

Joint Strategic Plan

UMass Memorial Health Care + UMass Medical School



We are a leading academic health sciences center, consisting of the University of Massachusetts Medical School and UMass Memorial Health Care, with the common purpose to serve the public interest.



The background of the cover is a blurred photograph of a modern hospital hallway. People are seen walking away from the camera, their figures softened into streaks of motion. The lighting is bright and even, typical of a clinical setting. The overall color palette is dominated by light blues and greys, which are further emphasized by the semi-transparent blue overlay.

Joint

UMass Memorial Health Care + UMass Medical School

Strategic Plan

2015-2020

UMass Medical School and UMass Memorial Health Care comprise the UMass Academic Health Sciences Center, which is rooted in Worcester, grounded in Central Massachusetts, embedded in the Commonwealth and connected throughout the globe. Together, we are proud to serve as the largest employer in the city of Worcester, the region's largest integrated health care delivery system, the state's only public medical school, and an international hub for education, medicine and science.

Guided by a public mission focused on improving the health and well-being of the people in all the communities we serve—locally, regionally, statewide and beyond—we work every day to build healthier communities through innovative and culturally sensitive clinical care, service, teaching and biomedical research.

Our academic community, which is nationally recognized for primary care education and classified as a community-engaged institution by the Carnegie Foundation, includes graduate education in medicine, nursing and the biomedical sciences, residency and fellowship training, inter-professional training in allied health professions, and continuing education for health care practitioners.

Our dynamic research enterprise, which has world-class expertise in immunology, RNA biology, gene therapy, neurobiology and drug development, generates more than \$240 million in funding annually and contributes significantly to biomedical science, human health and the state's economy. It is anchored by an outstanding faculty that includes a Nobel laureate, a Breakthrough Prize recipient, a Lasker Prize winner, six Howard Hughes Medical Institute Investigators and five members of the national academies.

As the largest academic health care system in Central Massachusetts that is also the safety net system for this region, it is our responsibility to successfully steward this community asset by becoming the best academic health system in America based on measures of patient safety, quality, cost, patient satisfaction, innovation, education and caregiver engagement. We are dedicated to making the clinical system the best place to give care and the best place to get care.

In the years ahead, our UMass Academic Health Sciences Center will continue to grow and evolve in new and exciting directions. As we prepare for the opportunities and challenges of the future, we remain firmly committed to our core missions of education, research and health care delivery and serving the needs of our local, regional and global communities.

Michael F. Collins, MD

Chancellor, UMass Medical School

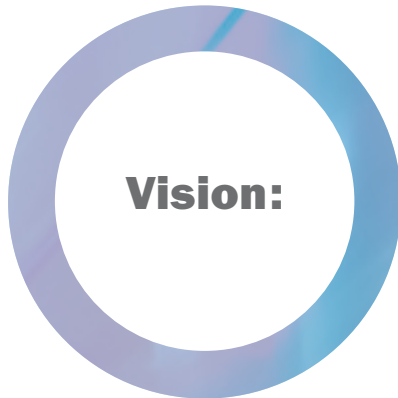
Eric W. Dickson, MD

CEO, UMass Memorial Health Care

UMass Memorial Health Care + UMass Medical School

Our mission

is to advance the health and well-being of the people of the commonwealth and the world through pioneering advances in education, research, and health care delivery.



To become one of the nation’s most distinguished academic health sciences centers, we seek to:

- leverage our primary care education program to drive the future of integrated care delivery;
- achieve excellence in the practice of safe, equitable and high-quality care;
- design and implement innovative interprofessional educational methods to train our learners to function as effective patient-centered health care and research teams;
- educate the next generation of outstanding leaders in health care;
- promote and invest in basic science discoveries that will transform the practice of medicine;
- catalyze the translation of discoveries to improve patient outcomes and address the root causes of poor health; and
- leverage the power of partnerships to improve the health and wellness of the communities we serve.



As a combined enterprise, we value:

- improving health and enhancing access to care;
- achieving the highest quality standards in patient care, patient satisfaction, education, and research;
- collegiality as we work for the common good;
- integrity in decision making and being held to the highest ethical standards;
- a welcoming, inclusive and diverse environment characterized by mutual respect, professional courtesy and cultural competency;
- academic opportunity and scholarship through high-quality, affordable educational programs for physicians, nurses, advanced practitioners, researchers, and educators;
- innovations in health care delivery and scientific discovery that enhance our understanding of the causes of human disease, drive the development of products and treatments and elevate the human condition; and
- engagement with community organizations, government and other institutions to improve community health.



