

# THREE PARTNERS

ONE STRATEGIC PLAN 2010-2014

**UW**Health

# ONE MISSION, VISION AND VALUES FOR ALL OF UW HEALTH

## MISSION: OUR REASON FOR BEING.

### Advancing health without compromise through:

- **Service**
- **Scholarship**
- **Science**
- **Social Responsibility**

The new mission reflects an emphasis not only on excellence in providing care for specific episodes of illness, but also on making individuals and populations healthier overall. We pledge to do that without compromise—that is, always in the best interests of patients and populations and with treatments and programs that provide the right care at the right time by the right person in the right place.

The new mission also contains the four core purposes that have always defined all three UW Health partners. These are expressed as:

- **SERVICE** – providing the best possible patient care experience and outcomes for all those who need our services as well as programs that support the health and wellness of individuals and populations.
- **SCHOLARSHIP** – delivering contemporary education for the current and future generations of health professionals.
- **SCIENCE** – conducting a broad range of research to discover the most promising ways to promote health and to prevent, detect and treat illness in people and in communities.
- **SOCIAL RESPONSIBILITY** – doing what is best for the individuals and communities we serve through policy advocacy, health care delivery and public health.

## VISION: OUR PLACE IN THE WORLD.

### Working together, UW Health will be a national leader in health care, advancing the well-being of the people of Wisconsin and beyond.

The most important change in the new vision is captured in the first two words, *working together*. These words express the major difference between this strategic plan and all previous ones: The commitment of all three UW Health organizations to work collectively as a single enterprise. The vision also explicitly documents UW Health's commitment to promoting health and our intention to be an even stronger player on the national stage.

## VALUES: THE IDEALS WE LIVE BY.

- **EXCELLENCE:** We strive to be the best, and we work continuously to improve our performance and exceed expectations.
- **INNOVATION:** We pride ourselves on finding new and better ways to enhance quality of care and all aspects of our work.
- **COMPASSION:** We treat patients, families, learners and each other with kindness and empathy. We connect with patients and families individually and personally and engage them as partners in decisions about their care.
- **INTEGRITY:** In all our decisions, we are guided by doing the right things at the right time in the right place. We focus on the best interests of patients. We are always honest with each other, learners and our patients.
- **RESPECT:** We honor patients' right to privacy and confidentiality. We value differences among individuals and groups and we actively listen, encourage feedback and choose the best way to deliver timely and meaningful information.
- **ACCOUNTABILITY:** We hold ourselves individually and collectively responsible for the work we do and for the outcomes and experience of every patient, every learner, every day.

## UW HEALTH STRATEGIC PLAN

UW Health's Five-Year Strategic Plan, 2010-2014, represents a true milestone: The first time all three UW Health partners—UW Hospital and Clinics, UW Medical Foundation and UW School of Medicine and Public Health—have created a single plan with a single mission, vision, values and strategic goals.

### Brief background

The development of the plan followed this unified approach. Leaders from all three organizations participated equally in the creation of the plan and are equally committed to achieving its vision. Although the plan formally includes only the clinical departments of UW SMPH, it recognizes that the full academic and educational missions of the school are essential to UW Health's overall commitment to excellence as an academic health center.

The decision to create a single plan was reinforced by interviews and surveys among faculty, staff, administrative leaders and governing boards, as well as patients, families and other stakeholders. Marketplace findings, industry trends and prospects for health care reform also made a compelling case for a unified plan.

UW Health is fortunate to embark on the next five years from a position of solid strength—in the marketplace, in recognized clinical excellence and in financial health. Each organization has developed independently and achieved success on its own. The next five years offer the exciting opportunity to fulfill the promise of our highly regarded brand—harnessing our collective strength to bring unsurpassed patient care and service to the people of Wisconsin and beyond.

## OVERALL STRATEGY AND GOALS

UW Health's overall strategy for the next five years is to provide unsurpassed patient care, harnessing the power of our academic endeavors and a new level of market responsiveness and leadership.

Pursuing this strategy will require us to bring together all the clinical and academic resources of UW Health to meet the needs of patients—not

only for routine primary and specialty care but also for the latest in clinical and translational research and the expertise, diverse viewpoints and close attention to care in a teaching and learning organization. The unified strategy will enable UW Health to make nimble decisions and respond quickly to a rapidly changing marketplace.



## QUALITY DISTINCTION

### Goal

**UW Health provides outstanding patient care and is clearly distinguished as a quality and patient safety leader in the nation.**

### Why it Matters

UW Health is already honored with recognition as a national leader in many aspects of quality and safety. By 2015, we are committed to perform in the top decile of health care systems on the majority of required and/or publicly reported quality and patient safety measures for both inpatient and outpatient care. Where applicable, this goal also covers prevention and wellness measures aimed at the health of populations. To support and reinforce this level of quality distinction, UW Health will continue to build and strengthen a culture of safety and continuous improvement.

