

UTHealth Houston Strategic Plan



 UTHealth[®]
Houston

2015 *to* 2025

Houston's Health University

established 1972

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annual update

from the president



I am pleased to present the extended
UTHealth Houston Strategic Plan

2015 to 2025

In 2015, faculty representatives from across UTHealth Houston came together to develop a strategic plan that would direct our university through a decade of unprecedented growth. This plan has successfully guided each school's strategic initiatives and provided a tool for assessing the tremendous progress we have made. I am proud to report that, since its implementation, UTHealth Houston has grown by every possible measure—including enrollment, national rankings, schools and academic programs, research expenditures, philanthropic giving, and clinical services and quality. And as we enter the final year of this strategic planning cycle, I remain confident that these five goals and their corresponding objectives will help our institution fulfill its trifold mission as a leader in the field of academic health.

It is now time for UTHealth Houston to consider future areas of growth, priorities, and leadership—and to undertake a new strategic direction for a new decade. We will use this academic year to solicit input from faculty members from all seven schools, leaders from our Development Board, and representatives from our administrative and classified staff workforce. As always, we will use a collaborative approach that is inclusive of the capabilities, needs, expertise, and priorities across the university.

As we close out one phase of strategic growth and plan for another, we will continue to develop new capabilities and services that benefit those we directly serve and, ultimately, the larger fields of medicine, nursing, dentistry, public health, biomedical informatics, biomedical sciences, and behavioral health. I am truly proud of what we have accomplished to date, and look forward to witnessing the future accomplishments of the exceptional students, faculty, and staff of UTHealth Houston.

Giuseppe N. Colasurdo, MD

President
Alkek-Williams Distinguished Chair



Training the next generation of health care providers, researchers and leaders is the foundation of our mission.

strategic goal **1**

Lead the development of advanced standards of care, models of delivery, and health care policy



We harness advanced technologies to provide the highest quality of patient care and most up-to-date treatments available.

As an academic health center comprising seven schools covering

the spectrum of health care, UTHealth Houston is uniquely well equipped to develop and drive new models of clinical care, delivery, and health policy. As our nation faces some of the most sweeping health care reforms in its history, this comprehensive expertise has never been more important. Faculty from across our campuses are working to address these changes while advancing the interests of our patients, students, and the communities we serve. UTHealth Houston is committed to developing new standards of care, policies, and treatment modalities that improve quality, safety, effectiveness, and efficiency. These priorities and capabilities are designed to help the university achieve this mission and be a leader in defining the new health care.

our priorities

- A Build stronger, more integrated affiliations with academic and clinical partners
- B Develop new delivery models focused on improving health care quality
- C Commit to researching new or alternative models of health care delivery and improving standards of care
- D Advance our expertise in biomedical informatics through collaborative projects and programs within our seven schools
- E Apply our expertise in public health to new areas of health care policy and comparative effectiveness
- F Develop a workforce that values interprofessional patient care

our objectives

- G Ongoing understanding and evaluation of health care economics and financing systems
- H Infrastructure effectiveness to best steward our resources
- I Ability to respond and adapt to changes, crises, and unforeseen events

our results

- We will improve patient experiences
- We will increase value in health care delivery in Texas and beyond
- We will build a reputation for excellence through the quality of our health care services including the provision of preventative services



As our clinical presence expands across the region, we remain committed to providing compassionate, personalized and expert patient care.

strategic

goal 2

Expand UTHealth Houston's clinical presence and programs

As an academic health center comprising seven schools covering

including access, quality, affordability, translational research, and globalization, UTHealth Houston must grow and adapt our clinical practices. We must expand our clinical presence throughout Houston and Texas communities, we must continue to broaden the depth and breadth of our primary and specialty care services, and we must dedicate resources to solving the most pressing health-related problems of our time. To respond to the needs of the patients and populations that we serve, we will establish comprehensive Service Line Centers of Excellence for patient care, training, and research. We will seek to make significant long-term local, regional, and national impact through our Centers of Excellence.

5
areas of focus were selected with this in mind.

- | | |
|---|---------------------------------|
| 1 | Neurosciences |
| 2 | Heart and vascular programs |
| 3 | Behavioral and mental health |
| 4 | Women and children's services |
| 5 | Orthopedics and sports medicine |

strategic goal

2 Expand UTHealth Houston's clinical presence and programs

2

our priorities

- A Build stronger, more integrated clinical partnerships to support growth in our focus areas
- B Create a critical mass of expertise in our focus areas to stimulate growth of Service Line Centers of Excellence
- C Train and utilize interprofessional health care teams
- D Develop strategic affiliations and partnerships with established clinical practices
- E Build, maintain, and staff state-of-the-art facilities for patient care
- F Grow clinical and educational programs focused on preventative care

our objectives

- G Recruitment and retention of prominent faculty
- H Establishment of Information Technology, Facility, Clinical Technology, and Human Resources infrastructures that support our Centers of Excellence and enable them to achieve their mission
- I Branding of UTHealth Houston and our Centers of Excellence as leaders in patient care, education, and research
- J Development of a workforce that supports clinical growth
- K Creation of a simple, flexible, and well-communicated process to streamline new acquisitions and partnerships

our results

- We will grow our overall resources through the clinical revenue stream for the benefit of all mission areas
- We will increase our brand recognition and elevate our reputation
- We will strengthen relationships with our clinical partners



UTHealth Houston provides comprehensive health care services for patients of all ages – from care for common illnesses to highly-specialized treatments for complex medical problems.





At UTHealth Houston, advancing life and delivering exceptional care is at the heart of our mission, transforming challenges into triumphs for our patients.



strategic goal 3

At UTHealth Houston, our researchers stand at the forefront of groundbreaking scientific discovery. Their dedication drives innovation, shaping the future of health care and advancing our mission to improve lives.

