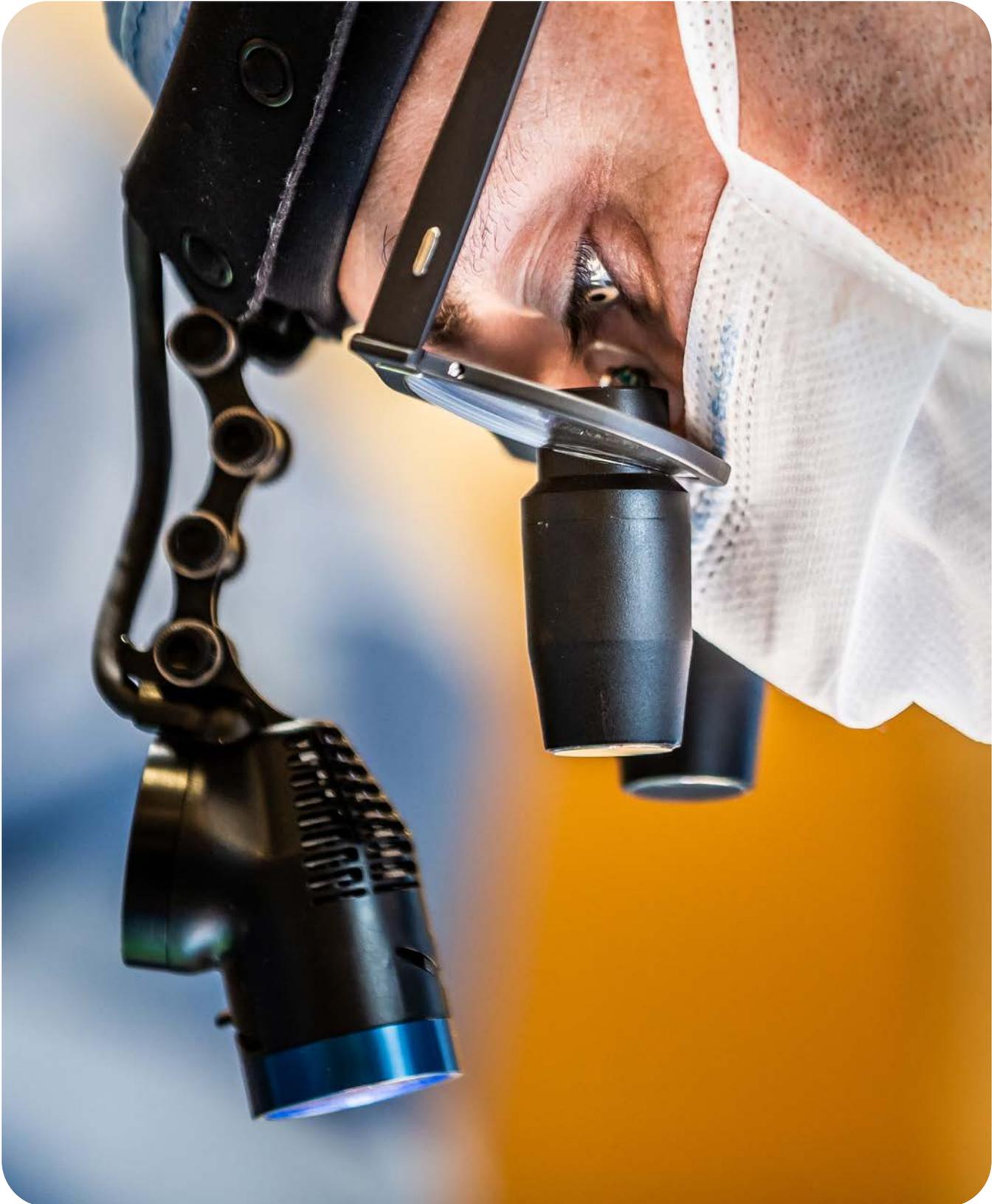


# 2025

## UMMC 2025 FIVE-YEAR STRATEGIC PLAN



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LouAnn Woodward, M.D.  
*Vice Chancellor for Health Affairs  
and Dean, School of Medicine  
The University of Mississippi  
Medical Center*

The University of Mississippi Medical Center’s mission is to improve the health and well-being of all Mississippians. As the state’s only academic medical center, we educate health professionals, discover and share scientific knowledge and keep our communities healthy with our commitment to superior care. In times of crisis, such as during the COVID-19 pandemic, we step up to provide whatever is required to help our citizens maintain their health.

