

UNT

HEALTH[™] SCIENCE CENTER



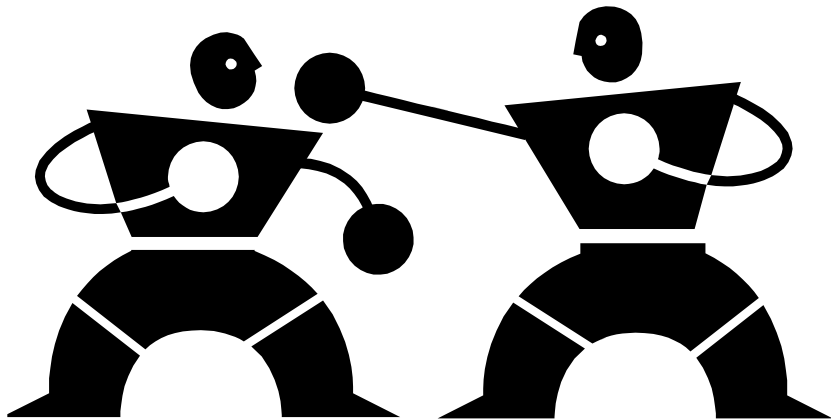
Strategic Planning: Where are we heading?

Dr. Thomas Yorio

Provost and Executive Vice President
for Academic Affairs

Additions made by Dr. Peter Raven

Challenges to UNTHSC



Faculty

vs.

Admin

Fight

Or

Collaborate



2013 PWC Whitepaper on AHC/AMCs

“Academic medical centers (AMCs) are the nucleus of the U.S. health system, yet they face multiple challenges:

- The prospect of funding reductions with more than 10% of revenue under threat
- New quality metrics that may weaken AMC’s market perception
- Increasing competition from community providers
- *Structural inability to move quickly in a rapidly-changing environment*

“To survive, AMCs must reinvent themselves by embracing new types of collaboration, re-engineer operations, and use technology as a new kind of extender.”

New quality measures may be a threat to the AMC brand

5%

Percentage of major AMCs listed in TJC's "2010 Top Performers on Key Quality Measures" report

49%

Percentage of leaders at major AMCs identifying the failure to meet quality standards as a financial threat

Source: Top Performers on Key Quality Measures, The Joint Commission; PwC Health Research Institute AMC Leader Survey, 2011

Future of Academic Health Centers

- “Academic health centers that invested early in integrating care, primary care, information technology and analytics, and competing on value are poised for continued growth.
- Those that fail to respond effectively to this changing health care landscape may find their clinical revenues providing less funding to support education and research and also may find that antiquated clinical settings will jeopardize their leadership in clinical training.”

