

UMMS / UMMHC Academic Health Sciences Center

Joint Strategic Plan

2014 – 2020

FINAL DRAFT

August 21, 2014



We are a leading academic health sciences center, consisting of the University of Massachusetts Medical School and UMass Memorial Health Care, with the common purpose to serve the public interest.

Mission *Our mission is to advance the health and well-being of the people of the commonwealth and the world through pioneering advances in education, research, and health care delivery.*

Vision *To become one of the nation's most distinguished academic health sciences centers, we seek to:*

- achieve excellence in the practice of safe, equitable and high-quality care;
- design and implement innovative inter-professional educational methods to train educators, clinicians, and scientists to function as highly effective patient-centered health care and research teams;
- develop educators, clinicians, and scientists who are equipped to become the next generation of outstanding leaders in health care;
- nurture ongoing progress in the basic sciences to fuel breakthrough discoveries that will transform the practice of medicine;
- translate scientific discoveries to improve patient outcomes and address the root causes of poor health; and
- partner to create and optimize health care initiatives that improve the health of the communities we serve.

Values *As a combined enterprise, we value:*

- improving health and enhancing access to care for people within our community, the commonwealth, and the world;
- excellence in achieving the highest quality standards in patient care and satisfaction, education, and research;
- common good as an institutional focus, exercised both internally and externally;
- collegiality as we work through a shared vision for the common good;
- integrity in decision-making and actions held to the highest ethical standards;
- diversity promoted within our institution to foster an atmosphere of compassion, courtesy, and mutual respect, stimulating inventiveness and broadening our talents and perspectives;
- academic opportunity and scholarship through high-quality, affordable educational programs for the training of physicians, nurses, advanced practitioners, researchers, and educators; and
- innovations in health care delivery and scientific discovery that enhance our understanding of the causes of human disease, drive the development of products and improve individual, community and global health.



Introduction

Over the years, while separately serving our patients, learners, faculty, staff, and communities, UMass Medical School and UMass Memorial Health Care (UMMS/UMMHC) have been committed to aligning our efforts seamlessly in order to achieve our shared mission of advancing the health and well-being of the people of the Commonwealth and the world. As a result, much of the work of UMMS/UMMHC has become inextricably linked, with the success of each organization being dependent on the other.

In our previous joint strategic plan for 2009-2014, we anticipated that the period would be characterized by significant changes in health care delivery and research funding, and that medical education would be challenged to keep pace with these changes. For the next planning period, the demands connected with continuing to keep pace with the changing landscape will be heightened.

For 2014 to 2020 we will continue our endeavors to maintain our status as a premiere academic medical center by focusing on two main areas. First, we will build on our core mission strengths in education, research, and health care delivery by adopting strategies that enhance our capacities for highly integrated and collaborative work. The goals in these strategies are to identify, design, and implement initiatives that promote working effectively across our multiple specialty areas. Second, we will focus on specific enabling strategies to help enhance our mission strengths. These enabling strategies include effective utilization of information technologies in all aspects of our joint enterprise, development and implementation of strategies to attract and retain our top talent, effective and efficient integration of critical services, and enhancement of our comprehensive cancer strategy.

In education, we recognize the critical roles collaboration and effective use of evidence-based information will play in readying the next generation of clinicians and researchers. Further, we recognize the essential need to ensure we are right-sized for this mission regarding the right number of students, faculty and support personnel, as well as the right balance of facilities and technology to spark creative innovation.



Introduction

We will continue to build on our established world-class reputation in basic and translational research by focusing on effectively using the scientific method to drive improvements in health care delivery systems, patient care, and population health and to link our scientists to product development.

In health care delivery, we will meet the significant challenges posed by the rapid transformation in how health care is delivered and paid. As an academic medical center, the health care delivery system is tightly linked to the education and research missions, but it is also facing unprecedented clinical care competition due to the changing health care marketplace. The health care system will focus its services and investments to ensure that its current and strategic areas of strength are maintained, and that its linkages to the education and research communities are strengthened.

