

Office of the President

TO MEMBERS OF THE HEALTH SERVICES COMMITTEE:

DISCUSSION ITEM

For Meeting of February 15, 2023

UC DAVIS HEALTH STRATEGY, DAVIS CAMPUS

EXECUTIVE SUMMARY

UC Davis Health (UCDH) is an integrated academic health system guided by a mission of public service. UCDH includes the UC Davis School of Medicine, the Betty Irene Moore School of Nursing, the 646-bed acute-care teaching hospital (Level 1 trauma center), the 1,300-member physician practice group, and 25 outpatient clinics located on the health campus and in communities throughout the Sacramento region. UCDH also has a robust affiliate network of more than two dozen partner care locations that reach patients across Northern California.

All components of UCDH share a common vision of providing “tomorrow’s health care today.” The collective mission statement is: “Grounded in equity, we provide unparalleled care across California, transforming lives and communities. Our teams research and develop trailblazing therapies and technologies, educate and prepare a future-ready workforce, and drive excellence into all we do.”

While UCDH faces significant challenges over the next several years that are driving strategic change across the health system, there are also many strategic opportunities to leverage that will help position UCDH as a world-class healthcare system. UCDH identified five overarching strategic priorities that serve as the foundation for the entire health system, including: 1) advancing health equity and reducing disparities, 2) building healthy lives, 3) caring for future generations, 4) innovating the future of medicine, and 5) cultivating strong community partnerships.

BACKGROUND

UCDH is one of the largest employers in Sacramento County, with more than 14,000 employees and an annual budget of more than \$3 billion. UCDH is ranked as the top hospital in Sacramento, with nine adult and four pediatric specialties in the top 50 nationally.

UCDH has a 50-year history of providing high-quality healthcare services to patients and communities across the Sacramento region and its 33 surrounding counties. Over the past two plus years, UCDH celebrated tremendous accomplishments amidst enormous challenges, becoming a national leader in response to the global COVID-19 pandemic. UCDH treated

thousands of the region's sickest patients, helping create innovations in care, treatments and testing, and participating in crucial vaccine clinical trials. The UC Davis Medical Center successfully treated the nation's first community spread COVID-19 patient, helping to inform testing protocols and other pandemic response best practices, and established the region's first post-COVID-19 clinic for long-haul patients.

1. UCDH Anchor Institution Role and Commitment to Advancing Health Equity

UCDH is committed to advancing health equity and addressing disparities. As an Anchor Institution that leverages human, intellectual, and economic power to improve community health and welfare, UCDH plays an important role in providing culturally competent care to its patients and surrounding community. For example, the UC Davis Center for Reducing Health Disparities takes a multidisciplinary, collaborative approach to addressing inequities in health access and quality of care. This includes a comprehensive program for research, education and teaching, as well as community outreach and information dissemination. The Center builds on UC Davis' long history of reaching out to the most vulnerable, underserved populations in the region. The Center offers a comprehensive medical interpretive services program for UCDH patients to help reduce barriers to access for individuals with limited English proficiency. The Center's regional telehealth network provides a high-tech link between UC Davis physicians and smaller clinics around the state that cannot afford to maintain medical specialists on staff.

The Center represents a major commitment to addressing community needs that goes well beyond the traditional role of an academic medical center to provide tertiary and quaternary specialty services. The program is designed not only to raise awareness and conduct critical research, but also to assist those communities whose needs have never been addressed by the traditional healthcare system. The Center's wide-ranging focus on health disparities includes an emphasis on improving access, detection and treatment of mental health problems within the primary care setting, as well as leading efforts to achieve better understanding of the co-morbidity of chronic illnesses.

