

HSC Strategic Plan

This document is a summary of the goals, vision, mission, value statement, strategies, tactics and metrics being employed by the UNM HSC. Goals are permanent aspirations; strategies are our 5-year objectives which have indicators of success; and tactics with the metrics are 1-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 by 2020.

Mission

Our mission is to provide an opportunity for all New Mexicans to obtain an excellent education in the health sciences. We will advance health sciences in the most important areas of human health with a focus on the priority health needs of our communities. As a majority-minority state, our mission will ensure that all populations in New Mexico have access to the highest quality health care.

In order to realize our Vision and Mission, we will achieve the following goals:

1. Improve public health and health care to the populations we serve with community-wide solutions
2. Build the workforce of New Mexico by providing a premier education and transformative experience that prepares students to excel in the workplace
3. Foster innovation, discovery and creativity; and translate our research and discoveries into clinical or educational practice
4. Provide the environment and resources to enable our people and programs to do their best
5. Deliver a well-integrated academic health center that provides high quality of care and service while being accessible to all New Mexican
6. Nurture and embrace an environment of diversity, integrity and transparency

Values statement

The UNM Health Sciences Center's most important value is a steadfast duty to improve the health of all New Mexicans. We will serve our patients and the public with integrity and accountability. We will strive as an institution and as individuals to recognize, cultivate and promote all forms of diversity; to fully understand the health needs of our communities; and to advance clinical, academic, and research excellence. We are committed to perform our duties with compassion and respect for our patients, learners, and colleagues; and always to conduct ourselves with the highest level of professionalism.

Goals, Strategies, Tactics and Metrics - Goals are permanent aspirations; strategies are our 5-year objectives which have indicators of success; and tactics with the metrics are 1-year targets.

GOAL 1: IMPROVE PUBLIC HEALTH AND HEALTH CARE TO THE POPULATIONS WE SERVE WITH COMMUNITY-WIDE SOLUTIONS.

Measure: Improve State Ranking and improving health metrics (see attached table).

Strategy 1.1: Strengthen external partnerships to improve health in New Mexico by developing broader networks of affiliated organizations and health care providers.

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

Strategy 1.2: Explore strategic partnerships to achieve market growth and align resources to better serve the continuum of care.

Indicator of Success: Provide full continuum of care from pre-acute to acute to post-acute.

GOAL 2: BUILD THE WORKFORCE OF NEW MEXICO BY PROVIDING A PREMIER EDUCATION AND TRANSFORMATIVE EXPERIENCE THAT PREPARES STUDENTS TO EXCEL IN THE WORKPLACE.

Measure: Reduction in counties qualifying as healthcare shortage areas (see attached table).

Strategy 2.1: Measurably increase the production and retention of health care professionals in New Mexico in the needed professions and geographic areas.

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

Strategy 2.2: Transform health profession education across the Health Sciences Center (HSC) 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, DISCOVERY AND CREATIVITY, AND TRANSLATE OUR RESEARCH AND DISCOVERIES INTO CLINICAL OR EDUCATIONAL PRACTICE.

Measure: Increase our funding for clinical and translational research; renew NIH designations; increase technology transfer (see attached table).

Strategy 3.1: Develop and/or 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).

Strategy 3.2: Enhance economic activity by expanding biotechnology transfer.

Indicator of Success: New biotechnology companies with HSC-licensure held.

Strategy 3.3: Incorporate state-of-the-art technologies into the education of future health professionals and scientists.

Indicator of Success: Offer a range of new teaching platforms, including MOOCs and advanced simulation.

GOAL 4: PROVIDE THE ENVIRONMENT AND RESOURCES TO ENABLE OUR PEOPLE AND PROGRAMS TO DO THEIR BEST.

Measure: Increase retention rate of faculty retention (see attached table)

Strategy 4.1: Create an organization that will easily take advantage of the changing landscapes in our three missions.

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

Strategy 4.2: Promote HSC professional development of faculty and staff.

Indicator of Success: 100% of faculty and staff trained; 0% incidents.

Strategy 4.3: Engage staff and faculty so that they are respectful of one another, clinicians, patients and their families.

Indicator of Success: Establish patient and provider satisfaction surveys with results > 95%.

Strategy 4.4: 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 HIGH QUALITY OF CARE AND SERVICE WHILE BEING ACCESSIBLE TO ALL NEW MEXICANS.

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

Strategy 5.1: Improve the health and health equity of UNM HSC patient populations by managing their care across the continuum, and position us to be successful in a post Health Reform environment.

Indicator of Success: We will be a dominant and leading provider of clinical services in Centennial Care through strategic partnerships with the Managed Care Organizations and achieve the Vision 2020 health metrics within our Health System.

Strategy 5.2: Grow programs that leverage UNM HS's capabilities in delivering high-intensity care, while improving coordination across all services.

Indicator of Success: We will be the "preferred transfer network" within the hospital referral region for high complexity patients with emphasis on trauma oncology, pediatrics, high risk obstetrics, cardiovascular, and neurovascular service lines.

Strategy 5.3: Simplify the governance decision-making structure relative to the HSC.

Indicator of Success: Elimination of unnecessary redundancy in governance approvals and delegate maximum authority to lowest appropriate levels of governance and management.

Strategy 5.4: Integrate the Health System/Health Sciences Center strategic plans, services, approaches and policies.

Indicator of Success: All components of the HSC will operate under a common vision, mission statement, strategic plan, and set of operational procedures and policies.

Strategy 5.5: Create greater access to specialty care, acute-care beds, primary care clinics, and post-acute services.

Indicator of Success: We will expand access to the continuum of care by 30% through greater efficiency of existing resources.

Strategy 5.6: Maintain financial strength for reinvestment in ongoing operations, investment in strategic growth, and ability to provide greater levels of patient care to all members of the community.

Indicator of Success: Will maintain a positive margin that improves the balance sheet over time.

Strategy 5.7: Improve New Mexico's health care outcomes through solutions that are based on evidence.

Indicator of Success: The UNM HS will be a nationally recognized leader in quality, patient safety, and health outcomes.

GOAL 6: NURTURE AND EMBRACE AN ENVIRONMENT OF DIVERSITY, INTEGRITY AND TRANSPARENCY.

Measure: Improve composition of faculty and staff with regard to under-represented minorities (See attached table)

Strategy 6.1: Promote our academic depth and capabilities, while maintaining our mission to the underserved.

Indicator of Success: Increase development funds \$145M. (Supports Vision 2020 measures #1-5)

Strategy 6.2: Enhance the representation of under-represented groups in our faculty, staff and students.

Indicator of Success: To have a faculty, staff and student composition that reflects the demographics of New Mexico.