We will implement focused strategies to dramatically transform the quality, reliability, and usability of our information technology. The technology used by the joint enterprise must support ever more demanding needs to be cohesive, intuitive and highly accessible for patients, clinicians, researchers and students.

Recognizing that the strength of our joint efforts are founded on the talent and energy of our people, we will implement several initiatives designed to build and sustain faculty and staff vitality that drive our missions of innovative teaching, transformative research, and exceptional clinical care to become one of the nation's most distinguished academic health sciences center.

Cancer treatment, research, and training will take a strong, central place in our 2020 strategy. We will launch several key initiatives designed to strengthen the integration of all three mission areas, with the goal of improving the focus on personalized patient-centered cancer care and creating a cancer center that is capable of achieving recognition by the National Cancer Institute.



2014 – 2020 Strategic Goals

Education

- As a highly innovative, interprofessional community of students and educators, we will build a health care delivery and biomedical research workforce that makes a lasting impact on human health.

Research – Basic

- Continuing to be a leader in Massachusetts’ life science research, we will enhance the basic science enterprise and drive intellectual excitement, potential new therapies and long-term sustainability through the engine of discovery, with special focus on areas of existing world-class strength.

Research -Translational

- We will create a transformative research ecosystem that enables rapid development of products for clinical use, collaboration with the Clinical System as a laboratory for clinical and translational research, and partnerships with the community to drive improvements in individual and population health.

Health Care Delivery

- We will become the best academic health system in New England based on measures of patient safety, quality, cost, patient satisfaction, innovation, education and caregiver engagement.

2014 – 2020 Strategy Enabling Goals

Information Technology

- We will establish an information technology environment that enables the best care and patient experience, educates the finest caregivers and scientists and accelerates future therapies.

Talent



- We will attract, inspire and cultivate outstanding talent in science, medicine and healthcare to become one of the nation’s most distinguished academic health sciences centers

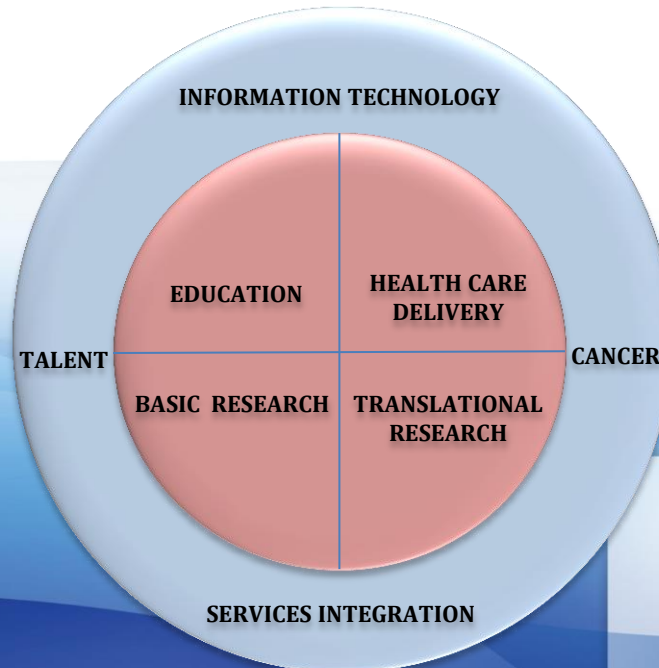
Cancer

- We will provide a high value ecosystem that maximizes opportunities and optimizes outcomes for our patients who seek prevention, treatments and cures for cancer, our trainees who seek to become experts in all aspects of cancer and our researchers who seek new knowledge for the prevention, treatment and cure of cancer.

Services Integration

- We will transform shared service operations to better serve and support mission based activities through alignment of purpose and integration of effort.

-  Strategic Goals
-  Strategy Enabling Goals



EDUCATION

As a highly innovative, interprofessional community of students and educators, we will build a health care delivery and biomedical research workforce that makes a lasting impact on human health.