Introduction

Over the years, while serving our patients, learners, faculty, staff, and communities, UMass Medical School and UMass Memorial Health Care (UMMS/UMMHC) have been committed to aligning our shared mission of advancing the health and well-being of the people of the commonwealth and the world. As a result, the work of UMMS/UMMHC is inextricably linked, with the success of each organization dependent on the other.

In our joint strategic plan for 2009-2014, we anticipated that the period would be characterized by significant changes in health care delivery and research funding, and that medical education would be challenged to keep pace with these changes. In the years ahead, the demands to keep pace with the evolving landscape will be heightened. Given the nature of this environment, it is of paramount importance that we coordinate our efforts, align our priorities, and deploy our resources in a collaborative and strategic manner.

Such operational imperatives set the context for this joint strategic plan for the years 2015 – 2020. During this period, we will direct our endeavors to maintain our status as a premier academic health sciences center by focusing on, first, building our core strengths in education, research, and health care delivery by adopting strategies for integrated and collaborative work that leverage the complementary nature of our activities. To do so, we will identify, design, and implement

initiatives that promote working effectively across our organizations. Second, we will focus on specific strategies to enhance these core strengths. These enabling strategies include adopting effective and efficient information technology solutions; developing and implementing strategies to attract and retain top talent; integrating critical operational services; and enhancing a comprehensive cancer strategy.

In education, given our special public role in the Commonwealth, we are committed to primary care education and training as a foundational component and institutional strength of our academic health sciences center. We recognize the critical role collaboration and evidence-based information will play in preparing the next generation of clinicians, nurses, researchers and educators. Further, we appreciate the need to ensure our academic enterprise, including our students, faculty and support personnel, is appropriately sized and our facilities and technological

2015 – 2020

We will direct our endeavors to maintain our status as a premier academic health sciences center by focusing on building our core strengths.



offerings are suitable to fulfill our educational responsibilities and to promote innovation within our academic environment.

We will continue to build on our established reputation in basic and translational research to drive improvements in health care delivery systems, patient care, and population health and to link our scientists to product development.

In health care delivery, we will meet the significant challenges posed by the rapid transformation in how health care is delivered and funded. Our health care delivery system is tightly linked to the education and research missions, but is facing unprecedented clinical care competition due to the changing health care marketplace. Consequently, our health care system will focus on ensuring its services, offerings and investments support and advance current areas of strength, as well as our education and research missions.

Cancer treatment, research, and training will have a central place in our 2020 strategy.

We will launch initiatives to strengthen the integration of all three mission areas, improving the focus on personalized patient-centered cancer care and creating a cancer center that is capable of achieving recognition by the National Cancer Institute.

We will implement strategies to transform the quality, reliability, and usability of our information technology. The technology used by the joint enterprise must be cohesive, intuitive, secure and highly accessible for patients, clinicians, researchers, students and other partners.

Recognizing that the strength of our joint efforts are founded on the talent and energy of our people, we will implement initiatives to build and sustain faculty and staff vitality to drive our missions of innovative teaching, transformative research, and exceptional clinical care and become one of the nation's most distinguished academic health sciences centers.

Strategic Goals



As a leading academic health sciences center, these are our goals: to be the best academic health care system in New England; to be a model educational community of interprofessional, collaborative learners; to build a biomedical research and health care delivery workforce; to support a basic science research enterprise; to support the health care system as a laboratory and a community partner to improve health.

Education

As an innovative, interprofessional community of students and educators, we will build a health care delivery and biomedical research workforce that makes a lasting impact on human and community health.

Basic Research

Continuing to be a leader in Massachusetts life sciences research, we will enhance the basic science enterprise and drive intellectual excitement, potential new therapies and long-term sustainability through the engine of discovery, with special focus on areas of existing world-class strength.

Translational Research

We will create a transformative research ecosystem that enables rapid development of products for clinical use, collaborates with the clinical system as a laboratory for clinical and translational research, and partners with the community to drive improvements in individual and population health.



