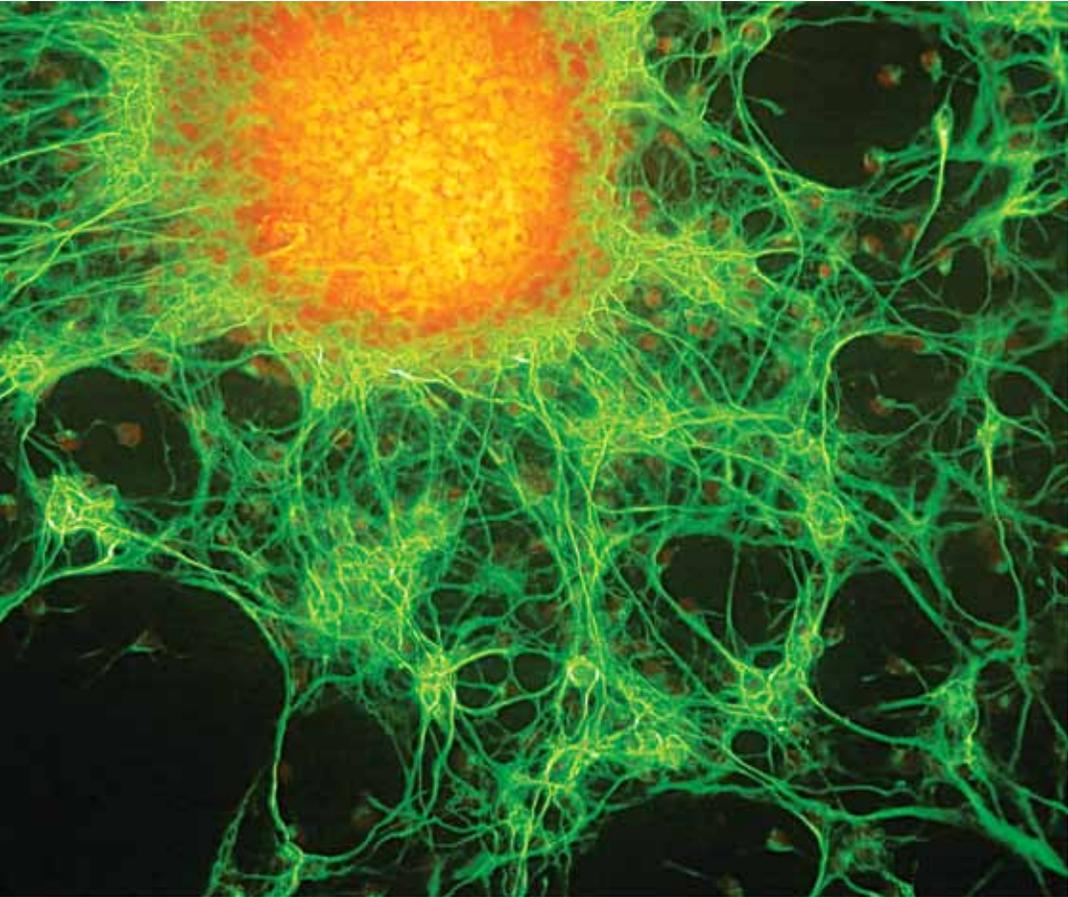


Shaping the Future

Strategic Plan 2011 - 2015



“Shaping the future requires vivid imagination and gifted people.”

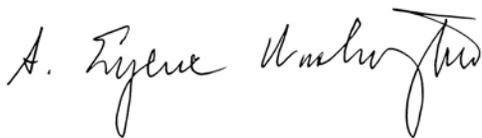
Shaping the future requires vivid imagination and gifted people. Fortunately, UCLA Health Sciences is richly endowed with both. And we have tapped this resource to create the new Strategic Plan for the David Geffen School of Medicine at UCLA and the UCLA Health System.

