WHY A STRATEGY REFRESH?

Health care is undergoing rapid and profound change. We at University of Utah Health need to ensure that changes improve the lives of people we serve. It is wisest for us, then, to anticipate changes and position ourselves to nimbly improve and grow. Drawing on our remarkable past and a successful present for University of Utah Health, a thoughtful update to our strategic roadmap is now needed to ensure we continue to excel in our missions and maneuver forthcoming changes to new positions of strength and achievement.

To that end, the university comes together as a community with renewed vision and the human talent needed for our institution to navigate an increasingly complex and dynamic landscape. Under the direction of President Ruth Watkins and Senior Vice President Dan Reed, the University of Utah has refreshed its strategy to address Utah’s growing and changing demographics, adapt to 21st-century workforce needs, enhance lifelong education opportunities, and find new ways to leverage unique strengths of the University of Utah.

One key to leveraging our unique university strengths is collaborating with one another. We seek to ensure great alignment and to foster new synergies across the University of Utah and University of Utah Health.

The pursuit of greater alignment and new synergies has helped organize strategy refresh work at University of Utah Health. Throughout 2019, dozens of University of Utah Health leaders, faculty, and team members together identified steps for us to take to better care for the communities and people we serve, advance discovery and education, and ensure that all who belong to the University of Utah Health are thriving in their careers.

We can be incredibly proud of the great work accomplished and the outcomes achieved over the past decade. In fact, because of our successes and momentum, we are well-positioned to further elevate University of Utah Health and extend our influence and value across the region, nation and world.

The Strategy Refresh materials found in this document and elsewhere summarize the great work ahead, starting now and continuing through 2025. All of us will contribute. All of us will need to answer how we are changing for the better, what outcomes we aim to achieve by the year 2025, and what steps we will take in 2020 to get started.

As you and your team read and discuss, think of how the themes, principles, and aims apply to your daily work. How do the strategies of your team need to evolve in order to compliment the roadmap presented here? Only by aligning to the same guiding principles and sharing our activities with one another can we fully realize our mission to advance health and realize the full potential we have at the University of Utah and University of Utah Health.

Michael Good
Senior Vice President, Health Sciences
University of Utah
STRONG ALIGNMENT

Strategy refresh work completed concurrently by the University of Utah and University of Utah Health has fostered greater alignment of our strategies. Progress and success in one strategy directly reinforces and strengthens the other.

Red text = Direct thematic synergy between University of Utah Strategy Refresh and University of Utah Health Strategy Refresh.
2015–2019 STRATEGY

HOW WE CHANGED

ADVANCING HEALTH. University of Utah Health has firmly established itself as one of the nation’s highest-value academic medical centers; an absolute leader in quality, safety, and patient care.

COMPLETE HEALTH SYSTEM. Investments in University Hospital have increased on-campus capacity and modernized our facilities. Patient-centered, multispecialty health centers throughout the Wasatch Front have made our high-value care accessible to new patients and communities. There are now more than 2,000 U of U Health providers caring for people throughout Utah, and we have doubled the number of people for whom we help care.

ACTIVE PARTNER. Affiliations with dozens of regional partners have brought U of U Health providers to rural communities and strengthened the clinical expertise available to underserved groups throughout the region.

VALUED RESOURCE. We continue to thrive as Utah’s home for health education and scientific discovery. Each year, we train more than 1,300 health care professionals who staff hospitals and clinics throughout the Mountain West. From 2015 to 2019, U of U Health increased its research funding by 50%. We now contribute $391M to Utah’s economy annually. Our ever-growing investments in science improve population health and create innovations, technologies, and businesses that benefit all of Utah.

HOW HEALTH CARE CHANGED

HEALTH OUTCOME CONCERNS. More people now have insurance access to health care, yet disadvantaged groups remain underserved and are experiencing declining health. Mental health needs are escalating and are poorly met for nearly all groups. Chronic conditions including diabetes, heart failure, and asthma are increasingly prevalent. Going forward, the state of Utah will need to manage the health of a rapidly growing, aging, and increasingly diverse population.1

AFFORDABILITY ISSUES. Consolidation in health care has resulted in cost increases that are shouldered by employers, patients, and families who are concerned about getting less despite paying more.2 Utah, in fact, has lately had the nation’s steepest decline in health care competition and the fourth highest increase in health care costs.3,4

CONSUMERS AND DIGITAL TOOLS. Health care is actively incorporating consumer concepts such as convenience and experience into services as well as incorporating new technologies and information streams. New companies and partnerships are quickly forming around such concepts.

THE CHANGE NOW NEEDED

DEEPER TIES. To fully advance the health of all we serve, we must establish “deeper ties” and take direct accountability for our choices and the outcomes—health, financial, and otherwise—that they produce. Communities, partners, and our people make us who we are. We are completely invested in their health, wellness, and success.

