STRATEGY 2025

HEALTH UNIVERSITY OF UTAH
WHY A STRATEGY FOR 2025?

Health care is undergoing rapid and profound changes. We at University of Utah Health need to ensure that changes improve the lives of people we serve. It is wisest for us 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 road map 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 Former 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 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 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 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 2022 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 complement the road map presented here? Only by aligning to the same guiding principles and sharing our activities with one another can we 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, MD
Senior Vice President for Health Sciences
University of Utah Health
Concurrent strategy refresh work across campus has fostered greater strategic alignment.

1. Meet students where they are
2. Prepare students for a dynamic workforce
3. Strengthen the on-campus experience

1. Solve grand challenges of our time
2. Create structural changes to build capacity for One U success
3. Enhance career development opportunities

1. Go to our community
2. Develop and strengthen partnerships
3. Strategic marketing, branding, and community presence

1. Meet needs in growing areas of Utah
2. Improve resource stewardship
3. Improve and increase marketing
4. Invest in people
5. Operational efficiency

1. Provide exceptional education
2. Collaborate across the university
3. Innovate and advance technology
4. Attract diverse students and faculty
5. Foster a mentorship culture

1. Make it easier to become and better to be a U of U Health patient
2. Make it better to be a U of U Health provider
3. Virtualize and scale care
4. Develop our digital platform

1. Take direct accountability for health outcomes
2. Partner with employers to improve health
3. Manage chronic disease in new models
4. Measure and share our health outcomes

Red text = Direct thematic synergy between University of Utah Strategy Refresh and University of Utah Health Strategy 2025
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, multi-specialty 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 a 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
Together as One U, we serve communities and the region, advance equity, diversity, and inclusion, lead education and discovery, and innovate care accountable for outcomes.

**THE NEED**

- Deeper Ties
  - with people we serve to solve increasingly complex health challenges

- New Solutions
  - to transform the value and outcomes of health care for all people

- Organizational Excellence
  - to ensure we achieve our missions and sustainably reach our full potential

**OUR RESPONSE**

- One U
  - 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.

- Serve Communities & the Region
  - 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.

- Equity, Diversity & Inclusion
  - We eradicate sexism, racism, and bias to enable health equity in our community and equity, diversity, and inclusion in our institution.

- Education
  - 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.

- Discovery
  - 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.

- Innovate Care
  - 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.

- Accountable for Outcomes
  - University of Utah Health is firmly established as one of the nation’s highest-value academic health centers. We seek to further differentiate our value as a national leader in care that is accountable for outcomes.
HOW WE ARE ADVANCING

ONE U

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

- We are regarded as a premier health system where employees are respected, motivated, and have ample career development opportunities
- 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 understand our shared missions, values, and strategy and embrace the essential roles that we and our teams play
- We see the reflection and impact of our values for equity, diversity, and inclusion at all levels of the organization
- We have an organizational structure and decision-making processes that ensure system-level plans are well-communicated and understood

OUR DIRECTED STEPS IN 2022

DEEPER TIES
1. Craft and implement practices to consistently co-feature University of Utah and University of Utah Health in each other’s communications
2. In partnership with U of U President’s Cabinet, articulate a shared One U research agenda focused on community health needs

NEW SOLUTIONS
1. Use a One U governance structure, incorporating all university missions and community voices, to make shared decisions for West Valley programming
2. Create workforce development plans for West Valley with early enrollments no later than 2023
3. Design and begin implementation of a population health initiative that creates value for U of U and U of U Health employees

ORGANIZATIONAL EXCELLENCE
1. Improve communication models to clarify organizational structures and decision-making processes
2. Develop and implement a One U organizational structure and approach to fundraising
3. Support a One U approach to improving child care for university employees
4. Initiate pursuit of achieving distinction as a National Magnet Hospital for nursing
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

We provide clear, science-supported policy recommendations on public health needs such as air quality, opioids, and diabetes

Health needs in rural communities are fully addressed through our partnerships, on-site outreach, and telehealth 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

