

UNMC
2006-09 Strategic Plan
Approved by the Chancellor's Council on May 16, 2006

Vision

The partnership of UNMC and the Nebraska Medical Center will be a world-renowned health sciences center that:

- Delivers state-of-the-art health care;
- Prepares the best-educated health professionals and scientists;
- Ranks among the leading research centers;
- Advances our historic commitment to community health;
- Embraces the richness of diversity to build unity;
- Creates economic growth in Nebraska.

Mission

The mission of the University of Nebraska Medical Center is to improve the health of Nebraska through premier educational programs, innovative research, the highest quality patient care, and outreach to underserved populations.

Values

Faculty, staff and students of UNMC will:

- Emphasize quality and have high expectations for performance;
- Pursue excellence in an ethical manner;
- Foster an environment of learning and communication;
- Respect individuals for their cultures, contributions and points of view;
- Support the mission and vision of UNMC in the best interests of our customers;
- Promote individual accountability for organizational success.

Critical Success Factors

A. UNMC will be learning-centered in education.

Rubens Pamies, M.D.

1: Complete a plan for a College of Public Health at UNMC

2006-07 Targets: We will establish necessary collaborative ties and develop or review sufficient data to determine how quickly and broadly, a College of Public Health can go forward.

Action Steps and Target Completion Dates:

- Initiate discussions with affiliated campuses (UNO/UNL/UNK & CU) by Fall 2006
- Establish appropriate benchmark data (e.g., peers) by Fall 2006
- Conduct a regional workforce needs assessment / market analysis by Fall 2006
- Assess space and facilities needs at UNMC by Fall 2006
- Develop a program statement and academic program request for a College of Public Health by Fall 2006

Leader and Team Members: Dave Crouse, Glenn Fosdick, Magda Peck, Jay Noren

2. Develop new health leadership Continuing Education programs through community and business partnerships

2006-07 Targets: Develop at least two new, highly marketable CE program related to health education and service leadership. Develop business plan for CE programs targeted to UNMC alumni and Nebraska health personnel, especially those in remote locations. Evaluate business case for technology-based consultations in relation to CE activities.

Action Steps and Target Completion Dates:

- Conduct market and customer analysis to determine demand for new CE programs, including interest in community-based programs by August 2006
- Evaluate UNMC CE products and capacity relative to needs and select programs, including those delivered electronically by September 2006
- Develop business plans and marketing campaigns for new CE programs by November 2006
- Identify and recruit community and business partners to sponsor and market new CE programs by December 2006
- Complete content and delivery system development and begin marketing by February 2007
- Deliver pilot programs beginning in April 2007
- Evaluate the potential for building on program successes to establish a Health Leadership Institute, complete evaluation by June 2007
- Evaluate business case for technology-based consultations in relation to CE activities by June 2007

Leader and Team Members: **Jim Linder**, Carl Greiner, Lois Colburn, Kim Cuda

3. Review and coordinate International Health Education efforts

2006-07 Targets: Consolidate the number of independent efforts in International Health Education as appropriate.

Action Steps and Target Completion Dates:

- Survey colleges and institutes regarding their International Health Education efforts or programs by Summer 2006
- Convene a Task Force to determine educational and business principles and recommendations to improve coordination, efficiency and effectiveness by Fall 2006
- Present preliminary findings at Chancellor's strategic thinking retreat by November 2006
- Submit final principles and recommendations to the Chancellor by Spring 2007
- Implement new or revised International Health Education programs by Summer 2007

Leader and Team Members: **John Adams**, Sheila Ryan, Ward Chambers and Sarah Pirtle

4: Develop new "majors," unique educational tracks or dual degree options in some of our health science programs

2006-07 Targets: Develop options for specialization within existing programs (majors) in at least two health science disciplines to increase attractiveness of our programs to potential Nebraska and U.S. students.

Action Steps and Target Completion Dates:

- Assess which disciplines would consider optional "majors" for their programs by Fall 2006
- Survey students to determine their level of interest and possible participation by Fall 2006
- Charge disciplinary programs to develop "majors" requirements (participation, program content, timing, nature of "award, etc) by Spring 2007
- Admit first groups of students to "majors" or Tracks programs by Fall 2007

Leader and Team Members: **Jay Moore** and Curricular “Associate Deans” for all programs

B. Increase prominence as a research health sciences center. **Tom Rosenquist, Ph.D.**

1. Obtain the full engagement of all departments and all colleges in the UNMC Research Strategic Plan.

2006-07 target: All colleges, institutes, and department chairs will be accountable for meeting the objectives and goals of the UNMC Research Strategic Plan.

Action Step and Target Completion Date:

- Deans and Directors completed 1, 3 and 5 year research growth plans in 2005-2006; in 2006-07, Deans and Directors will incorporate into those plans a system of resource distribution and reward / recognition that gives a high priority to research activity and rigorously apply that system in all departments by July 2007.

