Strategic Plan
Becoming the Preferred Academic Medical Center of the 21st Century
ONEUABMedicine.org/AMC21
ENGAGEMENT QUALITY FINANCE ADVANCEMENT OF KNOWLEDGE FOUNDATIONS

UAB MEDICINE
Strategic Plan

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ONEUABMedicine.org/AMC21
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This document and other AMC21 strategic plan tools and resources are available on the UAB Medicine ONE intranet at:
ONEUABMedicine.org/AMC21

REVISED JULY 2015
Becoming the 
Preferred Academic Medical Center 
of the 21st Century

Our original AMC21 Strategic Plan launched in 2011 with the goal to become the Preferred Academic Medical Center of the 21st Century by delivering outstanding patient care, developing advancements in scientific discovery and biomedical research, and providing a strong foundation of education and training.

Strategic initiatives were developed across our four AMC21 “Pillars” — Quality, Satisfaction, Finance, and Advancement of Knowledge. These pillars were built on a foundation of Alignment & Integration to encourage collaboration, communication, and organizational effectiveness, Innovation to harvest new ideas, fresh approaches and scientific breakthroughs, and Reaching for Excellence to align goals, measure outcomes, and create a system of accountability.

Much has changed since 2011. We face new operational, financial, regulatory, and competitive challenges. Although we have made significant strides toward implementing our AMC21 initiatives, it is time to review our progress and chart our strategic path for the next five years. We have called this review our AMC21 Reload.

The Reload could not have come at a more opportune time. We’ve been able to incorporate the shifting landscape into our review, continuing the course where appropriate and adding new areas of focus and initiatives to meet the challenges ahead. In addition to our original pillars and foundations, we have now added three new foundational components to address these challenges and changes: Signature Programs, Population Health, and System Development. The Satisfaction pillar has also been renamed “Engagement” to reflect the scope of activity and the targeted audiences included within this pillar.

AMC21 Reload was facilitated and chaired by leaders across UAB Medicine. Co-chairs of the Pillar Teams were asked to define “What does it mean to be Preferred?” for each of our missions within each pillar. Defining preferred targets allows us to not only assess our progress, but also provide a roadmap to confirm, revise, or develop key initiatives and tactics to achieve the targets. Co-chairs of our new foundations were also asked to define foundational goals and objectives and identify the initiatives necessary to achieve them.

During the process, the Reload teams confirmed that our original AMC21 initiatives were on the right path and in many cases we needed to continue our efforts to improve and expand these initiatives (i.e. hardwiring evidence-based leadership tools and tactics, expanding access and clinic capacity, pursuing strategic partnerships and growth opportunities).

The initiatives necessary to achieve our targets were identified - from new and innovative approaches to fundamentally necessary tactics for us to become the Preferred Academic Medical Center of the 21st Century.

This document outlines our preferred targets and initiatives for each Pillar and the goals and objectives for our Foundational components.
AMC21 Pillar Diagram

Becoming the Preferred Academic Medical Center of the 21st Century

Preferred for: Care, Discovery, & Learning

- Engagement
- Quality
- Finance
- Advancement of Knowledge

Signature Programs
Population Health
System Development

Alignment & Integration
Innovation
Reaching for Excellence
Engagement

Develop and strengthen satisfying relationships between UAB Medicine and its patients, faculty, staff, and students.
Continued AMC21 Initiatives

• Continue to hardwire evidence-based leadership tools and tactics
• Expand leadership coaching activities focusing on patient engagement
• Monitor and evaluate system performance on patient experience metrics
• Implement Patient- and Family-Centered Care guidelines

Reload Initiatives
Currently in Progress

• Hold department leadership accountable for faculty survey results by incorporating survey feedback into annual review process
• Increase leadership visibility to enhance communication/transparency between senior leadership and faculty/staff
• Develop a monthly video series featuring leadership
• Create a program for leadership to engage with front-line staff through job shadowing and hands-on experience
• Improve participation rate in experience surveys through expanded opportunities and outlets for feedback from employees
• Develop mechanism for employees to customize content received from internal communications