NEW SOLUTIONS. Deeper ties require innovation on our part. We need to reimagine our work and scale our amazing care over distance and meet ever-growing demand in sustainable fashion.

UNITED ORGANIZATIONAL EXCELLENCE. Direct accountability and continual innovation require us to work more closely with one another. We must mobilize quickly to address challenges, being decisive and nimble as new opportunities emerge.

We also need change to be sustainable and rewarding for our exceptional workforce by fostering a supportive professional community where our employees are heard and respected and remain motivated to do their best work each day. We must work selflessly to help one another succeed.

REFERENCES

3. American Medical Association (2019). 10 States where Health Insurance Competition has Fallen the Most
University of Utah Health’s Strategy Refresh 2020–2025 directly addresses today’s most foundational health care needs.

<table>
<thead>
<tr>
<th>THE NEED</th>
<th>OUR RESPONSE</th>
<th>WHAT IT MEANS</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEEPER TIES</td>
<td>One U</td>
<td>We create our highest value working as one team: One U. We make changes together to deliver ever-increasing value and to reach our full potential. Our shared governance emphasizes and incentivizes the creation of value.</td>
</tr>
<tr>
<td>NEW SOLUTIONS</td>
<td>Serve Communities &amp; The Region</td>
<td>As the preeminent university and health system in the Mountain West, we enthusiastically embrace our responsibility to use our diverse intellectual, economic, and health resources for the good of all.</td>
</tr>
<tr>
<td>ORGANIZATIONAL EXCELLENCE</td>
<td>Education</td>
<td>We elevate the influence of teaching and training through our strong education community. Active collaboration and engagement build student knowledge and skill and prepare them to lead in a rapidly changing world.</td>
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<tr>
<td></td>
<td>Innovate Care</td>
<td>We improve health by advancing biomedical discoveries, innovation, and health care practices. Weaving discovery through all we do amplifies the impact and pace of our combined work and further differentiates us as a leading academic health system.</td>
</tr>
<tr>
<td></td>
<td>Accountable for Outcomes</td>
<td>We continually reimagine and innovate our unmatched care to make it even better for patients and providers. Our unique approach makes us the health system patients prefer and the place providers stay for their careers.</td>
</tr>
</tbody>
</table>

Together as One U, we serve communities and the region, lead education and discovery, and innovate care accountable for outcomes.
HOW WE ARE ADVANCING

We are a high performing health system and university. We create our highest value when we work together. Rapid changes in the environment require that we make decisions quickly and act nimbly. We will organize to create new value, solve grand challenges, and reach our full potential as an integrated, high-performing organization. Shared governance will help us make correct decisions and carry them out together. We will listen to our patients and employees to gain knowledge from the point of care. As one university, we are both the University of Utah and the University for Utah, achieving excellence in our missions, ensuring vitality for Utah and the region, and serving as a model for the nation.

OUTCOMES WE SEEK FOR 2025

- University of Utah and University of Utah Health work together to achieve excellence in our missions, ensure vitality for Utah and the region, and serve as model for the nation
- We have an organizational structure and decision-making processes that ensure system-level plans are well-communicated and understood
- We are regarded as a premier health system where employees are respected, motivated, and have ample career development opportunities
- We actively value equity, diversity, and inclusion and see the reflection and impact of these values at all levels of the organization
- We understand our shared missions, values, and strategy and embrace the essential roles that we and our teams play

OUR DIRECTED STEPS IN 2020

DEEPER TIES
1. Extend Center for Medical Innovation to South Korea campus
2. Enter new partnerships with diverse community leaders
3. Refine our community emergency and crisis response protocols
4. Strengthen plan to retain and recruit diverse faculty

NEW SOLUTIONS
1. Launch professional well-being collaborative workgroup
2. Launch Dream Up pilot promoting rural employment
3. Manage clinical strategy refresh steps at COVID Finance and Operations Response Team and SVP Executive Team
4. Create scholarship/pipeline, plan for underrepresented students

ORGANIZATIONAL EXCELLENCE
1. Expand Home for Dinner project to additional providers
2. Improve utilization of resilience and decompression resources
3. Increase shared understanding and trust among senior leadership teams
4. Publish and promote strategy refresh materials across the organization
SERVE COMMUNITIES AND THE REGION

HOW WE ARE ADVANCING
SERVICE • ENGAGEMENT • MISSION DRIVEN

University of Utah Health is here to serve Utah and the Mountain West as care providers, educators, researchers, partners, advocates, and more. We are an anchor institution in our community. We will further the impact of our work in these roles by connecting our efforts and prioritizing service to communities and people. Service is foundational to our mission to advance health. Communities, partners, and people make us who we are, and we are fully invested in their health, wellness, and success.