Guiding an organization with a nearly \$3 billion annual economic impact can’t be done on the fly; it requires thoughtful plans that have been expansively imagined, widely vetted and carefully refined. This tradition goes back more than 65 years at the Medical Center with visionaries such as Dr. David Pankratz, Dr. Arthur Guyton, and Dr. James Hardy.

In that spirit, we have developed UMMC 2025, a five-year plan that will guide our strategic priorities and investments. This plan will position us to serve more patients, more efficiently, with excellent outcomes. It will position us to educate more physicians, nurses and health care providers to care for Mississippians. And it will position us to conduct more research to find cures and save lives.

The development of UMMC 2025 has been a collaborative and comprehensive journey. Faculty, staff and leaders from all UMMC mission areas and Trustees of the Mississippi Institutions of Higher Learning have lent their energy and talent to define this blueprint for our future. I would like to thank everyone for their time and valuable insight. Your contribution and the work that all of us will do to achieve the aims we set for ourselves, will lead us to our ultimate goal of a healthier Mississippi.

*LouAnn Woodward, M.D.*

## Mission

The mission of the University of Mississippi Medical Center is to improve the health and well-being of patients and the community through excellent training for health care professionals, engagement in innovative research and the delivery of state-of-the-art health care.

## Vision

The University of Mississippi Medical Center will be a premier academic health sciences system that is recognized nationally for high-quality clinical care, for innovative research, and for training committed health care professionals who work together to improve health outcomes and eliminate health care disparities.



# Overview of Strategies

During the strategic planning process, hundreds of ideas were generated and discussed. Many of those will be pursued at individual department- and hospital-unit levels. From those conversations, the following strategies have evolved to guide UMMC's investments over the coming years. These strategies will serve as a framework for the Medical Center's many departments, schools, programs, hospitals and clinics in developing their specific plans so that they contribute to the accomplishment of institution-wide priorities.

-  1 Maximize value in quality of care
-  2 Drive strategic clinical growth
-  3 Expand health care services statewide
-  4 Position academic programs for the next generation of learners
-  5 Strengthen research programs

# Clinical Strategies

## Maximizing Value in Quality of Care

In most cases, patients get to choose their hospital and physician providers. We aim to make that choice easy by leading the state in maximizing value for our patients. That means improving the quality and affordability of health care. Under the leadership of Chief Medical Officer Dr. Mike Henderson, our patient experience, care coordination, clinical informatics and financial teams will work together with our world-class doctors to bring added value to our patients every day.

We are committed to improving publicly reported quality scores. We will strengthen our quality review programs, processes, data, and clinical panels using our combined administrative, clinical, and research experience to improve patient care. Enhanced monthly scorecards will document our internal progress on goals for

identifying risk, preventing harm and advancing the science of safety. Special focus will be applied to some of our most complex cases in areas such as cardiovascular disease, neurology and orthopedics to reach even higher levels of treatment success.

For patients across all of our hospitals, we will further enhance the coordination of care throughout their stay, from admission to discharge to post-acute care. Our physician advisor program will work with staff to ensure patients receive the right care in the right setting at the right time. We will ensure patients have the support they need at every step of the





process, even after discharge. The ultimate goal is returning patients to where they will recover best: at home.

