



THE UNIVERSITY OF  
**TENNESSEE**  
HEALTH SCIENCE CENTER™

# **STRATEGIC PLAN**

## **FY19 – FY23**

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# UTHSC Strategic Plan 2019-2023

- Revised Map approved in 2018
- Strategic Priorities focus on:
  - Education
  - Research
  - Clinical Care
  - Visibility & Recognition
  - Resource Alignment



## Cross-Cutting Priorities

- Recruit and retain faculty and staff
- Foster a diverse and inclusive culture
- Expand and strengthen community partnerships
- Strengthen organizational effectiveness and adaptability – a focus on a culture of excellence



*The mission of the University of Tennessee Health Science Center is to improve the health and well-being of Tennesseans and the global community by fostering integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service.*

**UTHSC STRATEGIC MAP: FY 2018-2019 TO FY 2022-23**

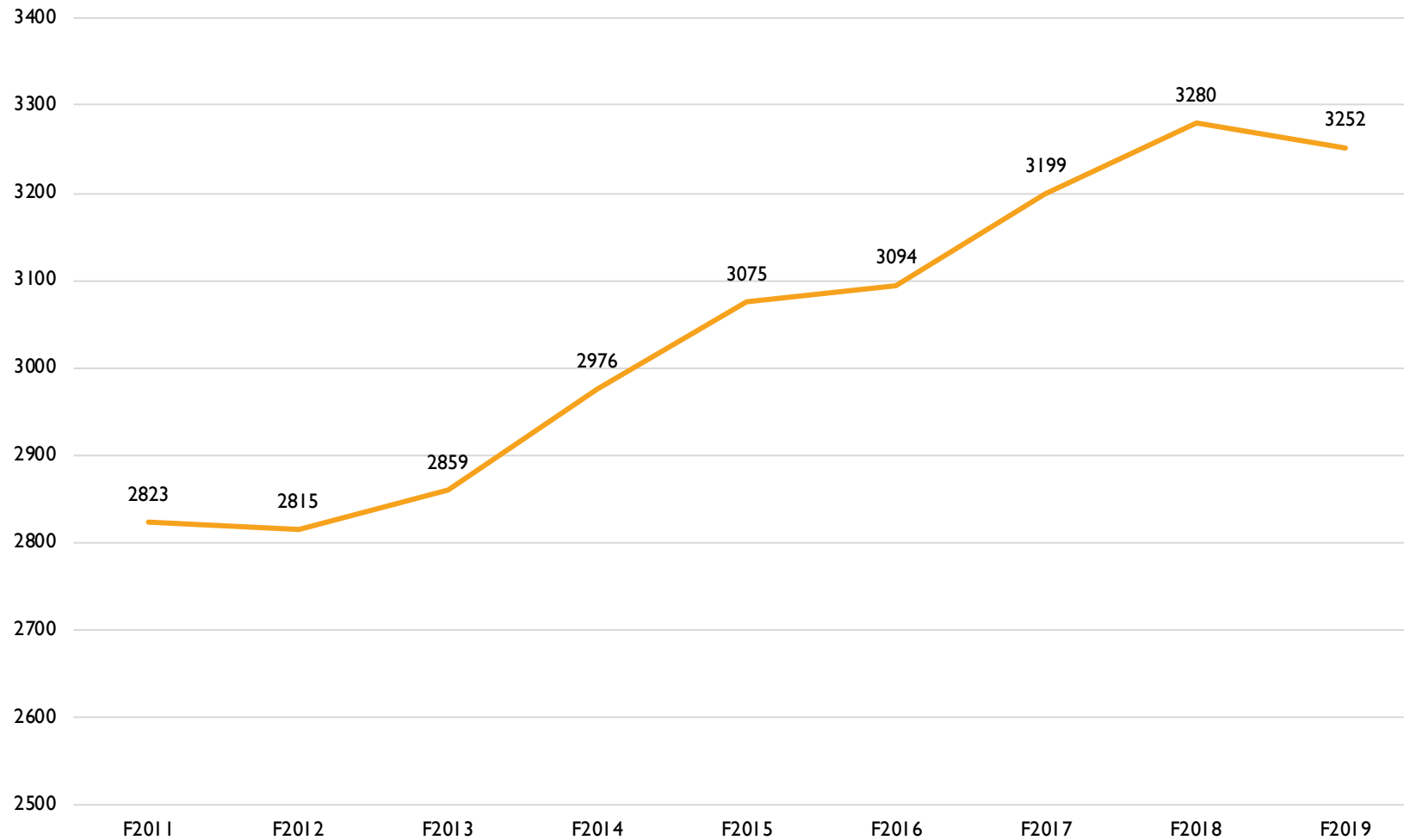
	A	B	C	D	E
	<b>Educate outstanding graduates who meet the needs of the state and its communities</b>	<b>Grow the research portfolio focusing on targeted areas</b>	<b>Create areas of clinical prominence while expanding outreach</b>	<b>Increase visibility and recognition of UTHSC contribution</b>	<b>Align UTHSC resources with areas of excellence</b>
1	Expand and strengthen team-based Interprofessional educational experiences	Provide necessary infrastructure for research and scholarship	Develop targeted areas of centers of excellence	Broaden and bolster the branding and marketing strategy	Address prioritized needs/ deficits requiring additional resources
2	Cultivate and sustain effective educational models and technologies to enhance student learning and engagement	Enhance connections between researchers at various translational stages (T0 to T4)	Establish a culture of best practices	Increase awareness of UTHSC's healthcare initiatives and contributions, from local to national and international audiences	Increase collaboration across UT
3	Foster student wellness and resilience to prepare them for lives and careers as health professionals	Create a collaborative research network across, disciplines, colleges, campuses, universities, hospitals and industry	Strengthen program quality using performance metrics	Renovate facilities to stimulate learning, scientific discovery, and research	Allocate space based on need across UTHSC
4	Prepare graduates to understand and address the social determinants of health in the communities we serve	Develop and implement research mentorship programs	Develop and implement community-based and statewide clinical and outreach programs	Engage stakeholders, including alumni, to be legislative advocates for UTHSC	Re-engineer clinical and core services to Increase effectiveness and efficiency
5	Prepare graduates as life-long learners, collaborative leaders, and advocates to improve the shifting healthcare landscape		Expand the scope and quality of integrated clinical practice	Promote UTHSC as a positive and necessary entity in healthcare, education, research, and clinical practice	Optimize productivity and alignment of faculty, staff, students, and administration
6	Recruit and retain faculty and staff through development, support, and mentorship			Offer special events and initiative to promote health within the community	Build and sustain a philanthropic culture across UTHSC, alumni, and external stakeholders
7	Foster and sustain a diverse and inclusive culture where we respect and engage all members of the UTHSC community.				Develop leaders at all levels of the institution
F	<b>Expand and strengthen key community and other partnerships</b>				
G	<b>Strengthen organizational effectiveness and adaptability through a focus on a culture of excellence across UTHSC including staff, faculty, and administration</b>				

