



Strategic Planning and Implementation Update

April 7, 2010

To the UT Southwestern Community:

A little over a year ago, I wrote to identify seven priorities and to outline a Strategic Planning Initiative for achieving the future envisioned for UT Southwestern Medical Center. I have updated you periodically since then on our planning activities, and I am writing now to inform you of the current status of implementation efforts for recommendations from the Strategic Planning Initiative and other activities related to our priorities.

The reports of all the Strategic Planning groups were posted on Chrysalis (<https://chrysalis.swap.swmed.org>) last fall, and the site now includes as well the report of the Task Force on Global Health and the Underserved, which was recently completed and submitted.

We have also posted on Chrysalis a document that summarizes the 160 recommendations that came out of the Strategic Planning Initiative. They are grouped by category, and the implementation status of each one is noted - and will now be updated on a regular basis.

Some highlights of our progress in building a future aligned with our priorities are:

Clinical Transformation

- We concluded a national search for an Executive Vice President for Health System Affairs to provide focused leadership on our clinical enterprise with the appointment of Bruce A. Meyer, M.D., MBA, effective April 5, 2010.
- The position of Chief Quality Officer has also been created. Dr. Gary Reed began as Interim Chief Quality Officer on January 1, 2010, and an Office of Quality Improvement and Safety has been established.
- Metrics to assess our quality and safety performance in selected areas are being developed, and a training program in quality improvement and change management is scheduled to begin later this month.
- Following authorization from the UT System Board of Regents in November 2009, intensive planning efforts for a New University Hospital are in progress to develop a comprehensive plan for submission next fall to the Board of Regents for final approval. The guiding paradigm is for the new hospital to be a landmark academic medical facility in its integration of patient care, clinical research, and education/training.
- Our guest and patient services have been reorganized, and centralized patient referral triage and scheduling have been set in motion.
- The Watson Award, to be conferred annually, was created to recognize clinical excellence among physicians.
- The motto, "The future of medicine, today" is being used as the basis for a branding campaign to promote our clinical enterprise and convey the integration of our patient care, research, and education missions.

- A Physician Recruitment Office has been established within Human Resources to support departmental efforts, and implementation plans are being developed for other recommendations related to faculty recruitment, appointments, and mentoring.

Enhancing Basic Research

- A colloquium was held with basic science faculty leaders to identify priorities for faculty recruitment and new program development, to ensure that UT Southwestern remains on the leading edge of biomedical research.
- A planning group is focused on defining our needs for data warehousing and analytics architecture.
- Discussions are in process about the development of Bioinformatics and Computational Biology initiatives.
- The Research Administration infrastructure was reorganized to begin addressing specific recommendations related to grants and clinical trial contracts.

Forward Looking Curriculum

- Plans for a Bioengineering program with UT Dallas, UT Arlington, and Southern Methodist University are actively being discussed.
- Plans are being made for a joint UT Dallas/UT Southwestern Masters in Management program, to begin this fall, located at UT Southwestern.
- The quality of recruitment materials used as part of the Medical School admissions process has been significantly upgraded.
- A Medical School curriculum review will be launched shortly, led by Stephen Cannon, M.D., Ph.D., Associate Dean for Undergraduate Education-Basic Sciences.

Health Policy and Health Services Research

- We are in the process of identifying a leader to develop a UT Southwestern initiative in Health Policy and Health Services Research.
- New data management systems for clinical research are in development and will be launched shortly.

Global Health and Care of the Underserved

- We are also in the process of selecting a leader for an Office of Global Health, which will be created to monitor existing programs, plan new ones, and serve as a resource for faculty and students who wish to do work abroad. Appointment of the Director is expected within the next few weeks, and the Office will be established this summer.

Enhancing Diversity

- To make diversity recruitment intentional rather than incidental, guidelines for search committees for Department Chairs now include the expectation that the interview process will include candidates from underrepresented groups.
- We are in the final stages of identifying a leader for a Diversity Office that will encompass students, faculty, and staff, with a special focus on improving faculty diversity. The Director will be named shortly, and the Office will be established this summer.

Resources

- To enhance our effectiveness in securing resources to meet our needs and aspirations, a national search was conducted to fill our vacant Vice President for Development position, and Dr. Randy Farmer, a senior leader with a strong record of success as a fund raising professional, joined us on April 1, 2010.
- We have also now opened the BioCenter to promote the commercial development of discoveries made at UT Southwestern and elsewhere, so that these scientific advances can be transformed into innovative treatments and medical device technologies that benefit patients. The BioCenter, which is expected to expand to four buildings in the coming years, will be a catalyst for the creation of new industries in the Metroplex employing highly skilled workers.
- We are in the midst of preparing a UT Southwestern budget for FY11 that accommodates the mandated 5% reduction in our state appropriation, while still allowing for a 3% merit salary program and investment in our key priorities.

Cross-Cutting Initiatives for UT Southwestern as a Work Place

- The conversion from GroupWise to Outlook has begun and is expected to be completed this summer.
- Plans for “ubiquitous connectivity” - the ability to have reliable wireless and cellular connectivity throughout the campus, with a single sign on system - are in process; implementation will occur in stages, beginning this summer.
- A policy and process are now in place to encourage and facilitate the participation of UT Southwestern delegations in community events related to our mission.
- An Employee Advisory Council has been approved, and election of members will take place in the coming weeks.
- An Employee Discount program has been established; an Employee Wellness Program will be launched this spring; and plans are being developed for enhanced employee recruitment and recognition programs.
- An on-boarding checklist for new staff has been created, and management training and mentoring programs for current staff will begin this spring.
- A Career Development Program to help staff identify and achieve their career goals is now in place within Human Resources.
- An Intranet for UT Southwestern employees has been developed and is online this week.

As you can see, we are well on our way. We will be engaged with these activities and will also be addressing other recommendations in the months ahead, and I encourage you to follow our progress by accessing the more comprehensive tracking report that is now available on Chrysalis.

I appreciate the time, effort, and commitment from so many of you to date. I look forward to sending periodic updates as we reach milestone moments, and as always, I welcome any comments or feedback you may wish to convey.

Daniel K. Podolsky, M.D.
President, UT Southwestern Medical Center