Education is the most fundamental mission of any school. One of the greatest challenges surrounding the education mission is the need to anticipate the future demands of a discipline, in terms of the types of professionals needed, their mode of interaction in practice, and the nature of the process by which they learn. UMMS is dedicated to teaching physicians, nurses, other health care professionals, and biomedical scientists. Both health care and science are undergoing transformational change at the current time, which further exacerbates the challenge. UMMS has resolved to meet the challenge head-on, incorporating innovations in learning theory and anticipating the growing importance of interprofessional teams in both health care and biomedical science.

In our effort to expand collaborative learning experiences, the UMMS community has resolved to establish collaborative, interprofessional educational teams designed to leverage innovative models of team-based care to create the healthcare workforce of the future and to incorporate humanistic principles and promote ethical practices across educational experiences. Furthermore, we will expand training opportunities in basic, translational and clinical research for medical, nursing and graduate students, postdoctoral fellows, residents and faculty; and specifically create new mechanisms for training physician-scientists during the senior resident and fellowship years. Renewing our commitment to train a workforce that reflects the composition of those whom we serve, we will also promote student diversity and inclusion through new and enhanced pipeline programs and commit to explore and educate our learners about patient safety and quality of care including health care disparities.

Reaching out to learners in the most effective manner calls for us to implement innovative models for self-directed and experiential learning using evidence-based, data driven methods and curricula. The UMMS community intends to optimize the application of technology for both self-directed and experiential learning opportunities, and for implementing competency-based evaluation models. Innovation will also take the form of exploring 'big-data' systems for educational data tracking to support evidence-driven educational practice; expanding the portfolio of degree programs in graduate health sciences, including joint degrees; exploring innovative medical home models to serve vulnerable populations, including veterans and residents of Worcester; evaluating novel models for medical student clinical teaching, including the possibility of a longitudinal integrated clerkship; and developing programs and partnerships to enhance career preparation of graduate students and post-docs in the Graduate School of Biomedical Sciences.

Taken together these initiatives for interprofessional education and self-renewing, learner-centered innovation will put the UMMS educational community on course for a future state in 2020 that will be more collaborative, more effective, and more adaptable than has ever before existed here.

What we will do to achieve this goal:

- 1. We will expand collaborative learning experiences to advance patient-centered practice and research through interprofessional team-based learning.*
- 2. We will implement Innovative learning opportunities to expand self-directed and experiential learning using evidence-based data driven methods and curricula.*
- 3. We will evaluate and right-size the number of learners along the continuum and in each school, as well as the possibility of new affiliations or partnerships, expansion of degree programs in graduate health sciences and new health sciences schools at UMMS.*



RESEARCH - BASIC

Continuing to be a leader in Massachusetts' life science research, we will enhance the basic science enterprise and drive intellectual excitement, potential new therapies and long-term sustainability through the engine of discovery, with special focus on areas of existing world-class strength.

Recognizing that discovery is the engine that drives intellectual excitement, potential new therapies, and financial success, we will continue to enhance a basic science enterprise that is already world-class. Our overriding goal will be to ensure optimal productivity and impact of the basic science faculty, both in areas of current research strength and in new ground-breaking frontiers.

Meeting these challenges will require focused efforts in four areas. To confront the trend toward diminished financial resources, we will engage in robust development efforts, leverage interdisciplinary opportunities, and promote entrepreneurship by scientists at all levels. To broaden our research endeavors into an area that will enhance fundamental understandings of regulatory biology and human genetics while concurrently fostering our bioinformatics capabilities and interactions between basic and clinical researchers, we will establish a state-of-the-art cancer center. To ensure that the facilities available to our scientists are at the leading edge of technology, we will continue to invest in core facilities that comprise foundational assets of our research enterprise. To provide direct benefits to a society that so generously supports basic research, we will facilitate the translation of discovery into drugs, devices, biologics, and software systems that have clinical use and improve patient care. And, finally, to ensure a strong biomedical workforce well into the future, we will develop a more efficient, targeted approach to graduate and postdoctoral education that provides both the concrete tools and intellectual skills our trainees need to succeed in the diverse careers available to Ph.D. scientists.