Advance UTHealth Houston's research portfolio with a focus on transformational discovery

Researchers at UTHealth Houston have conducted some of the most important health-related studies in history,

and our exceptional faculty members continue to work from the bench to the bedside on breakthrough projects that will have impact on every aspect of how we prevent, treat, manage, and cure disease. As traditional sources for research funding continue to decline nationally, we must apply a strategic approach to our current research enterprise—not only to sustain our existing exemplary programs but to go further in developing new areas of excellence. One priority will focus on translational research and the collaboration and communication required to ensure that scientific discoveries make their way to clinical practice. We will also concentrate our efforts on comparative effectiveness research to determine which treatments, diagnostics, and public health strategies will achieve the best outcomes. We will foster broad interaction among our departments, schools, and clinical practices to accomplish these goals.

3 Advance UTHealth Houston's research portfolio with a focus on transformational discovery

our priorities	
A	Prioritize collaboration among our seven schools
B	Grow our resources through grants and contracts and by identifying new funding sources
C	Capitalize on the strengths of our basic science departments
D	Emphasize collaboration between clinical and basic science departments
E	Translate scientific discoveries to clinical practice
F	Grow clinical and translational research efforts
G	Devote resources to comparative clinical effectiveness research
H	Increase training and innovation grants
I	Strengthen basic science research capabilities
J	Emphasize collaboration between clinicians and basic scientists

K	Funding that is consistent with our priorities
L	Sustainable research programs
M	Focus on increased technology management and intellectual property development
N	Prioritization of our infrastructure programs to support our research work
O	Strategic relationships with corporations and businesses that complement our research areas
P	Increased pre-award support for research faculty to increase grant awards
Q	Streamlined administrative processes
R	Development of strong mentorship programs
S	Recruitment of senior leaders and trainees
T	Ability to meet big data challenges
U	Dedicated bridge funds for sustaining promising research programs when necessary



3

Research in bioinformatics catapults UTHealth Houston to the forefront of health care discovery and innovation.

our results	
●	We will improve circulation of basic science discoveries to clinical care practice and vice versa
●	We will accelerate intellectual property development and technology transfer
●	We will increase investments in and the financial stability of our research programs
●	We will facilitate the recruitment and retention of outstanding faculty and trainees



UTHealth Houston educates more than 5,000 health care professionals each year.



At UTHealth Houston, training is interactive, collaborative and hands-on.

strategic goal **4_H**

UTHealth Houston educates more health care professionals than any other health-related institution in Texas,

and tuition at all of our schools is among the lowest in the country. We will continue to provide the highest value education to our students by joining our proven education methodologies with innovative new programs that will better prepare them for the changing health care environment. We will do this by focusing on fields such as policy, bioinformatics and AI, translational research, ethics, and safety. At the same time, we will concentrate on recognizing and retaining the outstanding teaching faculty among our seven schools. By doing this we can leverage our distinct areas of expertise, resulting in new capabilities that will positively impact our communities for years to come.

Develop and deliver innovative educational models of health care and the biomedical sciences

our priorities

- A Provide students with exceptional training opportunities that use proven methodologies and innovative and relevant curriculum enhancements
- B Emphasize translational science to enrich the education of our students
- C Integrate academic efforts within our Service Line Centers of Excellence
- D Explore new scholarly concentration programs
- E Develop and provide programs and opportunities for interprofessional learning
- F Design and implement online teaching courses and capabilities

our objectives

- G An interprofessional team-based approach to educate our students and trainees
- H Expanded partnerships with other schools, clinics, and hospitals to provide additional expertise
- I Emphasis on training programs in the use of bioinformatics and technology
- J Retention of our prominent experts and recruitment of new, experienced faculty
- K Development of programs to assist our students and trainees with professionalism and professional health issues

our results

- We will graduate a workforce well equipped to address the most pressing health care challenges of our time
- We will increase our reputation as an academic leader within the Houston community and beyond
- We will train the future leaders in biomedical education, research, and clinical care



UTHealth Houston provides health education and life-saving screenings through partnerships, outreach and community-wide events.



strategic goal **5**

UTHealth Houston's community outreach programs bring healthy living and critical health care services to people across the state.

With our main campus
in Houston's world-renowned
Texas Medical Center
and academic sites across Texas,

UTHealth Houston serves a large, growing population. To best address the needs of such a broad service area, we seek to provide medical education and patient care that is targeted and adapted for our various communities. To accomplish this, we will work with our governmental and clinical partners to expand our geographic and service outreach. Across our seven schools, we will emphasize education, research, and clinical services for mental health, preventative, and geriatric care—specialties with limited availability in many regions. By emphasizing these priorities, UTHealth Houston will increase access to health care in Texas and beyond and, of equal importance, develop the most successful health care leaders of tomorrow.

Serve the State of Texas
and beyond through educational
and clinical outreach

our priorities

- A Implement community-based models of health care education and practice
- B Create new approaches and resources for addressing each community's most widespread and challenging health issues
- C Meet the needs of the growing aging population
- D Improve integration of behavioral and mental health services to primary care
- E Create new programs focused on preventive care
- F Expand the efficacy of health care through health information technology

our objectives

- G Academic and clinical programs specifically developed to serve the needs of local communities
- H Recruitment of the very best biomedical sciences students from across Texas
- I Engagement of local legislators to support our efforts

our results

- We will expand our geographical outreach and opportunities for academic and clinical partnerships
- We will deliver education and training programs that meet the distinctive needs of the communities we serve
- We will increase access to health care services, from prevention training to acute clinical care



McGovern Medical School students hold their residency futures in their hands.

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