Veterans readily access University of Utah Health through our strong partnership with the Veterans Health Administration

Utahns who seek care from University of Utah Health have easy and direct access to our services

OUR DIRECTED STEPS IN 2022

DEEPER TIES

1. Expand the language accessibility of patient health information, portals (e.g., MyChart), and support services (e.g., insurance help)
2. Expand access to virtual mental health services, including the SafeUT app and HMHI’s CALL UP program
3. Strengthen relationships in regional communities that look to U of U Health for services, including Cache and Tooele Counties

NEW SOLUTIONS

1. Strengthen U of U Health’s commitment to environmental and sustainability efforts and measure our impact on community health
2. Participate in and support the governor’s Utah Sustainable Health Collaborative
3. Convene and lead the inaugural year of the national mental health Stigma Grand Challenge campaign

ORGANIZATIONAL EXCELLENCE

1. Inventory U of U Health’s existing partnerships and develop criteria and tools to measure and improve their value
2. Strengthen bi-directional communication between U of U Health and the community
3. Charter a committee to steer U of U Health’s strategy to serve communities and the region
EQUITY, DIVERSITY, AND INCLUSION

HOW WE ARE ADVANCING
ENRICH EXPERIENCES • COMMITMENT • LEADERSHIP

Members of our university community are determined to research, challenge, and eradicate systemic sexism, racism, and bias and the resultant health disparities, while proactively and creatively developing institutional actions, policies, and funding mechanisms that extend support for the University of Utah’s ongoing commitment to equity, diversity, and inclusions. Addressing these issues will improve outcomes for all patients, creating equity among historically marginalized groups (i.e. Black or African American, American Indian or Alaska Native, Native Hawaiian or Pacific Islanders, Latinx [Hispanic or Latino], Southeast Asians, LGBTQ+ community, differently abled and disabled people, women, and other excluded populations) and help us become the campus of choice for learning and employment.

OUTCOMES WE SEEK FOR 2025

Individuals from historically marginalized groups choose University of Utah Health to launch and advance their higher education, training, career paths and receive their health care

Our scholarship, teaching, research, training and clinical care delivery incorporates anti-sexism, anti-racism, decolonization, anti-oppression, and equity; further amplifying excellence in care for all people

University of Utah Health is known as national leaders in equity, diversity, inclusion, anti-sexism and anti-racism transformation

We coordinate outreach, inclusion and cross-hierarchal mentoring efforts to attract, retain and promote to leadership a workforce where the compositional diversity mirrors national standards

Individuals share ownership and accountability for equity, diversity and inclusion outcomes

OUR DIRECTED STEPS IN 2022

DEEPER TIES
1 Establish employee retention and growth programs that directly engage diverse staff and staff recruits
2 Develop an initial set of goals for our anti-sexism commission
3 Deepen expertise in Spanish language media relations, including a new role focused on engaging Spanish media

NEW SOLUTIONS
1 Construct plan to include EDI accountability in faculty evaluations, including hiring metrics
2 Expand the Basic Needs Center—Health Sciences Satellite physical locations and services
3 Document steps required to gain national recognition in culturally competent care, including Age-Friendly Health System designation
4 Launch UHEDI transparency page, including compositional diversity data, membership of leadership committees, and program successes

ORGANIZATIONAL EXCELLENCE
1 Help craft language for West Valley Project mission and vision statements
2 Formalize an EDI Leadership Committee that includes a full spectrum of health system leadership
3 Work with each college, department, and division to (a) refine mission and vision statements to include EDI elements; (b) complete cultural inventory; and (c) create an associated EDI action plan
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 foster educational impact and growth through state-of-the-art education spaces, infrastructure, and effective and efficient management
• We retain and recruit students and faculty from diverse and historically underrepresented groups in a culture of belonging, inclusion, and success

OUR DIRECTED STEPS IN 2022

DEEPER TIES
1 Collaborate with colleges, schools, and the hospital to improve the efficiency of clinical placements
2 Elucidate what constitutes an exceptional education experience by engaging and learning from students
3 Advance exceptional faculty experience by making promotion pathways clearer and more informed by data