UCDH reinforces its core value of inclusivity by embracing the uniqueness of individuals and their health needs. The Human Rights Campaign Foundation recently designated UC Davis Medical Center an LGBTQ+ Healthcare Equality Leader as part of the Foundation's 2022 Healthcare Equality Index report. This is the 11th consecutive year that the group has recognized the Medical Center for advancing LGBTQ+ equity among its patients and employees. The Medical Center earned a perfect score of 100 points by fully achieving the Foundation's criteria for excellence in the following areas:

- Non-discrimination and staff training
- Patient services and support
- Employee benefits and policies
- Patient and community engagement
- Responsible citizenship

2. UCDH Primary Education and Clinical Delivery Enterprises

UC Davis School of Medicine

Founded in 1966, the UC Davis School of Medicine is among the nation's leading medical schools and is committed to providing the best in student-centered educational experiences. The School of Medicine encompasses a diverse group of medical and graduate students who are guided by faculty dedicated to improving lives and transforming health for all. The School of Medicine is ranked among the best in the country by *U.S. News and World Report* for primary care training and research and is currently ranked No. 3 (tied) for diversity among its student body (and is the top-ranked medical school for diversity outside of the East Coast). As part of UCDH, the School of Medicine is helping train the nation's healthcare workforce and preparing them to become future leaders in health. Approximately 66 percent of the Class of 2022 medical students trained in primary care.

The School of Medicine also places among the nation's leading schools for research funding from the National Institutes of Health and is home to one of the nation's inaugural Clinical Translational Science Centers. The School has earned a national reputation for life-changing biomedical discoveries. The School of Medicine has the enhanced ability to include the diverse Sacramento community in its clinical trials.

Betty Irene Moore School of Nursing

In 2007, the Gordon and Betty Moore Foundation donated \$100 million to launch the Betty Irene Moore School of Nursing at UC Davis. The record gift helped establish a national class nursing school that emphasizes leadership, innovation, interprofessional training, and team medicine. The school has become one of the foundations for the health system's efforts to lead a transformation of health care locally, nationally, and globally to a more multidisciplinary model of delivering care. The first nursing school students entered in 2010, taking masters and Ph.D. courses, and Betty Irene Moore Hall opened on the Sacramento health campus in 2017. Today, the School of Nursing ranks among the top 25 best master's-degree nursing programs, according to the *U.S. News and World Report* 2023 Best Graduate Schools. The publication ranks the School of Nursing's master's degree programs as 23rd (tied), and the family nurse practitioner program is ranked No. 7 (tied).

The School of Nursing cultivates academic excellence and addresses urgent, societal needs through leadership development, interprofessional education, transformative research, cultural inclusiveness, and innovative technology. The School plays a critical role in preparing nurse leaders who will shape the future of health care and inform health policy.

Research at the School of Nursing is the engine that drives new solutions that put individuals, as well as families and communities, at the center of care. The research interests of professors are diverse and involve robust collaborations across UCDH and beyond. Researchers focus on family caregiving, healthy aging, technology to support health, and reducing health disparities.

In the summer of 2022, the School of Nursing welcomed its first class in the new Doctor of Nursing Practice – Family Nurse Practitioner (D.N.P.-F.N.P.) Degree Program. The post-baccalaureate, three-year hybrid program combines distance-based education with on-campus immersions to prepare advanced practice providers who engage in patient- and family-centered, evidence-based primary care.

With California facing an urgent and growing shortage of mental health professionals, the School of Nursing is collaborating with the UCSF and UCLA Schools of Nursing to launch a new remote-access training program that will prepare 300 psychiatric mental health nurse practitioners (PMHNPs) over five years. The first remote-learning, post-master's certificate of its kind in California, this training launches at a time when the shortfall in mental health providers continues to grow across California.

Clinical Delivery Enterprise

The clinical delivery enterprise consists of the UC Davis Medical Center and Ambulatory Care (including the outpatient clinics and physician practice group).

UC Davis Medical Center

The UC Davis Medical Center, inland Northern California's only academic medical center and Level 1 trauma center in adult and pediatric care, provides patients with access to the latest technological advances and investigational drugs and therapies. The Medical Center is the main tertiary/quaternary care referral center for a 33-county area of more than six million residents. The Medical Center admits approximately 30,000 patients per year to its 646-bed hospital and handles nearly one million visits, with the emergency room seeing more than 200 patients per day on average.