2. Improve faculty recruitment strategies to facilitate research growth.

2006-07 targets: Research will be a required component of the portfolio of all new UNMC faculty members.

Action Steps and Target Completion Dates:

- Research history and potential will be a factor in consideration of candidates for faculty positions in all departments, in all colleges; especially in departments with a health care delivery mission whose research activity currently is at a low level. To be applied to all recruiting activity by July 2007.
- Recruitment strategies will be developed in collaboration with NMC, for more effective recruitment of successful researchers into clinical departments in all colleges and institutes by July 2007.

Leader and Team Members (for goals 1 and 2): **Tom Rosenquist**, Ken Cowan, John Gollan, Jim Linder, Ginny Tilden, Paula Turpen

3. Strengthen emphasis on research with a rural focus.

2006-07 targets: Improve coordination and value of UNMC research activities that have a rural focus.

Action Steps and Target Completion Dates:

- Form a UNMC Rural Research Initiative leadership group from among separate, ongoing UNMC project leaders by June 2006
- Identify a dedicated UNMC rural research leader by August 2006
- Identify UNMC’s top rural health research priority by March 2007

Leader and Team Members: **Ken Cowan**, Jim Linder

C. Advance community/campus partnerships for health. **Bob Bartee**

1. Build a statewide partnership that supports the establishment of a College of Public Health.

2006-07 Targets: By July 1, 2007, secure political and financial support required to create the College.

Action Steps and Target Completion Dates:

- Produce White Paper/Prospectus that “makes the case” for the College by June 2006.
- Build consensus among affected parties and stakeholders by September 2006.
- Identify and recruit partnership members and “standup” team by September 2006.

- Mobilize partnership to support strategic objectives by November 2006.

Leader and Team Members: **Magda Peck**, Roxanna Jokela, Joanne Schafer, Rubens Pamies, Steve Hinrichs, Jay Noren, Keith Mueller, Alice Schumaker

2. Design and implement a campus-wide, family-based, community initiative to promote early childhood development in children aged 0-5.

2006-07 Targets: Identify existing UNMC strengths in early childhood development and cooperate with community partners to develop strategic UNMC initiatives that assist 1,000 children and their families by January 1, 2008.

Action Steps and Target Completion Dates:

- Identify and assess UNMC's assets and university-wide strengths in early childhood development by August 2006.
- By October 2006, assess current national and community-based model programs and providers delivering programs to this population in order to maximize UNMC's role.
- Collaborate with partners to launch unique UNMC program(s) by January 2007.

Leader and Team Members: **Cindy Ellis**, Rubens Pamies, Peggy Pelish, Patrick McNamara, John Walburn, Valda Ford, Mary Jo Pankoke, Brenda Bell, Jennifer Skala

D. Create a culturally competent organization.

Ward Chambers, M.D.

1. Improve the culture at UNMC.

2006-07 targets: Repeat Environmental Assessment survey; Increase patient satisfaction (clinical & hospital); obtain senior leadership buy-in.

Action Steps and Target Completion Dates:

- Create patient satisfaction survey for underserved populations by September 2006
- Create performance measure linked to appropriate incentives by September 2006
- Establish cultural competence leadership seminar by September 2006
- Repeat cultural survey and compare results from five years ago by January 2007

Leader and Team Members: **Valda Ford**, Linda Cunningham, Myrna Newland

2. Improve recruitment and retention of underrepresented faculty, staff and students.

2006-07 targets: Unify student recruiting efforts within one year. Increase underrepresented minority students by a factor of 2 in five years. Increase underrepresented minority faculty by a factor of 2 in five years. Achieve comparable rates of recruitment and retention for underrepresented minority faculty staff and students as for other faculty staff and students within five years.

- Establish articulation agreements with additional community colleges by January 2007
- Add full-time Diversity Officer in each college by January 2007
- Add diversity-focused staff position in Human Resources by January 2007
- Create multi-unit recruitment committee by September 2007
- Promote health disparities conference.

Leader and Team Members: **John Russell**, John McClain, Mary Haven, Myrna Newland, Walter Brooks

3. Increase community ties.

2006-07 targets: Engage community leaders. Increase participation of underrepresented minority patients in clinical research. Communicate the message.

Action Steps and Target Completion Dates:

- Establish minority advisory committee by September 2006
- Promote UNMC's Minority Health Education and Research Organization (MiHERO) in the community as a research center by September 2006
- Develop and implement communications strategy by September 2006
- Provide cultural competence training to businesses by June 2007
- Network with Chambers of Commerce to establish a Minority Young Professionals group by June 2007

Leader and Team Members: **Walter Brooks**, Tina Flores, Bob Bell, Linda Cunningham

E. Advance biomedical technologies to promote economic development in Nebraska by improving health education, science and clinical care. **Don Leuenberger**

1. Achieve \$3 million in annual revenue from commercial activities

2006-07 Targets: Achieve \$500,000 in revenue from commercial activity.

