Advancing Health Worldwide

A Strategic Plan

for the University of California, San Francisco ■ 2007

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Defining the future landscape of health sciences is a tricky business. Uncertainties abound in a discipline where the unpredictability of population demographics, health trends, workforce needs, scientific discoveries, technology advances and resource levels precludes any sure bets. Yet imagining the future, with the audacious intent of shaping it, is precisely what great institutions do. The new Strategic Plan for UCSF underpins what we hope to accomplish in the years to come. And it articulates the investments we must make – in people, infrastructure, facilities, partnerships and working environment – to achieve our goals.

The plan represents the best thinking from across the entire UCSF community. Faculty, staff, students, house staff and postdoctoral scholars all played meaningful roles in its creation. Additional assistance came from the UCSF Foundation through its Strategic Planning Committee, the Chancellor’s University-Community Partnerships Council and the Community Advisory Group. Thank you, colleagues and friends, for generously sharing your time, energy and thoughtful insights.

Now, a new phase of work begins in our ongoing endeavor to advance health worldwide. Creating the plan profoundly challenged our collective wisdom; implementing the plan will rigorously test our discipline. UCSF has always been opportunistic, in the most beneficial sense of the word, and it will continue to be. But the rule of the day must be decisions based on established academic priorities. The Strategic Plan for UCSF provides guidance and context to help achieve this goal. We look forward to working with everyone in our community to realize the shared vision and aspirations delineated in this plan – not just for UCSF, but for the benefit of all.

J. Michael Bishop, MD
Chancellor

A. Eugene Washington, MD
Executive Vice Chancellor and Provost
Introduction

Representing a milestone in its 143-year history, UCSF completed its first-ever campus-wide strategic plan, which charts the University’s course as a global leader in health sciences over the next two decades.

The University engaged in a highly inclusive, two-year process of institutional introspection to develop a comprehensive strategic plan that will serve as a guide to advance its fourfold mission of education, health sciences research, patient care and community service.

UCSF faces challenges such as unprecedented growth in the last 15 years, including expansion at Mount Zion, Laurel Heights and Mission Bay campuses, and steadily declining state financial support. At the same time, however, dramatic advances in science, medicine and technology have presented UCSF with unparalleled opportunities to improve human health.

Against the backdrop of this reality and promise, Chancellor J. Michael Bishop in July 2005 appointed a Strategic Planning Board comprising faculty, staff, students, house staff and postdoctoral scholars to oversee the creation of the strategic plan. Board members included representatives from the schools of dentistry, medicine, nursing and pharmacy, Graduate Division, Academic Senate, campus administration and UCSF Medical Center.

The goals for the strategic plan were two-fold: first, to develop a comprehensive, integrated plan based on academic priorities to guide UCSF’s direction; and second, to collaboratively engage the UCSF community in the process.

To assist in the planning process, the board retained the services of AMC Strategies, a firm specializing in strategic planning for academic health centers. Additional assistance came from the UCSF Foundation through its Strategic Planning Committee, the Chancellor’s University-Community Partnerships Council and the Community Advisory Group.

Members of the campus community at large participated in the process through focus groups, in-depth interviews, town hall meetings at all six major campus sites and a campuswide survey. In that survey, 2,092 respondents gave their opinions on the key issues to be considered in developing the plan.

UCSF also conducted a thorough assessment of national peer institutions and an extensive analysis of campus resources, finances, facilities and infrastructure. At its retreat in July 2006, the board reviewed and discussed the findings and began constructing the framework for the strategic plan.

After significant deliberations, the board adopted advancing health worldwide™ as the UCSF mission statement. Building upon this mission, a formal vision with strategies emerged. In October 2006, six strategy design teams with about 40 representative stakeholders per team, including some board members, developed specific recommendations to realize UCSF’s vision.