Health Care Delivery

We will become the best academic health system in America based on measures of patient safety, quality, cost, patient satisfaction, innovation, education and caregiver engagement.

Strategy Enabling Goals

We will establish an information technology environment that enables the best care and patient experience, educates the finest caregivers and scientists and accelerates future therapies.

Information Technology




Talent

We will attract, inspire and cultivate outstanding talent in science, medicine and health care to become one of the nation's most distinguished academic health sciences centers.

We will provide a high value ecosystem that maximizes opportunities and optimizes outcomes for our patients who seek prevention, treatments and cures for cancer; for our trainees who seek to become experts in all aspects of cancer; and for our researchers who seek new knowledge for the prevention, treatment and cure of cancer.

Cancer



Services Integration

We will transform shared service operations to better serve and support mission-based activities through alignment of purpose and integration of effort.

Education

As a highly innovative, interprofessional community of students and educators, we will build a health care delivery and biomedical research workforce that makes a lasting impact on human and community health.

Education is the fundamental mission and primary purpose of any school. One of the challenges surrounding education is the need to anticipate the future demands of a discipline, in terms of the types of professionals needed, their mode of interaction in practice, and the nature of the process by which they learn. UMMS is dedicated to teaching physicians, nurses, other health care professionals, and biomedical scientists. Currently, both health care and science are undergoing transformational change, which complicates the challenge. UMMS has resolved to meet the challenge head-on, incorporating innovations in learning and anticipating the importance of interprofessional teams in health care and biomedical science. By doing so, our trainees will advance our core missions in primary care education and practice and biomedical research, as well as our special responsibilities to provide care to vulnerable populations and to engage in public sector medicine.

To expand collaborative learning experiences, we will establish interprofessional educational teams to design and create the health care workforce of the future and incorporate humanistic principles and ethical practices across the educational continuum. We will expand training opportunities in basic, translational and clinical research for medical, nursing and graduate students, postdoctoral fellows, residents and faculty; and create new mechanisms for training physician-scientists during the senior residency and fellowship years. Renewing our commitment to train a workforce that reflects the composition of those whom we serve, we will promote student diversity

and inclusion through pipeline programs and commit to educating our learners about patient safety and quality of care, including health care disparities.

Reaching learners in the most effective manner calls for using self-directed and experiential learning and evidence-based, data driven methods. Our educational community will optimize technology for self-directed and experiential learning opportunities and for implementing competency-based evaluation models. Innovation will also take the form of exploring big data systems to support educational practice; expanding the portfolio of degree programs in graduate health sciences, including joint degrees; exploring medical home models to serve vulnerable populations, including veterans and underserved residents of Worcester; evaluating models for medical student clinical teaching, including the possibility of a longitudinal integrated clerkship; and developing programs and partnerships to enhance career preparation of graduate students and postdoctoral fellows in the Graduate School of Biomedical Sciences.

Taken together, these initiatives for self-renewing, learner-centered innovation will put the UMMS educational community on course for a future state in 2020 that will be more collaborative, more effective, and more adaptable than has existed here.



TO ACHIEVE THIS GOAL WE WILL:

- ▶ Expand collaborative learning experiences to advance patient-centered practice and research through interprofessional team-based learning.
- ▶ Implement learning opportunities for self-directed and experiential learning using evidence-based methods.
- ▶ Evaluate and right-size the number of learners along the continuum and in each school, as well as analyze the possibility of new affiliations or partnerships, expansion of degree programs in graduate health sciences and new health sciences schools at UMMS.

Strategic
Goal

Basic Research

Continuing to be a leader in Massachusetts life sciences research, we will enhance the basic science enterprise and drive intellectual excitement, potential new therapies and long-term sustainability through the engine of discovery, with special focus on areas of existing world-class strength.

Recognizing that discovery drives intellectual excitement, potential new therapies, and financial success, we will continue to invest in a basic science enterprise that is already world-class. Our goal will be to ensure productivity and impact of the basic science faculty in research areas of current strength and in new frontiers.