A. Eugene, M Coye and D Feinberg, JAMA November 13, 2013 Vol 310: 1929.

PWC The Future of Academic Health Centers

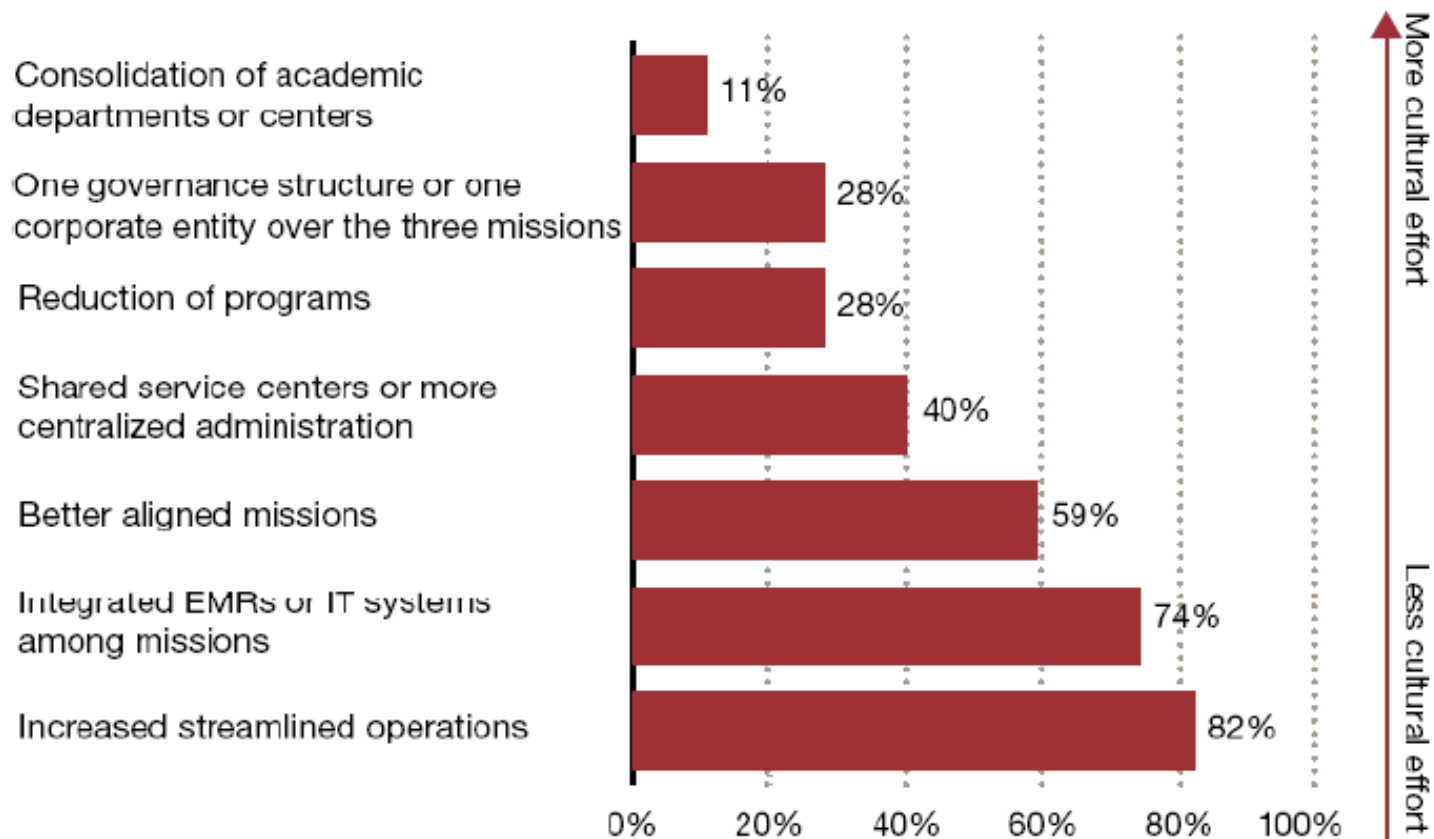


PWC The Future of Academic Health Centers

- “AMCs will also need to address their own organizational shortcomings around decentralized academic administration, inefficient infrastructure, and