



## Strategic Planning and Implementation Update

Nov. 1, 2010

To the UT Southwestern Community:

With the 2010-11 academic year now in full swing, I thought it timely to write to be sure that you are fully aware of the progress we have made towards fulfilling our commitment to the directions set in February 2009 for UT Southwestern Medical Center.

Our overarching goal is to become one of the premier academic medical centers in the country, widely recognized for the comprehensive quality of our research, educational, and clinical programs. As announced last year, the strategic priorities guiding us in achieving this goal are: Clinical Transformation; Enhancing Basic Research; Forward Looking Curriculum; Health Policy/Health Services Research Initiative; Global Health and Care of the Underserved; Enhancing Diversity; Resource Acquisition and Utilization; and Enhancing UT Southwestern as a Work Place.

At this time last fall we were in the final stages of a strategic planning process that had been undertaken to design the “roadmap” for achieving these priorities. The process involved hundreds of members of the campus community, indeed thousands, when attendance at Town Hall meetings and hits on Chrysalis are taken into account. Over the fall and winter of 2009-10, the reports and recommendations of the Clinical Transformation Project Group and the six task forces that comprised the strategic planning process were completed and made available to the campus community, implementation plans were determined, and the implementation process begun.

To highlight some recent developments and the current status of our priorities:

- Our basic science faculty continue to produce path-breaking research that is widely recognized in national media as contributing to the advancement of science and, ultimately, the practice of medicine. As just one example, UT Southwestern investigators have been awarded approximately \$44 million to date from CPRIT (the Cancer Prevention and Research Institute of Texas), which is the highest amount of funding granted to any single institution and reflects decisions made by national scientific leaders who comprise CPRIT’s peer review process. We are also having the pleasure this year of celebrating the 25th anniversary of the award of the first Nobel Prize in Texas and at UT Southwestern to Drs. Michael Brown and Joseph Goldstein.
- We recently reached an important milestone in regard to our plans for a new University Hospital: final approval to proceed with construction plans for a facility that will replace University Hospital-St. Paul. Construction will begin in March 2011 and is expected to be completed in late 2014. Our ability to build this new hospital – and, even more importantly, to be ready to provide the kind of care we envision within it – is another

dimension of UT Southwestern's commitment to becoming one of the very top comprehensive academic medical centers in the country.

- As part of our strategic planning implementation, we created a Chief Quality Officer position last winter, and Dr. Gary Reed has within a very short time established a robust program of quality measurement. His office has also created a very successful Clinical Safety and Effectiveness Training Program that has already "graduated" its first class of faculty and staff who completed pilot quality improvement projects on patient care and clinical operations, and are now being more fully implemented in their departments.
- The Harold C. Simmons Cancer Center received National Cancer Institute (NCI) designation in August, a highly sought distinction awarded for innovative research and excellence in patient care. In addition, University Hospital-St. Paul received certification this summer as a primary stroke center.
- Other significant developments in moving us forward have been the recruitment and appointment of five new clinical department chairs: Dr. Mark Goldberg from Washington University in Neurology; Dr. David Johnson from Vanderbilt University in Internal Medicine; Dr. Neil Rofsky from Harvard University in Radiology; Dr. Carol Tamminga in Psychiatry; and Dr. Michael Jessen in Cardiovascular and Thoracic Surgery. Searches for new chairs of Pathology and Cell Biology are in process.
- In further implementation of our strategic priorities, we have created an Office of Global Health, headed by Dr. Fiemu Nwariaku, to oversee and promote academic programs related to Global Health. We have also now established a formal affiliation with Sun Yat-sen University and its First Affiliated Hospital, a leading academic medical center in China.
- In support of our commitment to diversity, we have established an Office for Faculty Diversity and Development, led by Dr. Byron Cryer, to enhance the quality of our faculty through improving its profile in regard to underrepresented minorities and women. Dr. Cryer will be collaborating with Human Resources to ensure a similar focus on staff diversity initiatives
- Implementation of our priority on UT Southwestern as a Work Place has included:
  - Completing the conversion from GroupWise to Outlook and being well along with implementation plans for "ubiquitous connectivity," the ability to have reliable wireless and cellular connectivity throughout the campus, with a single sign-on system
  - Establishing an Employee Advisory Council (EAC), which held its first meeting in September and will now be meeting regularly.
  - Developing an Intranet for UT Southwestern employees.
  - Developing a variety of new benefit programs for employees, including the Employee Discount Program, Wellness Program, Career Development Program, Tuition Assistance Program, and PACT recognition programs.

For further information on our progress in implementing the recommendations from the strategic planning process, I encourage you to look at the tracking document posted (and regularly updated) on the Chrysalis website (<http://chrysalis.swap.swmed.org>).

In addition to tracking our implementation progress, we will be designing a process this year to assess the impact of what has been achieved, and we will be reporting to the UT Southwestern community on that dimension as well, beginning in the 2011-12 academic year.

Looking ahead, it is essential that we sustain the momentum we have established, but we also need to recognize that we will be facing some quite significant challenges. We know that we are heading towards a 2011 legislative session in which legislators will be confronting a large

budget deficit; we will need to deal with the downsizing of National Institutes of Health (NIH) resources with the ending of the American Recovery and Reinvestment Act (ARRA) funding our faculty have received; and we need to prepare ourselves for the patient access and public/private payor issues that will come with the implementation of health care reform.

These challenges will necessitate ever more vigilant financial planning and programmatic focus, but with your support for the strategic priorities we have set for UT Southwestern through excellence in the work you do, I am confident that we shall flourish. Each of you can make a difference through your dedicated efforts, day in and day out, to the achievement of our mission and goals.

I hope that every member of the UT Southwestern community shares my pride and pleasure in being part of an institution that is making such important contributions to the people of Dallas and North Texas through the patient care we provide and the physicians we educate and train, and to the national and international arena of biomedical science through the research of our faculty.

Thank you again for everything you do for our students, our patients, and our community. Please feel free to share this update with anyone who you think may not be aware of our activities and might find them of interest.

My thanks and best wishes to all.

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