Meeting these goals will require focused efforts in five areas. To confront the trend of diminished financial resources, we will engage in robust development efforts, leverage interdisciplinary opportunities, and promote entrepreneurship and commercialization by the faculty. To broaden our fundamental understanding of regulatory biology and human genetics, while fostering bioinformatics and interactions between basic and clinical researchers, we will establish a state-of-the-art cancer center. To ensure that the facilities available to our scientists are at the leading edge of technology, we will continue to invest in research cores that comprise foundational assets of our research enterprise. To provide direct benefits to a society that so generously supports basic research, we will facilitate the translation of discovery into drugs, devices, biologics, and software systems that have clinical use and improve patient care. And, finally, to ensure a strong biomedical workforce well into the future, we will develop a more efficient, targeted approach to graduate and postdoctoral education that provides the concrete tools and intellectual skills

our trainees need to succeed in the diverse careers available to PhD scientists.

Taken together, these efforts will position UMMS to continue to optimize the quality and impact of our work well into the next decade. With a more sustainable funding base and an ever-renewing pool of professional talent, our scientific community will continue to hold its place among the premier biomedical research institutions in the world.



TO ACHIEVE THIS GOAL WE WILL:

- ▶ Establish a portfolio of resources that will increase our funding for basic research, doubling externally sponsored funding from industry and philanthropic organizations.
- ▶ Make significant investments in basic science core facilities that reflect the size and scope of the research endeavor.
- ▶ Collaborate with clinical and translational researchers to transform our collective research enterprise to support the discovery and rapid development of products and therapies.
- ▶ Develop graduate and postdoctoral education that accelerates a transition to more quantitative science and prepares trainees for careers within and beyond academia.

Translational Research

We will create a transformative research ecosystem that enables rapid development of products for clinical use, collaborates with the clinical system as a laboratory for clinical and translational research, and partners with the community to drive improvements in individual and population health.

Clinical and translational research (CTR) is pivotal to the mission of our academic health sciences center. A healthy, robust, and expanding CTR program generates knowledge and products that drive improvement in patient care and population health, and attract patients who are seeking the best care and most cutting-edge therapies.

UMMS is internationally recognized for its strengths in basic, clinical and translational research. By capitalizing on our existing strengths while, at the same time, enhancing our collective CTR capabilities, we will create an integrated research ecosystem that generates innovative ideas, tests novel hypotheses, advances our understanding of human disease and deploys such new knowledge toward the rapid development of products that improve human health.

As health care reform progresses and accountable care organizations become a more widely adopted framework for health care delivery, we will have an important opportunity to advance the health of those individuals and communities we serve. To this end, we will benefit from the clinical system's patient

population, which reflects the full richness and diversity of the region. We will further benefit from active engagement with community-based partners and organizations. By working together with external stakeholders, including public health departments, we will be able to leverage our research enterprise generally and, in particular, our CTR expertise, to establish and achieve population health goals.

Public health challenges such as obesity, substance abuse, tobacco use and mental illness are obvious and immediate targets for our population health efforts. Shared data systems will facilitate work in this area, as will collaborative efforts using the Community Health Assessment and the Community Health Improvement Plan.

To achieve success in our CTR initiatives, we will implement programs to enhance training, recruit and retain top talent, and adopt new information technologies to improve the bench to bedside to community lifecycle.



TO ACHIEVE THIS GOAL WE WILL:

- ▶ Capitalize on our scientific strengths to develop areas of strategic importance, including cancer prevention and treatment.
- ▶ Collaborate with basic researchers to improve our understanding of disease and to transform our collective research into an ecosystem supporting the discovery and rapid development of products, with the specific goal of advancing two or more drugs, devices, or biologics through licensure or Phase II clinical trials by 2020.
- ▶ Collaborate with community organizations to define and achieve population health goals.
- ▶ Train a cadre of trans-disciplinary researchers who transform translational science.
- ▶ Win renewal of the CTSA in 2015.


 Strategic
Goal

Health Care Delivery

We will become the best academic health system in America based on measures of patient safety, quality, cost, patient satisfaction, innovation, education and caregiver engagement.

The pace of change in how health care is delivered and paid for continues to be a challenge to all health care systems, but the impact of these changes affects academic medical centers in particularly profound ways. For the first time in decades, the combination of significant payment reform and reductions in federal funding for scientific research is forcing academic health systems to closely examine their clinical approaches and to adopt new delivery frameworks.

The new health care delivery marketplace is more focused than ever on delivering the highest quality patient care in the most appropriate setting. Our patients deserve world-class quality, timely access to care, and outstanding service. These are the standards to which we must measure our success. In addition to offering timely access to world-class care and service, we now must also deliver maximum value to those patients we serve or risk having them channeled into lower-cost delivery systems.