a lack of clear business intelligence capabilities.
- And, they need to act now because changing the structure and culture of these infinitely complex organizations is ... well ... like recombining DNA.”

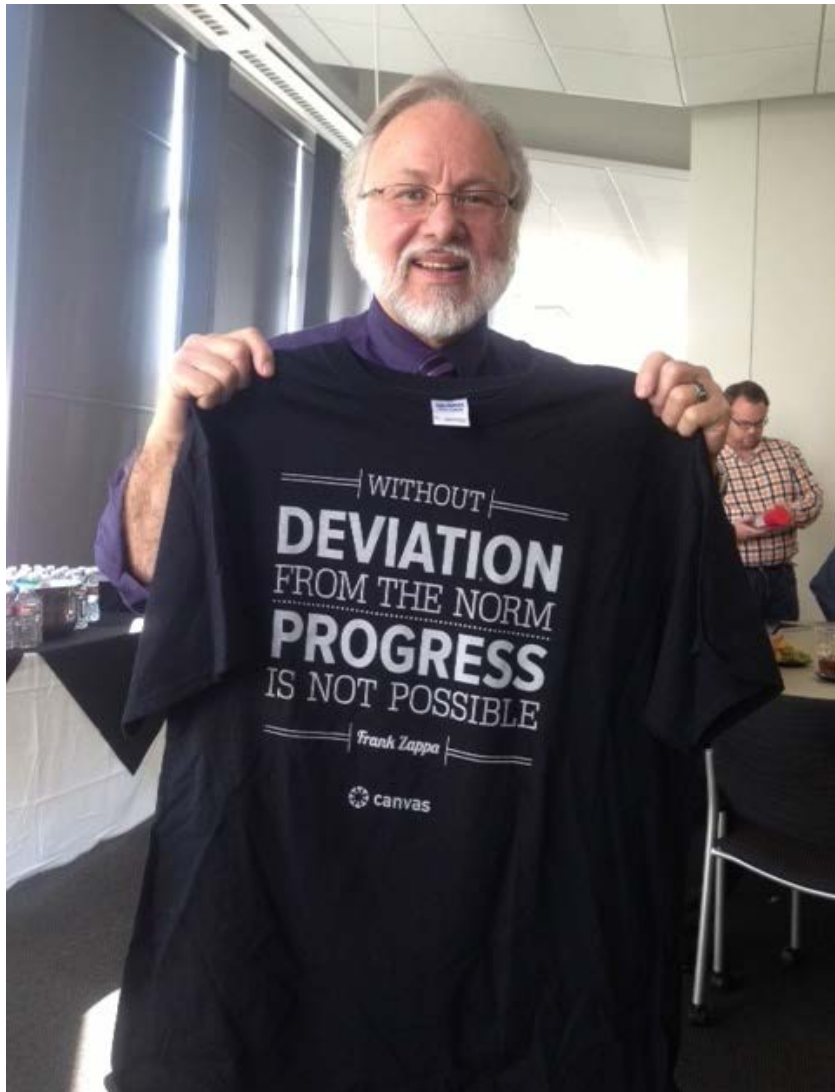
Figure 8: AMC leaders are hesitant to address issues related to the AMC governance structure

