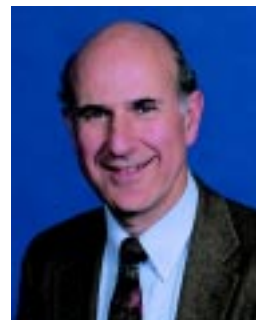


Message from the Executive Vice President for Medical Affairs



I am pleased to share with you the findings and recommendations of our year-long strategic planning effort for the U-M Health System. More than 125 people, as members of the strategic planning committees, participated in the planning process, and many others contributed valuable comments as well. According to our consultants, The Lewin Group, we had a most unusual degree of engagement of people throughout the Medical School, Hospitals and Health Centers, M-CARE, and other units of the University.

Our **goals** were to:

- Develop a shared vision and a common direction for the U-M Health System.
- Develop an integrated strategic plan linking education, research and patient care.
- Anticipate/assess future scientific, clinical, educational, organizational and financial opportunities and partners, as well as threats and competitors.
- Create appropriate decision-making and conflict-resolving mechanisms.
- Provide a basis for setting priorities, allocating resources and deciding on investments.
- Lay a foundation for ongoing planning.

I believe we've made excellent progress addressing these goals. We are determined to "shape a positive future for academic medicine," as my co-authors Allen Lichter, Larry Warren, Lee Bollinger and I outlined in the February 16, 2000, special issue of the *Journal of the American Medical Association* that was dedicated to the University of Michigan Medical School and its Sesquicentennial celebration.

The **key themes** of the strategic plan include creativity, innovation and integration; measurement of all aspects of operational and financial performance; fiscal soundness to enable success in meeting our mission and to permit investment; and greater satisfaction of patients, families, referring physicians, faculty, staff, students and others.

The **Strategic Plan highlights** our shared commitment to:

1. Continue to improve service to patients and their families through concerted efforts and positive attitudes of all Health System staff, upgraded systems, and improved signage.
2. Assure that our clinical programs and M-CARE remain competitive in quality, price, service and quantity so as to sustain positive operating margins, however tough the payment world. Compare ongoing clinical and operational redesign with best practices of regional competitors and national peers.
3. Expand development of comprehensive care centers that capitalize on clinical excellence and the technological and organizational advances of our research and medical management programs. Plan investments in comprehensive centers for cardiovascular disease, women's and children's health, transplantation, and depression, along the lines of our Cancer Center; additional possibilities are neurosciences and musculoskeletal.
4. Ensure we are making optimal use of existing facilities in all clinical, research, and educational programs. Reallocate space to improve productivity and accommodate additional grants to

current faculty, while preparing to recruit new faculty for the U-M Life Sciences Initiative. Invest in information systems to enhance patient safety, quality, integration, and productivity across the Health System.

5. Enhance our Medical School ranking in research, based on proxies of NIH funding, citation indices, and competitive renewals of grants. Recruit additional excellent faculty, initiate more interdisciplinary proposals, utilize existing space as intensively as possible and create new research space in the future Life Sciences Institute and Medical Research Laboratory Facility.

6. Periodically enhance the curriculum to better integrate basic science and clinical education (starting clinical clerkships in mid-year II/inserting transitional science courses in year IV), utilize new technologies, create more self-learning and small-group experiences, and create lifelong learning relationships (Web-based and in-person) for graduates, resident alumni, referring physicians and others.

7. Improve our ability to attract, develop, and retain outstanding faculty, staff, and medical, predoctoral, and postdoctoral students. Expand the Biological Sciences Scholars Program. Participate very actively in the Life Sciences Institute, Initiative, and Corridor programs. Clarify faculty career ladders, enhance mentoring of faculty, staff and predoctoral and postdoctoral students, and provide greater recognition of outstanding performance in clinical, educational and research domains.

8. Streamline decision-making processes throughout the Health System and its units. Integrate operating and capital budgeting processes to achieve greater discipline and synergy in maximizing return and moderating risks from our investments.

9. Intensify the use of measurement of performance by a much broader array of Health System leaders as an essential element of planning, budgeting and rewarding performance.

10. Significantly increase philanthropic support to advance the full range of educational, research, clinical, and community service missions for both the Medical School and the Hospitals and Health Centers. Draw upon the loyalty, interest and generosity of alumni, patients and their families, faculty, staff, and other current and prospective benefactors.

For those currently within the Health System, the Strategic Plan can be accessed on the Web at: <http://www.med.umich.edu/i/omenn/strategic>. If you would like a print copy of the Strategic Plan, please call (734) 615-0574 and a copy will be mailed to you. I welcome your comments.

We are doing well in a very challenging and exciting time for academic medicine. Best wishes to all of you.



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