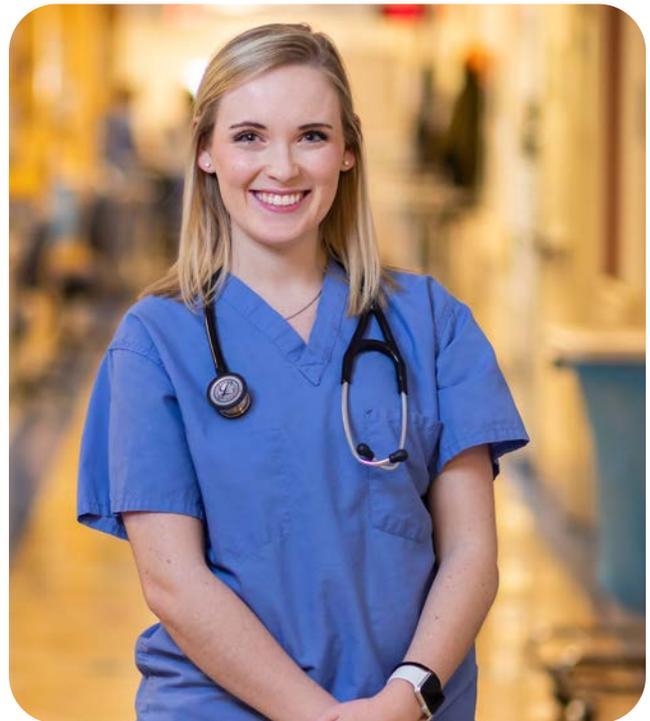
The Medical Center is a learning environment. We learn every day from each other and from our patients. Improving documentation of the care that we provide and its outcomes is a critical step in our learning process. We will continue to integrate more types and sources of patient data into our state-of-the-art electronic medical record. Since UMMC cares for some of the sickest and most severely injured patients, our expanded attention to medical record documentation will allow our publicly reported quality scores to more accurately reflect the meaningful, life-recovering outcomes our patients realize.

Finally, we understand health care costs are rising and many of our patients are experiencing increased deductible and co-pay levels. At UMMC, we firmly believe an important part of maximizing value for our patients is to provide care in the most efficient and effective manner. Therefore, we will reduce the cost of care by eliminating unwarranted variation in care across similar patient diagnoses. Long hospital stays and unnecessary diagnostic testing are not quality care. Quality care is getting our patients back to their regular life in a timely, safe and cost-effective manner.

## Driving Strategic Clinical Growth

To meet the metro Jackson area's growing clinical needs, we will make it easier for our patients to connect with us.

That starts with a re-design of our website focused on helping our patients understand the services we offer and how to access them. We will design a clinical web presence that showcases the complete spectrum of care provided at Mississippi's only academic medical center. We will present the information with patients and family members in mind; navigation will be streamlined. We will enhance search functions so consumers can search via mobile devices based on a variety of variables, including symptoms.



We will also shorten wait times for seeing our specialists by completing a comprehensive review of our scheduling processes and technologies. When Mississippians are sick, they



expect our team to respond quickly and compassionately. We can and will do better at making that happen.

As one of only two federally recognized Telehealth Centers of Excellence, our national leadership in telehealth is one of the ways we are increasing access to health care. We will increase telehealth visits in targeted primary care and specialty areas to meet growing consumer demand. This will include simplified scheduling options that leverage our nationally recognized telehealth capabilities.

Our focus on clinical growth will include additional investment in our physician workforce and outpatient locations in the Jackson metro area. This plan will be implemented over the entire five-year planning horizon, targeting the areas of greatest consumer demand. New facilities will be designed to maximize patient convenience and to best position UMMC for delivering integrated, comprehensive care for all Jackson-area residents.