The UC Davis Medical Center is nationally recognized for a number of its initiatives, including UC Davis Children's Hospital and UC Davis Comprehensive Cancer Center. The Medical Center is ranked as the top hospital in Sacramento, with nine adult and four pediatric specialties ranking in the top 50 nationally. The Medical Center offers services and programs that are unique to the region, including a burn center, poison control center, hemophilia program, eye and tissue bank, skull base surgery program, limb salvaging/lengthening program, bone marrow transplant center, pancreas transplant program, computerized visual field research, cultured epithelial allografting, and pediatric oncology program.

UCDH continues to support the growth of its multidisciplinary clinical centers. Each of these programs integrates broad areas of clinical and research expertise and offers a variety of multidisciplinary clinical programs featuring state-of-the-art care and leading-edge research. Together these programs provide comprehensive care and essential services to the residents of Northern California and beyond.

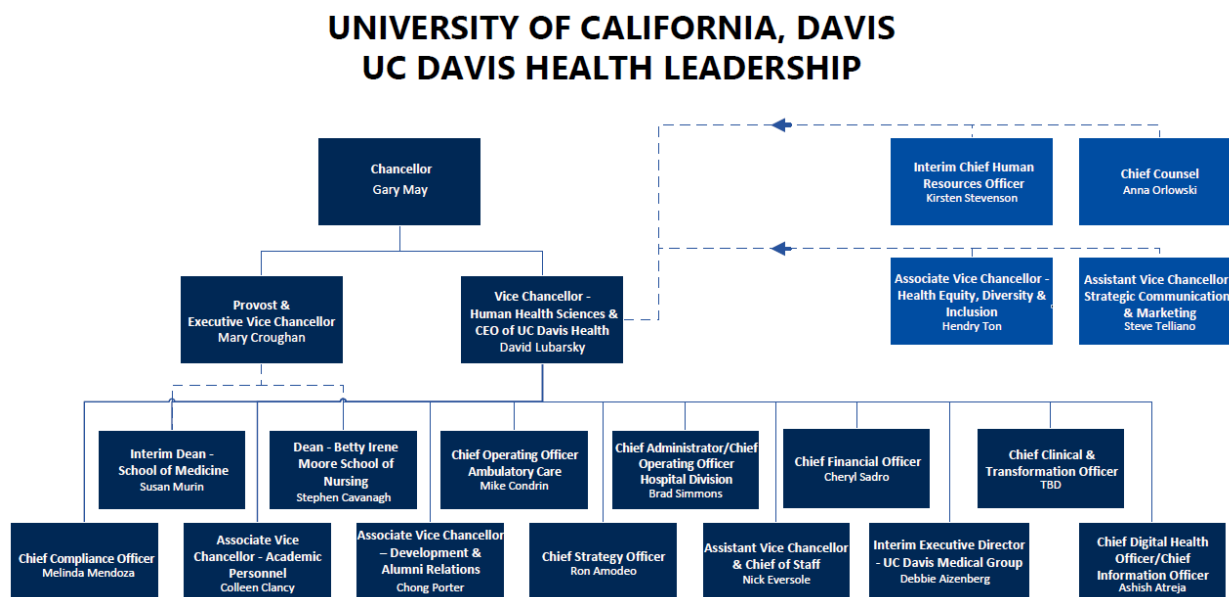
Ambulatory Care

UCDH operates 25 outpatient clinics located on the main health campus and throughout the Sacramento region, in addition to more than two dozen partner care locations. In the mental health space, UCDH provides more than 120 full-time psychiatrists, psychologists, nurse practitioners, and LCSWs to work at Sacramento County-operated/funded facilities.

UCDH also operates an outpatient surgery center on the health campus. Capacity in existing ambulatory structures is insufficient to meet current and projected demand, and increased demand is expected to add to these pressures. Many elective outpatient surgeries are currently performed in the main hospital due to the lack of adequate capacity in existing ambulatory surgery spaces. Demands on the main hospital operating rooms are expected to grow due to continued and expanded relationships with regional network partners and affiliates and the increasing medical complexity of patients cared for by UCDH. Market conditions such as population growth and an aging population, along with advanced surgical techniques, are driving significant demand for outpatient surgery. Clinical innovation and increasingly minimally invasive procedures enable more surgeries to be done routinely and safely in ambulatory settings.