The strategic plan that follows is a great testimony to the collaborative culture of the campus community and its collective wisdom on how UCSF can fulfill its mission of advancing health worldwide.
Mission & Vision

MISSION
advancing health worldwide™

VISION
In advancing health worldwide, UCSF will:

- Develop innovative, collaborative approaches for education, health care and research that span disciplines within and across the health sciences
- Be a world leader in scientific discovery and its translation into improved health
- Develop the world’s future leaders in health care delivery, research and education
- Deliver the highest-quality, patient-centered care
- Build upon its commitment to diversity
- Provide a supportive work environment to recruit and retain the best people and position UCSF for the future
- Serve the local, regional and global communities and eliminate health disparities

Strategic Direction

1. Fostering Innovation and Collaboration
2. Translating Discoveries into Improved Health
3. Educating Future Leaders
4. Providing Highest-Quality Care
5. Nurturing Diversity
6. Promoting a Supportive Work Environment
7. Serving Our Community
Fostering Innovation and Collaboration

VISION
Develop innovative, collaborative approaches for education, health care and research that span disciplines within and across the health sciences.

GOAL
Design novel interdisciplinary and interschool approaches in education, research and health care delivery.

STRATEGIES:

Ensure that students and trainees are immersed in a culture that embraces interdisciplinary, interprofessional and transdisciplinary educational programs.

The world is now in an era of scientific discovery and application where it is imperative that health sciences professionals interact with and draw upon the skills and knowledge base of experts in many disciplines. As a campus devoted exclusively to health sciences, UCSF has an enormous opportunity to be at the forefront of interdisciplinary education. By working collaboratively to create interdisciplinary courses and learning experiences, UCSF and its faculty can become simultaneously innovative, effective and efficient.

Strengthen collaborative research interactions across UCSF.

The future of health research is increasingly focused on bringing together teams of experts from a variety of disciplines to tackle major health issues. UCSF, already known for its spirit of collaboration, is uniquely positioned to meet this challenge. UCSF must address the challenges posed by the geographic separation of major campus sites and longstanding operating procedures to realize its full collaborative potential.

Develop and export new models of team-based, interdisciplinary care.

UCSF is the home of four of the best health professional schools in the world. Faculty and students in these schools should leverage their expertise by exploring new ways to collaborate in patient care. UCSF has pioneered the development of thematic interdisciplinary research, and it is uniquely poised to transform the provision of patient care to capitalize on the expertise and perspectives of all of the health professionals at UCSF.
Translating Discoveries into Improved Health

VISION
Be a world leader in scientific discovery and its translation into exemplary health.

GOALS
- Foster the UCSF research enterprise across multiple sites.
- Increase the impact of and recognition for UCSF’s contributions in the local community, the state, the nation and the world.

STRATEGIES:
Develop Centers for the Future of Health Sciences dedicated to translational research.

UCSF has developed powerful, internationally recognized, basic science research programs that target multiple diseases – neurological disorders, cardiovascular disease, cancer, reproductive conditions, immunological and infectious disease, genetic disorders and regeneration medicine, to name a few. These basic and clinical research efforts could transform prospects to prevent, treat and cure many chronic disabling diseases, improving and saving untold lives.

UCSF should develop Centers for the Future of Health Sciences to house multidisciplinary research programs dedicated to discovering new solutions for prevalent maladies and to prevent human suffering. UCSF is uniquely poised to build upon its existing strengths to develop translational research approaches from bench to bedside with the potential to diagnose and manage the most important diseases of our time.

Provide Campus Core Research Facilities (CCRFs) offering advanced, innovative instrumentation and/or specialized services needed by a broad segment of the research community that are available to all at UCSF.

Through this strategy, UCSF would achieve the following: reduce ad hoc development of cores by departments, organized research units, programs and clusters of investigators to address specific needs; improve central information and coordination, which leads to a stronger user base and better administrative practices; and increase resources to update instruments or for staff to develop new technological capabilities.
Ensure that San Francisco General Hospital continues to function as a major UCSF research site.

Research is essential to the academic mission of San Francisco General Hospital (SFGH), which is an asset for UCSF and the City and County of San Francisco. The UCSF-affiliated SFGH serves as a safety-net hospital for the city’s most vulnerable populations, including the uninsured, underinsured, working families and the homeless, and operates the only Level 1 Trauma Center in San Francisco, a designation which means it is the only place staffed and equipped to treat severely injured victims of traffic accidents, disasters and violence. Moreover, SFGH provides a valuable training ground for future health care professionals and researchers. UCSF has an opportunity to take advantage of SFGH’s current strengths and unique population to develop SFGH into a clinical and translational research hub.

Expand and enhance technology transfer.

