



University Hospital

Strategic Plan Summary

2019-2022



**One Goal. One Passion.
Every Patient. Every Time.**

Executive Summary: 2019-2022 Strategic Plan

- The University Hospital Strategic Planning Steering Committee convened in November 2018 (see Appendix for detailed member list)
- The process included interviews with 75 participants from the following:
 - Union Leaders
 - Rutgers Leadership
 - Community Oversight Board Members
 - Community Advocate Groups
 - Federally Qualified Health Centers (FQHCs)
 - Greater Newark Healthcare Coalition
 - Government Officials
 - Religious Leaders
 - University Hospital patients and family members
- A survey was distributed to employees and faculty with more than 550 responses
- Interview and survey topics included perceptions of University Hospital, desired vision for the future, core values, and programmatic areas of focus (among others)
- Further, an environmental assessment was completed identifying areas of opportunity based on an internal and external assessment
- New mission, vision, and core values were drafted

Executive Summary: 2019-2022 Strategic Plan

- Key goals and strategies were developed from the critical planning issues identified. They included:
 - Two foundational strategies, which require immediate and continued focus over the strategic planning cycle. These strategies serve as the foundation for other strategies:
 - Leadership
 - Quality, Safety, and Reliability
 - Four core strategies, which were deemed critical to University Hospital's success over the plan's cycle
 - Community Health Improvement
 - Primary and Specialized Clinical Services
 - Innovation, Research, and Education
 - Financial Sustainability
- Following an extensive communication plan previewing the draft Strategic Plan, more than 35 stakeholders shared additional input to the plan's content; input was used to further refine the goals and major initiatives for each strategy area
- The University Hospital Board of Directors approved the plan on June 27, 2019

New Mission and Vision

Our Mission:

*As New Jersey's public academic health center, University Hospital is committed to providing **exceptional care to every patient, every time***

Our Vision:

*Partnering with our communities, University Hospital **improves health for generations to come***

Six Strategies to Achieve the Vision



New Core Values

- **Respect:** *We embrace the value of each person, sensitive to each individual's unique and diverse needs*
- **Reliability:** *We're passionate about the care we provide and we are accountable to each other to achieve high quality, safety, and service*
- **Teamwork:** *We communicate and collaborate to achieve shared goals, recognizing the contribution of each team member*
- **Integrity:** *We hold ourselves to the highest ethical standards and are committed to an honest and equitable environment*
- **Stewardship:** *We responsibly manage resources for our patients, their families and the communities we serve*

Goals & Major Initiatives

Goals

| STRATEGIES | GOALS |
|--|--|
| QUALITY, SAFETY, & RELIABILITY | <i>University Hospital consistently provides world-class care from the perspective of patients, families, physicians, employees, and the community</i> |
| LEADERSHIP | <i>University Hospital leadership is transformational, collaborative, and responsive to the communities we serve</i> |
| COMMUNITY HEALTH IMPROVEMENT | <i>University Hospital offers effective community-focused healthcare programs that improve access to primary and specialty care, enhance prevention, enable management of chronic illnesses, and partners to address the social determinants of health</i> |
| PRIMARY & SPECIALIZED CLINICAL SERVICES | <i>University Hospital expands its clinical presence and interprofessional programs as the principal teaching hospital of New Jersey Medical School, Rutgers School of Dental Medicine, and other Newark-based programs</i> |
| INNOVATION, RESEARCH & EDUCATION | <i>As a public academic health center, University Hospital partners to enhance clinical and research innovation to educate the next generation of clinical leaders</i> |
| FINANCIAL SUSTAINABILITY | <i>University Hospital meets community health needs now and into the future through a combination of financial performance and public support</i> |

Quality, Safety, & Reliability

Goal & Initiatives

GOAL

University Hospital consistently provides world-class care from the perspective of patients, families, physicians, employees, and the community