How does your organization plan to manage external and internal challenges?



Source: PwC Health Research Institute AMC Leader Survey, 2011

What's Our PROBLEM??



“Until we let go of who we are, we may never realize who we were meant to be.”

~Lao Tzu

Academic Health Centers

Problems

- High cost structure
- Not focused
- Bureaucratic
- Need to prove value
- Inefficient
- Complacency
- Inertia

Needed Solutions

- **Deliver value!**
- Decrease costs
- Increase efficiency
- Increase quality
- Become more nimble
- Focused strategy
- Team-based solutions
- **Understand urgency!**

Our Critical Threats

Financial

26% State Dependency

1% \cong \$2,500,000

Research

2013 Research Expenditures

 10%

UNT Health Net Income

2009: \$ 699,396**

2013: \$5,209,910



What's OUR Single Purpose?

$$\text{Value} = \text{Quality} \div \text{Cost}$$

(Outcomes + Experience)

What We Face

- Lack of urgency (complacency/inertia)
- Leadership depth/development
- Bureaucracy
- Risk-averse
- Why change if it worked before?

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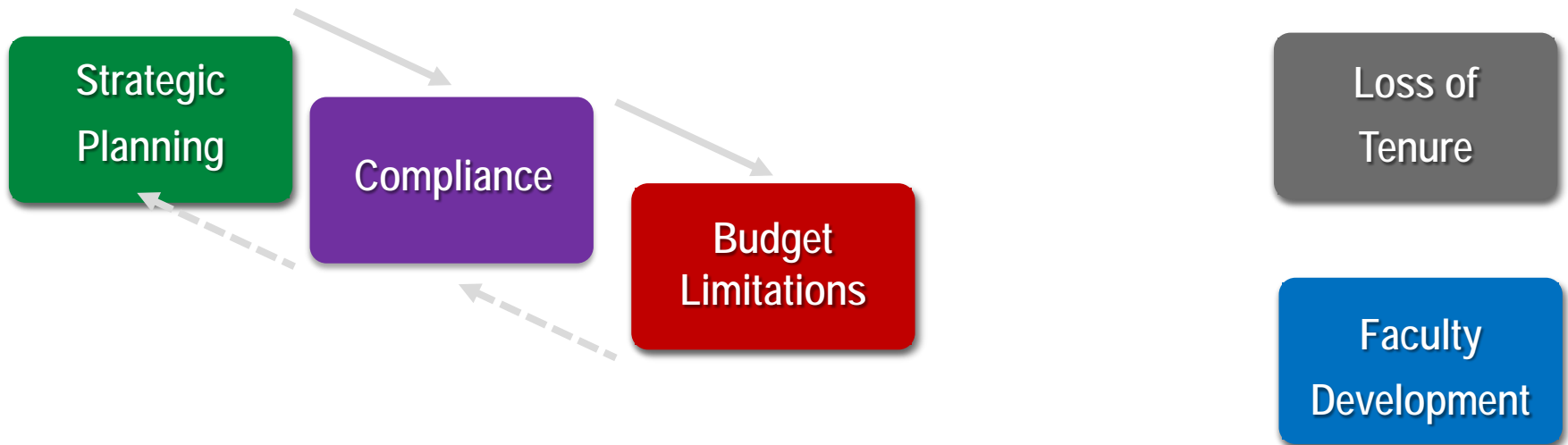


"Whoa! I guess we didn't see this coming!"