## Expand Health Care Services Statewide

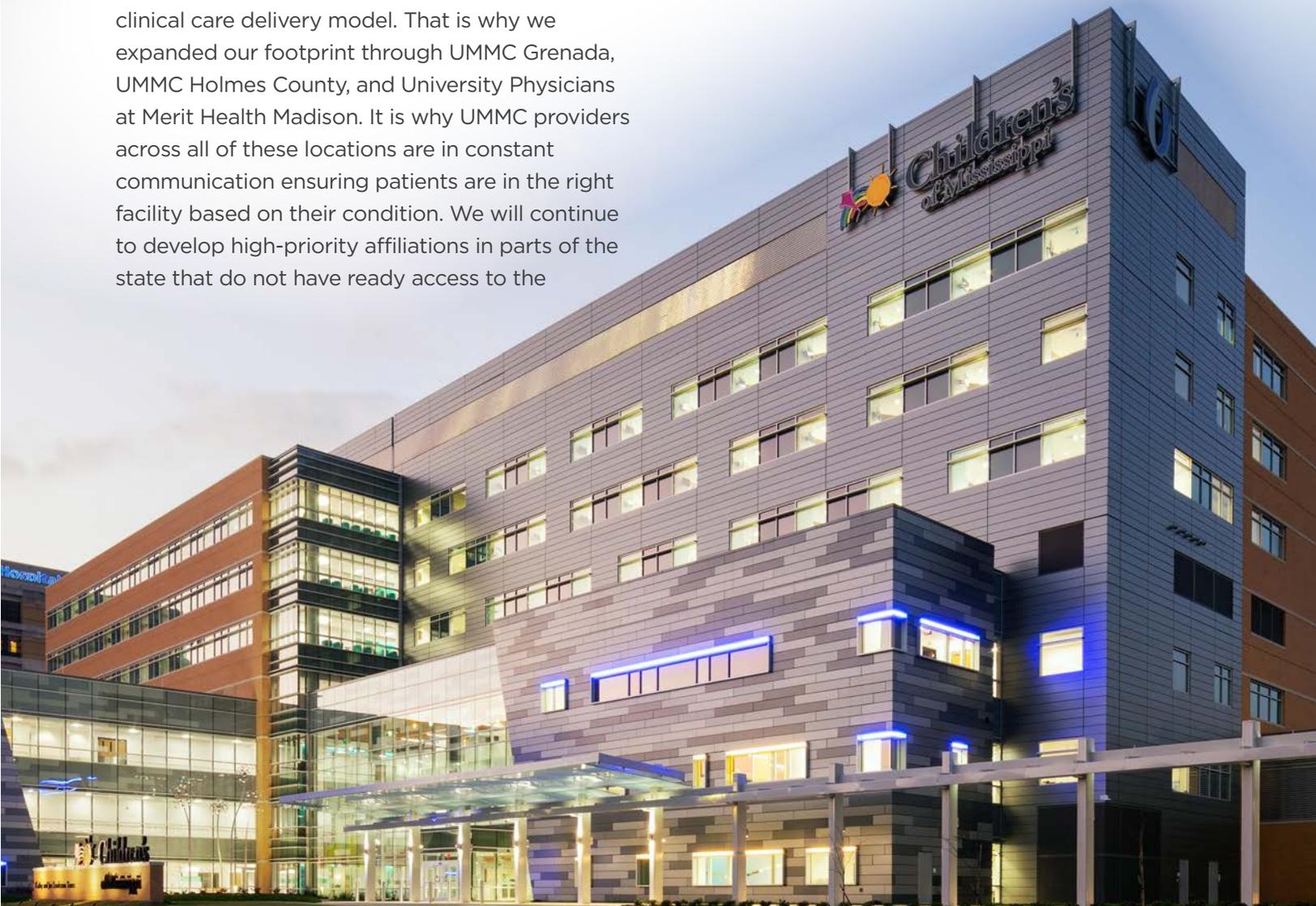
As the only academic medical center in Mississippi, UMMC's responsibility for health care is not limited to the metro Jackson area. In many instances, inequities in health care are driven by zip code boundaries and this must be addressed. UMMC will be a statewide leader in population health, ensuring that our quality of care is extended to more Mississippians than ever before. More

patients will benefit from our research. We will implement new population health modules in our electronic medical record to help our providers identify patients at risk for commonly treatable conditions and take immediate preventative action.

UMMC's main Jackson-area campus adult and children's hospitals, with 700 beds, 45 operating rooms, and the state's only Level I Trauma Center, serve as the hub for our acute care services. In 2020, we opened the Kathy and Joe Sanderson Tower, a major expansion to our children's hospital. In addition, we recognize that patients want better access to UMMC services closer to home, best accomplished by a "hub and spokes" clinical care delivery model. That is why we expanded our footprint through UMMC Grenada, UMMC Holmes County, and University Physicians at Merit Health Madison. It is why UMMC providers across all of these locations are in constant communication ensuring patients are in the right facility based on their condition. We will continue to develop high-priority affiliations in parts of the state that do not have ready access to the

specialty care they deserve. New affiliations will join our current efforts with North Mississippi Medical Center in Tupelo, Southwest Regional Medical Center in McComb, Anderson Regional Medical Center in Meridian, Delta Regional Medical Center in Greenwood, Oktibbeha County Hospital in Starkville and Gulfport Memorial Hospital on the Gulf Coast.

