </li> <li>Recruit and retain women and underrepresented faculty               <ul style="list-style-type: none"> <li>Build GME and graduate student pipeline of URM and women trainees</li> <li>Initiate Assistant Dean for DEI within the GME office</li> <li>Participation by Iowa in national URM societies</li> <li>Build database of societies that advertise positions and make available to all search committees</li> <li>Reward exceptional performance of women and URM faculty through philanthropically supported professorships</li> </ul> </li> <li>Recurrent yearly evaluation compensation rates for inequities</li> </ul>	<ul style="list-style-type: none"> <li># of women/URM DEOs, Chairs, Vice-Chairs, and other senior leadership</li> <li># of women faculty on the tenure track</li> <li>Climate survey results showing increased feelings of belonging</li> <li>Meet or exceed national average percent of URM faculty</li> <li>Increase named professorships for women and/or URM faculty</li> <li>Yearly review of compensation rates to ensure equity</li> </ul>
Enhance equity, effectiveness, and fairness into UI Health Care.	<ul style="list-style-type: none"> <li>Promote clinics that provide important services to</li> </ul>	<ul style="list-style-type: none"> <li>Number of patients served in culturally responsive clinics</li> <li>Improved performance metrics for key populations with poor</li> </ul>

<b><i>Strategies/Critical Tasks</i></b>	<b><i>Tactics – Action Items</i></b>	<b><i>Metrics</i></b>
	<p>historically marginalized identities</p> <ul style="list-style-type: none"> <li>• Decrease morbidity/mortality rates for black women in Iowa with pregnancy and delivery</li> <li>• Provide culturally responsive care to people of all backgrounds</li> <li>• Expand culturally responsive clinics (e.g. LGBTQ+, Ethnic Skin Care. Refugee Clinics)</li> <li>• Increase culturally responsive health care symposia and educational activities</li> <li>• Increase awareness of disparities in health data collection practices and various other venues such as HR</li> </ul>	<p>health outcomes. Target will be labor and delivery practices for black women with demonstration of decrease in morbidity and mortality</p> <ul style="list-style-type: none"> <li>• Improved Press Ganey remarks on Culturally Responsive Care</li> <li>• Evaluate # of hits for faculty and staff accessing CultureVision with goal of use greater than the national average</li> <li>• All departments participate in DEI trainings</li> </ul>

## PATIENT CARE

**Goal: Provide high quality patient care and services for Iowa and the world.**

<i><b>Strategies/Critical Tasks</b></i>	<i><b>Tactics – Action Items</b></i>	<i><b>Metrics</b></i>
Meet the growing community demand for services by increasing patient access.	<ul style="list-style-type: none"> <li>• Increase access for patients in clinics, operating rooms and inpatient beds</li> <li>• Expand bed capacity and convert semi-private rooms to private</li> <li>• Optimize maximum throughput and efficiency while maintaining one standard of care for all patients</li> <li>• Build a system of care for all Iowans (geographically and through development of collaborative care models that allow Iowans to receive care in home communities and travel to UI Health Care for specialized needs in a unified brand experience)</li> <li>• Develop partnerships for emergency transport, maternal health, behavioral health and neonatology</li> <li>• Expand e-health/telemedicine and mobile health</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional growth metrics (net revenue, visit volume, net operating income, etc.)</li> <li>• Efficiency measures (acuity, LOS)</li> <li>• Access metrics – Vizient benchmark or other</li> <li>• Number of private rooms</li> <li>• # of inpatient beds/ORs</li> <li>• Patient experience scores</li> <li>• Efficiency measures (acuity, LOS)</li> <li>• Expansion of UI Health Care locations</li> <li>• # of patients from outside of Johnson County receiving service from UI Health Care or through care continuum ventures with UI Health Care</li> </ul>
Grow clinical programs of excellence.	<ul style="list-style-type: none"> <li>• Build a system of care centered around services requiring cutting-edge technology, multi-disciplinary approaches and access to latest treatments</li> <li>• Establish care models that coordinate health care to achieve high quality at a reasonable cost</li> <li>• Improve specialty programs to improve rankings</li> <li>• Reduce inefficiency and redundancy by partnering with</li> </ul>	<ul style="list-style-type: none"> <li>• # of national center-of-excellence rankings</li> <li>• US News &amp; World Report rankings</li> </ul>

<b><i>Strategies/Critical Tasks</i></b>	<b><i>Tactics – Action Items</i></b>	<b><i>Metrics</i></b>
	community providers to manage patients together	
Improve our ranking as a destination academic health system that optimizes the current standard of care.	<ul style="list-style-type: none"> <li>• Improve quality, safety and patient satisfaction                             <ul style="list-style-type: none"> <li>- Implement service standards and programs to improve patient satisfaction</li> </ul> </li> <li>• Invest in the latest treatments and therapies as well as world class faculty in order to be the preeminent care provider in the state</li> <li>• Participate in innovation in payment and delivery models, e.g., value-based care models</li> </ul>	<ul style="list-style-type: none"> <li>• Medicare star ratings</li> <li>• Vizient quality and safety benchmarks</li> <li>• Patient experience scores</li> <li>• US News &amp; World Report rankings</li> <li>• Improved payer mix</li> <li>• # of patients in value-based contracting models</li> <li>• Achieve top performance in payer quality rating systems and performance-based contracts</li> <li>• Achieve excellence in specialty specific metrics</li> </ul>