3. UCDH Governance and Foundational Strategic Priorities

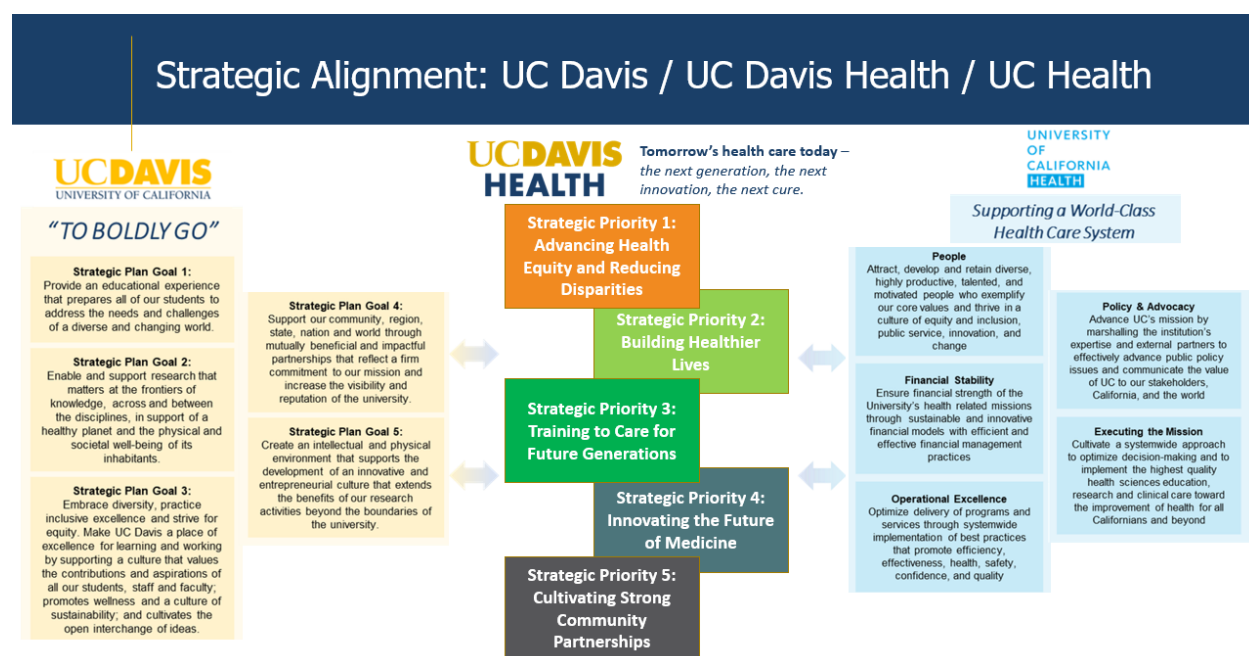
UC Davis Health is led by Chief Executive Officer David Lubarsky, M.D., M.B.A., with support from a highly talented group of senior executives responsible for leading the schools, offices and departments that comprise the UCDH enterprise.



Five overarching strategic priorities serve as the foundation for the entire UCDH system, including:

1. *Advancing Health Equity and Reducing Disparities*
UCDH focuses on health disparities and brings an equity lens to patient care delivery models. Efforts in this area include an emphasis on improving access, detection and treatment of mental health problems within the primary care setting, as well as leading efforts to achieve better understanding of the co-morbidity of chronic illnesses.
2. *Building Healthy Lives*
UCDH focuses on providing the highest-quality health care at all levels, ensuring that the patient is at the center of everything.
3. *Caring for Future Generations*
UCDH is focused on discovering and sharing knowledge and fostering innovative, interprofessional education.
4. *Innovating the Future of Medicine*
UCDH conducts groundbreaking research to tackle the most pressing healthcare issues facing the world today and transform patient care.
5. *Cultivating Strong Community Partnerships*
UCDH is proud to be actively involved in advancing health and health care throughout the local Sacramento region. UCDH is committed to the concept of “complete, not compete,” where the emphasis is on creating dynamic, productive partnerships with the community to ensure access to robust healthcare services throughout Sacramento and its 33 surrounding counties.

