

Oregon Health &
Science University

Vision 2020
v. 2013

OHSU Strategic Plan
2013–2017

Presented to the
OHSU Board of Directors
January 2014



Strategic Planning at OHSU

Vision 2020, OHSU's strategic plan, was developed in 2007 to provide a dynamic, adaptable roadmap for all mission areas. As an evolving anchor plan, *Vision 2020* serves as the bedrock for all other organizational plans. Its strategies guide ongoing planning and quality improvement throughout all of OHSU's units.

The 2012-13 revision of *OHSU Vision 2020* sought to simplify the plan to ensure that each strategy can be implemented in all OHSU mission areas and units, and that all strategies are measurable and outcome metrics can be applied, to build on identified institutional strengths, and to meet all stakeholders and the community's needs. Unlike earlier versions of *Vision 2020*, the revised plan includes only the six goals and three to five strategies to fulfill each of the goals. Tactics are purposely not included in the revision to allow each unit to develop its own area-specific tactics to implement the plan's goals and strategies. The six 2007 *Vision 2020* goals remain essentially the same, with some revising for greater clarity and inclusion. Following are the six goals of *OHSU Vision 2020 v. 2013*:

1. Be a great organization, diverse in people and ideas.
2. Develop and retain a faculty that will collaborate to drive excellence and innovation across OHSU.
3. Join others in developing policy and care delivery solutions that improve access to high-quality health care for all, especially Oregonians.
4. Help meet Oregon's health and science workforce needs through innovative education strategies.
5. Align OHSU enterprises to support robust and sustainable innovation and research.
6. Generate and deploy OHSU resources to sustain an environment where faculty and staff committed to top performance can excel.

The spirit of these goals, which coincide with our institutional vision and mission, are fundamentally unchanged. The environment in which we plan, however, has changed dramatically. National and statewide health care reform alters the ways care is delivered. Interprofessional education supports a new model of patient-centered, team-based care. An increasing global landscape provides opportunities and incentives for OHSU to collaborate and develop new partnerships that enhance research, knowledge, value and resources. Biomedical research is driven by increasing expertise and advanced technology.

Many of the strategies and tactics of *OHSU Vision 2020*, version 2009 have been implemented. The revised *Vision 2020* addresses current and anticipates future opportunities, including the changing health care environment, new and disruptive technologies, globalization, changing workforce dynamics and needs, expansion and partnerships, economic uncertainty, educational transformation, and new models of care delivery—just to name a few.

Vision 2020, version 2013 provides a planning framework to align mission areas at the highest level, to support focused planning, and to drive our institutional commitment to continuous quality improvement across OHSU's health care, research, education and service missions.

OHSU Vision 2020 v. 2013

OHSU Vision 2020 Goal 1: “Be a great organization, diverse in people and ideas.”

Goal 1 Strategies:

- 1.1 Cultivate a climate of inclusion and respect for every individual in the OHSU community.
 - 1.2 Foster a culturally proficient, inclusive and diverse workforce.
 - 1.3 Engage all members of the OHSU community in the continuous improvement of the health care, education, research, and service missions.
 - 1.4 Expand OHSU’s global impact.
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OHSU Vision 2020 Goal 2: “Develop and retain a faculty that collaborates to drive excellence and innovation across OHSU.”

Goal 2 Strategies:

- 2.1 Retain and recruit and a faculty that is nationally and internationally recognized for excellence and innovation in teaching, research, health care and community service.
 - 2.2 Drive interprofessional collaboration and innovation across all missions.
 - 2.3 Develop and sustain a culture and infrastructure that is conducive to intellectual curiosity and collaboration.
 - 2.4 Incentivize faculty to collaborate within and across missions in transformative endeavors.
 - 2.5 Encourage faculty engagement in local and global partnerships that advance OHSU’s opportunities, drive innovation, and increase resources.
 - 2.6 Develop and reward faculty who lead interprofessional education and collaboration within and across missions.
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OHSU Vision 2020 Goal 3: “Join others in developing policy and care delivery solutions that improve access to high-quality health care for all, especially Oregonians.”

Goal 3 Strategies:

- 3.1 Partner with others to develop policies that advance the Triple Aim (improved health outcomes, better patient experience, and lower cost).
 - 3.2 Improve population health through strategic partnerships.
 - 3.3 Participate in sustainable efforts to improve access to quality care.
 - 3.4 Prepare a health care workforce to advocate for policies that support health promotion and scientific innovation.
 - 3.5 Promote and improve the prevention and early detection of disease.
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OHSU Vision 2020 Goal 4 (reworded): “Help meet Oregon’s health and science workforce needs through innovative education strategies.”

Goal 4 Strategies:

- 4.1 Cultivate and sustain innovative education and learning environments.
 - 4.2 Educate a clinical and scientific workforce that creates new knowledge and address the health of populations in an interprofessional environment.
 - 4.3 Promote learning and continuous quality improvement in teaching.
 - 4.4 Reduce financial barriers to increase educational access for diverse students and graduates who will work in areas with the greatest health care needs.
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OHSU Vision 2020 Goal 5 (reworded): “Align OHSU enterprises to support robust and sustainable innovation and research.”