**EDUCATION**

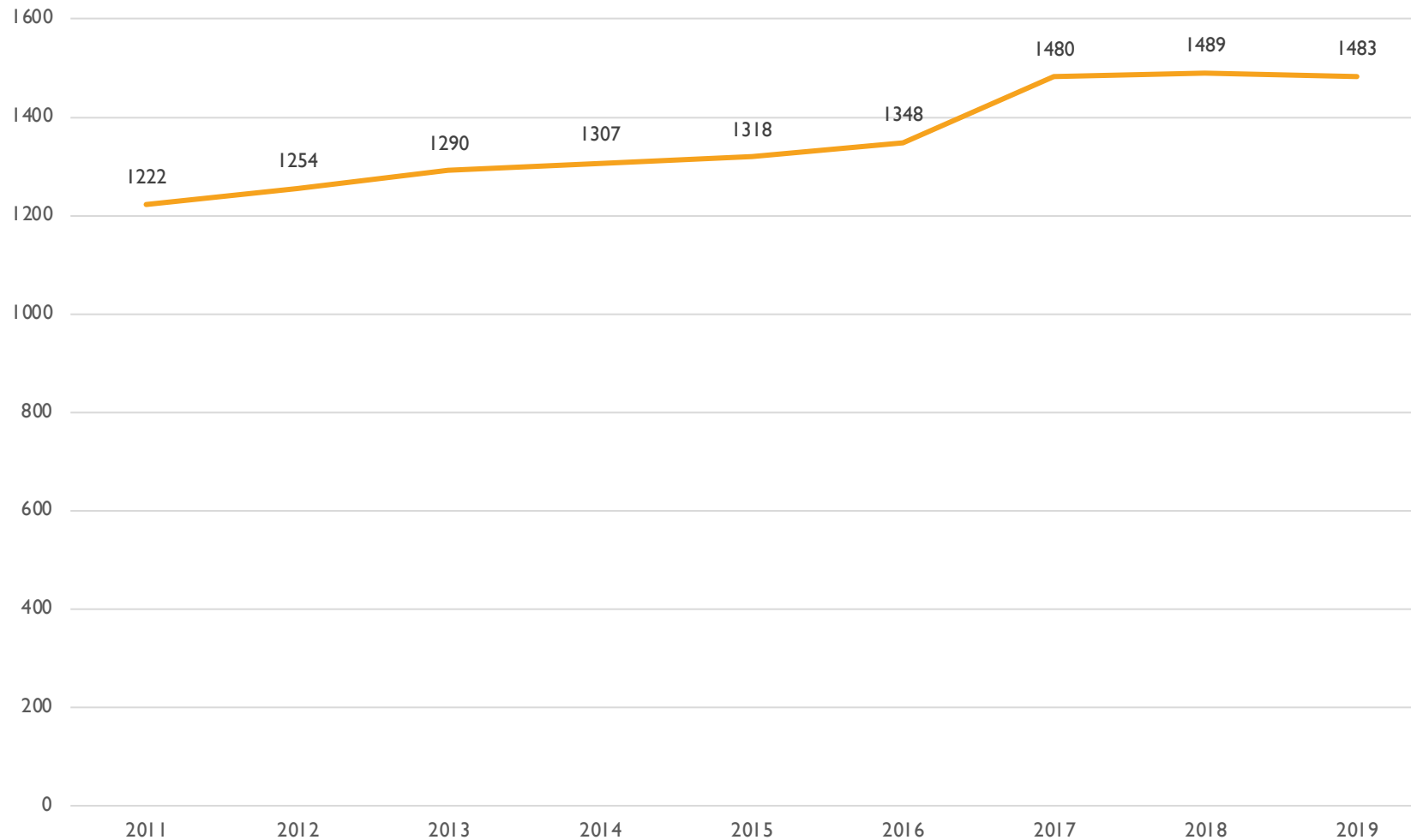
## **Strategic Priority A:**

- **Expand and strengthen team-based interprofessional education experiences**
- **Cultivate and sustain effective educational models and technologies to enhance student learning and engagement**
- **Foster student wellness and resilience to prepare them for lives and careers as health professionals**
- **Prepare graduates to understand and address the social determinants of health in the communities we serve**
- **Prepare graduates as life-long learners, collaborative leaders, and advocates to improve the shifting healthcare landscape**

