

UCSF HEALTH SYSTEM

UCSF Clinical Enterprise Strategic Plan 2014 - 2019

Building the Health System



University of California
San Francisco

advancing health worldwide™

UCSF Health System Five Year Strategic Plan: FY 2014-2019

“Advancing the Health System”

A revolution is underway in health care. The people paying for health care—individuals, employers, and government—are demanding that providers deliver care that is more patient-centered, effective, and affordable. Maintaining the status quo is not an option for organizations wanting to succeed in this new health care environment. The UCSF clinical enterprise is ready to respond to this challenge.

The leading university exclusively focused on health, the University of California, San Francisco is driven by the idea that when the best research, the best education and the best patient care converge, great breakthroughs are achieved. This animating idea is finding new ways to express itself in a rapidly changing and evolving health care environment in which we can bring innovative solutions to meet the needs of our patients and the communities we serve. The way forward calls on UCSF to capitalize on its traditional strengths while simultaneously embracing new ways of organizing and delivering care. The strategic plan for advancing the health system over the next five years affirms three key priorities for the UCSF clinical enterprise. First, we will continue to push the envelope in our ability to deliver world-class, highly specialized care, rapidly translating research findings into treatments, enhancing patient access to cutting-edge care, and improving coordination with referring physicians. Second, we will assume greater accountability for delivering a full continuum of affordable, integrated care—from primary to specialty care—for those patients who look to UCSF as a provider of comprehensive health care services, partnering with other leading health care organizations in the San Francisco Bay Area to create a high value, regional system of care. Underpinning all these efforts will be a dedication to a culture of Continuous Process Improvement, ensuring patients that all members of the health care team at UCSF are unified in their commitment to patient-centered care, coordination of services, and streamlining of operations to eliminate waste that does not add value to patients’ experiences of care and their health.

New Expectations for UCSF

The health care system – and particularly academic medical centers like UCSF Medical Center and UCSF Benioff Children’s Hospital– faces important new expectations for leadership. Our health care system must be reformed to be more proactive, more patient-centered and more efficient – while also continuing to produce the innovative treatments which can improve the health and well-being for all who come to us for care. We also face new challenges. Education and research funding pressures, combined with concerns about the high cost of health care, are requiring us to

do more with less. Our customers –patients, employers, health plans and government – expect us to deliver greater value. It is imperative that we respond to these expectations.

These forces create both opportunity and challenge for UCSF’s clinical enterprise. Successful systems of care will be defined by their fundamental re-orientation towards health: that is, toward prevention and helping patients to better manage their chronic illnesses to avoid deterioration of their health and potentially preventable emergency room visits and hospitalizations. However, there will continue to be an important role for UCSF’s specialized capabilities for patients who require the types of distinctive services that academic health centers are best positioned to deliver. These challenges will require us to innovate with a new paradigm, one which couples our expertise in specialty medicine with enhanced capabilities to provide a full spectrum of coordinated care, from primary to tertiary and quaternary care, and to engage patients and families as partners to improve their health and that of their communities.

UCSF Health System’s Vision 2020

To complete our 2020 Strategic Plan we gathered perspective from more than 400 clinical and administrative staff, conducted more than 80 internal and external interviews, organized four workgroups comprised of 90-plus contributors and held two leadership planning sessions in which over 100 UCSF leaders participated. A 22-member steering committee, led by the school of medicine dean and the medical center CEO, led the process.

UCSF VISION 2020

The UCSF Health System will provide innovative, high-quality, cost-competitive clinical services, and deliver an unparalleled patient experience across the entire care continuum.

Our 2020 Vision calls for transformation. One important marker of this transformation is a change in language. In place of the term “The UCSF Clinical Enterprise” we will be using the name, “The UCSF Health System.” This change is not just semantics. It signifies our commitment to operating as a true health system rather than disjointed parts, bringing together our physicians, nurses, and other staff; the leaders and managers of our medical center and outpatient facilities; our researchers, educators, and trainees; and our patients and their families in a truly integrated organization to deliver seamless care.