OUTCOMES WE SEEK FOR 2025

Utahns who seek care from University of Utah Health have easy and direct access to our services
Access to and the quality of mental health services are materially improved statewide, and the mental health of Utah’s population is better than it is today
We provide clear, science-supported policy recommendations on public health needs such as air quality, opioids, and diabetes
Veterans readily access University of Utah Health through our strong partnership with the Veterans Health Administration
Health needs in rural communities are fully addressed through our partnerships, on-site outreach, and telehealth services

OUR DIRECTED STEPS IN 2020

DEEPER TIES
1 Place services in Tooele in partnership with Mtn. West Medical
2 With VA, provide specialty care for veterans in South Jordan
3 Enhance mental health services in Summit County
4 Create provider staffing plan for Primary Children’s campus in Utah County
5 Increase mental health screenings and services for college students

NEW SOLUTIONS
1 Increase downloads and utilization of SafeUT app
2 Prepare and coordinate transition to 3-digit crisis line in Utah
3 Launch mental health certificate program for rural Utah providers
4 Increase access to psychiatric consults for patients of our maternal and primary care providers
5 Start and strengthen engagements with local community stakeholders

ORGANIZATIONAL EXCELLENCE
1 Develop and publish a registry of all our community engagements
2 Recruit chair and new faculty to our psychiatry department
3 Extend study of trends in prenatal exposure rates to recreational drugs
4 Launch initiatives for Huntsman Mental Health Institute
5 Adopt one or more Healthcare Anchor Network initiatives
EDUCATION

HOW WE ARE ADVANCING
COLLABORATIVE • INNOVATIVE • EXCEPTIONAL

We are driven by a central vision of an exceptional educational experience for all students across all University of Utah Health colleges and schools. Through collaboration and a strong education community, we build student knowledge, skills, and attitudes. We strive for educational impact and transformation. Our educational programs actively engage communities, help address their needs, and prepare students to thrive in real-world environments. We train tomorrow’s health care experts and leaders to succeed in a rapidly changing world.

OUTCOMES WE SEEK FOR 2025

We capitalize on the strength of our campus and health system, collaborating to become a model for interprofessional education and practice

Our students receive a world-class education, as evidenced by post-graduation success and national acclaim for our faculty and programs

We work together synergistically to advance education technology and innovate in teaching methodology

We retain and recruit students and faculty from diverse and historically underrepresented groups in a culture of belonging, inclusion, and success

We foster educational impact and growth through state-of-the-art education spaces, infrastructure, and effective and efficient management

OUR DIRECTED STEPS IN 2020

DEEPER TIES
1 Convene U of U Health education leaders in a Health Sciences Education Executive Council
2 Identify and create a training plan for a common competency for all U of U Health students
3 Identify and implement best practices in diversity, equity, and inclusion related to education
4 Elucidate what constitutes an exceptional faculty experience
5 Partner with advancement to strengthen ties with donors

NEW SOLUTIONS
1 Survey U of U Health learners to understand what constitutes an exceptional education experience
2 Create coaching program for educational excellence
3 Expand the virtual reality team to create innovative skills-based education tools
4 Pilot new strategies for increasing outpatient clinical placements for our learners
5 Launch Journal of the Academy of Health Sciences Educators

ORGANIZATIONAL EXCELLENCE
1 Convene experiential learning working group to coordinate and enhance efforts
2 Define metrics for distinction in education
3 Build effective approaches for communication and dissemination of education goals and strategies
4 Promote educators based on educational achievements
5 Develop an educational space and infrastructure plan
DISCOVERY

HOW WE ARE ADVANCING

EXCELLENCE ACROSS THE RESEARCH SPECTRUM

We improve human health for all by advancing biomedical discoveries, innovation, and health care practices. Weaving discovery through all we do amplifies the impact and pace of our combined work and further differentiates us as a leading academic health system.

DEEPER TIES
1. Grow and strengthen our major areas of excellence
2. Grow extramural research funding, emphasizing collaborative grants
3. Strengthen our research philanthropy planning and activities
4. Advance our local research partnerships
5. Expand intra-campus collaborations and initiatives, including air quality and data science

NEW SOLUTIONS
1. Initiate planning and identify funding for new research buildings
2. Finalize plan for Clinical and Translational Science Institute
3. Launch first projects in Therapeutics Accelerator
4. Develop financing plan to support interdisciplinary collaborations
5. Strengthen cutting-edge research technologies in core services

ORGANIZATIONAL EXCELLENCE
1. Optimize use of our existing research space
2. Finish plan for institution-wide departmental support of mentorship
3. Retain and develop successful researchers
4. Strengthen efforts to recruit diverse faculty and trainees
5. Initiate oversight structure to strengthen excellence in graduate and postdoctoral training

OUTCOMES WE SEEK FOR 2025

Our transformative science improves human health and distinguishes the university through research funding, national recognition, and national rankings.