# Enrollment

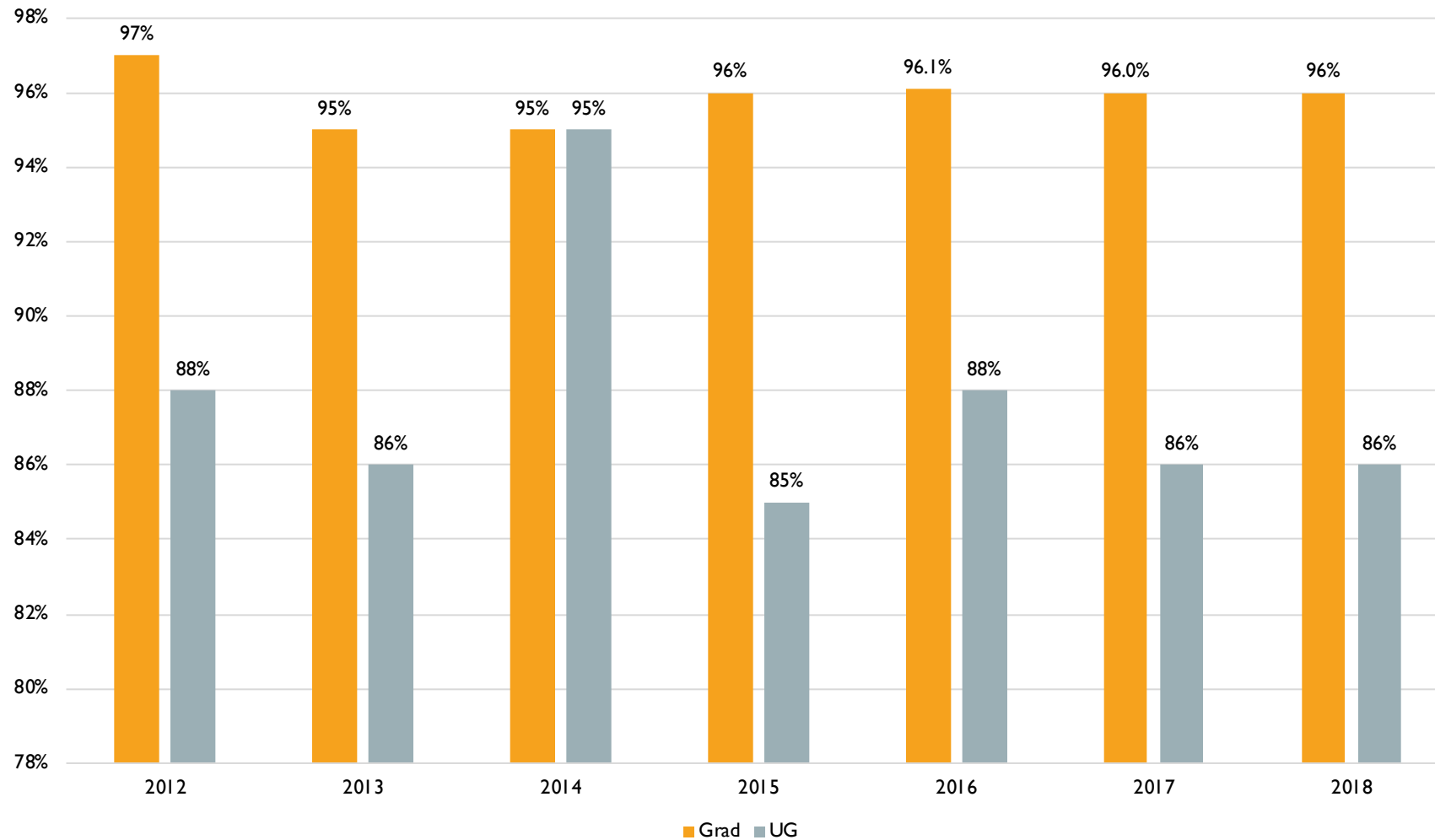


## Residents, Fellows, Post Docs

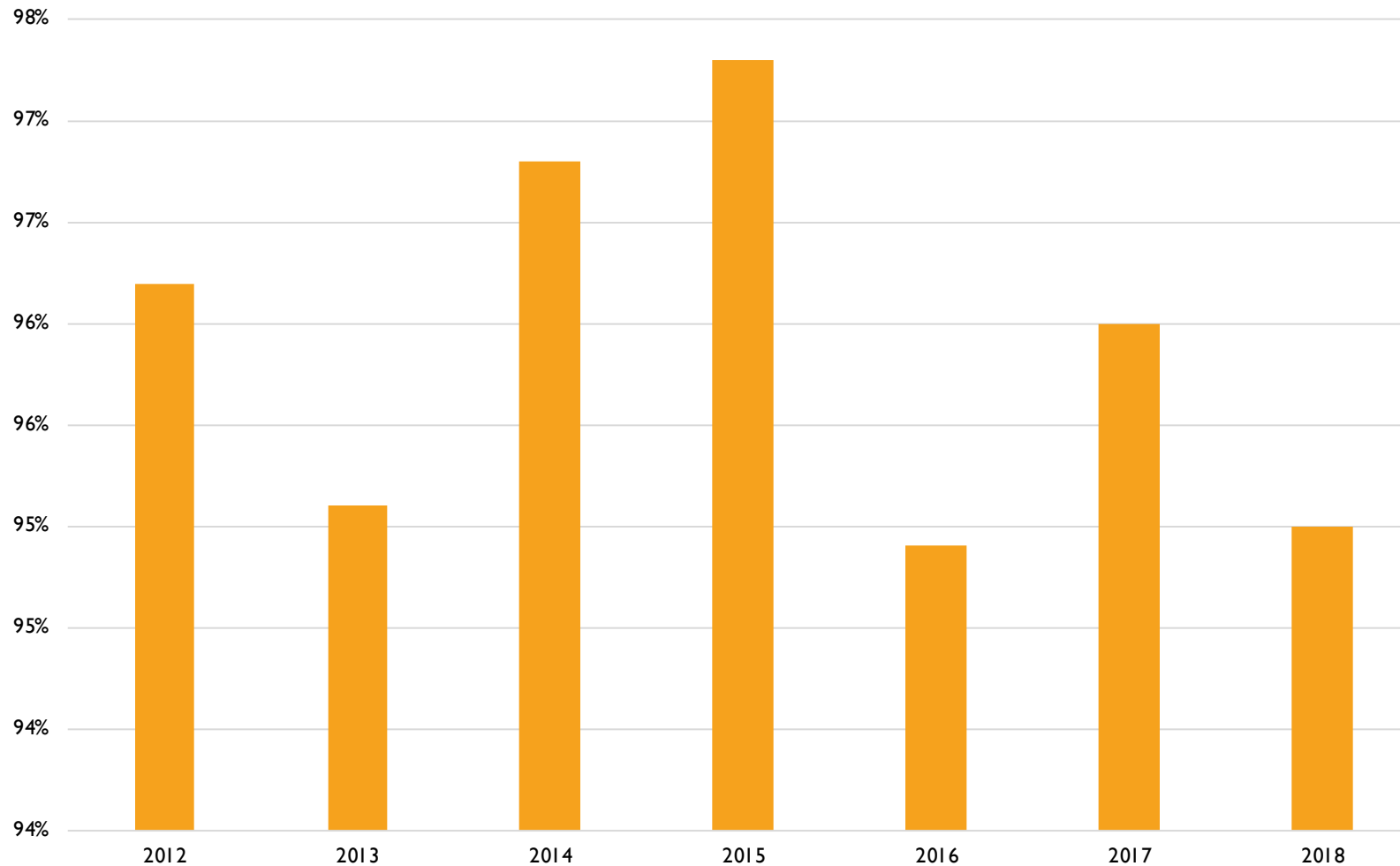




# Graduation Rates



## First Attempt Board Pass Rates



**RESEARCH**

