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“Most of us fear change. Even when our minds say change is normal, our stomachs quiver at the prospect. But for strategists and managers today, there is no choice but to change.”

ROBERT WATERMAN JR.

“ Tomorrow always arrives. It is always different. And even the mightiest company is in trouble if it has not worked on the future.”

PETER DRUCKER
Dear Friends and Colleagues:

The University of Mississippi Medical Center’s mission is to improve the health and well-being of our community. As the state’s only academic medical center, we educate health professionals, discover and share knowledge, and keep our communities healthy with our commitment to superior care.

To ensure we continue our long tradition of providing quality education and health-care services to our community, UMMC developed a five-year plan that will guide our strategic priorities and articulate the investments we must make to achieve our goals. The plan represents the best ideas from across the organization and communicates our vision, goals, strategies and indicators of success.

Over the last six months, leaders from across the organization have worked to develop the plan. We would like to thank everyone for their time and valuable insight. Your contribution will assist UMMC in reaching our vision of being a premier academic health sciences system recognized for superb clinical care, innovative research and preparing committed health-care professionals to serve our state.

The next phase of the work is implementation of the plan. Completing the plan is a noteworthy accomplishment, but our successes will truly be measured through execution of our strategies and achievement of our milestones. As we move through the implementation phase, we invite you to follow our progress at www.umc.edu/Strategic_Plan.aspx.

It is with great excitement and confidence that we look forward to implementing the plan and solidifying our position as one of the nation’s most outstanding academic medical centers.

Daniel W. Jones, M.D. 
Chancellor

James E. Keeton, M.D. 
Vice Chancellor for Health Affairs
Our country’s health-care system is in the midst of a paradigm shift in all its dimensions.

• Enrollment in most health-care professions is rapidly expanding, and there is increasing recognition that these groups of future doctors, nurses, therapists and others need to be trained as teams.

• The revolution in genetic science is opening vast new frontiers of discovery and bringing new understanding, preventive approaches, treatments and cures to many diseases.

• New models of service delivery are shifting providers’ focus from “sick care” to disease prevention and health promotion, aligned with new financing arrangements that shift risk to providers and patients.

Academic medical centers—with their traditional commitment to education, research and advanced patient care—are leading this transformation of the health-care system. As the state’s only academic medical center, the University of Mississippi Medical Center is also challenged to serve as both the tertiary/quaternary care provider for the state and the safety net provider for Jackson and the surrounding region.

UMMC has made significant strides forward in the last decade, to the point where its educational programs, clinical excellence and research achievements are now regionally and in some cases nationally recognized. On the verge of sweeping change in each of its missions, the time was right for the institution to prepare for its next phase of development by initiating a comprehensive strategic planning process. The resulting plan, presented here, gives leadership a roadmap to navigate environmental uncertainty and take the next steps in enhancing the institution’s ability to meet its strategic goals and objectives.

The development of the strategic plan allowed the organization to build a shared sense of the future direction for UMMC and to define how the UMMC mission will be fulfilled and the vision realized. It identified a prioritized set of major initiatives—new and ongoing—to be advanced over the next five years. Perhaps most importantly, the plan allowed for the engagement of a broad constituency and cultivated a sense of ownership that also generated excitement around the future of UMMC.
In 2013, UMMC leadership established the Office of Governance and Strategic Planning (OG&SP). The office is responsible for the coordination and preparation of the institutional strategic plan, planning processes and organizational performance improvement through alignment of strategic priorities and initiatives. In the fall of 2013, the office began creating the first comprehensive, multi-year strategic plan for the institution.

The OG&SP established a Strategic Planning Steering Committee and a Strategic Planning Core Team to help guide the process. The Steering Committee was charged with developing the strategic plan, bearing the responsibility for reviewing analytics, debating and confirming strategic options, ensuring coordination between the UMMC strategic plan and related initiatives, and recommending adoption of the final strategy. The Core Team was a subset of the Steering Committee and was responsible for previewing and refining Steering Committee documents, coordinating logistics and further ensuring coordination of the strategic plan with related planning activities.