These strategic priorities align closely with, and support, the broader strategies of both UC Davis and UC Health, as depicted below.



4. UCDH Strategic Direction – Primary Education and Clinical Delivery Enterprises

There are numerous ways that the UC Davis School of Medicine, the Betty Irene Moore School of Nursing, and the clinical delivery enterprise support the UCDH overarching priorities.

School of Medicine Strategic Direction

The School of Medicine’s vision is to transform lives by improving health through the combined power of education, research, clinical care, and community. The School’s strategic goals, highlighted below, align with the UCDH vision, mission, and foundational priorities.

Goal 1: Transform medical education to train and empower a diverse, culturally humble future workforce who embrace lifelong learning. Objectives include:

- Create, enhance, and support entry pathways that promote diversity in learners, trainees, staff, and faculty.
- Promote empathy, kindness, wellness, teamwork, creativity, and innovation in education to meet the needs of the future.
- Recruit and retain diverse faculty from varied backgrounds.
- Establish systems to create and measure equity and inclusion in all areas of the education experience (grading, curriculum, promotion, teaching roles, etc.).
- Partner with the UC Davis campus and UC collaborators to create innovative educational opportunities that foster a curiosity for lifelong learning, and exceptional patient and caregiver experiences.

UCDH Foundational Priorities Supported: Advancing Health Equity and Reducing Disparities, Caring for Future Generations

Goal 2: Create and build new pathways of innovation and discovery with a focus on improving health. Objectives include:

- Attract diverse early-stage faculty by expanding training opportunities.
- Recruit and retain nationally recognized leaders as basic science faculty who are committed to improving human health.
- Enhance research collaborations across all UC Davis departments, schools, and colleges.
- Create collaborative pilot projects aligning discovery science, translational, and clinical research for comprehensive bench-to-bedside portfolios.

UCDH Foundational Priorities Supported: Building Healthy Lives, Innovating the Future of Medicine

Goal 3: Advance new technologies from bench to bedside to improve health. Objectives include:

- Recruit and retain physician-scientists who are role models for collaboration.
- Grow research funding to reflect the commitment to health.
- Diversify sources of research funding.

- Improve administrative and space planning infrastructure.

UCDH Foundational Priorities Supported: Innovating the Future of Medicine, Caring for Future Generations

Goal 4: Integrate the academic mission in all aspects of care delivery. Objectives include:

- Create an equitable, respectful, and kind learning environment that enables excellence for all learners.
- Synergize the needs of the health system with postgraduate programs.
- Create a structural process to propose collaborative solutions to issues faced in the learning environment.

UCDH Foundational Priorities Supported: Advancing Health Equity and Reducing Disparities, Building Healthy Lives

Goal 5: Cultivate strong community partnerships to improve health. Objectives include:

- Offer students, trainees, faculty, and staff training on community engagement.
- Partner with community- and faith-based organizations and groups to build trustworthiness within the community.
- Engage the community to be partners in UCDH's academic mission.
- Enhance engagement with alumni and donors to create new strategic partnerships.

UCDH Foundational Priority Supported: Cultivating Strong Community Partnerships

Betty Irene Moore School of Nursing Strategic Direction

The School of Nursing's vision is "optimal health and health equity for all." The School's strategic goals, summarized below, align with the UCDH vision, mission, and foundational priorities.

Goal 1: Clinical Practice and Health System Integration – Optimize health through innovative care delivery. Objectives include:

- Become an indispensable partner with and resource for UCDH.
- Develop a faculty practice arrangement.
- Apply new innovative models of care and technology-enabled health interventions in nursing practice and care delivery.