NEW SOLUTIONS
1 Partner with University of Utah main campus, University Neighborhood Partners, Salt Lake Community College, and others to create a West Valley education hub
2 Evaluate opportunities and logistics for digital learning in service of an exceptional education experience
3 Identify logistics, commonalities, and alignments in curricula across health sciences with a goal of future integration

ORGANIZATIONAL EXCELLENCE
1 Utilize Health Sciences Education Executive Committee to solve concrete issues, enhance relationships, and improve communication between programs
2 Develop expectations for visible representations of diversity in all educational presentations (skin color, ability, etc.)
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.

CENTERS OF EXCELLENCE

RESEARCH IMPACT & BREADTH

RESEARCH SPACE & INFRASTRUCTURE

TRAINING THE NEXT GENERATION

INTER-DISCIPLINARY COLLABORATION

OUTCOMES WE SEEK FOR 2025

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

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

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

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

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

OUR DIRECTED STEPS IN 2022

DEEPER TIES

1. Launch partnerships with departments to support the recruitment and retention of outstanding tenure-line faculty that enhance diversity and have a major commitment to research excellence
2. Compile, refine, and disseminate best practices to strengthen our mentoring culture
3. Identify barriers to team-science and interdepartmental collaboration

NEW SOLUTIONS

1. Launch new institutional initiative(s) that strengthen programmatic research across departments
2. Plan the integration of research at the new West Valley Project site
3. Partner with Advancement to prioritize the support of research-related philanthropic endeavors

ORGANIZATIONAL EXCELLENCE

1. Define a short and three-year plan to ensure HSC Cores and vivaria are well-suited for the rapid growth of our research endeavors
2. Develop talent management strategies for Health Sciences faculty and staff, including clinician-scientists
3. Communicate with university leaders and other stakeholders on the priorities and importance of the Health Sciences Research mission
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 multi-specialty health centers 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

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

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

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

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

OUR DIRECTED STEPS IN 2022

DEEPER TIES

1. Implement two strategies that foster a culture of psychological safety in the workforce

NEW SOLUTIONS

1. Execute a plan to strengthen perioperative capacity and efficiency through workforce development, new processes, and new technologies

2. Define target virtual visit proportions for each specialty; utilizing a sustainable technical support model, develop a plan to minimize use of clinic resources for virtual visits

3. Reduce barriers to efficient electronic medical record use, such as use of inpatient scribes on high volume inpatient services

4. Begin telehealth monitoring of patients leaving the hospital who need close follow-up (Heal at Home)

5. Increase patient enrollment in the Heal at Home program; track outcomes that demonstrate improved transitions of care and bed capacity

ORGANIZATIONAL EXCELLENCE

1. Define unified metrics for outpatient clinic capacity by the end of Q1 in CY22; measure actual clinic utilization

2. Deploy a sustainable model for patient communications to support provider resilience and patient experience

3. Develop a capacity plan for the system, focusing on inpatient bed capacity and efficiencies by Q1 of CY22

4. Create digital alignment by adding a new Marketing Digital Team Leader, collaborating across all areas to ensure synergy among digital platforms and explore consumer-first strategies
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 successfully manage chronic disease (e.g., diabetes, CHF, and COPD) in longitudinal, value-based payment care programs
- Employers regard us as an effective partner that improves the health of their employees and families
- We measure and publish patient health outcomes achieved at University of Utah Health, making it easy to determine our safety, quality, and value
- We are accountable for health care outcomes and costs
- Our providers thrive while improving outcomes for patients and populations

OUR DIRECTED STEPS IN 2022

DEEPER TIES
1. Identify two additional care gaps related to race, ethnicity, sexual orientation, and/or gender identity; develop system interventions to address
2. Identify two health care disparities in our Medicaid population; develop population health approaches to address

