

The UMass Academic Health Sciences Center Strategic Plan (2015 – 2020)

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:

- leverage our primary care education program to drive the future of integrated care delivery;
- achieve excellence in the practice of safe, equitable and high-quality care;
- design and implement innovative interprofessional educational methods to train our learners to function as effective patient-centered health care and research teams;
- educate the next generation of outstanding leaders in health care;
- promote and invest in basic science discoveries that will transform the practice of medicine;
- catalyze the translation of discoveries to improve patient outcomes and address the root causes of poor health; and
- leverage the power of partnerships to improve the health and wellness of the communities we serve.

Values: As a combined enterprise, we value:

- improving health and enhancing access to care;
- achieving the highest quality standards in patient care, patient satisfaction, education, and research;
- collegiality as we work for the common good;
- integrity in decision making and being held to the highest ethical standards;
- a welcoming, inclusive and diverse environment characterized by mutual respect, professional courtesy and cultural competency;
- academic opportunity and scholarship through high-quality, affordable educational programs for physicians, nurses, advanced practitioners, researchers, and educators;

- innovations in health care delivery and scientific discovery that enhance our understanding of the causes of human disease, drive the development of products and treatments and elevate the human condition; and
- engagement with community organizations, government and other institutions to improve community health.

UMass Strategic Planning - Background and Context

- The UMass Academic Health Sciences Center is comprised of UMass Medical School and UMass Memorial Medical Center. Given the historical linkages, mission alignment, operational synergies and shared destiny between UMass Medical School (UMMS) and UMass Memorial Health Care (UMMHC), the success of one entity is directly and inextricably dependent upon the success of the other. As a result, UMMS and UMMHC have come together to take part in two overarching strategic planning processes, the first of which occurred in 20089, and the second concluded in 2014.
- The current joint strategic plan for the UMass Academic Health Sciences Center is referred to as the “UMass 2020 Vision” and was formally launched in early 2015. The plan has a five-year horizon and officially concludes in 2020.
- The purpose of the UMass Academic Health Sciences Center Joint Strategic Plan is to foster collaborative efforts between UMMS and UMMHC, which are of critical importance to the success of both organizations given the significant external conditions that have impacted and continue to challenge the education, research and healthcare delivery mission areas. Those conditions include: declining federal support for biomedical research; national health care reform efforts; and Medicaid and Medicare funding changes and investment in graduate medical education, among others.

UMass Vision 2020 – Process

- The Vision 2020 strategic planning process launched in Academic Year 2013 – 2014 and formally concluded with the dissemination of the final strategic plan in December 2014.
- UMass Medical School Chancellor, Dr. Michael F. Collins, and UMass Memorial Health Care President & CEO, Dr. Eric Dickson co-led the joint strategic planning process, which was inclusive, deliberative, transparent and comprehensive.

- A Strategic Planning Stewardship Group, co-chaired by Drs. Collins and Dickson, was charged with oversight of and responsibility for the planning effort. The group of approximately twenty senior leaders from the medical school and clinical system was carefully constituted to ensure that there existed diverse, complementary and broad expertise and experiences among the membership.
- The Stewardship Group convened regularly to support and shape the planning process, to design the work plan and structure, to organize the planning retreat, to draft the framework for the new planning document and to contribute to the implementation effort.
- The Stewardship Group also coordinated and drove the efforts of a number of strategic plan work groups that were established to better streamline and facilitate the work effort. While the number and thematic focus areas of the work groups evolved somewhat during the process, the three foundational missions areas common to all medical schools/academic medical centers—education, research and health care delivery—were emphasized from start to finish.
- In November 2013, Chancellor Collins and Dr. Dickson hosted an offsite strategic planning retreat, in which seventy-five leaders from the medical school and clinical system participated. As a result of the feedback received during the retreat, the structure of the planning process took greater shape. Four work groups were established to delve deeper into the main mission areas. Those work groups focused on education, basic science research, translational research and health care delivery. Another four work groups concentrated on areas that directly impact the overarching mission areas. Those work groups prioritized information technology, talent, cancer and services integration. A second half day retreat occurred in late January 2014 to ensure that there was alignment among leadership regarding strategic goals. A third and final half day retreat took place in May 2014, during which the initial framework of the strategic plan was reviewed and endorsed.
- The Vision 2020 document was substantially completed near the end of the 2013 – 2014 Academic Year. The draft report was disseminated first to the Stewardship Group; then to the retreat participants; and finally to the medical school and medical center communities. At each stage, feedback was requested and further revisions were incorporated into the document.
- Many key campus constituencies were involved and engaged in the process, including: the leadership of both UMMS and UMMHC; academic department chairs; center, program and institute directors; senior mission leaders; and faculty

governance committees. In addition, the planning process benefitted from the input of many diverse stakeholders, both internal and external to the medical school. For example, both the University and UMass Memorial Health Care Boards provided input/direction to the process, as did the UMass System-wide Life Sciences Task Force (2014), which was chaired by Chancellor Collins.

- The final strategic plan approved by Chancellor Collins and Dr. Dickson was disseminated to the UMMS and UMMHC communities in December 2015. The plan includes eight goals in total: four overarching strategic goals in education, basic science research, translational research and health care delivery; and four strategy enabling goals in information technology, talent, cancer and shared services.
- The final version of the joint strategic plan can be found here: [Vision 2020 Joint Strategic Plan](#).

Implementation

- Given dynamic nature of the environment in which UMMS and UMMHC operate, (health care delivery system; research intensive medical schools; primary care education; and underserved areas for medical services), the plan was structured so as to respond to changes impacting our mission areas. In other words, it was envisioned to be a living document. Key standing committees such as the UMMS/UMMHC Joint Executives, the Chancellor's Executive Leadership Group and the Chancellor's Strategic Advisory Committee, as well as the UMMS Chairs Council, were tasked with collating, assessing and, if required, re-directing implementation efforts if external conditions dictated a change in strategy.
- UMMS and UMMHC leadership have been using the eight goals highlighted in the joint strategic plan as a blueprint from which to manage the organizations' strategic direction. Each of the eight goals includes a series of outcome measures to help UMMS and UMMHC align institutional priorities to the strategic goals.
- UMMS has taken the lead on implementing the education and research goals, while UMMHC has taken responsibility for the health care delivery goal. Both UMMS and UMMHC have collaborated on the strategy enabling goals focused on information technology, talent, cancer and shared services.
- The Chancellor's Office has developed a Vision 2020 implementation grid that tracks outcomes for each of the goals on an annual basis. UMMS senior leadership align yearly individual and team-based goals to the overarching strategic goals to ensure

their efforts are consistent with the broader direction of the institution. Each individual or departmental goal for a given year must tie directly to one of the eight strategic goals.

- In Academic Year 2015 – 2016, UMMS convened two mission groups focused on education and research. The charge to the Education and Research Mission Groups was to develop actionable implementation plans for the education and research strategic goals.
- The Education Mission Group concentrated on the future of education at UMMS. Areas of emphasis included: the creative use of simulation; interprofessional education; and curricular offerings.
- The Research Mission Group delved deeper into specific research areas such as basic science, translational science, commercialization, cancer and research training.
- It is important to note that the work of both mission groups help to inform the priorities of the UMMS Comprehensive Capital Campaign, called “Pathways to Promise.”