Taken together, these efforts will position UMMS to continue to optimize the excellence and impact of our work well into the 2020s. With a more sustainable funding base and an ever-renewing pool of professional talent, our scientific community will continue to hold its place among the premier biomedical research institutions in the world.

What we will do to achieve this goal:

- 1. We will establish a diverse portfolio of resources that will greatly increase our funding base for basic research, doubling externally sponsored funding from industry and philanthropic organizations.*
- 2. We will make significant and continuous investment in basic science core facilities that reflects the size and scope of the research endeavor.*
- 3. We will collaborate with clinical translational researchers to transform our collective research into an ecosystem supporting the discovery and rapid development of products.*
- 4. We will develop a new approach to graduate and postdoctoral education that accelerates a transition to more quantitative science and prepares trainees for careers both within and beyond academia.*



RESEARCH - TRANSLATIONAL

We will create a transformative research ecosystem that enables rapid development of products for clinical use, collaboration with the clinical system as a laboratory for clinical and translational research, and partnerships with the community to drive improvements in individual and population health.

Clinical and translational research (CTR) is a pivotal part of the mission of our academic health center. A healthy, robust, and expanding CTR program generates knowledge and products that drive improvement in patient care and population health, and attracts patients who are seeking the best and most cutting-edge solutions.

By strengthening the joint CTR capabilities and capacities, we will motivate ideas and generate testable hypotheses that will objectively promote evidence based system improvement, and advance health care delivery and the health of the individuals and communities we serve.

UMMS has renowned scientific strengths in both basic and clinical/translational research. Capitalizing on these strengths, we will foster new collaborations to improve our understanding of the causes of human disease, and deploy this knowledge toward rapid development of products and systems to improve human health.

Our joint enterprise has a unique regional strength in its patient population in Central Massachusetts being truly representative of its region. As the health care reform progresses and Accountable Care Organizations become a more significant health care delivery mechanism, we will work in increasingly close collaboration with community organizations to define and to achieve targeted population health goals. Obvious targets are obesity, substance abuse, tobacco cessation and mental health. Shared data systems and platforms with these entities will greatly facilitate this work.

To achieve success, the CTR program will need to implement programs to enhance and improve training along a wide continuum, recruit and retain top talent, and adopt and exploit new information technologies to dramatically improve the bench to bedside lifecycle.

What we will do to achieve this goal:

- 1. We will capitalize on our scientific strengths to develop areas of strategic importance, including cancer prevention and treatment.*
- 2. We will collaborate with basic researchers to improve our understanding of disease and to transform our collective research into an ecosystem supporting the discovery and rapid development of products, with the specific goal of advancing at least 2-3 drugs, devices, or biologics through licensure or Phase 2 clinical trials by 2020.*
- 3. We will advance knowledge and attract infrastructure to UMMHC by focusing on specific research projects that produce generalizable knowledge about improving health care delivery.*
- 4. We will collaborate with community organizations to define and achieve population health goals.*
- 5. We will train a cadre of trans-disciplinary researchers who transform translational science.*
- 6. We will win renewal of the CTSA in 2015.*



HEALTH CARE DELIVERY

We will become the best academic health system in New England based on measures of patient safety, quality, cost, patient satisfaction, innovation, education and caregiver engagement.

The pace of change in how health care is delivered and paid continues to be a challenge to all health care systems, but the impact of these changes affects academic medical centers in particularly profound ways. For the first time in decades, the combination of significant payment reform and reductions in Federal funding for scientific research is forcing academic medical systems to closely examine their clinical approaches and to adopt new delivery frameworks. To achieve success in this period of dramatic change, the health care delivery system must be more focused than ever.