Technology transfer is the mechanism to transfer discoveries and inventions for public use and benefit, and is thus an important element in broadening UCSF’s reputation, influence and social impact.
Educating Future Leaders

VISION
Develop the world’s future leaders in health care delivery, research and education.

GOAL
Foster the educational enterprise to keep UCSF at the forefront of health sciences education and meet the growing demand for health care professionals.

STRATEGIES:
Develop educational facilities and infrastructure commensurate with UCSF’s stature in health sciences education.

Building state-of-the-art teaching facilities will allow UCSF to incorporate new tools and technologies for educating future health professionals and scientists. These facilities will enable UCSF to continue as a leader in educational innovation.

Recognize and reward faculty excellence in teaching and mentoring.
Teaching and mentoring expertise is critical to cultivating the next generation of health sciences leaders. UCSF, therefore, must enhance the prominence of teaching, mentoring and educational scholarship in faculty promotions, and explore mechanisms to support, recognize and reward excellence in clinical education.

Secure a more reliable and transparent funding base to support educational programs.
To strengthen faculty commitment to teaching and to ensure the quality of UCSF’s academic programs, UCSF should examine mechanisms for increasing revenues and document and make transparent how resources are allocated to support the educational mission.

Prepare for growth in professional school enrollment.
Major shortages of physicians, nurses and pharmacists are predicted, along with maldistribution of the state’s health care workforce. In response, UCSF should begin planning for future enrollment growth in the professional schools and ensure that innovative educational programs that focus on diverse and underserved populations are accessible to more future health care professionals.
Providing Highest-Quality Care

VISION
Deliver the highest-quality, patient-centered care.

GOALS
- Provide high-quality, patient-centered care leading to optimal outcomes and patient satisfaction.
- Improve access to care.
- Set the standard for patient safety.

STRATEGIES:

Ensure that clinical services are operated with a patient-centered focus.

UCSF contributes to worldwide improvements in health care by providing complex clinical care and lifesaving treatments based on groundbreaking medical discoveries, expanding global knowledge in science and medicine, and training future health care providers and scientists.

As a result of a reputation of excellence, patient care services are increasingly in demand. UCSF must work to provide patient-centered services that include convenient clinic hours, information systems that allow patients to interact with clinical operations, culturally sensitive services, and educational materials and coordinated care across providers, among other efforts.

Expand clinical capacity to address immediate and long-term capacity needs.

UCSF Medical Center and UCSF Children’s Hospital operate at maximum capacity nearly every day. To increase capacity to meet growing patient demand, UCSF plans to:
- Build a new medical center for children, women and cancer patients at Mission Bay by 2014;
- Revitalize and rebuild Parnassus as a major clinical site; and
- Develop a long-term plan for Mount Zion that is aligned with UCSF’s clinical enterprise mission.
Charge UCSF Medical Center and the clinical departments with joint responsibility and accountability for evidence-based quality and safety initiatives.

Consistently ranked a top 10 hospital by *US News & World Report*, UCSF Medical Center is committed to providing the safest and highest-quality care possible to patients. UCSF constantly refines its practices to meet the highest standards of care through experience as well as rigorous clinical research. UCSF should continue to stay at the cutting edge of health care by providing consistently reliable, evidence-based care to all patients.

Recognize and reward outstanding clinical care.

UCSF should demonstrate that providing top-notch patient care is highly valued, which will help with recruitment and retention of health care providers. UCSF should reward the contributions of clinical faculty for providing high-quality care, align their compensation with comparable markets, and provide them opportunities for teaching, research and other activities.

Identify the patient population needed to fulfill the missions of an academic medical center.

UCSF should develop and align department-specific plans with the medical center strategic plan and the UCSF Strategic Plan. UCSF should create a process to ensure that departmental and patient population-specific plans are aligned with institutional capacity and focus. UCSF also should enumerate the specific clinical programs and resources needed to support the clinical, research and educational mission in each department and program.
Nurturing Diversity

**VISION**
Build upon our commitment to diversity.

**GOAL**
Educate, train and employ a diverse faculty, staff and student body.

**STRATEGIES:**

Create a more diverse campus community.

“Diversity” refers to the variety of personal experiences, values and world views that arises from differences in culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status and geographic region, among others.

