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2025 vision strategic planning

Vision 2025 Strategic Plan

January 2019

UCSF Health Vision 2025: “Advancing the Health Network”

As powerful trends reshape the landscape, U.S. health care providers have reached a crossroads. Patients and policymakers alike want to slow the rise in costs per capita, which are about double those of other advanced countries. Payment reform, payer pressures and government reimbursement cuts will continue. Payers and providers are integrating operations to control larger portions of the health care value chain, and nontraditional players – including financial sponsors, technology firms, start-ups and pharmacies – will continue to transform the delivery of care.

Meanwhile, consumers will keep raising the bar as they demand more information about diagnoses, treatments and costs – and more convenient access to high-quality care outside hospital settings, including at home.

In addition to these national issues, UCSF Health faces local challenges. For example, after years of consolidation, a handful of strong health care systems now dominate the Bay Area – and are rapidly aligning physicians. This is a major consideration as we seek to grow, particularly in communities closer to where patients live and work. We operate in an especially costly geography; seismic requirements and other factors have forced health care systems in the Bay Area to make capital investments of more than \$12 billion in recent years.

We have significant capacity constraints in our Parnassus campus, and utilization has surged to more than 80 percent in the last two years, particularly on med-surg floors and in ICUs. As the need for mental health services – which we believe to be the most neglected health care issue of our time – rises in the Bay Area, we face a shortage of roughly 245 inpatient psych beds in San Francisco alone.

To continue providing equitable access to health care for all populations, including the most vulnerable not served by the status quo, we will need a more focused strategy that drives growth and efficiency.

VISION 2025

To craft our Vision 2025 Strategic Plan, we gathered the perspectives of more than 100 clinical and administrative staff, conducted more than 50 internal and external

interviews, organized five work groups comprising more than 100 contributors, and held three leadership-planning retreats in which more than 100 UCSF leaders participated. A 25-member steering committee led the process.

Our last strategic plan transformed UCSF Health from a medical center to a health care system, and we must now scale up to become a network that keeps pace in a changing landscape. The UCSF Health system will therefore have three strategic priorities in the next five years:

- **We will lead the Bay Area and California in complex care** by doubling down on distinctive clinical programs and destination programs where we have unmatched expertise. We will leverage our clinical and academic differentiation to care for the sickest patients and work with our partners to open capacity for those who need complex care. We will translate cutting-edge research on complex conditions into breakthrough therapy and implement it at scale.
- **We will expand our reach** to serve the growing and changing Bay Area by creating a broader network and partnering with more high-quality local providers. Our goal will be to ensure that no Bay Area resident will need to travel more than 20 miles to receive quality care from UCSF Health.
- **We will discover, develop and embrace digital technology** to deliver value to patients and referring physicians, and redesign our institution on a robust digital foundation. We will commit to innovation and digital care delivery by keeping patient-centered care at the forefront.

Goal 1: Complex Care Leadership

We will fulfill UCSF Health's unique role in the network as the Bay Area's #1 complex care provider.

Because we are recognized as the best hospital in Northern California, because we have special expertise in the most advanced and complex care, and because we are a national leader in access to research, clinical trials and new treatments, we will create capacity and access to ensure that all Californians can be treated by UCSF or within the UC system for conditions where we provide the best care.

Goal 2: UCSF Health Network

We will work with our partners to deliver the right care in the right place at the right time.

We will partner with high-quality local providers to enhance and expand local health care options for growing communities where new generations of Bay Area residents live and work. We will create new, freestanding, full-service ambulatory care centers that can provide holistic support for the whole family, close to home and outside our hospital walls.

We aspire to create a network in which no patient in the nine-county Bay Area needs to travel more than 20 miles for UCSF Health quality care. We look forward to working with our partners to develop this network of excellence for Bay Area residents.

Goal 3: Innovation at Scale

We will spearhead and accelerate consumer-centric, caregiver-led innovation.

We will embrace the digital and technology revolution, organizing ourselves to innovate more quickly in customer-centric, physician-led efforts to improve and extend care delivery, coordinate care, support patients and communicate effectively. We will lead in delivering breakthrough therapies, and our new digital ecosystem will overlay and enhance each care touchpoint, improving patient experience and provider engagement.

We will harness digital tools to help meet consumers' rising demands for convenience, transparency and accountability; partner with established and nontraditional players to create both "sustaining" and "disruptive" innovations; and translate research into breakthrough treatments, which we will implement at scale.

Achieving these objectives will allow us to advance our mission, which includes identifying the biggest unmet needs of our community and making new investments to target and meet those needs, such as in behavioral health. Left untreated and without community support, mental illness can undermine even the most extraordinary medical interventions. And as the problem grows, it undermines the health of our entire community. We recognize that transforming behavioral health care is a major initiative that will require substantial investment.

In addition, we will continue to support the UCSF academic and research missions, and we will double down on our commitment to health equity, which is central to our values.