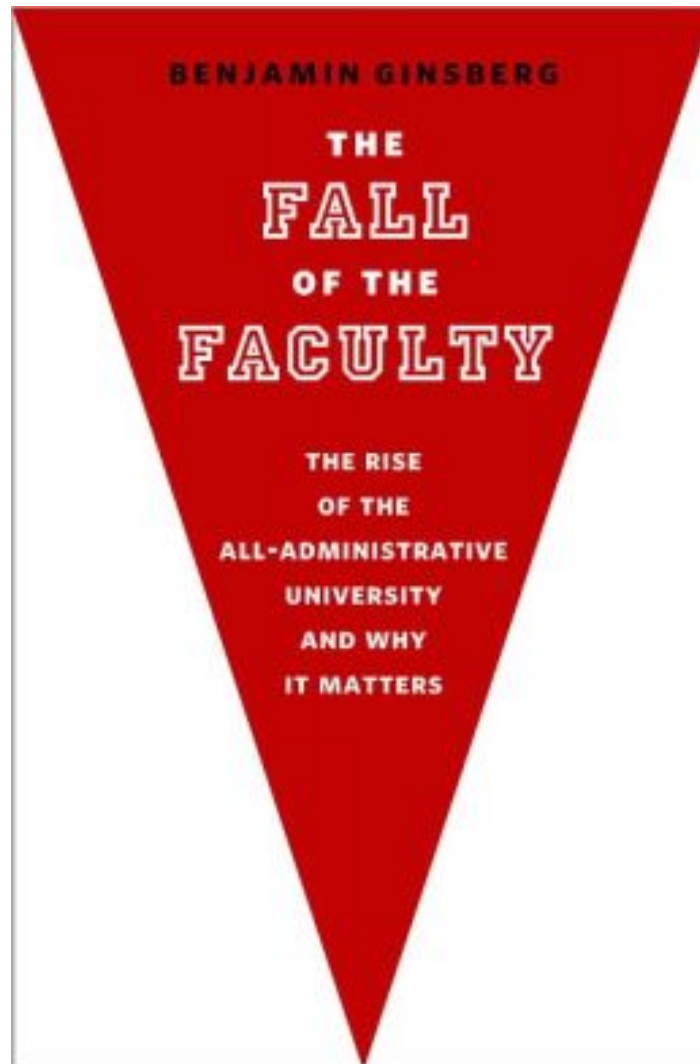


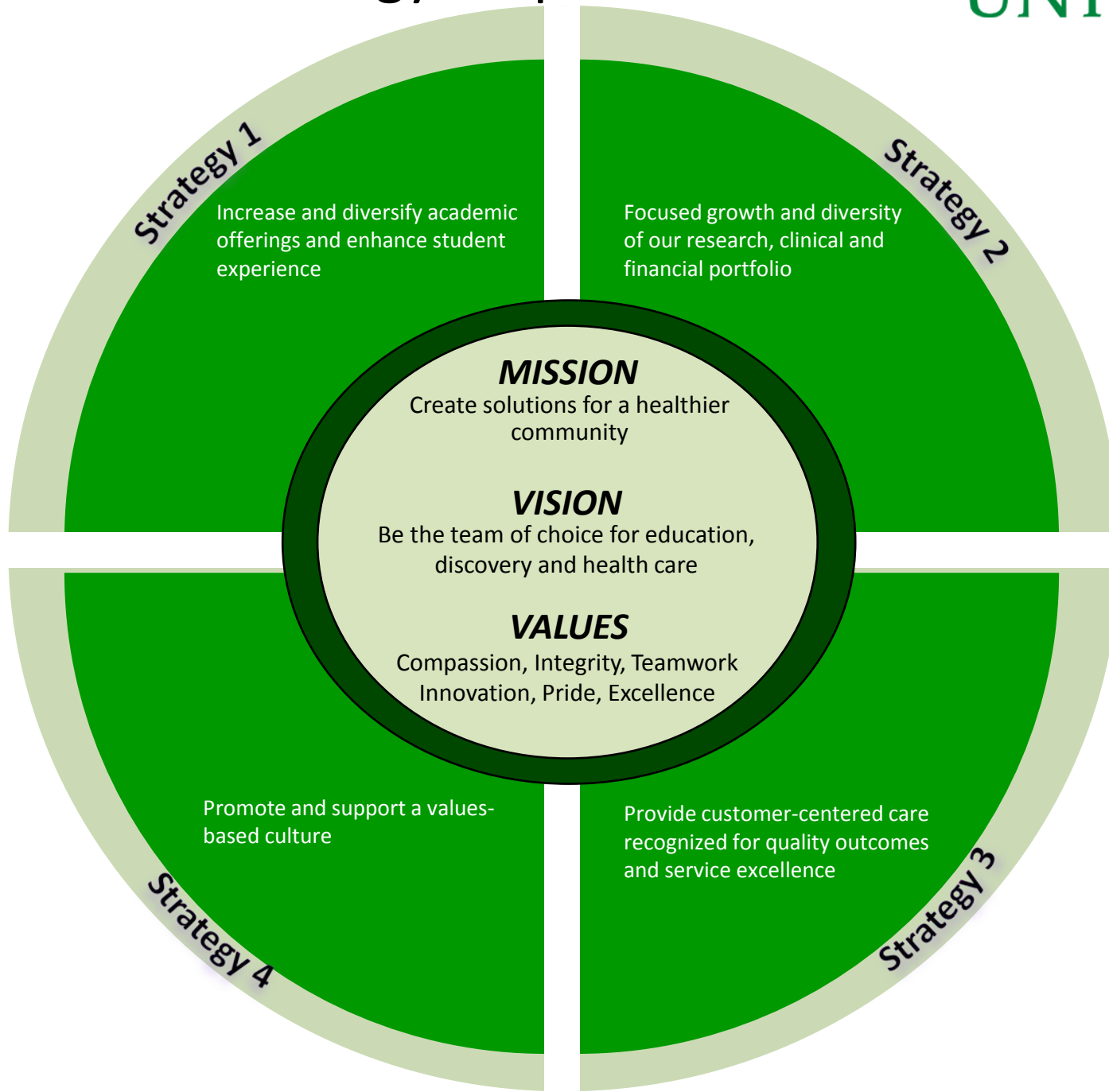
"On the bright side, we can stop planning
our exit strategy."