The Plan articulates our aspirations and the strategic priorities we will pursue to achieve our goals. It delineates the investments we must make to sustain a thriving community of the best and brightest faculty, staff and trainees. It describes the environment we must nurture to support our people in achieving their own individual goals, while motivating them to work together in pursuit of our shared vision. It highlights the partnerships we must foster beyond the UCLA campus to realize our enormous promise for societal good.

I commend and thank all who participated in this pivotal undertaking. I greatly admire your commitment to inclusion, your intensity in challenging the status quo and seeking originality, and your collegiality while probing, debating and prioritizing.

Now, we must work to bridge the gap between our aspiration and reality. The Plan represents one step, albeit a critical one, in our ongoing quest for excellence and impact. It should not be viewed as a static document but rather as the anchoring point for a living, dynamic strategy that will be adapted to unforeseen circumstances and emerging opportunities.

With the inexhaustible imagination of our extraordinary people, we embark upon this next phase in the evolution of our young institution. I am confident that we will indeed continue to lead in shaping the future of human health — here, now, at UCLA — to the benefit of populations worldwide.



A. Eugene Washington, M.D.

*Vice Chancellor, UCLA Health Sciences
Dean, David Geffen School of Medicine at UCLA*

OVERVIEW

The David Geffen School of Medicine at UCLA and UCLA Health System engaged in an intense, inclusive, and comprehensive strategic planning process to provide a roadmap for education, research, community engagement, and clinical care for the next five years.

The impetus for this endeavor included the challenges and opportunities posed by the unprecedented growth in the last 15 years, the expansion in research and clinical enterprises, steadily declining State support, increased competition for the best people, the dramatic advances in science, medicine, and technology, and the anticipated impact of national health reform.

The goals included developing a comprehensive, integrated strategic plan based on academic and health care priorities, and collaboratively engaging the UCLA community (faculty, staff, trainees, senior campus leadership, and external partners).

The project began by retaining the services of AMC Strategies, a firm specializing in strategic planning for academic health centers. A Steering Committee was appointed to oversee and guide the process.

An extensive data-gathering phase included an environmental assessment; interviews with more than 100 constituents including leadership from the campus, medical school, health system, and affiliates, faculty, staff, and trainees; and an online survey to which more than 2,450 staff and faculty responded. The information was summarized, analyzed, benchmarked, synthesized, and presented at an off-campus leadership retreat. During the retreat, a set of questions was established related to education, research, community engagement, and clinical care. These questions were intended to guide subsequent discussion aimed at defining the goals for each of the four mission areas.

Over a period of four months following the retreat, the heavy lifting was done by approximately 120 faculty, staff, and students who were invited to participate in one of four design teams (Education, Research, Community Engagement, Clinical Care) charged with developing strategies and tactics for the goals identified.

Progress updates were made regularly on a website, at faculty and staff meetings, and at Town Halls scheduled at various sites.

As a result of this intense effort, a shared vision clarifying our future direction has been created, a set of goals has been articulated, and strategic priorities have been established. The strategic plan, a collaborative effort of so many thoughtful, committed, and passionate individuals, is presented on the following pages.

For more information about the strategic plan and to follow our progress in its implementation, please visit strategy.healthsciences.ucla.edu.

Mission

To improve health and health care, UCLA will:

- Create world leaders in health and science
- Discover the basis for health and cures for disease
- Optimize health through community partnerships
- Heal humankind one patient at a time





Education

Medical and graduate education is evolving in response to the myriad breakthroughs in science, technology and medicine. New medical curricula are prompted by rapid advances in biomedical sciences, the treatment and prevention of disease, and a paradigm shift in health care delivery. Innovative teaching methods are being facilitated by easier access to cutting-edge information and multimedia learning resources. And investigator development programs are transformed by novel research tools with staggering analytical power. Significant changes in demographics are also driving priorities in health science education.