MAJOR INITIATIVES

- Continue the forward-looking journey to high reliability utilizing a collaborative, interprofessional and results-based team approach¹
- Deliver on the principles of the quadruple aim

Improve the health of our patients

Enhance care team well-being

Elevate the patient experience

Reduce the cost of care

1. Quality care is safe, timely, effective, efficient, equitable, and patient-centered – “STEEEP”.

Leadership

Goal & Initiatives

GOAL

University Hospital leadership is transformational, collaborative, and responsive to the communities we serve

MAJOR INITIATIVES

- Create a culture of accountability and transparency
- Develop a leadership team that is responsive to the workforce and the communities we serve, promoting equity, diversity, and inclusion
- Develop/recruit a high-performing Board of Directors
- Empower a high-performing workforce through professional development and enhanced engagement
- Evaluate affiliations with organizations that will support University Hospital in achieving its vision and delivering on its mission

Community Health Improvement

Goal & Initiatives

GOAL

University Hospital offers effective community-focused healthcare programs that improve access to primary and specialty care, enhance prevention, enable management of chronic illnesses, and partners to address the social determinants of health

MAJOR INITIATIVES

- Prioritize community health needs that will be addressed
- Partner to enhance resources available to improve community health (e.g., programs focused on access, behavioral health services, and coordination of care)
- Address community public health issues and disparities through programs and partnerships

Primary and Specialized Clinical Services

Goal & Initiatives

GOAL

University Hospital expands its clinical presence and interprofessional programs as the principal teaching hospital of New Jersey Medical School, Rutgers School of Dental Medicine, and other Newark-based programs

MAJOR INITIATIVES

- Strengthen existing areas of clinical excellence
- Develop new services and programs, matching resources to community needs and clinical program priorities
- Become a model for patient-centered ambulatory care delivery

Innovation, Research, and Education

Goal & Initiatives

GOAL

As a public academic health center, University Hospital partners to enhance clinical and research innovation to educate the next generation of clinical leaders

MAJOR INITIATIVES

- In partnership with principal teaching affiliates, align innovation and research efforts with community need and clinical program priorities
- Develop a long-range Information Technology plan to incorporate future technology with clinical services and organizational needs
- Coordinate management of grant funded projects and collaborate to pursue additional health-focused grants

Financial Sustainability

Goal & Initiatives

GOAL

University Hospital meets community health needs now and into the future through a combination of financial performance and public support

MAJOR INITIATIVES

- Improve operational efficiency by pursuing revenue growth and expense management
- Explore alternative financial structures and funding sources
- Design payer strategies to meet financial and market needs
- Develop operational, capital, and facility plans to support strategic initiatives

Appendix

Strategic Planning Process



Strategic Planning Committee Members

- Dr. Cecile Feldman, Committee Chairperson, Board Member & Dean of the Rutgers School of Dental Medicine
- Tanya Freeman, Board Chair
- Keith Green, Board Member
- Dr. David Molowa, Board Member
- Dr. Anne Mosenthal, Chief of Trauma and Critical Care
- Dr. Denise Rodgers, Vice Chancellor for Interprofessional Programs at Rutgers Biomedical & Health Sciences
- Dr. Michael Curi, Chief of Division of Vascular Surgery
- Dr. Mark Einstein, Chair of OB/GYN
- Dr. Marc Klapholz, Director of Cardiology
- Judy Persichilli, Acting President and CEO
- Eve Borzon, Chief Operating Officer
- Annette Hastings, Chief Administrative Officer
- Dr. Larry Ramunno, Chief Medical Officer
- Tom Daly, Chief Financial Officer
- Mary Maples, Chief Legal Officer and Secretary to the Board of Directors
- Gerard Garcia, Chief Human Resources Officer
- Carl Kirton, Chief Nursing Officer
- Richard Tunnell, Chief Information Officer
- Joan Dauhajre, Chief Experience Officer
- Dr. Lisa Dever, Department of Medicine, Infectious Disease