As a health care system, we will endeavor to make targeted investments in programs that distinguish our academic health sciences center. One such strategic area for investment is in those programs that are transforming what once were highly invasive therapies into minimally invasive outpatient procedures, which reduce patient suffering and lower the overall cost of care. Another area of focus will be on expanding our primary and specialty care base into efficient and convenient community-based settings in and around Worcester.

Our health care system is committed to improving the quality of the care we deliver to our patients while also reducing costs. In support of this goal, we will fully leverage our community hospitals and Community Healthlink; adopt systems that strengthen personalized patient care in both primary and specialized care; and build our population health capabilities, especially in the areas of predictive modeling and chronic disease management.

By 2020, we will become a fully integrated delivery system that is capable of accepting and managing the overall cost and quality of care for specific populations. An efficient information technology platform that integrates all clinical data for our patients and is easy to use from a mobile device will become the linchpin of our health care system. We will engage everyone, every

day, in positioning our health system for the future by embracing innovation at all levels, by making more clinical research protocols available to our patients and by empowering our people through our caregiver idea system. We will work tirelessly to deliver on our promise of making UMass Memorial Health Care the best place to give care and the best place to get care.

Recognizing the critical role we play within the academic health sciences center, we will also continue to invest in and advance the education and research missions. To this end, it will be important to ensure that faculty researchers have meaningful opportunities to engage in a wide range of clinical trials and faculty educators have full utilization of the clinical environment to support the education of future physicians. Moreover, it will be incumbent on our health care system to contribute clinical data across the joint enterprise to enhance the research and learning capabilities of the system.

The success of our strategic initiatives and, indeed, our health care system will be linked to and dependent on a tangible and pervasive culture of ownership throughout our organization. We will reinforce, reinvigorate and reemphasize this culture of ownership at all levels, especially with our managers who must embrace the principles of servant leadership as caregivers work to provide extraordinary service to our patients.

Creating and strengthening a culture of excellence will energize the entire academic health sciences center and act as a springboard for continued discovery, innovation, and improvement throughout the joint enterprise.

TO ACHIEVE THIS GOAL WE WILL:

- ▶ Focus intensely on delivering exceptional value to the patients we serve.
- ▶ Invest in distinctive specialty services.
- ▶ Build new primary and specialty care practices in the communities in and around Worcester.
- ▶ Build our primary care and population health capabilities and become a fully integrated delivery system.
- ▶ Work tirelessly to make UMMHC the best place to give care and the best place to get care.

Information Technology

We will establish an information technology environment that enables the best care and patient experience, provides tools to educate caregivers and scientists and accelerates future therapies.

For academic health sciences centers like ours, a high performing information technology platform is essential for providing safe and high quality patient care, making scientific discoveries, and educating health care professionals and scientists. Effective, dependable, fast and user-friendly technology is crucial to conducting the activities that allow clinicians, scientists, students, educators, patients and administrators to fulfill core mission activities. For our academic health sciences center, a high performing information technology environment must be available to all who need it in order to realize our goals. In particular, our Information technology platform must be leveraged to engage patients in a population-health management model. By 2020, it is essential that this environment exists and thrives.

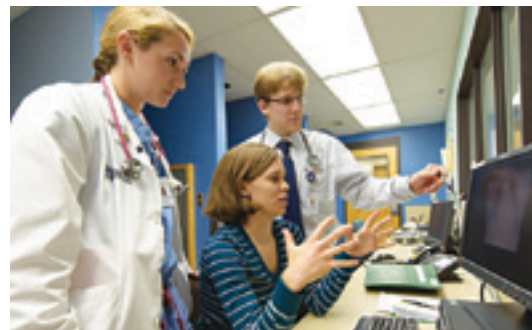
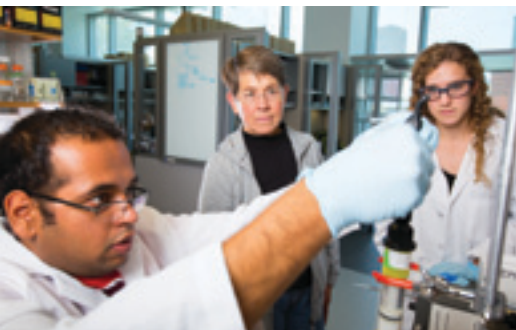
To create this environment will take enormous effort in the initial phase. Many of the information technology systems used by the joint enterprise are aging, incompatible, and inadequate to support the needs of user communities. While these issues are being addressed, we will need to do so with a clear understanding of our strategic objectives. We will fix our current systems and adopt an “any door” approach with new technologies that will give our stakeholders – our patients, students, faculty, scientists, and administrators – the data they need from any location in the enterprise. The adoption of this approach will be the basis for the selection and implementation of new technologies. All of this work must be done in a way that assures that the health care system continues to meet its ethical and regulatory obligations to protect patient information.