Initiate in 12-24 Months

• Form process improvement teams to address patient engagement priorities
• Promote meaningful and transparent patient experience data to internal and external audiences
  – Link patient experience scores and feedback to UAB Medicine physician directory
  – Develop and implement standardized transparent patient experience scorecards that contain meaningful and actionable data reported at the unit, clinic, and department level
• Identify system-wide priorities from faculty engagement survey and develop plan for improvement
• Standardize staff recognition and rewards across UAB Medicine
• Address work-life balance concerns as identified in faculty and employee engagement surveys
• Establish a Resident Engagement Committee to assess and improve resident satisfaction and engagement
• Develop a survey tool to assess satisfaction and engagement of post-doctoral students involved in biomedical research training

Initiate in 24+ Months

• Identify top-tier national recognition awards and develop action plan for UAB achievement
• Evaluate the value of industry designations to staff and patients weighed against the cost of participation

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>TARGET</th>
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<tbody>
<tr>
<td>Increase patient satisfaction as measured by HCAHPS</td>
<td>Top 10% of HCAHPS</td>
</tr>
<tr>
<td>Increase patient satisfaction as measured by CGCAHPS</td>
<td>Top 10% of CGCAHPS</td>
</tr>
<tr>
<td>Increase employee engagement as measured by Press Ganey</td>
<td>Top 10%</td>
</tr>
<tr>
<td>Top 100 Places to Work</td>
<td>Modern Healthcare relative ranking</td>
</tr>
<tr>
<td>Increase American Association of Medical Colleges Graduation Questionnaire satisfaction score</td>
<td>50th percentile of US medical schools</td>
</tr>
<tr>
<td>Increase % of residents and biomedical graduate students indicating UAB was “preferred training program”</td>
<td>Internal survey (set baseline and % improvement)</td>
</tr>
<tr>
<td>Increase faculty engagement as measured by UHC</td>
<td>75th percentile for faculty and 60th percentile for physician faculty in UHC</td>
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Quality

Implement standards and systems to continue achieving the best possible results in clinical care, research, and education.
**Continued AMC21 Initiatives**

- Increase ED, Inpatient and Clinic access (expanded capacity, scheduling efficiencies, patient throughput, etc.)
- Enhance simulation and clinical skills training for medical students and residents
- Expand participation in UAB Quality Academy
- Expand UAB Care clinical effectiveness improvement efforts

**Reload Initiatives**

**Currently in Progress**

- Establish consistent process for mortality review
- Continue emphasis on improved and consistent patient documentation (provider present on admission documentation)
- Continue to address value-based purchasing measures (clinical process, outcomes, patient experience, and efficiency)
- Decrease Acute Myocardial Infarction, Pneumonia, and Heart Failure mortality
- Focus on Catheter-Associated Urinary Tract Infection prevention
- Lower our rates of MRSA and C. diff
- Reduce our “spend” per Medicare patient
- Implement interprofessional education platforms for enhancing health team training
- Decrease our Central Line-Associated Bloodstream Infection rates
- Improve our performance on AHRQ and patient Safety Indicators
- Lower our readmission rates
- Increase number of graduate students in the biological sciences funded with individual fellowship awards
- Develop a Quality Mentorship program for residents and fellows, selecting Quality Academy graduates to serve as mentors

**Initiate in 6-12 Months**

- Continue to transition clinics into the Access Center to facilitate dedicated scheduling
- Implement plan to facilitate centralized referrals and pre-authorizations to improve efficiency
- Form process improvement team to identify patient care quality improvement opportunities
- Develop patient-focused quality dashboard to be reported at unit and clinic level
- Develop quality standards required for use of UAB Brand
- Optimize front desk workflow to improve efficiency and increase patient satisfaction