UCDH Foundational Priority Supported: Building Healthy Lives

Goal 2: Exceptional Education – Prepare exceptional nurses, physician assistants, and related professionals to become the next generation of leaders in health care. Objectives include:

- Be a driving force in healthcare education by offering outstanding, innovative educational programs.
- Provide comprehensive student support to drive success.
- Integrate team-based, inter-professional education and training opportunities across UCDH and beyond.

- Foster and recognize excellence and innovation in education to raise visibility of the School and pave the way for growth.

UCDH Foundational Priority Supported: Caring for Future Generations

Goal 3: Research Growth – Grow the research enterprise through targeted areas where the School of Nursing can accelerate its impact. Objectives include:

- Develop and innovate in targeted research areas: health equity and social justice, healthy aging and family caregiving, and technology-enabled solutions to health and healthcare.
- Recruit, retain, and develop research faculty, staff, students and trainees.
- Strengthen the research infrastructure.
- Cultivate innovative, multidisciplinary research collaborations across the School of Nursing and beyond.

UCDH Foundational Priorities Supported: Advancing Health Equity and Reducing Disparities, Innovating the Future of Medicine

Goal 4: Community Engagement/Partnerships – Strengthen engagement with the community to improve health and health equity for all. Objectives include:

- Develop interventions to improve health equity, engaging in mutually beneficial partnerships with community leaders and policy makers whenever possible.
- Align community engagement initiatives in the region with those of UCDH and the University.
- Address the health needs of rural and underserved communities by preparing advanced practice providers to serve these communities.

UCDH Foundational Priority Supported: Cultivating Strong Community Partnerships

Goal 5: Diversity, Equity and Inclusion – Advance diversity, equity, and inclusion throughout the School of Nursing and in the workforce. Objectives include:

- Identify, attract, retain, and graduate a diverse student body.
- Identify, attract, and retain a diverse faculty and staff.
- Advance a climate that fosters inclusion excellence.
- Promote diversity and inclusion in research, teaching, public service, and training across the School of Nursing and in neighboring communities.
- Ensure accountability for diversity and inclusion efforts, throughout the campus and in neighboring communities.

UCDH Foundational Priorities Supported: Advancing Health Equity and Reducing Disparities, Building Healthy Lives

Goal 6: People and Culture – Create an environment where all can thrive. Objectives include:

- Strengthen teamwork and communication across faculty, staff, and students.
- Ensure that mentoring and career development opportunities are available to all.

- Secure sustainable and supportive resources to ensure an environment where all can thrive.

UCDH Foundational Priorities Supported: Building Healthy Lives, Caring for Future Generations

Clinical Enterprise Strategic Direction

As a leading academic health system in California, UCDH is making strategic investments to redefine the future of health care, expanding physical capacity, addressing homelessness in local communities, and moving to value-based models of care delivery and reimbursement. In support of the UCDH foundational priorities and in alignment with the goals of UC Davis and the broader UC Health strategy, the 2022-2027 Clinical Strategic Plan outlines an ambitious agenda for development, investment, and growth for the clinical enterprise over the next five years across four strategic pillars.

Pillar 1: Develop a Regional System of Care, providing the right care in the right place at the right time, by developing a robust network of partners and ensuring that UCDH can meet patients wherever they are. Strategies include:

- UCDH will build and strengthen partnerships, bringing subspecialty expertise and distinctive clinical trials to partner sites. Mutually beneficial partnerships and robust referral networks will expand UCDH's role as the regional tertiary/quaternary referral center of choice and ensure that world-class care is accessible across Northern California and beyond.
- In addition to partnering with local providers to serve a broad set of geographies, UCDH will bring care directly into patients' homes through care-at-home and telehealth models. Meeting patients where they are will facilitate care that is "always on" and integrated into patients' lives.

UCDH Foundational Priorities Supported: Cultivating Strong Community Partnerships, Building Healthy Lives

Pillar 2: Deliver Exceptional Patient and Care Team Experiences by centering activities and processes around making patients' and care teams' experiences with UCDH outstanding. Strategies include:

- UCDH aspires to be a top place to receive care and to work. For patients, UCDH will be known as a trusted provider where navigating complex, inter-disciplinary care is made easy by attentive care teams and smart design. For care teams, UCDH will foster a culture of trust and collaboration, united around clear goals. Additionally, the UCDH workforce will be representative of patients and communities served and will deliver care with cultural competence and humility.
- UCDH will track progress by reviewing patient experience scores, reputational metrics, employee and physician engagement, and recruitment and retention measures.
- UCDH will also focus on care team diversity, ensuring that care teams reflect the patient populations served.