NEW SOLUTIONS
1. Implement a diabetes and chronic kidney disease pilot for a targeted population aimed at improving outcomes and reducing costs
2. Develop infrastructure and principles for transparency in quality and patient safety performance that are understandable to patients and community; pilot internally, beginning with Moran
3. Define two populations of interest; develop and related outcomes to address their most pressing health needs
4. Secure a partner to expand UUHP’s population health capabilities and offer health products focused on outcomes
5. Complete Patient Reported Outcomes pilots in Mental Health and Cancer Care; share learning, opportunities, benefits, and risks to inform prioritization of PRO spread by end of calendar year

ORGANIZATIONAL EXCELLENCE
1. Develop a plan to expand inpatient, subspecialty surgical capacity on the main campus by strategically and efficiently distributing routine surgical care to off-campus ambulatory sites
2. Continue multiple channels of work on depression screening, treatment, and suicide prevention; measure effectiveness throughout the calendar year
3. Utilize existing partnerships and develop criteria and tools to measure, monitor, and improve the value by June 2022
4. Identify three opportunities for care coordination improvement where interdepartmental collaboration on inpatient care is vital
Together as One U, we serve communities and the region, advance equity, diversity, and inclusion, 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.
ANNUAL DIRECTED STEPS
ONE U

OUR DIRECTED STEPS IN 2022

DEEPER TIES
1. Craft and implement practices to consistently co-feature University of Utah and University of Utah Health in each other’s communications
2. In partnership with U of U President’s Cabinet, articulate a shared One U research agenda focused on community health needs

NEW SOLUTIONS
1. Use a One U governance structure, incorporating all university missions and community voices, to make shared decisions for West Valley programming
2. Create workforce development plans for West Valley with early enrollments no later than 2023
3. Design and begin implementation of a population health initiative that creates value for U of U and U of U Health employees

ORGANIZATIONAL EXCELLENCE
1. Improve communication models to clarify organizational structures and decision-making processes
2. Develop and implement a One U organizational structure and approach to fundraising
3. Support a One U approach to improving child care for university employees
4. Initiate pursuit of achieving distinction as a National Magnet Hospital for nursing

OUR DIRECTED STEPS IN 2021

DEEPER TIES
1. Develop a population health collaboration within the University of Utah Health delivery system involving health sciences colleges and schools
2. Establish one or more new collaborations focused on innovation between the University of Utah and University of Utah Health research institutes and centers
3. Launch an inclusive workforce training program to address one or more state and region health care workforce needs (e.g., CNA or respiratory therapist shortages)

NEW SOLUTIONS
1. Construct a new strategy pillar focused on Equity, Diversity, and Inclusion
2. Evolve our well-being workgroup into a chartered committee to steer wellness
3. Finalize planning for a shared University of Utah and University of Utah Health center located in and tailored to the needs of its community

ORGANIZATIONAL EXCELLENCE
1. Launch a One U committee structure to direct and support health sciences strategy in 2021 and beyond
2. Help all staff see their vital role and connections to others within Health through improved organizational communication models
3. Develop a sustainable funding model for University of Utah Health’s South Main Clinic programs
4. Elevate reported employee physical and psychological safety through new managerial trainings and response infrastructure

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
**OUR DIRECTED STEPS IN 2022**

**DEEPER TIES**
1. Expand the language accessibility of patient health information, portals (e.g., MyChart), and support services (e.g., insurance help)
2. Expand access to virtual mental health services, including the SafeUT app and HMHI’s CALL UP program
3. Strengthen relationships in regional communities that look to U of U Health for services, including Cache and Tooele Counties

**NEW SOLUTIONS**
1. Strengthen U of U Health’s commitment to environment and sustainability efforts and measure our impact on community health
2. Participate in and support the governor’s Utah Sustainable Health Collaborative
3. Convene and lead the inaugural year of the national mental health Stigma Grand Challenge campaign

**ORGANIZATIONAL EXCELLENCE**
1. Inventory U of U Health’s existing partnerships and develop criteria and tools to measure and improve their value
2. Strengthen bi-directional communication between U of U Health and the community
3. Charter a committee to steer U of U Health’s strategy to serve communities and the region