At the outset of the process, the Steering Committee developed a comprehensive four-phase planning process (shown above).
Phase One: Strategic Situation Assessment

The Strategic Situation Assessment laid the foundation for the strategic planning process. This phase encompassed assembling and validating an accurate fact base on which to build future recommendations and eliciting input and opinion from all key stakeholders. Phase One provided the Steering Committee with an understanding of existing institutional strategy, market assessment and outlook, and opportunities, risks and challenges. The committee reviewed this information and developed guiding principles that shaped the mission, vision and strategic priorities for the institution. Phase One encompassed four distinct tasks:

- Interviews of more than 60 members of the leadership team, administrators from all three mission areas, the practice plan and medical staff, the schools and the health system.
- Review of existing institutional strategies to establish a continuum between past and future plans.
- Review of national trends focusing on access to care and payment models, faculty practice and care delivery, health-care reform at the local and state levels, research and education, and high-level case studies of the experiences of peer organizations.
- Completion of an updated market assessment

Health-Care Environment Challenges

- Transformative developments in biomedical science
- Traditional sources of funding for research and teaching activities decline
- Fundamental change in care delivery and payment models
- Development of new care models causing providers to broaden their focus from “sick care” to prevention and wellness
- Academic medical centers required to take care of an older and more chronically ill population
Phase Two: Goal and Strategy Formulation

Phase Two centered on goal and strategy formulation and gathering input from a larger set of UMMC and community stakeholders. A planning retreat involving more than 80 participants was held to allow for broad input, generate excitement and ensure an inclusive process. The retreat was highly interactive, using polling sessions to garner participant input and define strategic direction. The retreat produced a clear understanding of stakeholders’ opinions on future opportunities and threats, their comfort level with the data analyses as a basis for planning, and their overall satisfaction or concerns with the planning process.

Phase Two also included the establishment of workgroups to facilitate a more detailed discussion around critical strategic issues. After the retreat, the greatest divergence of opinion centered on three areas: network development, the care continuum and mission alignment. The workgroups were tasked with discussing these issues in greater detail and developing innovative strategies that could be incorporated into the overall process.

Guiding Principles

Several themes emerged out of the first two phases of planning that began to frame the broad outlines of the plan. These six core themes became the guiding principles for the organization and served as boundaries for development of goals and strategies. These principles were reviewed and accepted by the Steering Committee and retreat participants before launching into the next phase of the plan.

Principle #1: Adapt the Academic Vision
Expansion of educational programs across all the schools and the development of a new medical school education building have already been approved; we need to focus on how to adapt curricula to the changing care paradigm, while meeting the workforce needs of the state.

Principle #2: Transform the Research Enterprise
Traditional funding for research continues to be flat, pressuring UMMC’s historical emphasis on basic science/wet lab research; the research focus needs to expand towards clinical and translational research to leverage opportunities provided by the state’s distinctive population. The institution must also maximize recent investments, while continuing to emphasize research productivity.

Principle #3: Advance the Clinical Mission
UMMC has grown market share and enhanced its reputation significantly as it has solidified its position as the dominant provider of advanced services in metro Jackson. UMMC will need to continue to emphasize its core competency in high-complexity acute care, while developing different care models to improve the health of Mississippians.

Principle #4: Articulate the Network Strategy
As the health-care paradigm shifts, UMMC will have opportunities to expand its reach across the state. UMMC must determine how broadly it wishes to define its responsibility for care delivery across the state, while it supports existing providers to ensure care is available locally.

Principle #5: Align Across Missions
There are opportunities to improve alignment across the three missions at UMMC. There will be a greater reliance on clinical margin to fund all three missions, while incentives must be aligned to ensure advances in each mission area are leveraged for the benefit of the entire institution.

Principle #6: Demonstrate Institutional Effectiveness
Opportunities exist to remove institutional operational and infrastructure barriers to allow for more effective fulfilment of the tripartite mission.
Phase Three: Strategy Prioritization

Phase Three incorporated sensitivity planning – what if any underlying circumstances changed – and institutional implications of various strategies. The objective of Phase Three was to understand the interconnectivity and implications of the recommended strategies on the overall institution, and begin to set the stage for final implementation planning. This phase focused on strategy prioritization, defining what strategies UMMC will implement immediately over the next year versus others that would begin implementation over the next three years. In this phase, the Steering Committee, with help from the workgroups, began to identify performance metrics for each key strategy.

