

Office of the President

TO MEMBERS OF HEALTH SERVICES COMMITTEE:

DISCUSSION ITEM

For Meeting of February 14, 2024

REVIEWING DRAFT OF THE UC HEALTH STRATEGIC FRAMEWORK, OFFICE OF THE PRESIDENT

EXECUTIVE SUMMARY

Executive Vice President Rubin will brief the Committee on the draft of the UC Health Strategic Framework, which will be submitted to the Regents later this year.

BACKGROUND

The University of California Health system faces significant structural changes in healthcare that are creating new challenges and opportunities. UC Health leadership believes that the future of UC Health requires collective engagement across the entirety of the University of California. To obtain a collective perspective on UC Health, Executive Vice President Rubin has met directly with Regents, the President, Chancellors, and other health leaders across the University's campuses. These conversations have yielded a strategic framework to reflect the current priorities of UC Health systemwide.

This strategic framework focuses on UC Health's contributions to the tripartite mission:

- UC Health **clinical programs** will provide high-quality care that is affordable, convenient, and navigable to employees, students, and residents of California who are increasingly being left behind in the healthcare market.
- UC Health **educational programs** will train a diverse, interdisciplinary workforce to address workforce shortages and improve health outcomes.
- UC Health **translational and comparative research programs** across the health sciences will develop the interventions, technologies, and solutions that will transform care and benefit all communities.

The specific priorities of the strategic framework are:

1. Drive Investments to Improve Access, Quality, Clinical Integration, and Patient Experience
 - i. Support network expansion across UC campus regions

- ii. Position health system resources to improve the health of UC students, employees, and retirees
 - iii. Optimize quality, clinical integration, and patient experience
 2. Expand a Diverse Interdisciplinary Workforce
 - i. Develop and align PRIME and other health sciences educational programs with an equity focus on workforce expansion and critical community health needs
 - ii. Strengthen the UC Riverside and UC Merced/Fresno medical school programs to increase the number of physicians in underserved regions
 - iii. Facilitate the growth of clinical affiliations and integrated networks to support regional care and training across the health professions
 - iv. Partner with systemwide employee relations to address employee needs as the health systems grows
 3. Advance Healthy Communities through Key Partnerships
 - i. Advance public health partnerships
 - ii. Position health systems to implement community-based solutions to emerging health challenges
 - iii. Steward and promote the Global Health Institute across ten campuses
 4. Accelerate Translational and Comparative Research and Innovation
 - i. Enable IRB reciprocity and streamline mechanisms to facilitate collaborative research and clinical trials across UC
 - ii. Leverage UC-wide data for research and quality improvement and real-world evidence insights
 - iii. Foster a discovery program for safely and responsibly deploying AI applications in healthcare settings
 - iv. Elevate collaborations by modelling a statewide Cancer Center network that can compete for large, multi-institutional funding
 5. Facilitate Systemwide Initiatives that achieve fiscal resilience
 - i. Optimize payer strategy
 - ii. Create economy through systemwide operations