**OUR DIRECTED STEPS IN 2021**

**DEEPER TIES**
1. Create engagement strategy for a rural Utah market as a potential model for partnering with and serving rural communities
2. Work with regional provider partners to formalize service and referral plans
3. Improve completion rates for referrals to University of Utah Health from the South Jordan VA through strengthened protocols
4. Create process to measure and tailor fit of Project ECHO rural educational offerings to community needs, including training on equity, diversity, and inclusion
5. For one or more multicultural communities, prepare competent and inclusive health education materials in appropriate languages

**NEW SOLUTIONS**
1. Begin the construction process for the new mental health receiving center for Salt Lake County
2. Expand SafeUT Frontline services to all health care, law enforcement, and fire/EMS first responders in Utah
3. Initiate a community mental health needs assessment and health care professional survey for rural communities of Utah
4. Extend Project Core consult service to a referring, external primary care group

**ORGANIZATIONAL EXCELLENCE**
1. Publish a registry of all University of Utah and University of Utah Health community engagements
2. Partner with community and university stakeholders to address public health issues beginning with air quality, disparities in health care access, and treatment
3. Support U Research addressing community needs for rural and regional partners including ECHO, community health workers, etc.

**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 consultations 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
OUR DIRECTED STEPS IN 2021

DEEPER TIES
1 Strengthen cross-hierarchical student- and staff-mentoring programs
2 Propose and implement policy revisions from anti-racism workgroups
3 Establish an anti-sexism commission to review and implement policy change

NEW SOLUTIONS
1 Receive national recognition for excellence in culturally inclusive clinical care
2 Achieve higher status in Human Rights campaign health equity index
3 Create a Council of EDI Associate Deans/Directors to foster and enrich EDI work to ensure consistency and enhance coordination

ORGANIZATIONAL EXCELLENCE
1 Ensure placement of women and underrepresented employees in leadership
2 Appoint equity, diversity, and inclusion voices to all decision-making bodies within University of Utah Health—with a focus on women and underrepresented employees
3 Each administrative unit (Colleges, Departments, Divisions, etc.) will have refined mission and vision statements with anti-racism, anti-sexism elements, and EDI elements, as well as an equity, diversity, and inclusion action plan

OUR DIRECTED STEPS IN 2022

DEEPER TIES
1 Establish employee retention and growth programs that directly engage diverse staff and staff recruits
2 Develop an initial set of goals for our anti-sexism commission
3 Deepen expertise in Spanish language media relations, including a new role focused on engaging Spanish media

NEW SOLUTIONS
1 Construct plan to include EDI accountability in faculty evaluations, including hiring metrics
2 Expand the Basic Needs Center—Health Sciences Satellite physical locations and services
3 Document steps required to gain national recognition in culturally competent care, including Age-Friendly Health System designation
4 Launch UHEDI transparency page, including compositional diversity data, membership of leadership committees, and program successes

ORGANIZATIONAL EXCELLENCE
1 Help craft language for West Valley Project mission and vision statements
2 Formalize an EDI Leadership Committee that includes a full spectrum of health system leadership
3 Work with each college, department, and division to (a) refine mission and vision statements to include EDI elements; (b) complete cultural inventory; and (c) create an associated EDI action plan
EDUCATION

OUR DIRECTED STEPS IN 2022

DEEPER TIES
1. Collaborate with colleges, schools, and the hospital to improve the efficiency of clinical placements
2. Elucidate what constitutes an exceptional education experience by engaging and learning from students
3. Advance exceptional faculty experience by making promotion pathways clearer and more informed by data

NEW SOLUTIONS
1. Partner with University of Utah main campus, University Neighborhood Partners, Salt Lake Community College, and others to create a West Valley education hub
2. Evaluate opportunities and logistics for digital learning in service of an exceptional education experience
3. Identify logistics, commonalities, and alignments in curricula across health sciences with a goal of future integration

ORGANIZATIONAL EXCELLENCE
1. Utilize Health Sciences Education Executive Committee to solve concrete issues, enhance relationships, and improve communication between programs
2. Develop expectations for visible representations of diversity in all educational presentations (skin color, ability, etc.)