The second planning retreat was held to communicate the strategic direction and strategies to the broader group of stakeholders. Unlike the first planning retreat, which was intended to elicit input and participation, the second retreat functioned more as a communication forum. The objective of the retreat was to walk the stakeholders through the recommended goals, strategies and metrics, have them understand the rationale supporting these recommendations, and discuss the relative importance of each strategy.

Financial Assessment

Strategies developed as part of this strategic planning process will directly impact the economic viability of UMMC. In addition to any infrastructure and facility investments which may need to be made, UMMC will have programmatic growth, recruitment, network expansion and IT development initiatives that all impact financial performance. The following process was followed to understand financial implications:

- Created enterprise baseline pro forma financial statements;
- Determined which strategies/tactics have a significant financial implication;
- Projected revenue and expenses associated with the identified strategies and estimated any capital/operational funding requirements;
- Modeled financial implications and sensitivities;
- Integrated strategic financial outputs into the baseline enterprise pro forma.

UMMC’s Response to Health-Care Environment Challenges

- Progress to a premier academic institution in the country
- Be a leader in transformative research
- Continue the growth of high complexity programs and leverage a network to appropriately deliver tertiary and quaternary care across the state
- Support health and wellness programs and foster partnerships and care models that emphasize “well care”
- Ensure financial stability and begin shift from fee-for-service towards more value-based and risk-based models
- Build a workforce and leadership prepared to deliver health care differently, while ensuring superior quality, safety and service
Mission/Vision

The strategic planning process involved the development of more streamlined, succinct and memorable institutional mission and vision statements. The statements are as follows:

**Mission**
The mission of the University of Mississippi Medical Center is to improve the health and well-being of patients and the community through excellent training for health-care professionals, engagement in innovative research, and the delivery of state-of-the-art health care.

**Vision**
The University of Mississippi Medical Center will be a premier academic health sciences system that is recognized nationally for high-quality clinical care, for innovative research and for training committed health-care professionals who work together to improve health outcomes and eliminate health disparities.

After completing these preliminary steps and extensive discussion in multiple settings, the Steering Committee adopted the following strategic goals and associated strategies.
Strategic Goals

Goal #1 – Transform academic programs to better prepare learners for the new health-care paradigm

1. Evolve curricula, training sites and resources at each professional school to support inter-professional learning throughout the education continuum.

2. Prepare all learners to understand and operate in an evolving economic model.

3. Diversify our platforms for delivering care to appropriately expose our students to new technologies and expand their training to different care settings.

4. Continue and expand support of our pipeline programs that attract well-qualified students into our professional schools and other training programs.

5. Educate and support all health professionals and students in the use of technology in clinical care delivery and academic programs.

6. Support the health-care workforce in Mississippi through appropriate enrollment and improving retention rates of graduates in Mississippi.

7. Support regulatory changes which appropriately expand the scope of practice for all health professionals.

8. Explore alternative sources of funds and education methods to offset limited growth in traditional funding streams and continued increases in the cost of education.

9. Apply online courses/teaching and tele-education to enhance current programmatic training and serve the continuing education needs across the state.

10. Maintain standards necessary for all relevant accreditations.

Goal #2 – Advance health-care science through new discoveries and technology management

1. Grow and retain UMMC’s research leaders by recruiting extramurally funded biomedical researchers and identifying and training young researchers with long-term potential.

2. Build on a strong portfolio of basic science research to enable increased translational and clinical discoveries.
3. Create and grow an effective clinical research and trials infrastructure that aligns research priorities and clinical growth objectives.

4. Advance our knowledge by leveraging the State's diverse patient population by expanding trials and fully leveraging our telehealth network into a variety of community and rural settings and, in so doing, ensure all communities benefit from our research mission.

Goal #3 – Maintain financial strength in an evolving health-care paradigm in order to support the mission of the Medical Center

1. Reduce per-unit costs of care to promote long-term financial strength in both fee-for-service and capitated reimbursement models.