UCSF has made great strides in its efforts to diversify the campus community. It is imperative that UCSF continue to improve diversity of faculty, staff, students and trainees to effectively establish a culture of diversity on the UCSF campus – a defining feature of California’s past, present and future.

Ensure that UCSF continues to attract the best and most diverse candidates for all educational programs.

UCSF enjoys an excellent reputation and extremely competitive admissions rates in all programs. High-caliber schools compete to attract a small pool of highly sought-after candidates, particularly underrepresented minority candidates. UCSF must be proactive in maintaining its edge in recruiting and retaining all sought-after candidates.

Improve diversity among senior leadership.

It is critical that UCSF continue to improve the diversity of its senior leadership to more accurately reflect the state of California and to provide top leadership role models for faculty, staff, students and trainees.
Promoting a Supportive Work Environment

VISION
Provide a supportive and effective work environment to attract and retain the best people and position UCSF for the future.

GOALS
- Recruit, mentor and retain the highest-caliber faculty, staff, students, residents, fellows and postdoctoral scholars.
- Provide facilities and infrastructure that accommodate planned growth, academic strategic priorities and UCSF’s vision.
- Ensure top-quality institutional leadership for UCSF to excel.
- Ensure accountability, efficiency and transparency throughout UCSF.
- Secure sustainable and diversified funding.

STRATEGIES:

Improve the financial aspects of recruitment and retention to compensate for the high cost of living in the Bay Area.

UCSF is facing a crisis due to the high cost of living in the San Francisco Bay Area. The lack of affordable, desirable housing, child care and education is formidable. UCSF must work to provide more attractive and competitive compensation packages, assist with affordable child care and provide greater financial aid, among other efforts to recruit and retain faculty, staff, students and trainees.

Develop effective mentoring programs for all at UCSF.

UCSF has offered mentoring programs for faculty and staff for years. UCSF has launched a faculty mentoring program for junior and new faculty, one that will be among the most comprehensive in the United States. This is the first time faculty mentoring has been institutionalized and directed across all four schools through the Office of the Vice Provost for Academic Affairs. Mentoring programs should be expanded and made available to all, including staff, students and trainees, as part of a supportive work environment at UCSF.
Ensure that professional development and career advancement opportunities are transparent and available to all.

UCSF should increase efforts to communicate widely and regularly about professional development and career advancement opportunities available within the University. UCSF also should work to develop opportunities to allow qualified staff to train for career advancement, remove hindrances to internal promotions in the staff classification system, and develop formal recognition and reward programs for faculty and staff.

Optimally deploy information technology for administrative, academic and clinical purposes.

UCSF must support the investment and implementation of modern information technology (IT) to better serve the academic mission and priorities. Recently, academic IT and administrative IT services have joined forces to unify campus IT under one umbrella. UCSF should support the current initiative for a broader and more integrated IT governance process, and provide sufficient funding to acquire new technology and to support and operate the technology once in place. UCSF also should ensure that the academic enterprise is involved in the selection and design of clinical systems so that usable information is available for research and education.

Provide administrative research services that are efficient, convenient and timely.

UCSF should ensure that administrative research services are as efficient, convenient and timely as possible so that investigators can meet the regulatory, financial and contractual requirements of conducting research.

Develop new mechanisms to fund needed investments in infrastructure, including ongoing maintenance and operating costs.

Existing UC systemwide formulas for allocating maintenance and operating funds to campuses do not account for UCSF’s unique status as an exclusively health sciences campus. As a result, UCSF has been unable to adequately invest in technology and other key services needed to keep pace with competitors in all mission areas. UCSF should continue to encourage the UC Office of the President to use a more equitable formula for distributing UC-wide funds for campus infrastructure and develop new models of funding, including incentives and recharges. UCSF also should develop environmentally sustainable approaches for controlling operating costs by reducing energy consumption, recycling and using alternative sources of energy, among other efforts.

Groom and promote the next generation of UCSF leadership.

It is critical that UCSF develop the next generation of senior leadership for succession planning purposes. This will ensure that potential leaders have the necessary skills and experience when moving up the career ladder. Special attention must be paid to ensuring diversity among these potential leaders.
Establish a regular and transparent campuswide process for planning, budgeting and allocating resources.