UCLA is well positioned to continue as a leader in educating physicians and scientists for their future environments. We attract the best and brightest medical students, graduate students, residents, and fellows, who benefit tremendously from our world-class faculty and staff and close interprofessional collaborations across the UCLA campus. Building on our many strengths, we will develop, test and implement new educational models, set the national standard by preparing graduates who will thrive in medicine and science, and produce leaders who will meet the changing health needs of our society.

Create world leaders in health and science

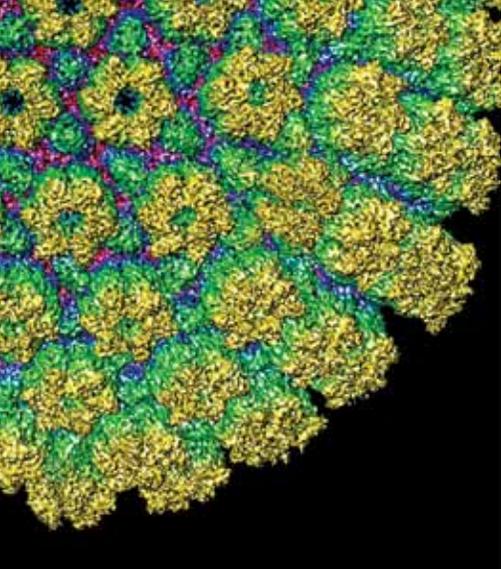
GOALS

- Establish UCLA as the national and international leader of innovative education for medical students, graduate students, postdoctoral fellows, residents and practicing clinicians
- Provide the highest quality education for all types of trainees
- Make UCLA the first choice for the best trainees nationally and internationally
- Retain, develop, support and reward faculty as teachers
- Secure sustainable resources and a supportive infrastructure for the education mission

STRATEGIES

- Strengthen biomedical sciences graduate programs
- Provide medical students with optimal educational experiences so that they are prepared to pursue careers as leaders in medicine and science to meet the needs of society
- Ensure that UCLA residencies and clinical fellowships remain among the most attractive and effective residency programs in the country
- Recognize faculty educational activities in compensation, career evaluation and promotion
- Institute inter-professional, team-based training as a standard practice
- Strengthen infrastructure and support for education
- Enhance teaching effectiveness
- Identify mechanisms to support continuing education for internal as well as external audiences





Research

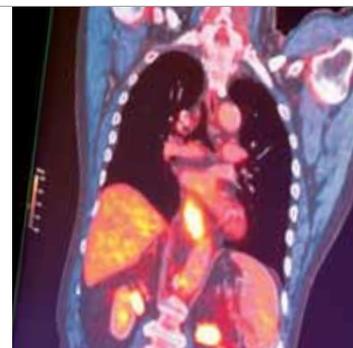
Biomedical discovery is yielding an unprecedented understanding of human biology and disease, with seminal advances occurring across the entire spectrum of research, spanning molecular biology, computational bioscience, clinical investigation, health services research, and health policy. Aiming to more fully capitalize on this emerging knowledge, far-sighted research institutions are strengthening their multidisciplinary team-science. This team-science approach is supported by adaptive infrastructure that transcends barriers, fosters collaboration, and fits the requirements for effective investigation in laboratory, clinic or community environments. And it is underpinning urgent national efforts to accelerate translation of basic discoveries into health benefits and to train the next generation of biomedical investigators.

UCLA brings extraordinary strength to this translational medicine imperative. We have exceptional intellectual capacity and resources in the basic sciences and the health professions, rich and deep relationships with a diverse group of partners in Los Angeles and beyond, and a robust history of generating research discoveries that are benefitting millions worldwide. Now, we will expand adoption of the team-science approach to ensure that our biomedical discovery has even greater impact.

