“If ever there was a time for strategic planning for health sciences at UCLA, that time is now.”

A. Eugene Washington
Vice Chancellor, UCLA Health Sciences
Dean, David Geffen School of Medicine at UCLA

UCLA today faces critical strategic challenges and opportunities, including:

- Unprecedented growth seen in the last fifteen years
- Expansion in research and clinical enterprises
- Steadily declining State support
- Increased competition for the best people
- Dramatic advances in science, medicine, and technology
- Anticipated impact of national health reform
I. Develop a comprehensive, integrated strategic plan based on academic and healthcare priorities; and

II. Collaboratively involve the UCLA community (faculty, staff, trainees, senior campus leadership and external partners).
David Geffen School of Medicine at UCLA & UCLA Health System

Strategic Planning Process

PHASE I
Develop Comprehensive 5-Yr Strategic Plan

Part 1: Planning Research
- Strategic Planning Interviews/SWOT Analysis
- Stakeholder Survey
- Environmental Assessment

Part 2: Define Global Direction
- Define Mission, Vision and Core Values
- Define Goals with Measureable Outcomes
- Define Strategy Design Team Assignments

Part 3: Define Strategic Direction
- Strategy Design Teams
- Develop strategies and tactics
- Present recommendations to Steering Comte

Part 4: Finalize Plan/Implementation Planning
- Prioritize Strategies
- Develop Implementation Planning Approach
- Finalize Strategic Plan
- Refine Tactical Detail
- Implementation Structure & Process
- Annual Progress Review

Communications Planning
## Strategic Planning Initiative - Timeline

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<th>PHASE I - DEVELOP 5-YEAR STRATEGIC PLAN</th>
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X = Strategic Planning Steering Committee meetings
Strategic Planning Steering Committee

A. Eugene Washington, MD, MSc, Chair
David Feinberg, MD, MBA, Co-Chair
Judy Gasson, PhD, Co-Chair
John Mazziotta, MD, PhD, Co-Chair
Joyce Fried, Director

Senior Leadership/Faculty
Anthony Aldave, MD
Carol Bennett, MD
Michelle Bholat, MD, MPH
Jon Braun, MD, PhD
Ron Busuttil, MD, PhD
Marie-Francois Chesselet, MD, PhD
Sherin Devaskar, MD
Jeffrey Eckardt, MD
Dieter Enzmann, MD
Alan Fogelman, MD
Patricia Kapur, MD
Linda Liau, MD, PhD
Carol Mangione, MD, MPH

Kelsey Martin, MD, PhD
William McBride, DSc, PhD
Jeffrey F. Miller, PhD
Lauren Nathan, MD
Michael Phelps, PhD
Alan Robinson, MD
Randolph Steadman, MD
Margaret Stuber, MD
Owen Witte, MD

Staff Senior Leadership
Ginger Osman
Amir Rubin
Jody Gaspar

Trainee Representatives
Vatche Tchekmedyian
Peggy Vorwald
Abtine Tavassoli, PhD
What We Have Learned So Far . . .

* Based on input from 92 interviews
# Interview Results: Patient Care

Primary Strengths

1. Talented and dedicated health care professionals.
2. Patient-centered culture in the Health System resulting in improved service, access and patient satisfaction.
3. Excellent national reputation as “Top 3 Hospital” and “Best Hospital in the West.”
4. Brand new, state-of-the-art hospitals in Westwood and Santa Monica.
5. Outstanding leadership.
5. Collaborative, collegial, interdisciplinary culture.

Primary Weaknesses

1. Poor patient access to Ronald Reagan UCLA Medical Center, primarily due to lack of inpatient beds.
2. Lack of coordinated, patient-centered care, particularly in the outpatient setting.
3. Variable clinical quality across departments.
4. Individualistic, department-focused culture.
5. Lack of financial transparency.
5. Faculty recruitment, retention and support.
Primary Opportunities

1. Enhance clinical quality, safety and coordination of patient-centered care.
2. Strengthen collaborative culture of the School of Medicine.
3. Identify, develop and invest in select, targeted clinical programs.
4. Increase inpatient bed capacity and access at RRUMC.
5. Improve financial position and transparency.