In some instances, this will mean expanding the geographic footprint of our outpatient physician clinics. Based on statewide demand models and wait times by specialty, UMMC will identify needs and then invest in physicians and locations to expand our network of statewide adult and pediatric specialty clinics.



# Positioning Academic Programs for the Next Generation of Learners

The learning community at UMMC encompasses an expansive list of health care professionals, many of whom choose to work here in Mississippi upon graduation. Every year our graduates disperse across Mississippi and the nation to play an integral role in patient care and research. As the demands placed on the health care industry increase, so, too, does our responsibility to provide excellence in health care education for tomorrow's professionals. That is why we drive innovation and collaboration in program development, promote excellence in teaching and provide cutting-edge facilities to deliver exceptional educational value to all our students.

The strength of our basic science research programs and labs is foundational for educating our students and delivering specialty care at the Medical Center. In these labs, under the mentorship of high-quality faculty, our students learn the fundamentals of science. To match the accelerating shift of science towards cross-

disciplinary collaboration, UMMC will design a more integrative structure for basic science education. We will complete a full review of the structure and form of our basic science departments. We will design a program with more interdisciplinary student experiences to enhance our students' abilities to master new and rapidly changing knowledge.

Whether learning from each other, their students or outside experts, faculty are continuously improving their instructional approaches. At UMMC, we understand there is a science to the art of teaching. With growing demands on our faculty, we are committed to creating more opportunities for them to advance their teaching and instructional talents. To accomplish this, we will increase the number of professional development



opportunities for our faculty and ensure they have time to actively engage in these programs.

Our focus on education does not stop in the traditional classroom and laboratory. It extends to clinical learning environments, such as our hospitals and clinics, to promote a culture of professionalism. Demonstrated through clinical competence, communication skills, and ethical understanding, professionalism is at the core of a high-performance health care team. Creating a culture of professional excellence is essential to providing our patients the best experience possible. This is what we expect as an organization and what our patients deserve. We will synthesize results from a variety of internal surveys and data sources to identify existing best practices among our clinical caregivers, learners and staff, and in turn, extend those practices to all areas. We will also adjust instruction around professionalism to further enhance both our patients' experiences and the work life of our health care team.

Maintaining top-tier educational facilities is a continuing priority for UMMC. Giving our students access to state-of-the-art technology, collaborative learning spaces and "hands-on" laboratory and clinical training environments will best position them for career success. Over the past ten years our student experience has been elevated through investments in our School of Medicine, Translational Research Center and in basic science laboratories. Moving forward, we will turn our focus to advancing the physical and technology infrastructure in our schools of dentistry and nursing.



# Strengthening Research Programs

UMMC is committed to building upon its legacy of innovative, high-impact research and discovery that informs and improves clinical care for Mississippians and beyond. As an R1 university, UMMC stands at the highest research classification by the Carnegie Classification of Institutions of Higher Education. Following in the footsteps of research pioneers such as Drs. Arthur C. Guyton, James D. Hardy, and John D. Bower, we recognize the importance of investing in exceptional research faculty and infrastructure to solve real-world problems that impact our patients and society.

As our level of scholarly activity increases, valuable research space is becoming scarce. For

continued growth in our strategic research areas, we must ensure every square foot of research space is optimized. We will develop a new process to improve research space utilization, decrease operating expenses and maximize use of collaborative spaces. Research space will be strategically deployed based on specific measurable goals that benefit our patients, students and state.

Innovation is the lifeblood of an academic medical center, where new knowledge and the ways to apply it are discovered every day. This innovation is funded by a combination of local, state, industry and federal agencies, as well philanthropic donors who champion biomedical research. Our allocation of these funds must keep pace with the rapidly changing nature of science and be directed to high-impact research and



essential core research centers. To that end, UMMC will evaluate and update its existing internal research funds flow. The new model will recognize and reward successful departments and individual faculty, partly through targeted institutional investment aimed at continued success. We will provide faculty with the time and resources to balance their research and teaching responsibilities. We will establish specific departmental goals for teaching time and external research funding to balance these interrelated and essential missions.