Discover the basis for health and cures for disease

GOALS

- Maximize recruitment and retention of outstanding faculty and staff at all levels
- Stimulate and optimize new and successful areas of research
- Build efficient and effective infrastructure to facilitate excellent research
- Optimize use of existing space and thoughtfully use future space
- Maximize all sources of research funding — current and future — across entire enterprise



STRATEGIES

- Recognize, retain and recruit outstanding research faculty and trainees
- Bolster comprehensive, multidisciplinary, collaborative high-impact team science initiatives at UCLA
- Provide core research facilities and infrastructure that offer advanced, innovative instrumentation and/or specialized services needed by a broad segment of the school of medicine research community
- Build a new, vibrant research campus for the school of medicine to further facilitate successful, outstanding research
- Develop new resources to support the research enterprise
- Establish an objective and transparent annual planning and review process for all school of medicine departments, organized research units and centers
- Strengthen clinical research
- Develop a service-oriented research culture





Community Engagement

Meaningful community engagement is increasingly recognized as a hallmark of great academic health sciences institutions. And medical schools and health systems are embracing the opportunity and obligation to venture beyond the confines of the campus to engage with a diverse group of partners to improve the health of the broader community. Community-oriented partnerships are bringing together academic institutions, neighborhood organizations, health service providers, businesses, philanthropic supporters, and governments in an unprecedented manner to launch joint ventures aimed at addressing critical health needs. Effective involvement of affected communities is proving to be an essential element in successful university partnerships and projects.

UCLA Health Sciences is already involved in the greater Los Angeles community in countless ways, including educating the public, delivering quality care, conducting collaborative community-based research, and training needed health care workforce. We will strengthen current community connections, continue to take the lead in bringing relevant constituencies together to form new partnerships, and harness the many assets of UCLA to make a meaningful difference in the health status of our community.

Optimize health through community partnerships

GOALS

- Partner with the community to improve health through solutions that address social, cultural and biological determinants
- Develop a comprehensive and diverse health care workforce to serve the community
- Create innovative health care delivery models that maintain financial stability while serving all members of our community



STRATEGIES

- Institutionalize community engagement as a core mission of the school of medicine and UCLA Health System
- Adopt recognized principles of community engagement as a standard for managing successful community engagement endeavors
- Work with community partners to develop a health care workforce that will address community as well as societal needs and facilitate local economic development
- Ensure that accomplishments resulting from collaborations between UCLA and community partners are recognized at both an institutional and individual level
- Develop personal clinical services, population-based approaches and community services to improve health in partnership with the community
- Increase community-partnered research





Clinical Care

Excellence in health care is being redefined by revolutionary changes underway today in the world of health. Increasingly sophisticated diagnostic tools and an array of novel therapeutic approaches are radically altering acute care. Genomic science is ushering in an era of more personalized medicine. And a greater emphasis on health promotion and disease prevention is dramatically broadening health care beyond traditional medical sites into the patient's home and community — wherever and whenever it is needed. These advances unfold while the broader landscape is irretrievably shifting, as the health care needs of populations grow increasingly complex, cost pressures continue to mount, and workforce shortages intensify.

During this moment of transformative change, UCLA will continue to draw on its unparalleled excellence in clinical care to define and deliver tomorrow's exemplary health care. In leading the way, we will strengthen our enterprise as a true full-service, integrated health system, able to develop and adapt to new models of care, while never losing sight of our singular focus on the needs of our patients and their families.

Heal humankind one patient at a time

GOALS

- Continue to provide outstanding patient-centered care in all practice settings
- Improve access to care
- Develop an integrated delivery system while maintaining our strength in tertiary and quaternary care
- Establish UCLA as a national leader in the development of successful innovations in health care



STRATEGIES

- Provide high quality, patient-centered, efficient, cost-effective care
- Function as a full-service, integrated group practice providing the full continuum of care to all patients
- Foster innovation across the UCLA Health System to radically improve the quality of health care delivery locally and globally
- Strengthen communication and relationships with UCLA referring physicians and community referring physicians
- Establish and align institutional service standards across all patient care settings
- Ensure sufficient capacity for clinical services
- Grow clinical volume