Action Steps and Target Completion Dates:

- Appropriately staff UNeMed to achieve 3 year target of \$3.0 in annual revenue by October 2006
- Prioritize opportunities for commercialization in UNeMed portfolio by October 2006

Leader and Team Members: **Tom McDonald**, Rick Spellman, Michael Dixon, Rod Markin

2. Achieve one patentable disclosure to the Intellectual Property Office per \$1.0 million of NIH Funding

2006-07 Targets: Achieve 50 patentable disclosures to the Intellectual Property Office

Action Steps and Target Completion Dates:

- Actively mine research activities for intellectual property with commercial potential
- Enhance faculty awareness of IP opportunities by July, 2006
- Increase research fellowships by December 2006

Leader and Team Members: **Michael Dixon**, Tom McDonald, Deb Vetter, Jim Linder

3. Develop business support capability for faculty, staff and students who become engaged in entrepreneurial activity.

2006-07 Targets: Develop recommendations and organizational structure for entrepreneurial business support and implement approved recommendations. Develop additional measures for tracking progress in advancing technology advancement and commercialization and identify appropriate comparisons.

Action Steps and Target Completion Dates:

- Develop recommendations and organizational structure by October 2006
- Implement approved recommendations by March 2007
- Identify additional measures and make appropriate comparisons by March 2007

Leader and Team Members: **Jim Linder**, Rick Spellman, Sam Sanderson, Tom Porter, Dmitry Oleynikov

F. Employee Loyalty

1. Improve management ability to positively impact employee engagement through increased awareness of employee attitudes and opinions.

2006-07 Targets: Update the current Employee Opinion Survey database and trend information. Refocus the Employee Opinion surveying process to provide continuing information on a campus-wide basis, and also targeted reporting of more specific information. Unit leaders will develop initiatives based on survey results.

Action Steps and Target Completion Dates:

- Complete the 3rd biennial Employee Opinion Survey by November 2006
- Provide analysis and recommendations regarding survey by March 2007
- Develop more targeted “mini-surveys” (3 to 5 questions on specific topics) to be run more frequently than the biennial survey by March 2007
- Develop format and methodology for targeted surveys to be run at the unit or department level by June 2007

Leader and Team Members: **John Russell**, Carmen Sirizzotti, Victor Holly, Kris Hammond,

2. Improve/enhance employee engagement through improved manager skills, communication, and programs

2006-07 Targets: Provide education and training regarding employee engagement to administrators, managers, and supervisors. Improve communication channels and practices. Provide opportunities for employee involvement in community and civic organizations.

Action Steps and Target Completion Dates:

- In partnership with the Chancellor’s office, assess current policies, practices and efforts at UNMC regarding employee volunteerism in the community by December 2006
- Implement one “Foundations for Success” development programs for 25 employees by March 2007
- Implement and complete one “Management Series” training program for 25 to 30 managers by June 2007
- Work with administrators to develop unit specific employee communication vehicles by June 2007
- Institute a “lunch ‘n learn” series for employees to bring issues of concern to appropriate administrators by June 2007
- Design coherent campus-wide strategy that promotes, monitors and recognizes employee volunteerism and community activity by June 2007
- Enhance employee selection processes through training of managers and addition of selection tools and Human Resources systems (Jobs@) Ongoing

Leaders and Team Members: **Rod Kelly and Bob Bartee (for Volunteerism)**, Carmen Sirizzotti, Linda Cunningham

3. Revitalize Reward and Recognition Program

2006-07 Targets: assess awareness of Reward and Recognition programs. Solicit employee input and suggestions regarding reward and recognition. Improve manager and supervisor employee recognition skills. Promote R&R programs on a campus wide basis and improve employee awareness/appreciation of the UNMC compensation package.

Action Steps and Target Completion Dates:

- Survey employees to determine awareness and support for current R&R programs and to solicit employee suggestions by December 2006
- Develop and distribute an annual "Statement of Earnings and Benefits" to each employee demonstrating the value of their compensation and benefits by December 2006.
- Revamp R&R programs based on survey findings by June 2007
- Modify Silver "U" recognition program to address multiple award winners by June 2007
- Communicate the importance of recognition and feedback to managers and supervisors and provide tools for managers to accomplish these activities. Ongoing

Leader and Team Members: **Carmen Sirizzotti**, Employee Recognition Council

3. Improve faculty and staff salaries – TBD

Action Steps and Target Completion Dates:

- Compare UNMC faculty and staff salaries to relevant labor markets, develop a data base to be used for trending purposes and identify areas of greatest concern by October 2006
- Review U-wide and UNMC policies and practices to identify potential policy-based obstacles to addressing salary disparities by December 2006
- Correlate salary comparisons with other factors, such as turnover, to be used to support initiatives to improve salaries by January 2007
- Identify sources of funding to be used to address salary shortcomings by April 2007

Leader and Team Member: **John Russell**, Dave Crouse, Rod Kelly.