We will organize ourselves and implement clinical programs as a system of care, paying particular attention to enhancing access to our services and improving the transitions of care for our patients. We will focus our abilities to rapidly translate research results into groundbreaking treatments.

The Health System will foster deeper clinical care relationships with other health care organizations, creating a network that offers consumers provider choice with outstanding availability of primary care and rapid access to specialized medicine when needed.

We will use investments we are making in the latest information technology to better communicate with patients and connect and support our clinicians. We will

provide training to all our employees and faculty, so that we all share the singular priority to continuously improve processes and enhance the care we provide to patients. We will undertake an extensive program to eliminate waste and reduce our costs so that UCSF remains competitive and affordable. Our educators will prepare the next generation of clinicians for a different practice of medicine, in which teamwork, a focus on improving the health of the population as well as healing individual patients, and advanced information management are the norm.

The UCSF Health System will have three strategic priorities in the coming five years. *First*, we will continue our pursuit of excellent specialty medicine, with a renewed focus on streamlining access to our services and coordination of care. *Second*, we will promote a high value system of care, engaging with health care partners in the emerging accountable care organization model with a focus on optimizing health and health care value for a regional population of patients. *Third*, we will accelerate our implementation of a culture of continuous process improvement. These three priorities will be supported by initiatives to better engage our employees, deploy the latest in information technology and enhance our ability to translate research into practice to deliver personalized care.



Goal 1: Lead in Destination Programs

The UCSF Health System will continue to deliver world-class, tertiary and quaternary care, offering patients access to the latest technology, rapid translation of research results into groundbreaking treatments, and the latest clinical trials. We will improve our ability to focus on the centrality of the patient by improving patient access and care transitions. Coordination and communication with referring physicians, integration with primary care medical homes and expansion of behavioral health and post-acute care services will be priorities for achieving positive patient outcomes. This new environment will also place greater emphasis on demonstrating the value of our care to the market; therefore, we will focus on documenting and communicating patient outcomes and achieving efficiencies to deliver higher quality at lower cost.



Mission Bay Campus

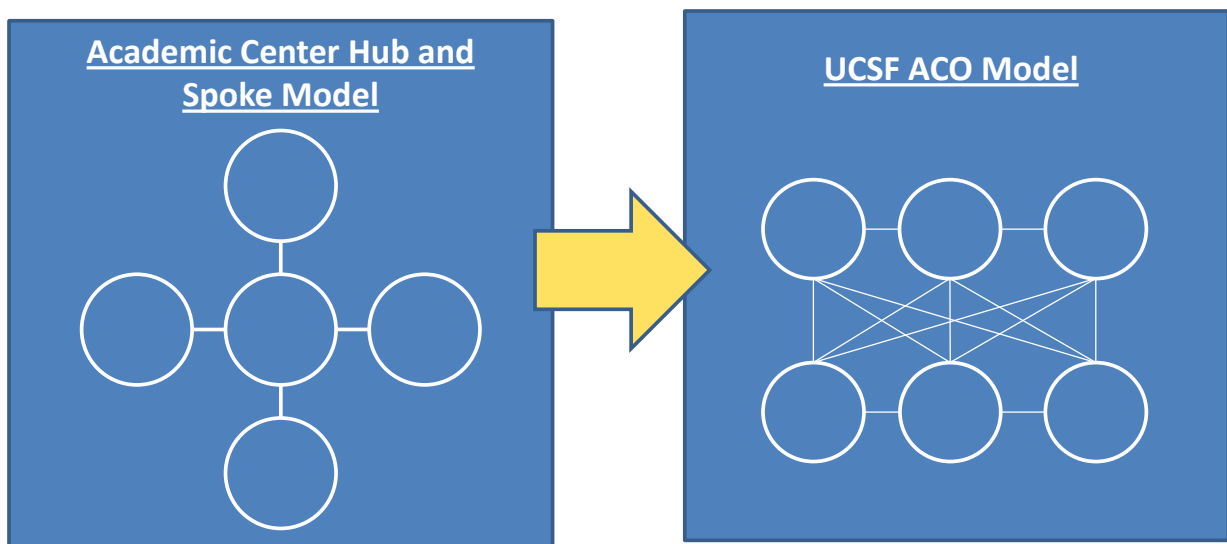
Over the next five years, the UCSF Health System will focus our specialty program growth around the strategic development of established and emerging adult and pediatric Destination Programs. We will position these programs to compete on value by creating a model for success based on best practices, implementing a standardized approach to significantly improve patient access and coordination of care transitions, and building a robust clinical enterprise data warehouse with simplified access to clinical outcomes and financial data. We will also coordinate our outreach strategies, establishing magnet services for our destination programs with regional partners and piloting new payment models.