**Initiate in 12-24 Months**

- Identify top-tier journals and create pipeline for promotion
- Set minimum requirements for medical student scholarly activities to include poster presentation
- Implement a quality curriculum for undergraduate medical students
- Expand interprofessional simulation to improve the quality of clinical care delivery
- Promote research opportunities and include in curriculum in first two years of residency

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**BECOMING PREFERRED**

<table>
<thead>
<tr>
<th>MEASURE</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Improve clinical effectiveness as measured by UHC</td>
<td>Top 10% of UHC</td>
</tr>
<tr>
<td>Increase compliance with evidence-based guidelines as defined by UAB Care</td>
<td>100% compliance if guidelines are appropriate</td>
</tr>
<tr>
<td>Decrease mortality as measured by UHC</td>
<td>Top 10%</td>
</tr>
<tr>
<td>Increase publication score</td>
<td>Citation scores for Top 20 papers per academic unit (baseline and % improvement)</td>
</tr>
<tr>
<td>Increase number of training grants</td>
<td>TBD (baseline and % improvement)</td>
</tr>
<tr>
<td>Increase US Medical Licensing Examination Step 2 Clinical Skills pass rate</td>
<td>At or above the national pass rate</td>
</tr>
<tr>
<td>Increase specialty board exam pass rates for all residency programs</td>
<td>100% of programs above national mean</td>
</tr>
</tbody>
</table>
Finance

Attract and generate revenue, manage and invest resources wisely, and reduce costs to support healing, learning, and discovery.
Continued AMC21 Initiatives

• Identify and confirm service line growth opportunities
  – Link with access, patient engagement, and quality initiatives
• Continue to explore low-cost alternative platforms for clinical care to maximize strategic capacity

Reload Initiatives

Currently in Progress

• Continue to implement bundled payment pilots with CMS
• Identify cost-reduction opportunities targeting Medicare and other at-risk populations
• Expand endowed chairs and professorships for recruitment and retention
• Expand scholarships for medical students
• Continue to implement Foundation for the Future initiatives

Initiate in 6-12 Months

• Improve communication of UAB Medicine financial performance and capital investment decisions
• Identify additional financial and operations data needed by department leadership to support financial and investment decision making
• Develop cost accounting system for ambulatory setting
• Implement risk and predictive modeling to support at-risk contracting and allocation of clinical resources
• Expand current research funding dashboard for departmental use
• Develop a patient tracking and alert tool to provide real-time data to support at-risk payment models
• Enhance point-of-service collections through initiative implementation in HSF clinics

Initiate in 12-24 Months

• Develop approach to price services and procedures for public reporting
• Identify components of claims data needed for care management and develop mechanism to share data with payers
• Develop process to diversify risk of research portfolio
• Develop standards for unfunded residency slots and process for reallocating residency positions

Initiate in 24+ Months

• Develop an evaluation template to assess investments and define standards of return
• Evaluate opportunities within strategic service lines for internal shared savings

BECOMING PREFERRED

<table>
<thead>
<tr>
<th>MEASURE</th>
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<tbody>
<tr>
<td>Improve operating margin</td>
<td>Maintain Moody’s A1 Bond rating</td>
</tr>
<tr>
<td>Improve NIH ranking</td>
<td>Top 20 NIH</td>
</tr>
<tr>
<td>Increase philanthropic support</td>
<td>$650M</td>
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</table>
Advancement of Knowledge

Create a diverse culture that fosters and shares innovation, expands funded research, and sets the highest standards for education.
CONTINUOUS AMC21 INITIATIVES

• Increase the number of NIH-funded principal investigators
• Increase the number of graduate students with individual fellowship support
• Improve clinical knowledge of medical students as measured by the National Board of Medical Examiners on the USMLE Step 2 clinical knowledge exam