2. Maximize the use of existing assets by optimizing operational efficiency, productivity and throughput.

3. Continue to grow high complexity/sub-specialty care capability and services where UMMC has an existing core competency and/or is the only provider in the state.

4. Continue enhancing fundraising infrastructure and pursue philanthropy dollars in alignment with program priorities.

5. Create greater balance between the sources and uses of funds for the education and research missions, to reduce overall reliance on clinical margins.

6. Work with the state to enhance funding levels needed to sustain UMMC's academic and public safety net missions.

Goal #4 – Cultivate an engaged, effective, professional and diverse workforce and leadership team

1. Position the institution competitively with respect to compensation, benefits, performance based incentives, and career progression through creating/sustaining a culture which balances effective support, autonomy, entrepreneurship, and continuous learning for all employees.

2. Ensure faculty and staff recruitment levels align with our business needs and plans.

3. Sustain strong leadership of UMMC through relevant, scalable professional development programs, proactive succession planning, and talent management planning resources that support knowledge transfer and career transitions.

4. Invest in and leverage technology to enable cost effective and efficient solutions to better support/manage our human capital.

Goal #5 – Be the leader in the delivery of value based care (quality, service, cost)

1. Optimize UMMC’s network to deliver appropriate care in the appropriate location by the appropriate level of provider.

2. Reduce variations in care by adopting care models that utilize evidence-based guidelines and care pathways proven to enhance patient outcomes.

3. Enable effective care by promoting transparency through the collection, risk-adjustment and publication of key outcomes and safety metrics.
4. Create a more robust transitional care program at UMMC that expands post-acute capabilities and improves access for patients that need such services.

5. Partner with local providers to expand the continuum of behavioral health services for both children and adults regionally, leveraging technology and greater access to improve the health of this population.

6. Strategically invest in the ambulatory platform both on campus and in a distributed manner to enhance access, improve physician referrals and lower cost of care.

**Goal #6 – Promote a culture of patient- and family-centered care**

1. Educate and engage all employees on our campus around their roles in delivering patient- and family-centered care.

2. Organize all care around the patient, coordinating treatment from their home through all providers and settings across the continuum.

3. Help patients and families navigate the care continuum so that they are actively engaged in their care and receive appropriate guidance in managing transitions.

4. Engage in trans-disciplinary care that enhances communication, collaboration and the gathering of appropriate input from all relevant providers.

5. Transition primary care practices and FQHC (federally qualified health center) partner sites to meet PCMH (patient-centered medical home) standards.

**Goal #7 – Improve the health status of our state through increased access, population health management and expanded breadth/depth of services**

1. Develop a portfolio of options which focus on addressing health and health-care needs for rural communities across the state.

2. Resolve key operational bottlenecks associated with patient access to and utilization of UMMC services.

3. Develop new care models as part of a robust tele-health plan that leverages the existing infrastructure, beginning with select patient populations (e.g., stroke, behavioral health, COPD, CHF, etc.).

4. Establish a range of evidence-based approaches to influence lifestyle changes that support health and well-being.

5. Collaborate with local, state and national agencies to improve health (i.e., MS DOH, FQHC, MEC, etc.).
**Goal #8 – Foster a network of collaborative partnerships and advance advocacy efforts to improve health in Mississippi**

1. Develop a comprehensive methodology to proactively identify, evaluate and prioritize all network development opportunities.

2. Leverage UMMC’s relationship with the State and commercial payers to develop pilot programs that include alternative payment models including pay for performance and population health capabilities associated with the management of high-risk, high-utilizer patients.

3. Provide a sustainable value proposition to independent physician partners by offering a supportive infrastructure which improves ease of access and practice for them.

4. Determine opportunities for creating additional community teaching sites for all learners.

5. Expand the telehealth network to create additional or improved access points in underserved communities.

6. Develop a suite of services (i.e., clinical, research, training, administrative) which can be packaged and provided to future partners based on their respective requests.

**Goal #9 – Integrate and align across missions and entities**

1. Streamline committee structures to ensure accountability and effective decision-making.

2. Create an institution-wide balanced scorecard that includes a set of high-impact metrics that span all the missions and entities.