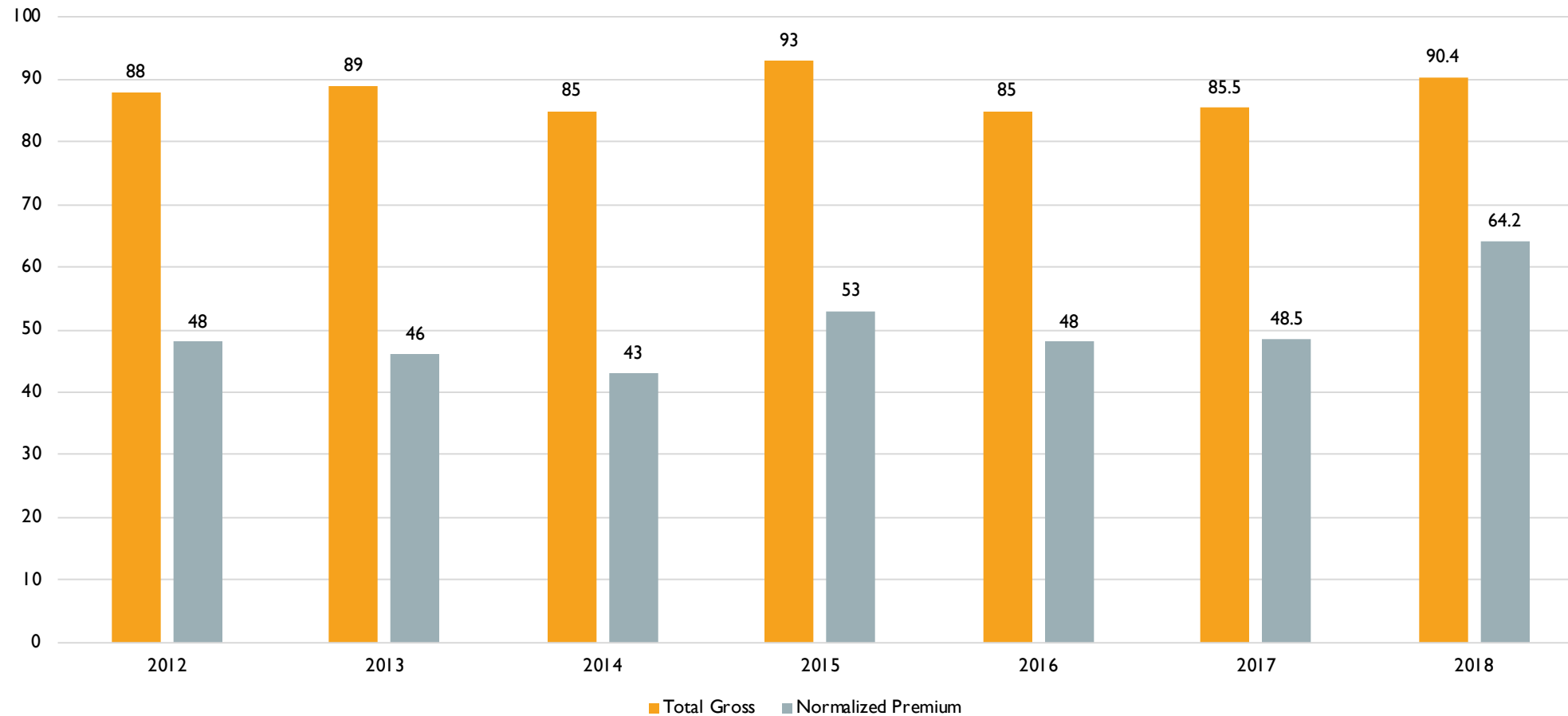
## **Strategic Priority B:**

- **Provide necessary infrastructure for research and scholarship**
- **Enhance connections between research at various translational stages (T0-T4)**
- **Create a collaborative research network across disciplines, colleges, campuses, universities, hospitals, and industry**
- **Develop and implement research mentorship programs**