OUR DIRECTED STEPS IN 2021

DEEPER TIES
1. Elucidate what constitutes an exceptional education experience by engaging and learning from students
2. Define a set of shared metrics for value and distinction in education
3. Advance exceptional faculty experience by making promotion pathways clearer and more informed by data
4. Innovate a process to improve the efficiency of clinical placement scheduling

NEW SOLUTIONS
1. Enroll a first cohort of students in the Master of Education in Health Professions program
2. Develop and adopt expectations for representations of diversity in all educational presentations
3. Launch a curriculum for a mental health common competency program across health sciences

ORGANIZATIONAL EXCELLENCE
1. Partner with advancement, marketing, and communications to develop a collaborative plan for University of Utah Health’s education mission
2. Launch the Center for Health Ethics, Arts, and Humanities
3. Expand and advance the scope and structure of the Center for Interprofessional Experiential Learning

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 equity, diversity, 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
OUR DIRECTED STEPS IN 2022

DEEPER TIES
1. Launch partnerships with departments to support the recruitment and retention of outstanding tenure-line faculty that enhance diversity and have a major commitment to research excellence
2. Compile, refine, and disseminate best practices to strengthen our mentoring culture
3. Identify barriers to team-science and interdepartmental collaboration

NEW SOLUTIONS
1. Launch new institutional initiative(s) that strengthen programmatic research across departments
2. Plan the integration of research at the new West Valley Project site
3. Partner with Advancement to prioritize the support of research-related philanthropic endeavors

ORGANIZATIONAL EXCELLENCE
1. Define a short and three-year plan to ensure HSC Cores and vivaria are well-suited for the rapid growth of our research endeavors
2. Develop talent management strategies for Health Sciences faculty and staff, including clinician-scientists
3. Communicate with university leaders and other stakeholders on the priorities and importance of the Health Sciences Research mission

OUR DIRECTED STEPS IN 2021

DEEPER TIES
1. Develop and share best practices related to faculty support and mentoring (including grant submission plans) and celebration of successes
2. Inventory resources for engaging with community partners and promote best practices for community engagement
3. Create and communicate mentoring resources for postdoctoral fellows and graduate students
4. Work with IHC to increase researcher access and links between the Utah Population Database and the HerediGene Population Study

NEW SOLUTIONS
1. Design survey for new wet-lab research building and define a plan to bridge the gap for wet-lab space until the new building is completed
2. Develop and implement programs to increase recruitment and success of underrepresented faculty, graduate students, and postdocs
3. Inventory available training resources for entrepreneurs at all levels and define success metrics for HS commercialization

ORGANIZATIONAL EXCELLENCE
1. Work with advancement, marketing, and communications to develop a collaborative research mission plan in these areas
2. Conduct analysis of health sciences research mission investment
3. Finalize the scope and structure of a clinical research support office within the CSTI

OUR DIRECTED STEPS IN 2020

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
### OUR DIRECTED STEPS IN 2022

**DEEPER TIES**
1. Implement two strategies that foster a culture of psychological safety in the workforce

**NEW SOLUTIONS**
1. Execute a plan to strengthen perioperative capacity and efficiency through workforce development, new processes, and new technologies
2. Define target virtual visit proportions for each specialty; utilizing a sustainable technical support model, develop a plan to minimize use of clinic resources for virtual visits
3. Reduce barriers to efficient electronic medical record use, such as use of inpatient scribes on high volume inpatient services
4. Begin telehealth monitoring of patients leaving the hospital who need close follow-up (Heal at Home)
5. Increase patient enrollment in the Heal at Home program; track outcomes that demonstrate improved transitions of care and bed capacity

