SOARing Toward Success
University of Oregon University Health Center
Strategic Plan for 2020-2023
June 9, 2020

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I. Background

H2O is everyone's everyday work, inspired by our five core values.
In September 2019, UHC Executive Director Deb Beck presented to all UHC staff a strategic plan designed to create a healthy, happy place to work with staff aligned around a meaningful mission and vision, inspired by mutual core values: **respect, resource stewardship, collaboration, continuous improvement, and, advancing diversity, equity, and inclusion, and cultivating health and wellbeing at UO**.

She challenged all staff to answer three questions every day in their work, which became "H_2O" (the first letter of each question). The H_2O water metaphor represented being fluid, forgiving, flexible, and forceful -- an apt way to describe everyone's everyday work and the kind of organization we seek to become.

- **H**ow can I help one more person today? (Accessibility)
- **H**ow can I make one more person feel valuable today? (Culture of respect)
- **O**ne way I can save or generate resources? (Resource stewardship)

UHC's 2019-2020 strategic plan oriented around making H2O a part of everyone's everyday work.

Vision
In December 2019, UHC adopted a new vision statement designed to connect us all to the "positive core" of the work we do:

> **UHC Vision:** We help the UO community SOAR
> **S**trong in mind and body
> **O**n their flight path
> **A**spiring to lifelong health
> **R**esilient in the face of challenge

For an individual student (or staff), SOARing means, simply put, that health and wellness challenges are not impeding their ability to be successful at UO. This is a thought-provoking and aspirational vision, and each element of SOAR is powerful in its own right:

- "Strong in mind and body" means having the emotional, cognitive, and physical capacity to move through life with a sense of strength. For UHC, it asks us to work towards improving our students' physical and mental well-being, decreasing the incidence and prevalence of illnesses and injuries as well as chronic and communicable disease.
- "On their flight path" means having the ability every day to access the opportunities at UO without unnecessary interference from illness and injury. For UHC, this means orienting students and staff towards staying in class, staying at work, having positive experiences, growing and learning, becoming and staying career ready.
- "Aspiring to lifelong health" means understanding how to access and utilize healthcare, implementing health-increasing behaviors, and reducing health-decreasing behaviors.

For UHC, this reminds us to empower and educate our students to be informed active partners in healthcare.

- "Resilient in the face of challenge" means having the reserve to buffer challenges as they inevitably arise, developing and using support systems, and having a sense of meaning and purpose. For UHC, this is a reminder that we must all remain engaged with our purpose, stay socially connected, and remain engaged with issues of social equity.

II. UHC Organizational Goals

The second is a set of overarching goals for the health center, developed by Executive Director Debra Beck drawn from all individual departmental goals. They are the goals that will be front facing and summarize, at a high level, individual departmental goals.

We help the UO Community SOAR by:

1. Championing Health Equity and Access to Services as Critical to Student Success (Foundational, Primary, Secondary, and Tertiary Goals)
    a. Reduce health barriers that prevent students, faculty, and staff from being successful
    b. Increase access to and education about health care/and health insurance
    c. Find ways to provide access to students who are under-insured or don't have insurance at all
    d. Increase services to marginalized populations
    e. Provide wraparound services including community-based services
    f. Provide care that meets the needs of the populations UHC serves

    SSEM Goals: Service, Success, Community, Access and Affordability

2. **Improving Health Outcomes of the Campus Community** (Primary, Secondary, and Tertiary Goals)
    a. Reduce communicable disease and its negative impact on the UO community
    b. Reduce health barriers to success, including but not limited to injury, disability, and chronic disease
    c. Minimize mental health impediments to student success, including associated substance abuse
    d. Improve sexual health outcomes including reducing sexually transmitted disease.
    e. Increase access to effective, evidence-based programming on body acceptance, food security, and disordered eating
    f. Increase access to effective, evidence-based programming related to social connectedness, coping, and resiliency
    g. Reach out to under-represented groups on campus with intention of listening to their concerns regarding health outcomes and better understanding their unique healthcare and wellness needs with the mindset of creating infrastructure to address these concerns and needs.