Primary Threats

1. Intense competition from community hospitals, including affiliates.
2. Financial challenges and resource constraints.
4. Difficulties retaining and recruiting world-class faculty.
5. Economic issues in the State of California impact state funding for UCLA.
Interview Results: Research

**Primary Strengths**

1. Diverse, innovative and well-regarded research enterprise.
2. Collegial and collaborative research community co-located on a single campus with other professional schools.
3. Many talented research faculty.
4. Solid research funding as a “Top 10” NIH-funded School of Medicine.
5. Improved research infrastructure and facilities.
6. Clinical research opportunities available through UCLA Health System and hospital affiliates.

**Primary Weaknesses**

1. Research space: insufficient, non-contiguous and lacking an objective, strategic and coordinated allocation process based upon productivity.
2. Variable caliber of research; egalitarian culture does not promote excellence.
3. Need for greater research collaborations: across DGSOM, across UCLA, with affiliates and between clinicians and basic scientists.
4. Inability to secure NIH Clinical and Translational Sciences Award to-date due to poor coordination and planning.
5. Research administrative infrastructure needs bolstering.
Primary Opportunities

1. Broaden multidisciplinary, interprofessional and translational collaborations within the DGSOM as well as with other UCLA schools, affiliate hospitals and industry partners.

2. Develop a transformational, supportive research infrastructure.

3. Identify a limited number of research areas for focused development.

4. Renovate CHS to become a state-of-the-art research facility.

5. Recruit and retain outstanding research faculty; develop succession plans for aging faculty in key positions.

Primary Threats

1. Lack of funding to support research enterprise which distinguishes UCLA as a world-class university.

2. Faculty recruitment and retention challenges in current economic environment.

3. State budget cuts and their impact the University of California.


5. Strong competition (e.g., USC, CSMC) in Los Angeles County.

5. Heavily regulated research environment.
Interview Results: Education

Primary Strengths

1. Excellent national reputation as a top medical school.
2. Dedicated and professional group of medical educators.
3. Top-notch and diverse medical student body.
4. Innovative and well-integrated medical school curriculum.
5. Competitive GME programs that attract excellent residents.
5. Affiliate training hospitals with large and diverse patient populations.

Primary Weaknesses

1. Insufficient funding for the educational mission.
2. Variable quality of graduate students, post-docs and residents.
3. Educational curricula.
4. Educational facilities are not commensurate with UCLA’s stature.
5. Varying levels of faculty commitment to teaching.
5. Inadequate professional development for graduate student and post-doctoral fellows.
Interview Results: Education

**Primary Opportunities**

1. Identify funding sources to support educational programs.
2. Assess and improve curricula.
3. Develop strong, well-coordinated interdisciplinary and interprofessional educational programs.
4. Reward and support excellent teaching.
5. Identify the types of medical students, graduate students, and residents UCLA should be attracting and revamp the admissions process accordingly.

**Primary Threats**

1. Lack of funding to support the medical education mission and its infrastructure.
2. Need for faculty to be clinically productive strains their ability to contribute to the educational mission.
3. Constraints from proposed 60-hour resident work week would significantly impact surgical training and service delivery.
4. Increasingly competitive environment for attracting top students.
5. State budget cuts and potential impact on state-funded FTE’s.
6. Increasing tuition costs for medical school education.
Primary Strengths

1. UCLA’s current position through formal affiliations with large, public, health care organizations.
2. Strong reputation as being committed to community engagement.
3. Several strong community-focused programs/services already underway; those noted as strengths.
4. High-quality medical clinics that provide care to indigent and underserved populations.
4. Innovative collaborative projects within the community, including DGSOM/SoPH projects and Cancer Center’s relationship with community oncology practices.