UCDH Foundational Priorities Supported: Building Healthy Lives, Caring for Future Generations

Pillar 3: Advance Health Equity and Address Disparities by actively engaging the community, ensuring that care delivery models and strategic initiatives advance equity, and serving patients as whole people – including addressing social drivers of health. Strategies include:

- UCDH has been a leader in advancing health equity through research, education, clinical care, and partnership with the community. Through the Anchor Institution Mission, UCDH embraces the economic and social role in helping to keep the community healthy. UCDH will redouble efforts to lead in health equity and eliminate health disparities for the communities served.
- UCDH will work in partnership with the community to build trust, deepen bi-directional community relationships, provide equitable access to services, and use UCDH's hiring, purchasing, and investing power to positively affect the community.
- UCDH will foster an inclusive culture where everyone feels they can bring their authentic selves to work so they can best serve patients.
- UCDH will develop the data collection and monitoring tools to assess and address disparities in care delivery and outcomes, embedding health equity improvement goals into quality improvement work. A dashboard for health equity will measure progress, informed by feedback from staff, patients, and communities, in addition to clinical outcome metrics by race and ethnicity, workforce demographics, and measures of social drivers of health. UCDH will also leverage the Community Health Needs Assessments to track progress over time.

UCDH Foundational Priorities Supported: Advancing Health Equity and Reducing Disparities, Building Healthy Lives

Pillar 4: Define and Grow Integrated Service Lines by organizing care teams, patient flow processes, clinical assets, and back-end systems around the patient's journey. Strategies include:

- Over the next five years, UCDH will transform neurosciences, cancer, cardiovascular and transplant services into integrated service lines that will organize clinical services into an integrated care continuum around a population or disease state. Service lines will span care settings (from inpatient and ambulatory to digital and the home) to improve care for patients by organizing care teams, clinical pathways, operations, and back-end analytics around the patient journey.
- Patients will benefit from a seamless UCDH experience, exceptional quality care, and improved outcomes. UCDH will tap into the expertise of all five UC health systems to bring patients access to the latest clinical trials and the most cutting-edge medicine.
- Data dashboards with actionable and transparent clinical, financial, and operational analytics will guide program development and process improvement as service lines are developed.

UCDH Foundational Priorities Supported: Building Healthy Lives, Caring for Future Generations, Innovating the Future of Medicine

Growth across these pillars will be driven by four “transformation catalysts” – activities and investments that will spark change and sustain success across all four pillars. The four transformation catalysts include:

1. Investing in the Future of Medicine, which will create funding opportunities to support UCDH innovators to design and test new models of care delivery, diagnosis, and treatment.
UCDH Foundational Priority Supported: Innovating the Future of Medicine
2. “Digital Davis,” which will expand UCDH’s ability to connect with and care for patients wherever they are, provide enhanced convenience, and ensure that the best data and analytics inform every care decision.
UCDH Foundational Priorities Supported: Building Healthy Lives, Innovating the Future of Medicine
3. Integrated Research and Innovation, which will link UCDH’s world-class research directly to clinical programs and provide unparalleled access to clinical trials for patients and partners, ensuring that discoveries are rapidly translated from bench to bedside.
UCDH Foundational Priority Supported: Innovating the Future of Medicine
4. Operational Excellence and Business Process Innovation, which will drive efficiency, access, and throughput while alleviating capacity constraints to allow UCDH to always deliver exceptional, efficient care.

