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**

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

Expand and strengthen key community and other partnerships

**G**

Strengthen organizational effectiveness and adaptability through a focus on a culture of excellence across UTHSC including staff, faculty, and administration

Revised 5/3/2018
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
Residents, Fellows, Post Docs

![Graph showing the number of residents, fellows, and post docs from 2011 to 2019. The number of residents, fellows, and post docs has increased from 1222 in 2011 to 1483 in 2019.]
Graduation Rates

- Grad Rates: 97%, 95%, 95%, 96%, 96.1%, 96.0%, 96%
- UG Rates: 88%, 86%, 95%, 85%, 88%, 86%, 86%
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

W-RVU’s (millions)
Base Mission Support Payments

Fixed Payments

UCH (UTMG)  ULPS  West Cancer Clinic  UTMP  UTROP
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