The successful adoption of new information technologies will also require training and methods to ensure that these technologies are optimally

used. It will require expanded engagement between technology experts and users to ensure that user needs, user scenarios, and user feedback are woven into the new environment. And finally, it will require a new culture of ownership between users and information technology professionals. This new culture will ensure that there is a continuous examination and improvement of information requirements and the refinement and replacement of essential technologies.

TO ACHIEVE THIS GOAL WE WILL:

- ▶ Seamlessly integrate our information across the continuum of care.
- ▶ Use information technology to enhance patient engagement.
- ▶ Act with a single mission and purpose in matters involving information technology.
- ▶ Provide an intuitive interface to our information.
- ▶ Use information technology to enhance research and to provide access to basic science and clinical data for research.



Talent

We will attract, inspire and cultivate outstanding talent in science, medicine and health care to become one of the nation's most distinguished academic health sciences centers.

UMMS and UMMHC make significant investments in talent because it is our faculty and staff that drive organizational success. Success requires visionary leaders, exceptional talent at all levels, and the right strategies to keep that talent current, motivated, and focused. Attracting, retaining, and maximizing top talent is the result of a thoughtfully designed talent strategy.

Technological innovations, changes in clinical reimbursement, a more competitive research funding climate, and evolving expectations relating to work-life balance have greatly affected faculty and staff work and satisfaction. The challenges facing academic health sciences centers in recruiting and retaining top talent require a portfolio of new strategies. Today, employees demand more flexible work environments, diverse career pathways, and an atmosphere of innovation, integrity, and collaboration.

Our talent strategy seeks to drive organizational success by building internal capacity to transform our joint enterprise and successfully respond to market changes and external factors that threaten our core missions. A unified, integrated portfolio of programs, policies and processes, as well as a functional, efficient information technology infrastructure, must support a culture of high performance where teamwork, accountability, results and recognition are paramount.

We will build upon a strong talent foundation, and identify, assess and develop the leadership talent needed for success. We will enhance our faculty talent by attracting and retaining new top talent in support of our strategic goals. We will enable faculty and staff to achieve superior results through professional and leadership development. We will listen, communicate, and engage faculty and staff in complex problems, and we will drive the behaviors among talent that lead to success—now and in the future. We will aggressively pursue a diverse faculty and staff talent pool as a strategy to achieve excellence. We will commit to continuous improvement and learning, and adopt mechanisms and systems that inspire faculty and staff to give their personal best in pursuit of individual and collective, academic and organizational accomplishments.

Our overarching goal is to build and sustain faculty and staff vitality in order to drive our missions of innovative teaching, transformative research, and exceptional clinical care to become one of the nation's most distinguished academic health sciences centers.

TO ACHIEVE THIS GOAL WE WILL:

- ▶ Build a culture that promotes and values a diverse workforce that experiences inclusion, engagement, ownership and intellectual excitement.
- ▶ Create an integrated system for learning that expands the competencies of our people and addresses strategic needs.
- ▶ Provide resources for clinical faculty to pursue academic work and scholarship; seed and accelerate the success of innovators; and invigorate mid-career faculty to diversify, expand, or develop a new, successful focus.
- ▶ Value and recognize academic achievements in all mission areas by creating pathways for clinician investigators and clinician educators to achieve tenure, and promotion tracks that recognize the value of team science as well as clinical, educational and community-based scholarship.
- ▶ Develop financially viable reward and recognition systems that ensure compensation equity and increase our ability to attract and retain top talent.
- ▶ Transform the performance review process from a retrospective evaluation to a proactive career development planning process linked to an integrated system for learning.
- ▶ Engage and empower units and teams to identify and solve problems and continuously improve the way we operate.
- ▶ Expand opportunities for intellectual exchange and collaboration among scientists, clinicians and educators and across the joint enterprise to bridge cultural differences and strengthen our bonds.
- ▶ Support opportunities to promote community and population health in collaboration with external partners.