Steering Committee

Eugene Washington, *Chair*

David Feinberg, *Co-Chair*

Judith Gasson, *Co-Chair*

John Mazziotta, *Co-Chair*

Joyce Fried, *Director*

Anthony Aldave

Carol Bennett

Michelle Bholat

Jonathan Braun

Ronald Busuttill

Marie-Francoise Chesselet

Sherin Devaskar

Jeffrey Eckardt

Alan Fogelman

Jody Gaspar

Patricia Kapur

Linda Liao

Carol Mangione

Kelsey Martin

William McBride

Jeffery F. Miller

Lauren Nathan

Ginger Osman

Michael Phelps

Alan Robinson

Amir Rubin

Randolph Steadman

Margaret Stuber

Abtine Tavassoli

Vatche Tchekmedyian

Peggy Vorwald

Owen Witte



Design Teams

Education

Neil Parker, <i>Co-Chair</i>	Joyce Fried	Lauren Nathan	Ren Sun
Margaret Stuber, <i>Co-Chair</i>	Jonathan Hiatt	Bennett Novitch	Denise Sur
Anthony Aldave	O. Joe Hines	Gregory Payne	Vatche Tchekmedyan
Elizabeth Benjamin	Michael Lazarus	Alan Robinson	Peggy Vorwald
Kathleen Brown	Edward Lee	Stephen Smale	LuAnn Wilkerson
Maggie Dewan	Matthew Leibowitz	Marie Elena Stark	
Thomas Drake	Lee Todd Miller	Randolph Steadman	

Research

Judith Gasson, <i>Co-Chair</i>	Katherine Hansen de Asis	William McBride	Leonard Rome
John Mazziotta, <i>Co-Chair</i>	Kenneth Lange	Virginia McFerran	Martin Shapiro
Tracie Christensen	Ronika Leang	Jeffery F. Miller	Victoria Sork
Steven Dubinett	Benhur Lee	Kelley O'Donnell	Abtine Tavassoli
James Economou	Patricia Lester	Michael Ong	Michael Teitell
David Elashoff	Linda Liau	Michael Phelps	Owen Witte
Christopher Evans	Kelsey Martin	Kathrin Plath	David Wong

Community Engagement

Patrick Dowling, <i>Co-Chair</i>	Thomas Coates	Courtney Lyder	Michael Safaee
Carol Mangione, <i>Co-Chair</i>	Eric Esrailian	Bartly Mondino	Steven Shoptaw
Roshan Bastani	Elizabeth Forer	Gerardo Moreno	Dale Tate
Carol Bennett	Stanley Frencher	Keith Norris	Judi Turner
Michelle Bholat	Arthur Gomez	Kara Odom-Walker	Kenneth Wells
Arleen Brown	Lynn Gordon	Ginger Osman	Antronette Yancey
Posie Carpenter	Neal Halfon	Paul Rabedaux	
Bowen Chung	Alice Kuo	Judith Rothman	

Clinical Care

David Feinberg, <i>Co-Chair</i>	Sherin Devaskar	Michael T. Johnson	Samuel Skootsky
Patricia Kapur, <i>Co-Chair</i>	Jeffrey Eckardt	Neil Martin	Paul Staton
Nasim Afsar-manesh	Farah Elahi	Robert Oye	Michael Steinberg
James Atkinson	Dieter Enzmann	Janet Pregler	Joseph Sullivan
Scott Binder	Alan Fogelman	Molly Quinn	David Wallenstein
Jonathan Braun	Jody Gaspar	J. Thomas Rosenthal	Neil Wenger
Ronald Busuttill	Mark Grossman	Amir Rubin	Michael Yeh
Jacqueline Casillas	Darryl Hiyama	Nancy Sacks	Leanne Zakrzewski
Heidi Crooks	Langston Holly	Peter Schulam	

Strategic Plan 2011 - 2015

Shaping the Future

Here. Now. UCLA.

University of California Los Angeles

www.strategy.healthsciences.ucla.edu