RELOAD INITIATIVES CURRENTLY IN PROGRESS

• Increase number of minority students in residency program to promote diversity in the training environment
• Promote a diverse educational environment for medical students
• Promote primary care in medical education to provide the primary care workforce for the state of Alabama
• Incorporate service learning into medical student education
• Implement learning communities to promote an active learning environment for medical students
• Incorporate use of activated classrooms to promote an active learning environment for medical students

BECOMING PREFERRED

<table>
<thead>
<tr>
<th>MEASURE</th>
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<tbody>
<tr>
<td>Increase the number of NIH-funded investigators</td>
<td>300 over 5 years</td>
</tr>
<tr>
<td>Implement Core Entrustable Professional Activities (EPAs) for entering residency</td>
<td>50% in 5 years; 100% in 10 years</td>
</tr>
<tr>
<td>Increase demographic and geographic diversity of faculty and trainees</td>
<td>TBD (baseline and % improvement)</td>
</tr>
<tr>
<td>Increase innovation through technology transfer (intellectual property, patent applications, patents awarded, licensing agreements)</td>
<td>TBD (baseline and % improvement)</td>
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INITIATE IN 6-12 MONTHS

• Develop assessment tools and system to support EPA implementation
• Form faculty/peer review process for patent applications
• Create Physician Scientist Development Office

INITIATE IN 12-24 MONTHS

• Develop simulation modules to support EPA implementation
• Expand clinical skills course to be included in all 4 years of medical school training across all UAB campuses
• Identify opportunities to add EPAs to core learning activities (i.e. small group learning, simulation, team-based learning and other innovative curricular methods)
• Enhance research foundation feedback on patent applications
• Focus on early adoption of best practice

INITIATE IN 24+ MONTHS

• Create a platform to transfer best practices across UAB Medicine
Foundations

Alignment & Integration
Facilitate and encourage internal and external collaboration to achieve success.

OBJECTIVE
Facilitate and encourage collaboration across all UAB Medicine organizational units, the university, community, state, and national organizations to achieve success.

Currently in Progress
- Continue to improve and expand internal communication platform
- Develop communications survey to ensure effective communication of AMC21 Reload
- Monitor and evaluate implementation of enterprise wide funds flow model
- Continue to align support functions to operate in a cost-effective manner
- Monitor progress of current Integrated Practice Units and develop additional IPUs to support new economic and operating models
- Continue to accelerate the development of innovative and interdisciplinary clinical and translational science research
- Evaluate alternatives to the Health Care Authority status that will allow more effective operations and enhance benefits of our affiliate members
- Develop a shared service arrangement across UABHS and possible expansions with other strategic health partners
- Establish a leadership development office to support UAB Medicine
- Continue to enhance our funds flow methodology to improve alignment and support achievement of organizational goals
Innovation

Continue to nurture a community to inspire and encourage creativity, forward thinking, and engagement.

**OBJECTIVE**
Continue to promote a culture of innovation by encouraging collaboration and providing platforms for engagement

**Currently in Progress**

• Continue to fund and initiate pilot projects that can be tested in a short time frame and with minimal financial risk and investment
• Continue to transfer best-practice knowledge across the system and to our peers at a national level
• Continue to issue organization-wide challenges on specific mission critical topics
• Continue to provide a mechanism for patients and families to interact with our system and meaningfully impact the patient and family experience

**Initiate in 6-12 Months**

• Promote opportunities for crowd-sourcing and social collaboration
• Assess the innovation competencies of our employees and develop a curriculum to build on an established knowledge base

Reaching for Excellence

Continue to foster an environment of leadership, high performance, and accountability.