# Sponsored Program Expenditures



# Total Gross and Normalized Premium Research Awards



# **CLINICAL CARE**

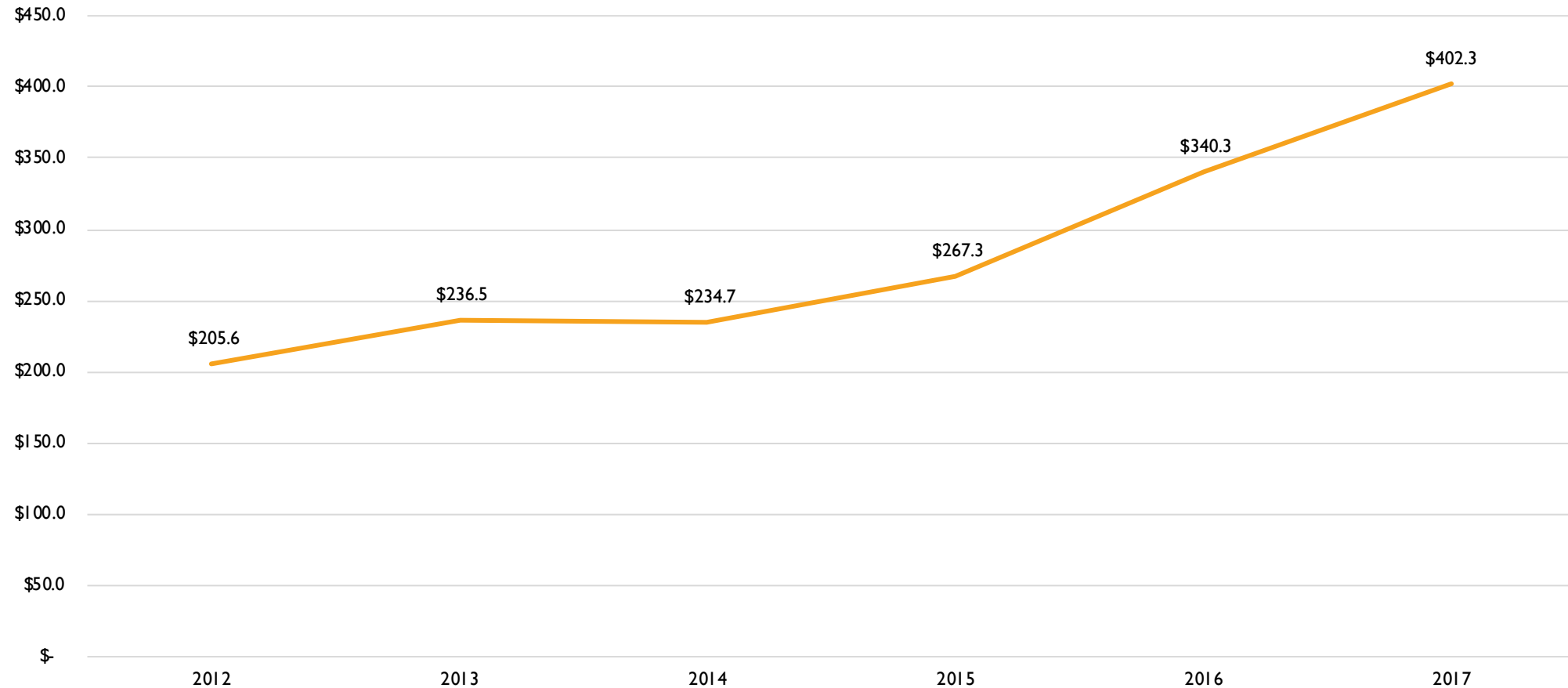
## **Strategic Priority C:**

- **Develop targeted areas of centers of excellence**
- **Establish a culture of best practices**
- **Strengthen program quality using performance metrics**
- **Develop and implement community-based and statewide clinical and outreach programs**
- **Expand the scope and quality of integrated clinical practice**