Additionally, our relationships in external affiliations and partnerships are key to broadening the impact, scope and reach of our discovery mission. UMMC and Mayo Clinic collaborate on many research initiatives, including the design and construction of a 22-bed inpatient/outpatient clinical research and trials unit at UMMC, and the biobank that supports the All of Us study, a project of the National Institutes of Health aimed at advancing precision medicine. UMMC also has a strong history of community partnerships, evidenced through our 20-plus year relationship with Jackson State University and Tougaloo College to study cardiovascular risk factors in African Americans through the Jackson Heart Study. Since 1987, UMMC has also served as a field site for the Atherosclerosis Risk in Communities Study in partnership with University of North Carolina-Chapel Hill. UMMC also collaborates with Vanderbilt University Medical Center on medical and clinical innovations and the transformation of clinical care. UMMC will continue to expand partnerships with these organizations and other affiliates.



## Appendix A: Planning Process

UMMC’s strategic planning cycle calls for a comprehensive review and refresh of our strategic direction every five years. Our changing environment requires us to innovate continuously. Every day, Medical Center faculty and staff apply scientific and technological advances—developed here and across the globe—to cure patients’ diseases, develop new treatment options and educate future health care professionals. But at UMMC, those everyday decisions are made in the context of achieving a larger vision. A vision that can only be realized through hundreds of team members and thousands of decisions all pointing in the same direction. It is this combination of constant innovation and long-term planning that has built the Medical Center into what it is today: Mississippi’s only academic medical center, only Level I trauma center, only Level IV neonatal intensive care unit, home to the only hospital specifically for children, only transplant center and one of the largest employers in our state. And it is precisely to continue this progress that we must make everyday decisions within the context of a shared five-year strategic plan.

Our 2021-2025 strategic planning process was designed to establish strategies for the five-year period, and to design a process for achieving those strategies. The process allows for annual updates to goals and work plans, while remaining focused on achieving the five-year strategies. It recognizes that various schools and departments across the Medical Center will have their own unit-level goals, but also provides an institutional framework of overarching strategies for development of those unit-level goals. Overall progress will be measured on the accomplishment of specific annual goals and work steps. As a team, we will build upon UMMC’s foundation of excellence in education, patient care and research.



The 2021-2025 strategic plan was developed through a comprehensive and inclusive process involving a strategic planning committee, multiple workgroups focused on academics and patient care, senior administration and the Trustees of the Mississippi Institutions of Higher Learning. Several days of retreats were held over a four-month period focusing on the following major planning phases:

### Surveying Our Environment

Our leaders reviewed UMMC progress over the past five years and identified industry trends that are already impacting us or will soon do so. We identified our key stakeholders, such as learners, patients, employees, donors and trustees, and discussed expectations that they have of the Medical Center.

### Defining Our Starting Point

Participants developed a SWOT (strengths, weaknesses, opportunities and threat) analysis to create an inventory of UMMC strengths and acknowledge the challenges we face. From this analysis, we identified our foundational strengths: culture, human resources and newer clinical and education facilities that we need to celebrate and translate into future success.

### Identifying Our Most Critical Opportunities

The steering committee identified the most critical issues and opportunities in front of UMMC. If fully addressed or realized, these will be the bold steps required to accelerate the Medical Center's success. Issues and opportunities were prioritized, first using real-time voting across multiple participant groups and then through committee and workgroup discussions.

### Prioritizing Our Focus

Five key strategies emerged by considering our findings and by discussing the passions and areas of expertise of our unique faculty and staff. The strategies allow departments and units to pursue their individual goals but also to contribute to institutional goals that will be monitored at the highest level of the organization. Most importantly, the five overarching strategies were driven by our responsibility to improve the health of Mississippi.

### Formulating Year One Goals

There was consensus among senior leadership that no more than 20 goals across the five strategies will be established on an annual basis. Progress on these goals will be monitored regularly to ensure accountability. Individual units will assist in achieving these highest profile goals while also pursuing complementary unit-level goals and work plans. The 20 goals are intended to be updated annually, progressing through next steps within each overarching strategy across the five-year planning horizon.