### Five-Year Initiatives

- Develop the UW Health Performance Improvement Program and support successful improvements in three to five focused goals each year.
- Deliver meaningful performance data in a format that leads to measurable improvements in the value of care we deliver.
- Provide access to clinician-level data in Health Link.
- Develop the infrastructure that supports dissemination of best practices.
- Develop financial, reputational and academic incentives that promote quality improvement.
- Establish leadership and accountability for quality and safety at all levels of the organization.



## SERVICE EXCELLENCE

### Goal

**UW Health provides patient-centered care and is clearly distinguished for its culture of service excellence.**

### Why it Matters

Patient-centered care leads not only to greater patient satisfaction with their health care experience, but also is associated with better outcomes of care. As health care teams help patients and families understand and participate in decisions about their care, they gain valuable insight into patients' health status and life circumstances. This knowledge helps shape plans of care and leads to improved quality. The culture of service excellence also will extend to referral relationships among internal and external physicians and among colleagues in all roles throughout UW Health. These strong collegial relationships will support the ultimate goal of patient-centered care.

### Five-Year Initiatives

- Integrate service excellence standards and create a culture of accountability throughout UW Health.
- Upgrade and standardize systems and processes across UW Health to create as seamless a care experience as possible for patients and families.
- Actively engage patients, families, learners and volunteers in pursuit of service excellence in partnership with clinicians, staff and administrators.
- Improve communication with and responsiveness to internal, local, and regional referring physicians.
- Improve timeliness and ease of access for patients.



## INTEGRATION AND ALIGNMENT

### Goal

**UW Health functions as though it is a single clinical enterprise.**

### Why it Matters

Patients and regional partners know UW Health by our strong and highly regarded UW Health brand. They rightly expect to receive the same excellent care and service in each and every UW Health clinic or hospital setting they visit. They also expect seamless interactions and hand-offs by caregivers as they move from one care setting to another. This goal requires that by 2015, UW Health will have a seamless set of clinical operations across all settings. Ambulatory care standards will be fully met at all UW Health clinics and both patients and external partners will experience UW Health as a fully integrated clinical enterprise. Wherever possible, ambulatory services will be delivered as shared UW Health services. When services are not shared, they will be delivered in such a way that organizational differences will be transparent to patients and other customers.

### Five-Year Initiatives

- Develop a UW Health culture that shows commitment to working together and advances the vision of the enterprise and its academic and clinical missions.
- For ambulatory care, create one system with one set of performance standards.
- Expand shared decision making and accountability, including additional joint committees and more shared services across UW Health.
- Modify UWHC service lines, as appropriate, to become UW Health service lines that foster and build on innovations derived from academic endeavors.
- To the fullest extent possible, pursue a UW Health approach to implementing all aspects of the strategic plan.



## CLINICAL PRIORITIES

### Goal

Beginning with three clinical areas, UW Health implements a state-of-the-art, organization-wide model of care that is recognized for:

- Excellent clinical outcomes
- Innovation
- Academic excellence
- Superior cooperation among roles and disciplines
- High demand and/or market dominance, both locally and regionally.

The goal begins with the areas of digestive diseases, breast care and women's health, and extends to the service lines of Heart and Vascular Care, Transplant, Orthopedics, Cancer Care, Pediatrics (American Family Children's Hospital) and Neurology and Neurosurgery.

### Why it Matters

To help reach our goal to function as a single clinical enterprise, UW Health will by 2015, develop an organization-wide model of care that ensures excellence, consistency and collaboration across settings. Clinical priorities identified in the plan have been selected based on the readiness and suitability to develop and implement

such a model in a particular area. The model will foster not only clinical excellence but academic distinction and faculty recognition. Maintaining and enhancing our role as a national leader, we will be in the vanguard in bringing new clinical technologies and disease/care management processes to market. The effectiveness of the model will be reflected in the process and outcome measures by which UW Health—and the health care industry—evaluates quality, safety and the overall patient experience.

### Five-Year Initiatives

- Develop and implement the state-of-the-art, integrated model of care in three initial areas: digestive diseases, breast care and women's health.
- Operate current service lines (Heart and Vascular Care, Transplant, Orthopedics, Cancer Care, Pediatrics [American Family Children's Hospital] and Neurology and Neurosurgery) within a UW Health framework.
- Operate newly defined service lines and clinical priorities within a UW Health framework.



## GEOGRAPHIC STRATEGY

### Goal

**UW Health is the premier provider of subspecialty care in Wisconsin and adjacent portions of bordering states and significantly increases national patient referrals.**

### Why it Matters

Strong regional and national relationships are essential for UW Health to fulfill its vision to be a state and national leader in health care, advancing the well-being of the people of Wisconsin and beyond.

Achieving this vision will require excellence in tertiary and quaternary services to attract regional and national patients, and geographic outreach that brings UW Health experts to regional communities. We will build and strengthen partnerships with regional hospitals and with primary and secondary care physician practices. We will also engage our local and regional referring physicians through streamlined organizational process improvements and dedicated physician-to-physician relationship building.