Goal 2: Promote a High Value System of Care

The UCSF Health System will promote a high value system of care by engaging with health care partners in the emerging accountable care organization (ACO) model. This model calls for improving the coordination of services across the care continuum, lowering costs and raising the quality of care for a regional population of patients who seek comprehensive care under this type of integrated model. Our early experiences with ACO contracts that place greater financial responsibility on the UCSF Health System for the overall care of a group of patients has highlighted the importance of highly accessible primary care medical homes, coordination of services between primary and specialty care and across hospital, ambulatory, and rehabilitative settings, interdisciplinary team-care approaches, and real-time data to inform tailoring of care plans to the diverse needs of the population of patients enrolled in ACO programs. These ACO

experiences have also taught us the importance of partnering with other physician and hospital organizations to reach a larger population and operate at the scale necessary to sustain an academic health center. We will strengthen our internal UCSF Health System capabilities for delivering care under the ACO model and align with other high-quality providers in the Northern California market to form a regional ACO based on a common commitment to perform as a high value regional system of care – delivering an outstanding patient-centered experience with an integration of services across UCSF services and practices and with affiliated partners. This will require us to make important new commitments to primary care services, to enhance our transitions of care programs, and provide continuity of care into the post-acute care setting.

UCSF Accountable Care Model is Based on Partnership



Linkages to our affiliates throughout the Bay Area will build and maintain continuity of care across primary and specialty physicians within UCSF and the broader community. Importantly, we will be working in affiliation and partnership with colleagues throughout the Bay Area and Northern California. We will recognize and respect the diversity and the excellence of our partners, working collaboratively to identify how we can collectively best serve the patients under our care.

Goal 3: Achieve a Culture of Continuous Process Improvement (CPI)

Our customers are requiring that we do more with less. To achieve this objective, the UCSF Health System will examine all aspects of its operations to reduce duplication, integrate and expand existing resources and streamline operations. We will expand our successful Caring Wisely program, which provides support for initiatives that reduce health care costs while improving quality. We will be empowering individuals and teams at all levels of our organization to develop and adopt practices that enable the delivery of the highest quality services to patients. We have initiated a multi-year program to train our faculty and staff in the methods of the Lean process improvement system to achieve higher levels of quality and cost effectiveness, with a priority on patient responsiveness, accessibility of our services, productivity and coordination of care.

All UCSF Health System personnel will receive a baseline level of Lean training and be expected to participate and be accountable for the activities needed to achieve the performance to which we aspire. We will establish unit-based clinical leadership teams to support this initiative. Success in continuous process improvement requires standards and accountability. As UCSF completes its electronic medical record implementation, we will be able to support our clinicians with the best available information systems. Most important, we will provide personalized care to each patient, engaging patients to clarify their preferences and goals for their health and health care with respect for their diversity of cultures and backgrounds, supporting patients and their clinicians to collaboratively make well-informed decisions using sophisticated tools for organizing data about each patients' unique circumstances and care needs, and implementing decision support tools that use the best medical evidence to maximize outcomes and efficiency of care. Significant enhancements to employee engagement will be essential to