UCSF should work to improve accountability and transparency, particularly regarding finances, to ensure that stewards of resources are better able to fulfill their responsibilities. UCSF also should align resource allocation and decisions with long-term strategic goals and needs identified in the UCSF Strategic Plan. The campus also should move toward performance-based resource allocation, which is a standard business practice that is already in place at UCSF Medical Center.

Develop a system and infrastructure for UCSF to proactively and reliably engage industry.

It is important for UCSF to build new alliances and partnerships with industry. These partnerships are irreplaceable in ensuring the expeditious and effective transfer of UCSF’s discoveries into benefits for the public. Moreover, new expertise and funding will help the University to achieve its mission of advancing health worldwide™.

Expand and align the UCSF development campaigns with the priorities identified in the UCSF Strategic Plan.

UCSF must work to identify those strategic priorities that present fundraising opportunities, integrate those priorities into existing development plans, and expand the base of donors and prospective donors to help it realize its fundraising goals.
Serving Our Community

VISION
Serve our local, regional and global communities and eliminate health disparities.

GOALS
- Position UCSF as a leader in global health.
- Contribute to the reduction of health disparities.
- Develop strong partnerships in the local community.

STRATEGIES:

Develop Global Health Sciences to integrate and focus UCSF’s expertise in biological, population, social/behavioral and clinical sciences, in collaboration with global partners, to eliminate major health disparities and reduce the burden of disease on the world’s most vulnerable populations.

The overall outcome for which UCSF strives is better health for people whose access to the resources necessary to lead healthy lives and effective health care is limited by social or economic disadvantage.

UCSF should strengthen its contributions to global health, promote partnerships with other UC campuses, foster collaboration with other US academic institutions, and support academic and research institutions in low- and middle-income countries to build their capacities to respond to local and global health problems.

Lead efforts to eliminate health disparities by leveraging UCSF’s research expertise, modeling best practices in clinical care and integrating content on health disparities throughout the continuum of learning.

The University, committed to the mission of advancing health worldwide, must be a force to eliminate the pervasive disparities in health and health care in the local and national environment that are based on race or ethnicity, socioeconomic status and other social vulnerabilities.

UCSF should ensure that UCSF Medical Center and clinical practices work effectively in a well-coordinated manner with UCSF programs at San Francisco General Hospital, San Francisco Veterans Affairs Medical Center and other providers of care to ensure that all San Franciscans, including those who are uninsured, have access to high-quality clinical
services. UCSF should work with local county public health departments, foundations, community-based organizations and other agencies, and develop partnerships with these groups to address the underlying determinants of major health disparities.

UCSF also should support research on the determinants of health disparities and the translation of findings into policy and practice. The University should exert its leadership to achieve universal health care coverage for the people of California and the nation.

Facilitate research collaborations with other academic institutions, community partners and UC campuses.

UCSF should expand research collaborations with other UC campuses to extend its sphere of influence across the state and across the nation, access disciplines that are not housed on the UCSF campus due to the absence of an undergraduate program and embrace the challenge of team-based science.

Develop a coherent approach to communicating the contributions and accomplishments of UCSF.

The tremendous accomplishments and contributions of UCSF continue to be underrecognized in the San Francisco community, the state of California and the world. Enhancing UCSF’s recognition has a widespread impact on the overall success of the institution. Maintaining a strong reputation is critical to attracting students, trainees, faculty, staff, donors and patients.

UCSF should work to increase its visibility among external audiences, and develop and support campus communications to help demonstrate UCSF’s value as a local, statewide, national and international asset.

Promote civic engagement in all facets of activities at UCSF to strengthen partnerships between the campus and the community.

University-community partnerships play a valuable role as a public service to improve the public’s health and reduce disparities in health and well-being. Equally important, community partnerships are a strategic form of civic engagement essential for enhancing the quality of UCSF’s teaching, research and clinical programs, and for fostering supportive community relations.

UCSF should support the continued development of the UCSF University-Community Partnerships Program, expand service-learning programs for students and residents, enhance opportunities for the local community to have meaningful input into UCSF affairs, strengthen partnerships with local schools, community colleges and universities to enrich educational opportunities in these institutions, promote workforce development and employment, and empower community partners as genuine collaborators in research.
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