Cancer

We will provide a high-value ecosystem that maximizes opportunities and optimizes outcomes for our patients who seek prevention, treatments and cures for cancer; for our trainees who seek to become experts in all aspects of cancer; and for our researchers who seek new knowledge for the prevention, treatment and cure of cancer.

Cancer treatment, research, and education have never been more interconnected than they are today, with the demand for even greater integration in the future. The dramatic changes in how patient care services are delivered, affected significantly by changing reimbursement requirements and substantial changes in federal research priorities, put more pressure on the joint enterprise to focus on key priorities.

To be successful, cancer care delivery and research must involve every clinical and basic science department in the medical school and health care system. Our focus during the next five years is to develop a modern cancer center with the capacity to deliver outstanding personalized clinical care using advanced genomic analysis of individual tumors and individualized treatment technologies in surgery, radiation therapy, and medical oncology, and with systems to expand clinical trials and drug development. To achieve these goals, we will more fully organize the cancer program around existing areas of strength, such as immunology, RNA biology, novel models for analysis of tumor biology, population science, and translational science infrastructure for modern clinical care and clinical trials development. Through integration and enhanced collaboration, the cancer program will be best positioned to provide education to highly talented trainees at both the undergraduate and post graduate level.

This approach will require collaborations and partnerships with other organizations outside of the joint enterprise, matching our outstanding areas of recognized strengths with the strengths of our collaborators and partners to more effectively and efficiently accelerate both the delivery of care and the advancement of care practices through clinical trials. Our clinical services providing disease-based care are well established in the Worcester and surrounding communities, with many functioning in the multidisciplinary format now mandatory for modern patient care. We are developing capacity and capability in clinical trials infrastructure that will allow clinical trials, first in human studies and preclinical drug development, to function at an enterprise level. Moreover, our existing strengths

in basic science, modern genomics and proteomics can be developed into an enterprise function essential for personalized cancer care.

By leveraging and harmonizing the strengths, resources, capabilities and infrastructure of both the medical school and health care system, we will move the cancer center operation forward to a level that will qualify our program for NCI designation.

TO ACHIEVE THIS GOAL WE WILL:

- ▶ Establish a cancer program qualified to achieve NCI designation and to be the destination of choice for outstanding multi-disciplinary and disease-based oncology clinical care for adult and pediatric patients in Central Massachusetts and New England.
- ▶ Achieve significant gains in investigator initiated clinical trials and early drug development through strengthened collaboration and partnering with basic science and clinical science investigators.
- ▶ Expand patient enrollment in clinical trials, the clinical research portfolio of first in man phase one clinical research studies, and the availability of clinical trials at all UMass Memorial cancer treatment sites.
- ▶ Strengthen and expand outstanding training programs for pre-doctoral and postdoctoral PhD trainees and clinical residents/fellows by incorporating cutting edge technologies and fostering robust interactions between basic/translational scientists and the health care system.
- ▶ Maximize the impact of clinical and research data on patient care and translational research by establishing a fully integrated oncology informatics network.



Services Integration

We will transform shared service operations to better serve and support mission-based activities through alignment of purpose and integration of effort.

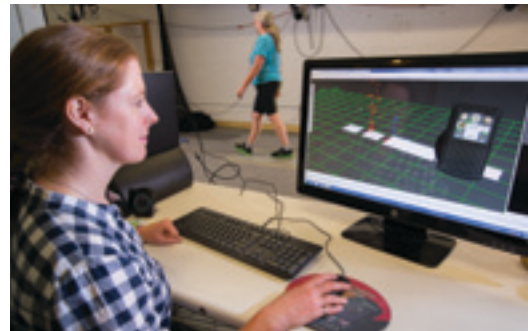
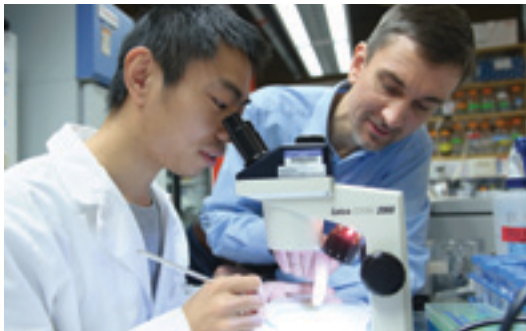
Our academic health sciences center, like our peers, operates within a resource intensive environment. In order to invest in and advance core mission-related activities, our management and administrative systems must be as lean as possible.