The new health care delivery marketplace is more focused than ever before on delivering the highest quality patient care in the most appropriate setting and in the most effective ways possible. Our patients deserve world class quality, access to care, and service which is the standard we must hold ourselves to moving forward. In addition, patients are also being channeled into delivery systems that deliver the greatest value. UMass Memorial Healthcare will focus on these joint requirements by adopting systems that strengthen personalized patient care in both general and specialized care areas, and by targeting our investments in those programs that will bring us international recognition and improve the overall health of the population we serve. By 2020 we will become a fully integrated delivery system that manages the overall cost and quality of care for the patients we serve. And, an efficient Information Technology Platform that integrates all of the clinical data for all of our patients will become the linchpin of our health care delivery system. We will engage everyone, every day in positioning our health system for the future by embracing innovation at all levels through our caregiver idea system and deliver on our promise to make UMass Memorial Health Care *the best place to give care and the best place to get care.*

Our health care delivery system must also recognize its crucial role in research and educational missions as part of an academic medical center. We must ensure that researchers can engage in a wide range of clinical trials, and that educators are able to utilize the clinical environment as a critical teaching component in the education of future clinicians. And we must be able to contribute clinical data to enhance the research and learning capabilities of the system. In addition to ensuring that we can provide the highest quality care, we will also continue to invest in our research and education missions.

Finally, we recognize that in order to achieve success, the health care delivery system must reinforce a culture of ownership by everyone at all levels; our managers must embrace the principles of servant leadership as caregivers work to provide extraordinary service to the patients we serve. Creating and strengthening a culture of excellence will energize the entire academic medical center, and act as a springboard for continued discovery, innovation, and improvement throughout the joint enterprise.

What we will do to achieve this goal:

1. *We will focus on delivering exceptional value to the patients we serve.*
2. *We will selectively invest in distinctive tertiary and quaternary service offerings.*
3. *We will increase our physical presence in the communities around Worcester, Massachusetts.*
4. *We will build our population health capabilities together with our School's population researchers and become a fully integrated delivery system.*
5. *We will become the best place to give care and the best place to get care.*



INFORMATION TECHNOLOGY

We will establish an information technology environment that enables the best care and patient experience, educates the finest caregivers and scientists and accelerates future therapies.

Information Technology, the foundation of how we capture, share, and best utilize data, is a major enabling feature of all modern organizations. For academic medical centers, high performing information technology is crucial for saving lives, making breakthrough scientific discoveries, and educating future generations of professional care-givers and scientists. Effective, dependable, fast and user-friendly technology is crucial to efficiently conducting all the support activities that allow its clinicians, scientists, students, educators, patients and administrators to fulfill core mission activities. For the joint enterprise at University of Massachusetts Medical School and UMass Memorial Healthcare, a high performing information technology environment must be available to all who need it in order for the enterprise to realize its most ambitious goals. In particular, our Information technology platform must be leveraged to engage patients in a population-health management model. By 2020, it is essential that this environment exists and thrives.

To create this environment will take enormous effort in the initial phase. Many of the most critical information technology systems used by the joint enterprise are aging, incompatible, and inadequate to support the needs of the various user communities. While we are fixing these major issues, we will need to do so with a clear eye on what our strategic objectives are. We will fix our current systems and adopt an “any door” approach with the new technologies that will give our stakeholders – our patients, students, faculty, scientists, and administrators – the data from any location in the enterprise. The adoption of this “any door” will not be an end-goal, it will need to be the basis for our selection and implementation of new technologies. All of this work must be done in a way that assures that the clinical system continues to meet its ethical and regulatory obligation to, above all else, protect patient information.

The successful adoption of new information technologies will also require new training approaches and methods to ensure that these technologies are optimally used. It will require expanded and enhanced engagement between technology experts and users to ensure that user needs, user scenarios, and user feedback are tightly woven into the new environment. And finally, it will require a new culture of ownership between users and information technology professionals at every level. This new culture will ensure that there is a continuous examination and improvement of information requirements and the refinement and replacement of essential technologies.

What we will do to achieve this goal:

- 1. We will seamlessly integrate our information across the continuum of care.*
- 2. We will use information technology to enhance patient engagement.*
- 3. We will act with a single mission and purpose in matters involving information technology.*
- 4. We will provide an intuitive interface to our information.*
- 5. We will use information technology to enhance transdisciplinary research and to provide seamless access to basic and clinical data for research.*



TALENT

We will attract, inspire and cultivate outstanding talent in science, medicine and healthcare to become one of the nation's most distinguished academic health sciences centers.