UCDH Foundational Priority Supported: Building Healthy Lives

Several key issues are driving strategic change efforts across the UCDH clinical enterprise, including:

- The clinical delivery enterprise’s commitment to “complete, not compete”
- Significant shifts from inpatient care to outpatient care
- Capacity constraints across the clinical delivery enterprise
- Growing rates of health disparities
- Seismic compliance requirements and existing underdeveloped infrastructure
- Revenue unpredictability and cost growth
- Shortage of healthcare professionals

Examples of significant strategic change efforts currently in place include: (1) UCDH’s major infrastructure initiatives, and (2) the integrated service lines strategy. Both efforts support and align with the overarching UCDH strategic priorities and the Clinical Strategic Plan.

(1) UCDH major infrastructure initiatives include:

- California Tower – UC Davis Medical Center
 - Driven by seismic requirements, a new California Tower will be opened in the UC Davis Medical Center in 2030. The original 1929 north-south wing and the 1950 addition on the westernmost side of the Medical Center are scheduled to be

demolished. The Medical Center will lose its last physical connections to its early years, replaced by a leading-edge world-class hospital that expands the founding legacy of providing the best care possible to every patient and helping to end health inequities across Northern California.

- When completed, the California Tower will include a 14-story hospital facility and five-story pavilion adjacent to the existing Medical Center. This new \$3.75 billion project will improve the patient experience for UCDH's tertiary and quaternary patients for generations to come.
 - The California Tower project reflects UCDH's long-time commitment to education, research, patient care, and community health. It complements the health system's mission of improving health for all.
- Lawrence J. Ellison Ambulatory Care Center/Ernest E. Tschannen Eye Institute
 - UCDH has expanded the Lawrence J. Ellison Ambulatory Care Center building and will soon open the Ernest E. Tschannen Eye Institute.
 - The UC Davis Eye Center has built a national reputation as a place where the world's top eye scientists are also some of the world's best clinicians. A new home for the UC Davis Eye Center will attract the kind of talent and bring the kind of recognition that leaves an indelible legacy in every facet of UCDH's mission – training, research, and patient care.
- 48X Complex (ambulatory surgery center)
 - The 48X Complex, scheduled to open in early 2025, will improve operating room capacity in the main hospital and prepare for the shifting trends of surgical procedures from inpatient to outpatient.
 - Market conditions such as population growth and an aging population, along with advanced surgical techniques, are driving significant demand for outpatient surgery. Clinical innovation and increasingly minimally invasive procedures enable more surgeries to be done routinely and safely in ambulatory settings.
- Folsom Medical Office Building
 - The Folsom Medical Office Building will enable UCDH to continue to provide high-quality care and expand services in the city of Folsom, enabling UCDH to remain competitive in an area where competitors continue to expand their presence.
 - With an expected completion in early 2025, this state-of-the-art, 110,000-gross-square-foot facility will include 115 patient examination rooms.
 - Ancillary services will include Diagnostic Imaging, Radiology, Ophthalmology, and general support services.
 - The facility will also offer specialty clinics and infusion services with a compounding pharmacy.

(2) Highlights of UCDH's integrated service lines strategy:

- Over the next five years, UCDH will transform its exceptional cancer, cardiovascular, neurosciences, and transplant services into integrated service lines that will organize clinical

services into an integrated care continuum around a population or disease state. Initially, UCDH will implement the Neurosciences/Stroke and Cancer/Lung Cancer integrated service lines.

- Integrated service lines will improve care for patients by organizing care teams, clinical pathways, operations, and back-end analytics around the patient journey.
- Service lines will span care settings – from inpatient and ambulatory to digital and the home – to provide patients with a seamless UCDH experience, exceptional quality care, and improved outcomes.
- Key implementation initiatives include:
 - Expand distinctive neuroscience, cancer, cardiovascular, and transplant clinical programs.
 - Integrate research and clinical trials, new care models, diagnostics, and therapies into service line delivery.
 - Develop business plans, provider and payer partnerships, marketing and communication plans.
 - Establish governance and management structures that support patient-centered care across the entire continuum.
 - Optimize Epic and build IT, reporting, and analytics capacity for integrated service lines.
 - Develop integrated service line financials and incentives.

5. Conclusion

In conclusion, UC Davis Health is boldly going into the next era as a world-class health care system.