Goal 5 Strategies:

- 5.1 Invest in expertise and advanced technology to support the research mission.
 - 5.2 Develop and support faculty productivity and research funding success.
 - 5.3 Ensure the excellence of research programs through regular external expert evaluation.
 - 5.4 Develop new pathways to communicate the needs and value of the full spectrum of the research community.
 - 5.5 Develop and support programs to ensure discoveries are rapidly translated to advance human health and well-being.
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OHSU Vision 2020 Goal 6 (reworded): “Generate and deploy OHSU resources to sustain an environment where faculty and staff committed to top performance can excel.”

Goal 6 Strategies:

- 6.1 Diversify revenue streams to build sustainability while continuing to compete effectively for federal, state and local dollars.
- 6.2 Invest transparently in opportunities to improve quality, maximize resources, enhance efficiency and eliminate redundancy across missions.
- 6.3 Aggressively manage the growth of complex care while developing new capacities to manage the health of populations within global budgets.
- 6.4 Implement an explicit funding model to support the uncovered cost of competitive scientific research and highly productive scientists.
- 6.5 Drive toward top quartile performance in all missions, while driving toward lower cost and increased effectiveness of administrative and operational services (overhead).

OHSU Vision 2020 Revision Process and Participants/2013

Revision of OHSU Vision 2020, led by OHSU Provost and Executive Vice President for Academic Affairs, Jeanette Mladenovic, was accomplished through work groups of President's Council members. As appropriate, input from other members of the OHSU community was sought. The draft of the revised Vision 2020 was then widely distributed for input and comments throughout the units and mission areas represented on President's Council. Following are the strategy revision work group members:

Goal 1: "Be a great organization, diverse in people and ideas."

Goal 1 Work Group

1. Jennifer Boyd, PhD, MBA, Assistant Vice-provost for Strategic Planning & Program Development
2. Gary Chiodo, DMD, FACD, Interim Dean, OHSU School of Dentistry
3. Charles Roberts, PhD, Associate Director, Oregon National Primate Research Center
4. Brian Rogers, MD, Director, OHSU Child Development & Rehabilitation Center
5. Chris Tanner, RN, PhD, FAAN, Interim Dean, OHSU School of Nursing

Goal 2: "Develop and retain a faculty that will collaborate to drive excellence and innovation across OHSU."

Goal 2 Work Group

1. Antonio Baptista, PhD, Director, Center for Coastal Margin Observation & Prediction; Director, Institute of Environmental Health
2. Jennifer Boyd, PhD, MBA, Assistant Vice-provost for Strategic Planning & Program Development
3. Norman Cohen, MD, President OHSU Faculty Senate
4. David Morton, PhD, Chair, OHSU Research Council
5. Steven Shea, PhD, Director, Oregon Institute of Occupational Health Sciences

Goal 3: "Join others in developing policy and care delivery solutions that improve access to high-quality health care for all, especially Oregonians."

Goal 3 Work Group

1. Jennifer Boyd, PhD, MBA, Assistant Vice-provost for Strategic Planning & Program Development
2. Gary Chiodo, DMD, FACD, Interim Dean, OHSU School of Dentistry
3. Tom Heckler, MBA, SOM Senior Associate Dean, Clinical Practice
4. Chris Tanner, RN, PhD, FAAN, Interim Dean, OHSU School of Nursing

Goal 4: "Help meet Oregon's health and science workforce needs through innovative education strategies."

Goal 4 Work Group

1. Jennifer Boyd, PhD, MBA, Assistant Vice-provost for Strategic Planning & Program Development
2. Gary Chiodo, DMD, FACD, Interim Dean, OHSU School of Dentistry
3. Mark Zarbriskie, PhD, Dean, OHSU-OSU School of Pharmacy
4. Norwood Knight-Richardson, MD, MBA, OHSU Vice President & Chief Diversity Officer
5. David Robinson, PhD, Executive Vice Provost
6. Phyllis Beemsterboer, MS, EdD, SOD Associate Dean for Academic Affairs

Goal 5: "Align OHSU enterprises to support robust and sustainable innovation and research."

Goal 5 Work Group

1. Jennifer Boyd, PhD, MBA, Assistant Vice-provost for Strategic Planning & Program Development

2. Dick Goodman, MD, PhD, Director, Vollum Institute
3. Nancy Haigwood, PhD, Director Oregon National Primate Research Center
4. David Morton, PhD, Chair, OHSU Research Council
5. Eric Orwoll, MD, Director, Oregon Clinical and Translational Research Institute
6. David Robinson, PhD, Executive Vice Provost
7. Mary Stenzel-Poore, PhD, SOM Senior Associate Dean for Research

Goal 6: “Generate and deploy OHSU resources to sustain an environment where faculty and staff committed to top performance can excel.”

Goal 6 Work Group

1. Antonio Baptista, PhD, Director, Center for Coastal Margin Observation & Prediction; Director, Institute of Environmental Health
2. Jennifer Boyd, PhD, MBA, Assistant Vice-provost for Strategic Planning & Program Development
3. Lawrence Furnstahl, OHSU Chief Financial Officer
4. Cindy Grueber, MHSA, Senior Vice President & Chief Operating Officer, OHSU Healthcare
5. Emily McElroy, MLIS, President OHSU Faculty Senate
6. Steven Shea, PhD, Director, Oregon Institute of Occupational Health Sciences