UMMS and UMMHC makes significant investments in its talent because it is our dedicated faculty and staff that drive organizational success. Success requires visionary leaders, exceptional talent at all levels, and the right strategies to keep that talent current, motivated, and focused. Attracting, retaining, and maximizing top talent is the result of a thoughtfully designed talent strategy.

Technological innovations, changes in clinical reimbursement, a more competitive research funding climate, and changes in expectations of balance between work and outside life have greatly affected faculty and staff work and satisfaction. The challenges facing academic medical centers in recruiting and retaining top talent require a portfolio of new strategies. Today's talent demand more flexible work environments, diverse career pathways, and an environment of innovation, integrity, and collaboration.

Our Talent Strategy seeks to drive organizational success by building the internal capacity to transform our organization and successfully respond to market changes and external factors that threaten our core missions. A unified, integrated portfolio of programs, policies and processes, as well as a functional, efficient information technology infrastructure must support a culture of high performance where teamwork, accountability, results and recognition are paramount.

We will build upon a strong talent foundation, and identify, assess and develop the leadership talent needed for success. We will enhance our faculty talent strength by attracting and retaining new top talent in support of our missions' short and long term goals. We will enable faculty and staff to achieve superior results through professional and leadership development. We will listen, communicate, and engage faculty and staff in complex problems and drive the behaviors among talent that lead to success—now and in the future. We will aggressively pursue a diverse faculty and staff talent pool as a strategy to achieve excellence. We will commit to continuous improvement and learning, and adopt mechanisms and systems that inspire faculty and staff to give their personal best in pursuit of individual and collective, academic and organizational accomplishments.

Our overarching goal is to build and sustain faculty and staff vitality in order to drive our missions of innovative teaching, transformative research, and exceptional clinical care to become one of the nation's most distinguished academic health sciences center.

What we will do to achieve this goal:

1. *We will build a culture that pursues and values a diverse workforce who experience inclusion, engagement, ownership and intellectual excitement.*
2. *We will create an integrated system for learning that expands the competencies of our people and addresses strategic needs of the organization.*
3. *We will establish mechanisms to provide necessary resources for clinical faculty to pursue academic work and scholarship, seed and accelerate the success of innovators, and invigorate mid-career faculty to diversify, expand, or develop a new, successful focus.*
4. *We will value and recognize academic achievements in all mission areas by creating pathways for clinician investigators and clinician educators to achieve tenure, and promotional tracks that recognize the value of team science, as well as clinical, educational, and community-based scholarship.*
5. *We will develop financially viable reward and recognition systems that ensure compensation equity and increase our ability to attract and retain top talent.*
6. *We will transform the performance review process from a retrospective evaluation to a proactive career development planning process linked to an integrated system for learning.*
7. *We will engage and empower units and teams to identify and solve problems across the missions and to continuously improve the way we operate.*
8. *We will expand opportunities for intellectual exchange and collaborative alignments between scientists, clinicians and educators, and across the joint enterprise to bridge cultural differences and strengthen our collective synergies.*



CANCER

We will provide a high-value ecosystem that maximizes opportunities and optimizes outcomes for our patients who seek prevention, treatments and cures for cancer, our trainees who seek to become experts in all aspects of cancer and our researchers who seek new knowledge for the prevention, treatment and cure of cancer.

Cancer treatment, research, and education have never been more interconnected than they are today, with the demand for even greater integration in the foreseeable future. The dramatic changes in how patient care services are delivered, affected significantly by changing payment reimbursement requirements and substantial changes in Federal research investment priorities, put more pressure on the joint enterprise to focus on key priorities.