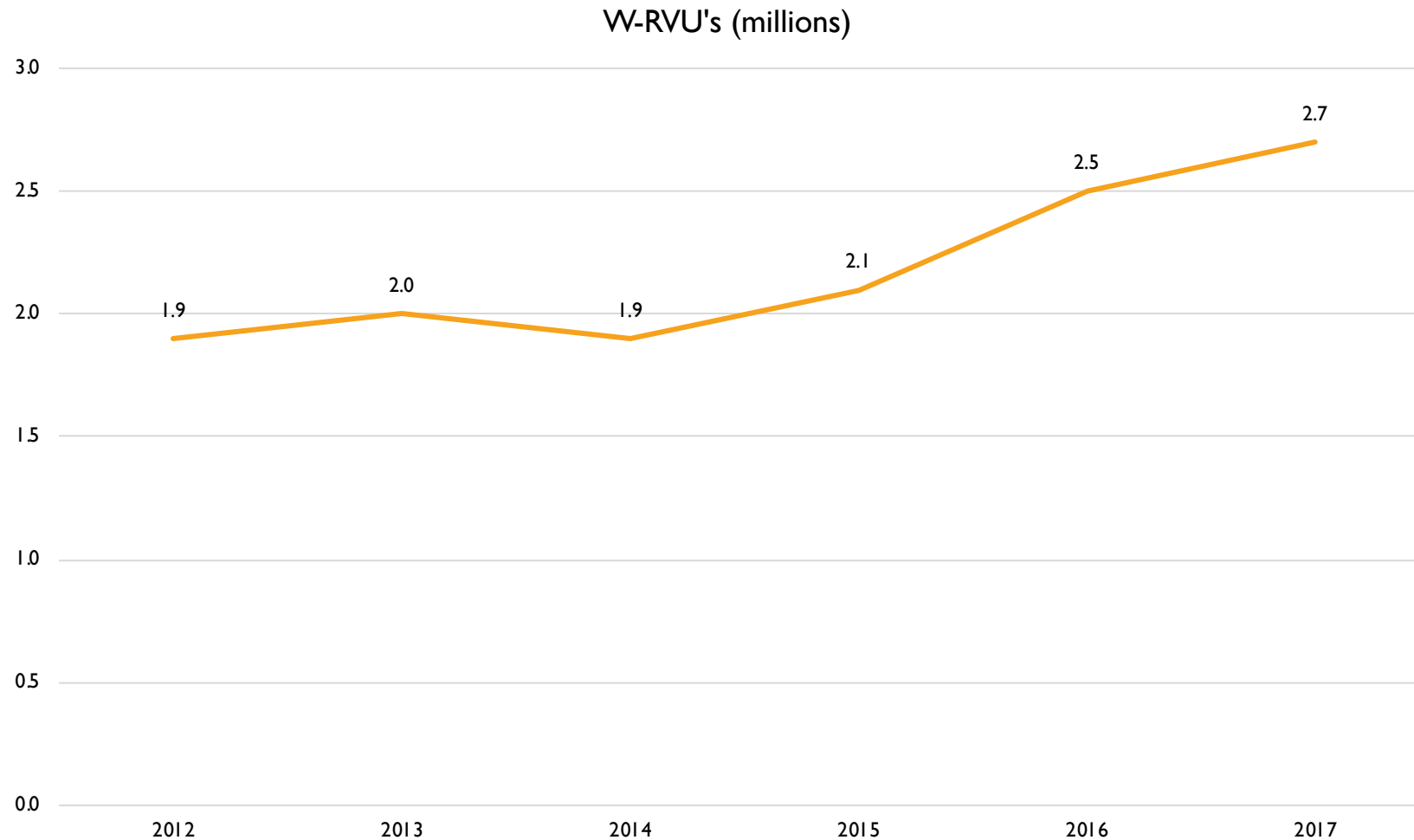


# Core Affiliated Practice Plan Activity

Net Patient Revenue  
Core Affiliated Practice Plans (millions)