Primary Weaknesses

1. Lack of UCLA presence in the Greater Los Angeles community; too much focus on the Westside of Los Angeles.
2. Historically, School of Medicine leadership and vision has not been focused on community engagement.
3. UCLA’s community initiatives are not well-publicized.
4. Perception that UCLA is not interested in community referrals due to either bed capacity issues and/or poor insurance of patients.
5. Relations with affiliate hospitals could be strengthened.
Interview Results: Community Engagement

**Primary Opportunities**

1. Further demonstrate UCLA’s commitment to community engagement by expanding presence in the community.
2. Assume a greater leadership role in improving public health both locally and globally.
3. Strengthen collegial partnerships with UCLA’s affiliated hospitals to best serve the community.
4. Develop a centralized UCLA infrastructure and identify resources to adequately support community engagement mission.
5. Enhance outreach to and improve relationships with community physicians.

**Primary Threats**

1. Other institutions may claim to make greater contributions to community health if UCLA does not assume a leadership stance.
2. Martin Luther King Jr. Hospital is a potential threat to UCLA.
3. Insufficient funding to support community initiatives.
4. Small size of education and training programs relative to future demand for physicians and health services.
Interview Results: Recommended Strategic Priorities

1. Increase the caliber and impact of the research enterprise.

2. Strategically recruit and retain excellent faculty.

3. Address space constraints that limit growth in research and clinical care.

4. Articulate a clearly defined, integrated vision that provides strategic direction for UCLA School of Medicine and Health System.

5. Secure financial resources to support targeted strategic initiatives in the School of Medicine and Health System.

6. Identify targeted clinical programs for growth and development.

7. Build a more collaborative, adaptable, team-oriented organization.

8. Leverage all that UCLA has to offer to improve community health.

* Based on input from 92 interviews.
9. Deliver the **highest quality** medical student, resident, and graduate **education**.

10. Develop an integrated delivery system that will position UCLA to respond to **health care reform**.

11. Continue with initiatives that foster excellent, **patient-centered clinical care**.

12. Strengthen administrative **leadership and infrastructure** within the School of Medicine to further all mission areas and better support faculty.

13. Enhance **visibility and image** in the local, regional, national and global community.

14. **Develop, recognize and reward** outstanding faculty, trainees, students and staff.

* Based on input from 92 interviews.
• Although staff and faculty both ranked Excellence and Integrity among their top three core values, faculty ranked Discovery/Innovation number two, while staff saw it as 8th. Overall, faculty and staff ranked the core values that surfaced in the interviews fairly similarly.
Where We Are in the Process...
STRATEGIC PLANNING STEERING COMMITTEE
Chair: A. Eugene Washington
Co-Chairs: David Feinberg, Judith Gasson, John Mazziotta

STRATEGY DESIGN TEAMS (Phase I/Part 3)

Research
Co-Chairs: J. Gasson / J. Mazziotta

Education
Co-Chairs: N. Parker / M. Stuber

Clinical Care
Co-Chairs: D. Feinberg / P. Kapur

Community Engagement
Co-Chairs: P. Dowling / C. Mangione
Stay Connected...
Welcome to the UCLA Strategic Planning for the Health Sciences Web site

For the rest of this year, the Strategic Planning Steering Committee will lead the creation of a five-year plan for our integrated organization, including the David Geffen School of Medicine and the UCLA Health System.

This Web site is aimed at fostering collaboration among all members of the health system community in developing the strategic plan. Please visit this site often for the latest information about the planning effort and to contribute your ideas.

News

Strategic Planning Town Hall Meetings beginning on August 5

A Message from Dr. Eugene Washington
Vice Chancellor of Health Sciences at UCLA, Dean, David Geffen School of Medicine

If ever there was a time for strategic planning for health sciences at UCLA, that time is now. The unprecedented growth...