In early 2016, a small group of key leaders at the University of Kansas Medical Center began talking about creating a new strategic plan for the institution. While a number of strategic plans had been written before, they were complex and not easy for employees to understand or relate to. The leadership group wanted to change that experience and develop a plan that was simple and had meaning for the entire organization. The goal became to create a roadmap that would help guide actions and prioritize resources.

The Process
The team began experimenting with methods that would resonate with the campus community and engage people in new and different ways. The first step was evaluating the medical center’s mission and crafting a vision. While the university already had a mission statement, it was critical that the mission truly reflected the institution’s current purpose and identity. The accompanying vision statement would then stretch beyond the scope of that identity and clearly articulate what the future should look like for KU Medical Center.

Once those broad ideas had been tackled, specific concepts were identified that would be the most effective in moving the institution toward the vision. Those concepts became the four focus areas that would become the center of the plan: people, innovation, community and value. Four interdisciplinary workgroups were formed around each focus area. The workgroups reviewed and refined the central meaning for each concept and began developing objectives and measures. Once the focus area workgroups finalized their input, the strategic plan draft was passed on to groups representing the mission areas of the university: education, research and health care.

The mission groups worked to determine how the plan’s focus areas should intersect with the three mission areas. The groups identified objectives to operationalize each focus area with the mission areas and created strategies to support each key objective.

As the new strategic plan is deployed throughout the medical center, schools, units and departments will begin to determine how these focus areas will influence short- and long-term planning. The structure of the plan is flexible, so that as objectives are achieved and new goals are identified, the plan will continue to be revised, resulting in living and evolving guidelines to move the medical center forward.
MISSION
To improve lives and communities in Kansas and beyond through innovation in education, research and health care

VISION
To lead the nation in caring, healing, teaching and discovering
PEOPLE

Develop and support a valued and respected workforce

Objective and strategies:

- Identify, establish and model key practices that lead to a valued and respected workforce
  - Develop and deploy tools to assess what being valued and respected means to our workforce
  - Develop and deploy training, based on assessments, to promote the authentic application of these practices at all levels of the workforce
  - Establish a framework for ensuring accountability for these practices
INNOVATION

Expect and foster meaningful change and continuous improvement

Objectives and strategies:

• Create an environment to support, encourage and reward innovation
  - Develop incubators to bring people together for the purpose of collision, collaboration and education
  - Develop mentors and implement a mentorship program around innovation and education
  - Prioritize innovation in recruiting and retention
• Develop a forward-looking approach to innovation to ensure sustainability and growth
COMMUNITY

Build, nurture and sustain authentic relationships with communities and partners

Objectives and strategies:

• Develop a framework for identifying, developing and implementing approaches to achieve the goal
  - Define and establish the value of authentic relationships
• Develop and/or adopt systematic ways to measure and benchmark, as possible, authentic relationships
VALUE

Achieve excellent outcomes while being good stewards of our resources

Objective:

• Develop a framework for defining and for valuing excellent outcomes, establishing metrics and creating processes to achieve them