

HSC Strategic Plan

This document is a summary of the goals, vision, mission, value statement, strategies, tactics and metrics for the UNM Health Sciences Center as a critical component of UNM.

- Goals are permanent aspirations
- Strategies are our five-year objectives which have indicators of success
- Tactics with metrics are one-year targets

Vision

The University of New Mexico Health Sciences Center will work with community partners to help New Mexico make more progress in health and health equity than any other state.

Mission

We will:

- Provide an opportunity for New Mexicans to obtain an excellent education in health sciences.
- Advance health discovery and innovation in the most important areas of human health.
- Ensure that all populations in New Mexico have access to the highest quality health care.

Values

Our mission is guided by our values of:

- Excellence in education, patient care and research
- Commitment to service, quality and safety
- Integrity and accountability
- Respect and compassion for all people
- Teamwork and collaboration
- Providing hope for those we serve

Strategic Goals

1. Improve health and health care to those we serve.
2. Build the health care workforce of New Mexico by providing a premier education.
3. Foster innovation and translate our research and discoveries into clinical and educational practice.
4. Enable our people and programs to do their best.
5. Deliver a well-integrated academic health center that provides the safest and highest quality clinical care.
6. Enhance depth, diversity, integrity and transparency.

GOAL 1: IMPROVE HEALTH AND HEALTH CARE TO THE POPULATIONS WE SERVE.

Measure: Improve state ranking and health metrics.

Strategy 1.1

COMMUNITY ENGAGEMENT: Improve health in New Mexico by partnering with community organizations and health care providers.

Indicator of Success: We will improve our New Mexico state ranking more than any other state between 2010 and 2020.

Strategy 1.2

NETWORK AND PARTNERSHIPS: Explore strategic partnerships to achieve market growth, align resources and enable patients to get the right care at the right time, in the right place.

Indicator of Success: Provide the full continuum of care (from pre-acute, acute to post-acute) and increase access to maintain positive growth in number of patients served in our network.

GOAL 2: BUILD THE HEALTH CARE WORKFORCE OF NEW MEXICO BY PROVIDING A PREMIER EDUCATION.

Measure: Reduction in counties with health care provider shortage.

Strategy 2.1

PRODUCTION & RETENTION: Measurably increase the production and retention of health care professionals in New Mexico and geographic areas.

Indicator of Success: Increase licensed health care professionals in New Mexico by 10%.

Strategy 2.2

TRANSFORM EDUCATION: Transform health profession education to meet the needs of our diverse learners, our professions and our state.

Indicator of Success: Make necessary changes to assure interprofessional education that meets new accreditation standards.

GOAL 3: FOSTER INNOVATION AND TRANSLATE OUR RESEARCH INTO CLINICAL OR EDUCATIONAL PRACTICE.

Measure: Increase our funding for research; renew NIH designations; increase technology transfer.

Strategy 3.1

NATIONALLY RECOGNIZED PROGRAMS: Develop and foster our nationally recognized areas of excellence that address national and state health priorities.

Indicator of Success: Advance and sustain major NIH designations (Clinical and Translational Science Center, Cancer Center and one additional); build Brain and Behavior Institute.

Strategy 3.2

ECONOMIC ACTIVITY: Enhance economic activity by expanding biotechnology transfer or other ways to create new jobs.

Indicator of Success: New biotechnology and health care companies.

Strategy 3.3

STATE-OF-THE-ART: Incorporate state-of-the-art technologies into all missions.

Indicator of Success: Offer a range of new technologies in education, research and clinical platforms.

GOAL 4: ENABLE OUR PEOPLE AND PROGRAMS TO DO THEIR BEST.

Measure: Increase retention rate of faculty, staff and providers.

Strategy 4.1

IT ORGANIZATION: Create an integrated IT organization that is nimble, efficient and effective.

Indicator of Success: IT system deployed that allows for integration and seamless utilization of clinical, research, education, and fiscal data.

Strategy 4.2

EXCELLENCE: Promote a culture of excellence among faculty, staff and providers.

Indicator of Success: Improve Faculty Forward general faculty satisfaction with each college by five percentage points from 2014 survey:

- (a) SOM: 65% to 70% (national SOM cohort 65%)
- (b) CON: 64% to 69% (national nursing cohort 86%)
- (c) COP 68% to 73% (national pharmacy cohort 80%)

Strategy 4.3

OPERATIONS: Improve efficiency and utilization of support units.

Indicator of Success: Faculty and staff surveys will indicate satisfaction with support functions at UNM HSC.

GOAL 5: DELIVER A WELL-INTEGRATED ACADEMIC HEALTH CENTER THAT PROVIDES THE SAFEST AND HIGHEST QUALITY CLINICAL CARE.

Measure: Obtain 4 star UHC quality rating; Deliver highly-integrated academic health center model; increase number of high complexity patients and improve patient outcomes.

Strategy 5.1

QUALITY AND SAFETY: Provide the safest and highest quality care through continuous improvement of patient outcomes and the use of evidence-based approaches to deliver high value care.

Indicator of Success: Top quartile in UHC Quality and Safety.

Strategy 5.2

EXCEPTIONAL PATIENT EXPERIENCE: Delivering an exceptional patient experience.

Indicator of Success: Score in the 75th percentile for “likeliness to recommend” on the Press Ganey survey.

Strategy 5.3

COORDINATION OF CARE: Provide well-coordinated patient and family-centered care that is delivered in the most appropriate and convenient care setting.

Indicator of Success: Increase to 50% of our total patients referred to and/or paneled in our coordinated medical neighborhood in our network.

Strategy 5.4

SYSTEM INTEGRATION AND EFFICIENCY: Apply continuous quality improvement principles to drive quality, service and performance.

Indicator of Success: Improve measurements of our value provided to patients.

Strategy 5.5

FINANCIAL STABILITY: Demonstrate integrity, transparency and accountability in all business operations to ensure we provide the greatest value to New Mexicans while maintaining our financial stability.

Indicator of Success: Achieve a net margin at the 50th percentile for all US hospitals (approximately 4%).

Strategy 5.6

STRATEGIC GROWTH: Explore opportunities to expand care delivery to meet the growing demand for services and the future health care needs of New Mexicans.

Indicator of Success: Increase access in the state to needed tertiary/quaternary care program.

GOAL 6: ENHANCE DEPTH, DIVERSITY, INTEGRITY AND TRANSPARENCY.

Measure: Improve composition of faculty and staff with regard to under-represented minorities.

Strategy 6.1

ACADEMIC DEPTH: Promote our academic depth and capabilities, while maintaining our mission to the underserved.

Indicator of Success: Build greater community support and understanding of HSC; increase development funds by \$145M.

Strategy 6.2

DIVERSITY: Enhance the representation of under-represented groups in our faculty, staff and students.

Indicator of Success: To have a diverse faculty, staff and student composition.