The services integration initiative will identify and implement changes throughout the joint enterprise that ensure support services can be provided in the most effective way. These initiatives will eliminate unnecessary services and practices that keep faculty and staff from performing their work. The initiative will adopt new systems and practices that allow the joint enterprise to act as much as possible as a single operational entity. The initiative will also create an environment that makes it easy for patients to access the services they need, for faculty and staff to use the facilities they need to achieve their objectives, and for operations staff to fulfill their responsibilities to our customers and clients.

Given how quickly the environment in which we operate changes, it is imperative that we implement the strategies that streamline our services and practices rapidly. We will leverage this urgency to drive our initiative, which will lead to a number of innovative approaches and practices.

TO ACHIEVE THIS GOAL WE WILL:

- ▶ Significantly improve the quality, efficiency, consistency and cost-effectiveness of administrative operations.
- ▶ Focus on creation of a “joint venture” approach to connecting service functions.
- ▶ Significantly improve faculty and staff satisfaction through a unified service structure that enhances focus on the core missions.
- ▶ Complete at least one major service transformation within 18 months.



UMass Memorial Health Care stats (system total)

UMMHC IS THE LARGEST INTEGRATED HEALTH CARE DELIVERY SYSTEM IN CENTRAL MASSACHUSETTS



37,749
SURGERIES/YEAR



1,011
BEDS



11,404
EMPLOYEES

CHILDREN'S MEDICAL CENTER



WITH MORE THAN 100 EXPERTS IN 30 SPECIALTIES

HEALTHGRADES



AMERICA'S 50 BEST HOSPITALS FOR CARDIAC SURGERY

CONSUMER REPORTS TOP 15



NATIONWIDE FOR CORONARY ARTERY BYPASS SURGERY AND AORTIC VALVE REPLACEMENT



THE ONLY LEVEL 1 TRAUMA CENTER
FOR ADULTS AND CHILDREN IN CENTRAL MASSACHUSETTS



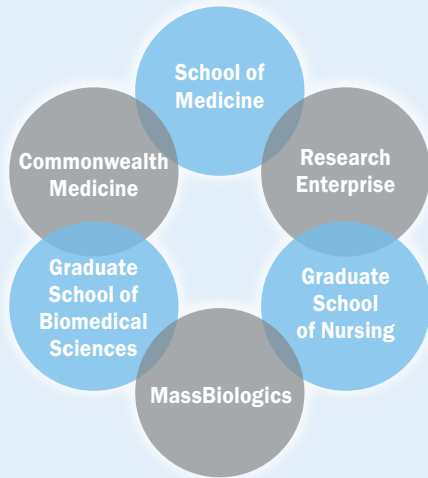
1.6 million
OUT-PATIENT VISITS AND
231,623
E.D. VISITS



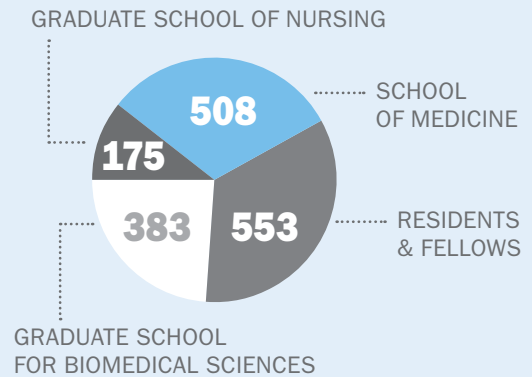
4,570
BIRTHS
AND THE REGION'S ONLY LEVEL III NEONATAL INTENSIVE CARE UNIT

UMass Medical School by the numbers

The Commonwealth's Medical School



Academic Community



LICENSING REVENUE



U.S. PATENT APPLICATIONS



6,100 EMPLOYEES



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