**ORGANIZATIONAL EXCELLENCE**
1. Define unified metrics for outpatient clinic capacity by the end of Q1 in CY22; measure actual clinic utilization
2. Deploy a sustainable model for patient communications to support provider resilience and patient experience
3. Develop a capacity plan for the system, focusing on inpatient bed capacity and efficiencies by Q1 of CY22
4. Create digital alignment by adding a new Marketing Digital Team Leader, collaborating across all areas to ensure synergy among digital platforms and explore consumer-first strategies

### OUR DIRECTED STEPS IN 2021

**DEEPER TIES**
1. Finalize the master plan and phasing for a new health center tailored to its Utah community
2. Expand use of CNS capabilities (e.g., hospital at home and timely discharge) to optimize hospital capacity and bed utilization
3. Begin remote digital monitoring of high-risk UUHP enrollees
4. Finalize relationship with digital front door partner, begin MyChart integrations, and launch version 1.0

**NEW SOLUTIONS**
1. Develop models for care team configuration and sustainable funding in primary care, disease management, and surgical specialties to effectively serve patients of all backgrounds
2. Identify and prep two specialties to pilot 0-to-2-day reserved access for patients with an urgent Project Core referral
3. Improve availability and coordination of mental health services in primary care clinics
4. Roll out cardiovascular triage team at Farmington Health Center as a learning pilot for streamlining urgent access and ED avoidance

**ORGANIZATIONAL EXCELLENCE**
1. Formalize a partnership between health system and the research enterprise to diagnose barriers and propose collaborative theory for ongoing innovations
2. Learn to better coordinate internal referrals by expanding primary care coordination program to two new, high-demand specialties
3. Charter a team to craft a forward-looking, One U digital health strategy that resolves questions of equitable access, financing, and IT coordination

### 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

OUR DIRECTED STEPS IN 2022

DEEPER TIES
1 Identify two additional care gaps related to race, ethnicity, sexual orientation, and/or gender identity; develop system interventions to address
2 Identify two health care disparities in our Medicaid population; develop population health approaches to address

NEW SOLUTIONS
1 Implement a diabetes and chronic kidney disease pilot for a targeted population aimed at improving outcomes and reducing costs
2 Develop infrastructure and principles for transparency in quality and patient safety performance that are understandable to patients and community; pilot internally, beginning with Moran
3 Define two populations of interest; develop and related outcomes to address their most pressing health needs
4 Secure a partner to expand UUHP’s population health capabilities and offer health products focused on outcomes
5 Complete Patient Reported Outcomes pilots in Mental Health and Cancer Care; share learning, opportunities, benefits, and risks to inform prioritization of PRO spread by end of calendar year

ORGANIZATIONAL EXCELLENCE
1 Develop a plan to expand inpatient, subspecialty surgical capacity on the main campus by strategically and efficiently distributing routine surgical care to off-campus ambulatory sites
2 Continue multiple channels of work on depression screening, treatment, and suicide prevention; measure effectiveness throughout the calendar year
3 Utilize existing partnerships and develop criteria and tools to measure, monitor, and improve the value by June 2022
4 Identify three opportunities for care coordination improvement where interdepartmental collaboration on inpatient care is vital

OUR DIRECTED STEPS IN 2021

DEEPER TIES
1 Propose diabetes management program to U of U human resources departments that has robust health outcomes and cost-management components
2 Flag and fix out-of-pocket price differences for common elective services across U of U Health sites

NEW SOLUTIONS
1 Create plan for growing AdvantageU Medicare membership that leverages and synergizes with our care delivery system
2 Target 2+ known health disparities in patient cohorts and begin tailoring clinical and non-clinical, community-based interventions to close gaps
3 Embed PROs into Epic to inform clinical decisions for 2+ clinical groups (e.g., depression, dermatology, heart failure patients, and orthopedics)

ORGANIZATIONAL EXCELLENCE
1 Define system health-outcome measures for 3+ important health conditions (e.g., diabetes, heart disease, chronic kidney disease, colon cancer, and depression)
2 Learn from our patient advisory panel how to improve collection and use of health outcomes data
3 Develop Resiliency Center model that matches clinical providers and staff to appropriate resiliency resources

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