### Five-Year Initiatives

- Proactively pursue affiliations in select strategic markets, offering a clearly defined continuum of affiliation options while maximizing the value of our existing affiliations.
- Build on current referral and academic relationships, Unity Health Plans and other managed care products, and owned or affiliated primary care practices.
- Enhance communication and services for referring providers.
- Identify and maximize the delivery of programs and services that distinguish UW Health as an academic health center and the premier provider of subspecialty care.
- Capitalize on new technologies and clinical and translational research efforts.



## PRIMARY CARE

### Goal

**UW Health has an advanced primary care model that drives health status improvement in Wisconsin by improving access and fostering appropriate use of health care services and optimal specialty care.**

### Why it Matters

Primary care is UW Health's "front door" for many patients—a unique milieu in which they first become acquainted with our enterprise and form a medical home from which all of their care is coordinated and managed. These patients seek and deserve easy and timely access to care that is culturally sensitive, quality-driven and makes full use of technologies and educational and community resources. Staff in primary care clinics seek and deserve a sustainable and professionally satisfying environment that supports excellence at all levels. An advanced primary care model therefore will require a culture of quality, service, respect and trust that fully empowers patients; values all members of the health care team; and facilitates use of resources to provide the best outcomes and experience for all.

### Five-Year Initiatives

- Redesign the primary care model in conjunction with academic partners, evaluating the composition and roles within care teams, care delivery approaches and opportunities to optimize information technology.
- Advance the care of populations with chronic illnesses.
- Include primary care clinics outside Dane County in primary care redesign initiative efforts.
- Support primary care clinics for medical home certification.
- Continue to encourage students to pursue careers in primary care, through residency programs and through efforts such as the Wisconsin Academy of Rural Medicine (WARM) and Training in Urban Medicine and Public Health (Triumph).



## HEALTH CARE'S BEST WORK AND ACADEMIC ENVIRONMENT

### Goal

**UW Health is health care's best work and academic environment.**

### Why it Matters

Much of our success over the life of this strategic plan will depend on the ability of UW Health leaders to communicate its vision and on employees' understanding of how to bring that vision to life in their day-to-day roles within the enterprise. Staff and leaders who have this understanding and belief in the organization's mission and goals will be accountable and will commit extra effort to achieve success.

This goal recognizes that investing in leadership and in a healthy, collaborative work culture of engaged staff is important not only for employees but also for health professional trainees. For them, UW Health is a learning laboratory that will set the tone for their entire careers.

### Five-Year Initiatives

- Develop and engage the skills and talents of leaders across UW Health through integrated leadership development programs that include standard competencies, 360-degree feedback, leadership orientation on-boarding, talent review, succession planning and developmental assignments across UW Health.
- Develop a process of accountability for all UW Health leaders, faculty and staff with consistent performance expectations, selection criteria, performance review processes and methods of recognition and rewards.
- Advance the integration and alignment of human resource management across UW Health through strategies such as:
  - o Optimal learning environments for students, employees, trainees and faculty
  - o Increased learning and development programs and opportunities
  - o Common recognition and retention strategies
  - o Integrated employee health services where appropriate
  - o Integrated employee/faculty wellness program with health risk assessments
  - o Common engagement survey while preserving individual organization's ability to measure and respond to their workforce
  - o Integrated appreciation and community service events
  - o Uniform employment-related policies
  - o Standard structures and guiding principles for select leaders to work across UW Health
  - o Common technology infrastructure needed for shared programs
  - o Common recruitment efforts to provide staff to fulfill the mission and vision



## **EXECUTIVE SPONSORS**

Executive sponsors for each of the seven integrated goals have led the development of specific objectives for FY2010 and will lead a similar objective-setting exercise for each successive year.

### **Integration and Alignment**

Robert Golden, MD, UW SMPH Dean  
Jeffrey Grossman, MD, UWMF President and Chief Executive Officer  
Donna Katen-Bahensky, UWHC President and Chief Executive Officer

### **Service Excellence**

Stephanie Orzechowski, UWHC Director, Oncology Services  
Ben Marcus, MD, Director, Facial Plastic and Reconstructive Surgery,  
Division of Otolaryngology, UW SMPH Department of Surgery

### **Clinical Priorities**

Fred Lee, MD, Senior Vice Chair, UW SMPH Department of Radiology  
Maureen P. McCausland, DNSc, RN, FAAN, UWHC Senior Vice President, Patient Care Services  
and Chief Nursing Officer

### **Geographic Strategy**

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John Kryger, MD, Program Director, UW SMPH Department of Urology

### **Primary Care**

Bill Caplan, MD, Associate Medical Director, UWMF Care and Quality Innovations  
Mark Kirschbaum, PhD, RN, UWHC Senior Vice President, Quality and Information

### **Quality Distinction**

Mark Kirschbaum, PhD, RN, UWHC Senior Vice President, Quality and Information  
Sally Kraft, MD, MPH, Medical Director, UWMF Care and Quality Innovations

### **Health Care's Best Work and Academic Environment**

Elizabeth Bolt, UW SMPH Associate Dean, Administrative Affairs  
Janice K. Bultema, RN, MSN, UWHC Senior Vice President, Human Resources  
Bill Schrum, UWMF Vice President, Human Resources