To be successful, cancer care delivery and research must involve every clinical and basic science department in the medical school and health care system. Our focus in the next five years is to be a modern cancer center with the capacity to deliver outstanding personalized clinical care using advanced genomic analysis of individual tumors and individualized treatment technologies in surgery, radiation therapy, and medical oncology, and with systems to expand clinical trials and drug development. To achieve these goals, we will more fully organize the cancer program around existing strength areas, such as immunology, RNA biology, novel models for analysis of tumor biology, population science, and translational science infrastructures for modern clinical care and clinical trials development. Through integration and enhanced collaboration, the cancer program will be best positioned to provide education to highly talented trainees at both the undergraduate and post graduate level.

This approach will require collaborations and partnerships with other organizations outside of the joint system, matching our outstanding areas of recognized strengths with the strengths of our collaborators and partners to more effectively and efficiently accelerate both the delivery of care and the advancement of care practices through clinical trials. There are multiple strengths in the cancer care and basic science community at the University of Massachusetts. Our clinical services providing disease-based care are well established in the Worcester and surrounding communities, with many functioning in the multidisciplinary format now mandatory for modern patient care. The strengths in basic science are aligned with the cancer mission and population science, including pediatrics. University of Massachusetts Medical School is developing strength in clinical trials infrastructure that will allow clinical trials, first in human studies and preclinical drug development, to function at an enterprise level. There are existing strengths in basic science, modern genomics and proteomics that can be developed into an enterprise function essential for the personalized cancer care. The current strengths within the school, coupled with both existing and developing strengths of the clinical system, can be harmonized to move the cancer center operation forward to a level that qualify our program for NCI cancer center status.

What we will do to achieve this goal:

- 1. We will establish a cancer program qualified to achieve NCI designation and to be the destination of choice for outstanding multi-disciplinary and disease-based oncology clinical care for adult and pediatric patients in Central Massachusetts and New England.*
- 2. We will achieve significant gains in investigator initiated clinical trials and early drug development through strengthened collaboration and partnering with basic science and clinical science investigators .*
- 3. We will expand patient enrollment in clinical trials, the clinical research portfolio of first in man phase one clinical research studies, and the availability of clinical trials at all UMass Memorial cancer treatment sites.*
- 4. We will strengthen and expand outstanding training programs for pre-doctoral and postdoctoral PhD trainees and clinical residents/fellows by incorporating cutting edge technologies and fostering robust interactions between basic/translational scientists and the clinical system.*
- 5. We will maximize the impact of clinical and research data on patient care and translational research by establishing a fully integrated oncology informatics network.*



Services Integration

We will transform shared service operations to better serve and support mission based activities through alignment of purpose and integration of effort.

Academic Medical Centers have never been under greater pressure than they are today to operate in the most efficient manner possible. The changes in how patient care is delivered and paid for, the demands for researchers and scientists to have the most modern facilities, and the need for educators to have teaching environments that allow them to train students in the most up-to-date and competitive environments are all converging today and are expected to continue into the foreseeable future. Academic Medical Centers must do everything possible to make their management and administrative systems as lean as possible in order to contribute the most to their mission activities.

The Service Integration initiative will focus attention on the need to identify and implement changes throughout the joint enterprise that ensure that support services can be provided in the most effective and efficient way possible. These initiatives will seek to eliminate all unnecessary services and practices that hinder our faculty and staff from performing their mission-based activities. The initiative will seek to adopt new systems and practices that allow the joint enterprise to act as much as possible as a single operational entity. The initiative will also focus on creating an environment that makes it easy for patients to get access to the services they need, for faculty and staff to more easily use the facilities they need to achieve their objectives, and for operations staff to fulfill their responsibilities to our customers and clients.

With changes to the environment happening quickly, the initiatives needed to streamline our services and practices must also happen quickly. We will leverage this urgency to drive our transformation activities, and expect that this will drive us to identify and adopt a number of innovative approaches and practices

What we will do to achieve this goal:

- 1. We will significantly improve the quality, efficiency, consistency and cost of administrative operations.*
- 2. We will focus on creation of a “joint venture” approach to connecting service functions.*
- 3. We will significantly improve faculty and staff satisfaction through a unified service structure that enhances focus on the core missions.*
- 4. We will complete at least one major service transformation within 18 months.*