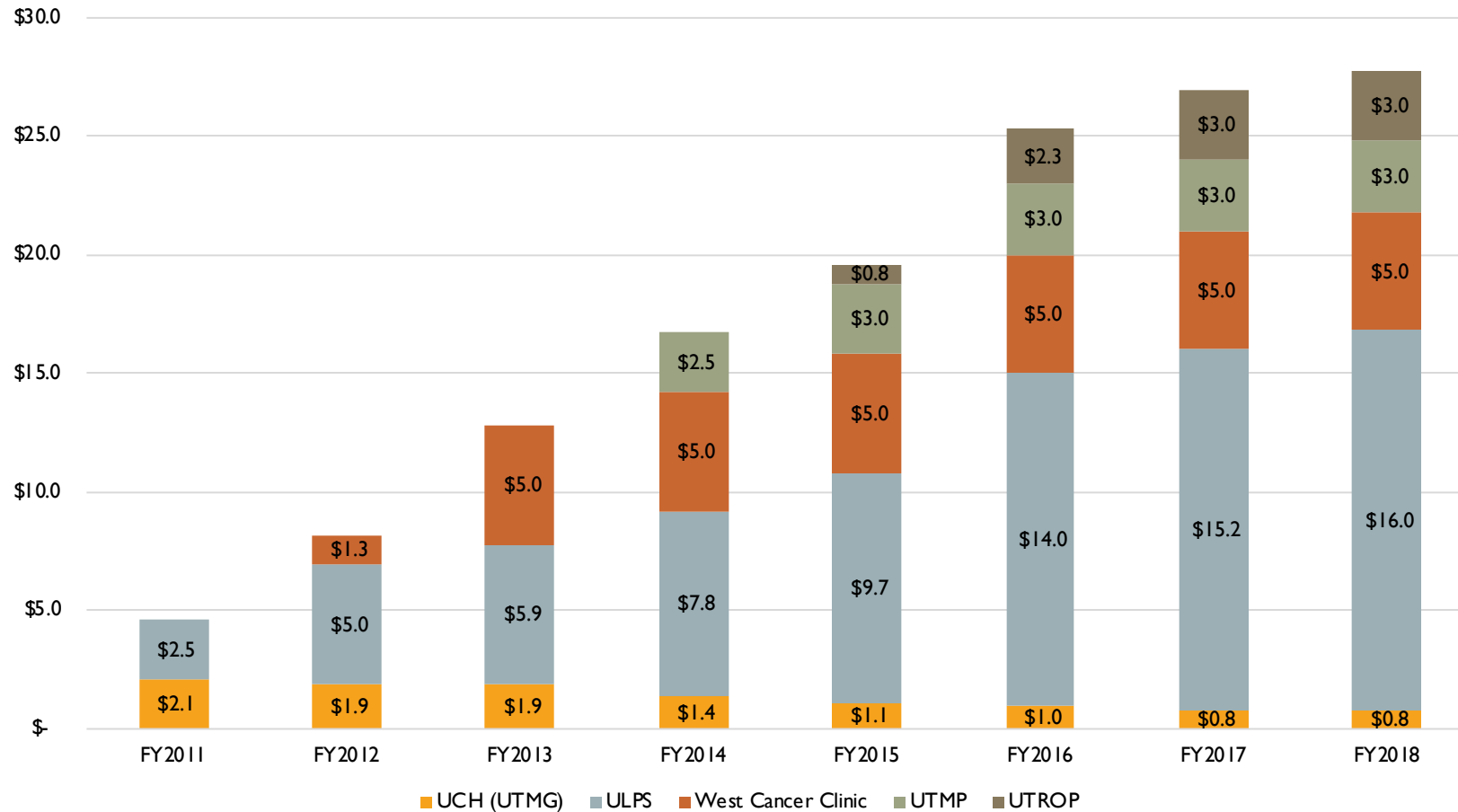


# W-RVU's Affiliated Practice Plans



# Base Mission Support Payments

Fixed Payments



# **VISIBILITY & RECOGNITION**

## **Strategic Priority D:**

- **Broaden and bolster the branding and marketing strategy**
- **Increase awareness of UTHSC's healthcare initiatives and contributions, from local to national and international audiences**
- **Renovate facilities to stimulate learning, scientific discovery, and research**
- **Engage stakeholders, including alumni to be legislative advocates for UTHSC**
- **Promote UTHSC as a positive and necessary entity in healthcare, education, research, and clinical practice**
- **Offer special events and initiatives to promote health within the community**

# **ALIGNING RESOURCES**

## **Strategic Priority E:**

- **Address prioritized needs/deficits requiring additional resources**
- **Increase collaboration across UT**
- **Allocate space based on need across UTHSC**
- **Re-engineer clinical and core services to increase effectiveness and efficiency**
- **Optimize productivity and alignment of faculty, staff, students, and administration**
- **Build and sustain a philanthropic culture across UTHSC, alumni, and external stakeholder**
- **Develop leaders at all levels of the institution**

# **SUMMARY**



## Tracking progress

- Twice yearly meetings of the Strategic Planning Committee
- Website archive of reports and presentations  
[Strategic Planning Website](#)
- College level plans with direct ties to the UTHSC Strategic Plan



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