Principles of CPI

Patient and Family Engaged Care –

*Deliver **accessible, appropriate and affordable** care that is tailored to individual preferences and optimally supports and engages patients and families in managing health care.*

Continuity of Care – *Improve coordination and communication within and across the Health System.*

Optimized Operations – *Continuously improve health care operations to reduce waste, streamline care delivery and focus on activities that deliver value and improved health to our patients.*

Evidence-based Practice – *Accelerate integration of the best available knowledge into care delivery and health promotion.*

drive ownership of these improvements at all levels of the organization. Providing a work environment supportive of clinicians, employees, and trainees will be a priority.

Achieving the UCSF Vision

Accomplishing our three 2020 strategic goals will require contributions from every faculty member, employee, and trainee throughout the UCSF Health System. The Health System will be undertaking a series of programs which will strengthen our ability to achieve the vision, including:

- **Information Services and Analytics.** Investing in data systems and analytics capabilities across the enterprise to facilitate population health activities, performance improvement, translational medicine and risk-based contracting with purchasers.
- **Employee Engagement.** Redoubling our efforts to provide a work environment that enhances clinicians' and employees' productivity, quality and service.
- **Physician Services Enhancement.** UCSF's recent affiliation with Children's Hospital & Research Center Oakland that includes an agreement to jointly operate the BayChildren's Physicians Medical Foundation reinforces the Health System's commitment to pediatric health care and to establishing strong relationships with community physicians.
- **Next Generation Education.** Training the next generation of health professionals for the new health care environment, utilizing our new Bridges curriculum which emphasizes team-based care, population health, the application of electronic medical records and other IT tools.
- **Community Engagement.** Engaging community providers and community based organizations and resources to complement and support health system population health initiatives.
- **Precision Medicine, Research and Innovation.** Rapidly translating clinical research results into groundbreaking treatment for our patients and engaging patients as partners in treatment decisions, clinical trials and research.
- **Patient and Consumer Engagement.** Delivering an outstanding patient experience, with particular attention on improving patient access, timely scheduling of outpatient specialty consultations and patient- and family-centered models of care.
- **Post Acute Care.** Offering a comprehensive spectrum of post-acute care services by strengthening internal capabilities, reinforcing a partner network of providers and developing processes to embed these services into population health and care processes.

Implementing the UCSF Health System

During 2014 we will be implementing the Strategic Plan with an initial goal of establishing the UCSF Health System. This effort will bring all our health services together into a unified management and operational structure, achieving strategic, operational and financial alignment. The UCSF Health System will integrate our expertise across the care continuum, our new medical campus at Mission Bay, our growing partnership with Children's Hospital and Research Center of Oakland, and a forward-looking emphasis on improving the health of our patients and the communities we serve. We will function as a learning health system in which our remarkable assets in research and education are fully harnessed to drive continuous improvement in patient care. Implementing the UCSF Health System will require change from the faculty and all our staff, and it will strengthen our organization in multiple ways. UCSF's success in fulfilling our aspiration will be based on four principles:

- **Unified Direction** –As we implement our Strategic Plan we will act as one enterprise, taking advantage of the scale and benefits of being part of a larger system of care to achieve our goals.
- **Transparency** – We all gain when our progress toward agreed-upon strategies and objectives is visible, and when there is one understanding of our operating and financial performance. Optimization of analytics and information services across the UCSF Health System will be critical to providing this level of enterprise-wide transparency.
- **Empowerment** – Individuals and teams at all levels of our organization can and must contribute to our transformation. As an enterprise, we have a responsibility to establish the culture, organizational structures and process and incentives required to enable frontline staff to realize these imperatives.
- **Accountability** – We are all accountable to each other for delivering outstanding results to our patients and the communities we serve and eliminating disparities in the care we provide.

As we work to achieve our Vision 2020 we will maintain our innovative spirit while evolving the ways we operate to better realize our commitment to high quality and high value patient care and advancing the health of the communities we serve.