**OBJECTIVE**
Promote a culture of accountability and leadership that prioritizes patient and consumer engagement and satisfaction

**Currently in Progress**

• Continue to develop a culture of excellence through developing and coaching leaders
• Continue to hardwire Evidence-Based Leadership Tools and Tactics

**Initiate in 6-12 Months**

• Continue organizational alignment through Pillar Goal development
• Enhance accountability by linking performance and incentives to outcomes
• Develop UAB Medicine Leadership competencies by providing multiple venues to strengthen skills and leadership competencies (i.e. LDI and leadership week)
• Develop a standardized rounding tool to capture feedback and report in near real time
• Strengthen coaching resources to enhance communication and strengthen leadership performance
**System Development**

Identify and adopt an appropriate network structure to address changes in the health care environment.

**SCALE**

**OBJECTIVE**
Explore opportunities to expand the UAB Medicine clinical footprint

**Initiate in 6-12 Months**
- Develop platform for RCO development and explore insurance expansion

**Initiate in 12-24 Months**
- Create an operating model for UABHS that will improve integration of our existing affiliates and provide structure for other hospitals to join our network
- Develop strategic relationships with other health systems (specific clinical service joint ventures, shared service arrangements, etc.)
- Form a community-based physician network

**AMBULATORY**

**OBJECTIVE**
Define appropriate scale and network structure based on changing payer landscape, market demographics, and population health initiatives

**Initiate in 6-12 Months**
- Focus on the patient experience and developing a Consumer-Oriented Ambulatory network
- Identify key target markets within the Birmingham MSA for expansion
- Determine appropriate scale of network based on target populations and market assessment
- Develop recommendations for business and practice models that support proposed network

**Initiate in 12-24 Months**
- Expand Ambulatory Care presence in key target markets
- Adopt practice models that fit needs of target population, understanding that different populations may require different amenities
- Expand access to ambulatory care through leveraging new technology
- Continue to expand UAB eMedicine platform to include employer groups
- Expand clinical care locations for Medicaid patients in target markets
- Establish a multi-disciplinary UAB Health Center in collaboration with other health-related schools
- Evaluate the costs and benefits of establishing a separate primary care network
### Population Health

**Develop effective ways to improve the health of specific patient groups.**

**OBJECTIVE**

Develop specific strategic initiatives focused on Medicaid, indigent and UAB Medicine employee populations and define resources and infrastructure required to support those activities.

### Reload Initiatives

**Currently in Progress**
- Implement care management in UAB post-acute and ambulatory settings
- Create alternative platforms of care and enhanced patient engagement for ED frequent utilizers
- Develop care models to support the Medicaid RCO
- Implement Health Homes for the management of chronically ill Medicaid patients
- Develop coordinated care with Cooper Green and other community resources

**Initiate in 6-12 Months**
- Define risk stratification criteria for target populations

**Initiate in 12-24 Months**
- Develop disease registries with alerts and tracking mechanisms for effective and efficient management of at-risk populations
- Expand access hours dedicated for employees
- Implement dedicated concierge line and services for employees
- Modify benefit plan to include incentives to use designated providers and participate in wellness activities

**Initiate in 24+ Months**
- Identify platform to support risk stratification
- Assess post-acute resources and capabilities
- Develop disease-specific care models to improve care coordination, patient engagement, and outcomes
- Implement disease-specific group visits to enhance support, education, and to affect patient behavior

### Signature Programs

**Define and promote distinctive areas of expertise that generate prestige and set us apart.**

**OBJECTIVE**

Strategically identify programs/areas of focus for investment which represent opportunity for competitive differentiation and prominence across all 3 missions.

**Initiate in 6-12 Months**
- Define criteria for “signature program” designation
- Designate structure to select and monitor programs going forward
- Identify potential signature programs through analysis of program criteria as defined by signature program committee
- Review potential signature programs with department chairs and define priority programs for recommendation to JOL
- Present recommendation of signature programs to JOL for approval

**Initiate in 12-24 Months**
- Implement approved signature programs over next five years
# My AMC21 Priorities

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<th>PILLARS</th>
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<td>ENGAGEMENT</td>
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<td>ADVANCEMENT OF KNOWLEDGE</td>
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## Where will I focus and what will I achieve?

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