Well-planned, state-of-the-art research spaces and instrumentation place our researchers on the cutting-edge of discovery and innovation.

Diverse faculty, graduate trainees, and student body advance their careers through exceptional training, mentorship, and opportunities for career development.

A culture of collaboration knits our health sciences research community together and fosters innovative team science that accelerates breakthrough discoveries.

Financial structures and conscientious stewardship of research funds incentivize activities that align with our research mission, values, and goals.
**INNOVATING CARE**

**HOW WE ARE ADVANCING**

**PATIENT FOCUSED • ACCESSIBLE • PROVIDER FRIENDLY**

We tailor services to the specific needs of each patient and seamlessly move them through our health system. Care is sensitive to patient time and money and is available close to (or at) home with little to no wait. Routine care is often handled virtually on-demand. Growth is sustainable for providers. Care roles are top-of-license and team-based. Diverse, talented professionals come here and stay for their careers.

**OUTCOMES WE SEEK FOR 2025**

University of Utah Health continues to add fully-staffed, resourced, and utilized multispecialty health center serving Utah

Patients seamlessly flow across our care programs, all of which are supported by adaptable and nimble value-adding services weaved throughout our health system

Care models ensure University of Utah Health providers spend almost all clinical time in direct patient care and eliminate low-value and wasteful activities

Established patients can easily access care when needed; new patients can access our service within a few days

Our care is available in the places people naturally find themselves—in their communities, homes, work, and on smart devices

A digital platform brings our system together and makes it easy for new and established patients to schedule care and communicate with University of Utah Health

Our care delivery innovations are strengthened by and enhance our excellence across the research spectrum

**OUR DIRECTED STEPS IN 2020**

**DEEPER TIES**
1. Finalize plan for next ambulatory expansion(s)
2. Start remote monitoring of high-risk UUHP enrollees
3. Begin construction on clinic in Elko
4. Finalize terms and nurture our formalized CNS relationship

**NEW SOLUTIONS**
1. Extend virtual follow-up visits to all procedural services
2. Complete seamless PCP-specialist handoff pilot at Farmington
3. Refine and expand Project Core e-consultations
4. Plan the next phase of our destination care programs
5. Launch a digital accelerator group to evaluate new technologies

**ORGANIZATIONAL EXCELLENCE**
1. Reconfigure organization reporting structure to optimize innovation efforts
2. Finish design and implement care team impact study at Sugar House
3. Assess results of care team pilot in our gastrointestinal clinic
4. Improve timely accommodation of urgent care referrals
5. Complete plan for on-campus space and capacity management
ACCOUNTABLE FOR OUTCOMES

HOW WE ARE ADVANCING
VALUE • EXPERIENCE • POPULATION HEALTH

University of Utah Health is firmly established as one of the nation’s highest value academic health centers, a top performer in quality, safety, and caring. We seek the next phase of our ambition: becoming directly accountable for our choices and their outcomes.

OUTCOMES WE SEEK FOR 2025

We are accountable for health care outcomes and costs

Our providers thrive while improving outcomes for patients and populations

Employers regard us as an effective partner who improves the health of their employees and families

We successfully manage chronic disease (e.g., diabetes, CHF, and COPD) in longitudinal, value-based payment care programs

We measure and publish patient health outcomes achieved at University of Utah Health, making it easy to determine our safety, quality, and value

OUR DIRECTED STEPS IN 2020

DEEPER TIES
1 Increase enrollment in our diabetes prevention service through new screening and EHR tools
2 Work with patients with chronic conditions to learn how to better coordinate care for them
3 Work with insurers on shared quality and accountability initiatives
4 Expand health coaching to more patients with chronic conditions

NEW SOLUTIONS
1 Develop a population health service with employers, including our Silicon Slopes partners
2 Pilot point-of-care integration of our patient reported outcomes
3 Launch our Medicare Advantage plan
4 Pilot care plans for our primary care patients identified with depression

ORGANIZATIONAL EXCELLENCE
1 Finalize an integrated, comprehensive care plan for patients with elevated socioeconomic and clinical risks
2 Improve timely access for referrals and reduce internal referrals sent outside University of Utah Health
3 Deploy our patient-centric dashboard to help make it easier to be a patient at University of Utah Health
4 Deploy our practice-centric dashboard to help optimize growth of our departments
5 Increase online scheduling of appointments
Together as One U, we serve communities and the region, lead education and discovery, and innovate care accountable for outcomes.

Communities, partners, and people make us who we are, and we are fully invested in their health, wellness, and success.