# Appendix B: Planning Participants

Current as of January 2021



**Glenn Boyce, PhD**  
Chancellor,  
University of Mississippi



**Guy Giesecke, FACHE**  
Chief Executive Officer,  
Children's of Mississippi



**LouAnn Woodward, MD**  
Vice Chancellor for Health Affairs  
Dean, School of Medicine



**Joey P. Granger, PhD**  
Dean, School of Graduate  
Studies in the Health Sciences



**Timothy C. Allen, MD**  
Chair, Pathology



**Sara Gleason, MD, JD, MBA**  
Professor and Executive Vice Chair,  
Psychiatry and Human Behavior



**Christopher Anderson, MD**  
Chair, Surgery



**John E. Hall, PhD**  
Chair, Physiology and  
Biophysics



**Douglas R. Bacon, MD**  
Chair, Anesthesiology



**Michael Hall, MD**  
Professor and Associate Vice Chair  
for Research, Medicine



**Robert T. Brodell, MD**  
Chair, Dermatology



**Alan Jones, MD**  
Associate Vice Chancellor  
for Clinical Affairs



**Javed Butler, MD**  
Chair, Medicine



**Larry McDaniel, PhD**  
Chair, Microbiology and  
Immunology



**Britt Crewse, MBA, MHS, CPA**  
Chief Executive Officer, Adult Hospitals



**Joshua Mann, MD**  
Chair, Preventive Medicine



**Kimberly W. Crowder, MD**  
Chair, Ophthalmology



**Thomas Mosley, PhD**  
Director, MIND Center



**Ralph Didlake, MD**  
Associate Vice Chancellor  
for Academic Affairs



**Leslie A. Musshafen, MBA**  
Executive Director, Research



**Scott M. Rodgers, MD**  
*Chair, Psychiatry and Human Behavior*



**Richard J. Roman, PhD**  
*Chair, Pharmacology and Toxicology*



**Shannon Pittman, MD**  
*Chair, Family Medicine*



**Jane Reckelhoff, PhD**  
*Chair, Cell and Molecular Biology*



**Hess Robertson, MD**  
*Assistant Professor, Anesthesiology*



**James Rowlett, PhD**  
*Professor and Vice Chair for Research, Psychiatry and Human Behavior*



**George Russell, MD**  
*Chair, Orthopaedic Surgery*



**Brian Rutledge, PhD**  
*Chief of Staff, Office of the Vice Chancellor*



**Allan R. Sinning, PhD**  
*Chair, Neurobiology and Anatomical Sciences*



**William Smith, JD**  
*General Counsel and Chief Legal Officer*



**Scott Stringer, MD, MS**  
*Chair, Otolaryngology*



**Richard Summers, MD**  
*Associate Vice Chancellor for Research*



**Mary B. Taylor, MD**  
*Chair, Pediatrics*



**James M. Tucker, MD**  
*Chair, Obstetrics and Gynecology*



**Srinivasan Vijayakumar, MD**  
*Chair, Radiation Oncology*



**Chad W. Washington, MD**  
*Chair, Neurosurgery*



**Nelson Weichold, MHA**  
*Chief Financial Officer*



**Mary A. Willis, MD**  
*Chair, Neurology*

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# Appendix C: Goal Summary — Year 1

UMMC 2025 establishes five overarching strategies on which we will focus over the next five years. Although by their nature these strategies will not change over the course of this period, each calendar year we will develop specific and measurable goals within each of the strategies. The goals listed below are 12-month goals we will monitor routinely for progress. By the end of the year, new goals that build on each of these will be established to continue progress on the five strategies.

1



## Maximize value in quality of care

- Improve publicly reported quality scores
- Enhance care coordination across the inpatient continuum
- Improve documentation of clinical care
- Make health care more affordable by reducing the cost of care

2



## Drive strategic clinical growth

- Improve patient access
- Develop a multi-year clinical faculty workforce plan
- Expand the number of UMMC locations in Metro Jackson
- Use existing infrastructure to increase telehealth visits

3



## Expand health care services statewide

- Develop a statewide pediatric specialty network plan
- Develop a statewide adult specialty network plan
- Select high priority health system affiliations/joint ventures
- Build foundation as statewide leader for population health

4



## Position academic programs for the next generation of learners

- Assess renovation needs for educational enterprises
- Enhance faculty professional development
- Enhance structure of basic science education programs
- Promote a culture of professionalism in the clinical-learning environment

5



## Strengthen research programs

- Expand partnerships with key external affiliates
- Optimize use of research space
- Evaluate and update existing research funds flow
- Establish research faculty external funding goals







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