3. Change the incentives at the individual business unit level to put greater emphasis on balanced scorecard metrics which reflect institutional success.

4. Create more visibility into the productive use of funds across business units and align accountability with span of control.

5. Make revenue decisions centrally, with the objectives of maximizing the total dollars that flow to the Medical Center and supporting strategic initiatives.

6. Create a culture of “all money is blue” by limiting unnecessary transfers of funds across mission areas.

7. Explore the development of a pilot “institute model” around a designated area under single leadership with accountability for the full continuum of care delivery, research and education.

8. Create and improve institutional communication to promote transparency of decision-making and enhance collaboration within teams and across the organization.

**Goal #10 – Create an environment of scholarship, trust, accountability, equity, safety, quality and service excellence**

1. Improve alignment and trust by promoting greater transparency.

2. Ensure that all major strategic investments are supported with a comprehensive business plan, justifying the investment and aligning with the strategic direction of the organization.

3. Invest in the appropriate level of critical infrastructure (e.g., facilities, IT, marketing, HR, business analytics, etc.) to enable execution of strategic priorities.

4. Empower leadership across the organization to make decisions at the appropriate level to create ownership, accountability and improved positioning of each of the business level entities.

5. Improve communication within business units and across the institution.

6. Continue to emphasize scholarship and continuous learning as a key component of institutional culture.
Phase Four: Implementation Plan

Phase Four encompasses implementation planning and must immediately follow any strategic planning exercise. In its absence, many strategic plans created with good intentions end up sitting on shelves, gathering dust. UMMC is the process of developing the implementation plan which will drive the execution of the strategies (shown below). The following outputs will be major components of our implementation planning efforts:

- Milestones and metrics attached to each strategy
- Assigning individual(s) responsible for the attainment of key metrics
- Developing timeframes for reaching metrics/goals
- Staffing, technology and operational resources required to implement the strategy
- Establishing a Strategic Plan Committee which provides oversight for all strategic plan efforts

Each defined strategic goal and strategy has a champion that is responsible for execution. Each champion is responsible for forming a clear plan for implementing the strategy. The champion will develop an action plan that incorporates tactics and performance metrics and outlines how the strategy will be implemented. The Strategic Plan Committee will evaluate the action plans, determining what strategies should be immediately addressed and what resources or support are needed to execute the strategy. The Strategic Plan Committee, working with the strategy champions, will continually monitor the progress and successful implementation of the strategies. A comprehensive communication campaign will be mounted to ensure that internal and external audiences are well informed about the strategic plan.

“The best game plan in the world never blocked or tackled anybody.”

VINCE LOMBARDI
Assessing Progress

In order to ensure successful implementation of UMMC’s strategic plan, the Strategic Plan Committee will continually monitor progress by tracking the performance metrics. The performance metrics will allow the committee to measure progress and bring clarity to the entire process by allowing those responsible and accountable to see whether they need to take any corrective action. When reviewing progress towards achieving the strategies, the committee will ensure activities are consistent with UMMC’s mission, vision and values – that is, are we accomplishing what we intended to accomplish. The Strategic Plan Committee will biannually review and update the strategic plan and publish an annual progress report that tracks accomplishments and outcomes for stated goals and strategies.

For more information about UMMC’s strategic plan, visit www.umc.edu/Strategic_Plan.aspx
“To accomplish great things, we must not only act, but also dream; not only plan, but also believe.”

ANATOLE FRANCE
Steering Committee

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Bettina Beech, Dr.PH .................................................................................................................... Associate Vice Chancellor for Population Health
Chris Burney .............................................................................................................................................................................. Exec. Director of Planning, Design & Construction
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William Cleland, M.D. ................................................................................................................................................................. Chief Medical Officer
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Ralph Didlake, M.D., M.A. ............................................ Assoc. Vice Chancellor for Academic Affairs, Chief Academic Officer
Michael Estes .................................................................................................................................................................................. Chief Human Resources Officer
Tom Fortner, M.B.A. .................................................................................................................................................. Chief Public Affairs and Communications Officer
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