Lexicon of Words that Faculty are wary of

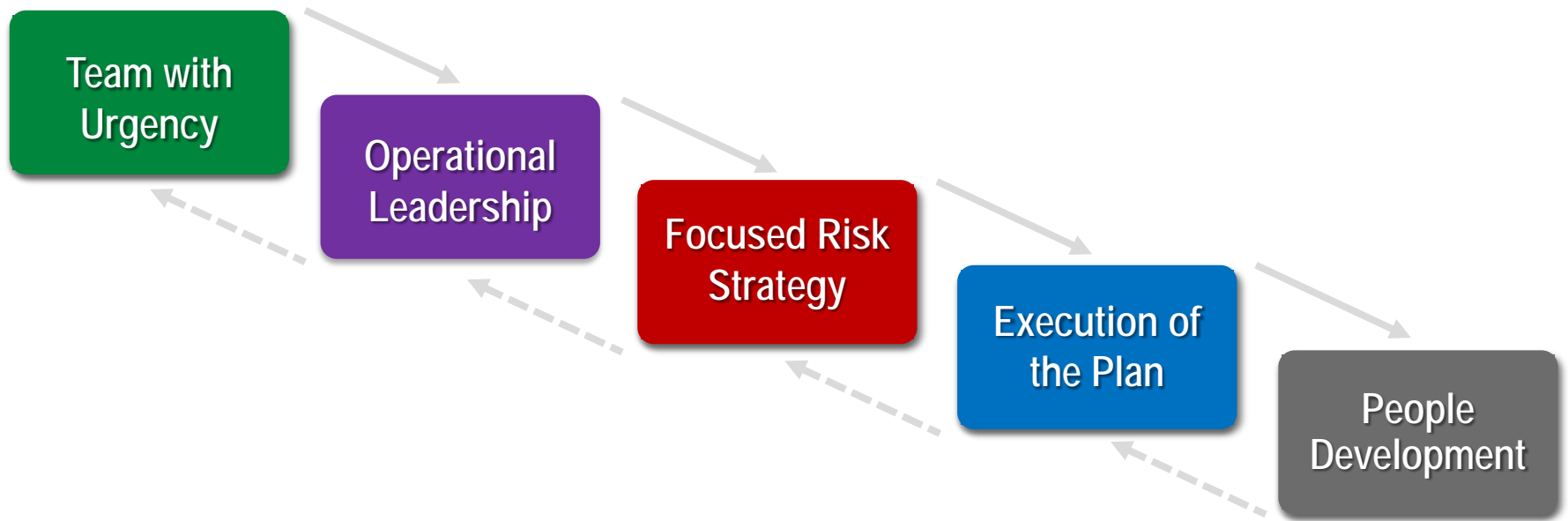


What We Face





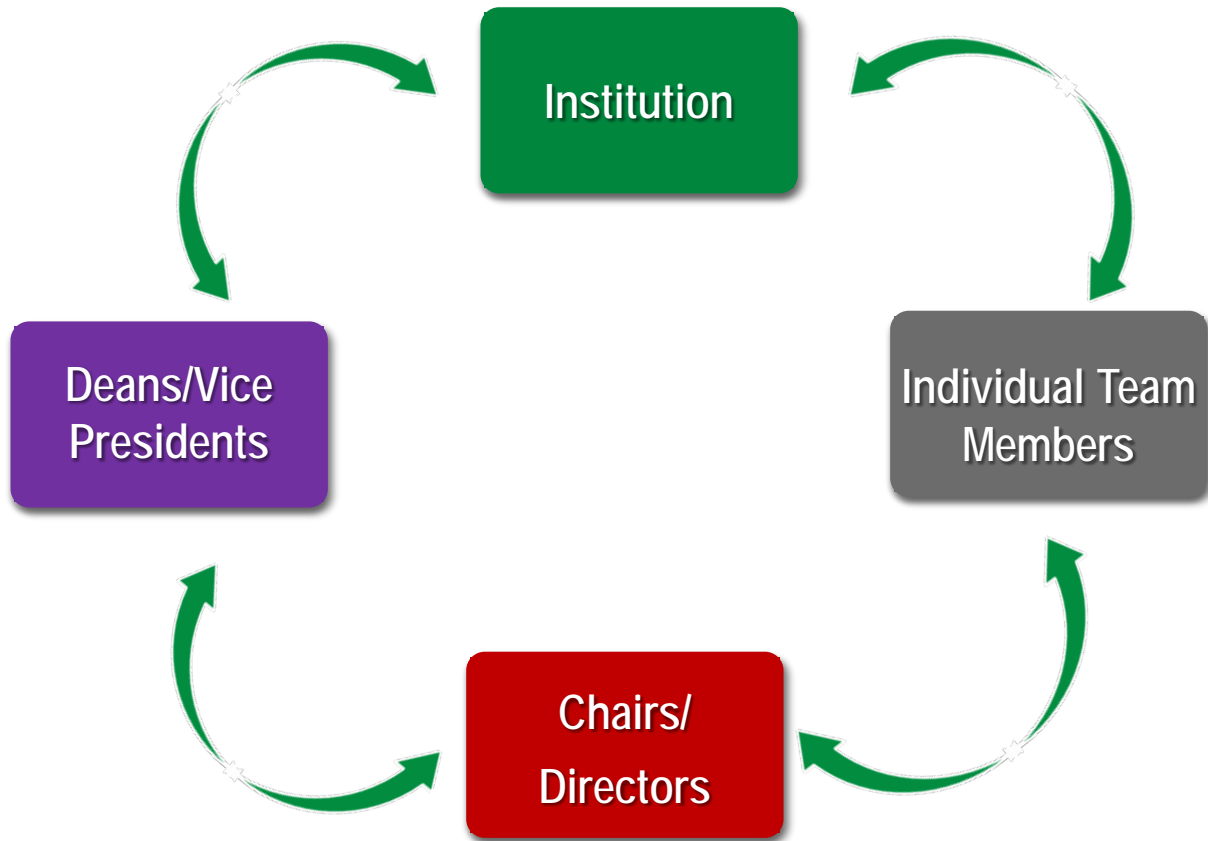
Our Plan of Collaboration



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Circle of Strategy Development



Moving from “Patient” to “Customer” Centered Care

- Strategy must describe how to create value for your customers.
- Input from faculty and staff is crucial to help develop a strategy that addresses your top three or four opportunities and threats while reflecting your top three or four strengths and weaknesses.
- As you continue to develop your strategic plan do not let perfect be the enemy of good.
- Partnership and collaboration should be key elements in our strategic plans.
- All school and department plans must align with and drive our institutional strategic plan.
- Strategic plans are active, living and breathing.

Goals of The Faculty Senate

- Complete restructuring of faculty representation in the Faculty Senate.
- Work collaboratively with Administration to achieve the Mission of UNTHSC.
- Assist in developing trust between Faculty and Administration.
- Be identified as an advocate and the voice of the Faculty by the Faculty and the Administration.
- Assist in the planning and development of a Faculty Club.

Questions?

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