    SSEM Goals: Service, Success, Community

3. **Creating Efficiencies in our Day to Day Work** (Foundational Goals)
   a. UHC will have a supply chain system that is focused on organizational needs and is collaborative with optimized logistics and an overall outcome of creating a supply chain that is productive, accountable, and cost effective.
   b. Improve revenues through accurate and timely documentation, coding, and billing for services.
   c. Work processes will be created with maximum efficiencies.
   d. UHC will responsibly manage resources and meet critical financial targets: cash, operating margin and growth
   e. Every UHC employee will understand how their actions impact the budget and how the budget impacts UHC's ability to offer quality care for our students.

   SSEM Goals: Community, Access and Affordability (Financial Sustainability)

4. **Engaging Broadly with the UO Community**
   a. Establish strong affiliations with the university to maximize services to the UO community.
   b. Engage on a regular basis with underrepresented and under-served students, faculty, and staff populations on campus to develop programming and services that better serve their needs.

   SSEM Goals: Service, Success, Community

5. **Creating a culture of high standards and outstanding performance that is committed to upholding and advancing equity, inclusion, and diversity as core organizational values** (Foundational Goals)
   a. Focus on our culture to continue to improve our expectation of an excellent staff experience.
   b. Implement training to improve hiring practices with the goal of increasing diversity of staff within the UHC.
   c. All UHC staff members will be held accountable through objective performance metrics.

   SSEM Goals: Service, Success, Community

6. **Focusing on Innovation (See below)**
   a. Create a culture of innovation within the health center to evolve the way we serve the UO Community.
   b. Create an institute within UHC where innovation in health care can happen: The SOAR Institute for Healthcare Innovation. This institute will focus on disruptive innovation across the spectrum of health center activities with a goal of improving our effectiveness and efficiencies. The goal is to launch the SOAR Institute in 2020-2021. See below.

   SSEM Goals: Service, Success, Community, Access and Affordability

III. **Departmental Goals—How We Conceptualize Our Work**

For the purposes of strategic planning, UHC follows the public health framework of health care delivery, conceptualizing three levels of preventative interventions: Primary, Secondary, and Tertiary Prevention. Additionally, we believe a fourth category is needed, which we call Foundational Work.

1. **Foundational Work** – creating and continually improving upon the culture, framework, systems, and processes so people can deliver health and wellness care. This includes upkeep on our physical building, human resources activities, budget and finance operations, compliance and accreditation work, health information technology work, insurance and billing activities, administrative support, policy and procedure upkeep, strategic planning, and orienting UHC's work within the larger SSEM and UO framework.
2. **Primary Prevention**—intervening before illness, injury, and disease occur through measures such as vaccinations, promoting the reduction of health-reducing behaviors, and banning practices known to be associated with a disease or health condition (i.e. creating a smoke and tobacco free university).
3. **Secondary Prevention**—identifying (or helping patients self-identify) diseases in the earliest stages, before the onset of signs and symptoms, through measures such as STI screenings, TB screenings, educational initiatives, etc.
4. **Tertiary Prevention**—managing/treating existent diseases to minimize their impact on patients, and slow/stop disease progression such as treating acute and chronic illnesses and injuries, treating mental illness, physical therapy, etc.

IV. **SOAR Institute for Healthcare Innovation**
We propose a unique, innovative institute within UHC focused on disruptive innovation and delivered across the spectrum of activities for which the University Health Center is responsible (primary, secondary, and tertiary prevention). We will seek new approaches in how we envision and deliver health care at UHC, and how we improve the overall wellbeing of students.

Disruptive innovation is a strategy wherein space is intentionally created within an organization to allow for new approaches and radical re-thinks of existing ways of delivering services. It is not rowdy, rogue, or oppositional. Instead, it is thought-provoking, optimistic, generative, and idea-oriented. Fundamental tenets of disruptive innovation include:[1]
- Approaches initially target overlooked or underserved areas that then, over time are adopted by the larger organization.
- Small-scale innovations applied over time can lead to large change.
- Acknowledgement that many innovations will not succeed; this is inherent in the creative and disruptive process. Finding innovations that are successful takes time, patience, relentless creativity, and a belief in the process.
- An important aspect of disruptive innovation is that, because it is grounded in finding solutions to problems first and foremost for underserved and overlooked populations, it addresses issues of social equity within health care delivery. We feel that this is an important part of our mission.

This institute would be housed within UHC with the express intent to experiment using the tenets of disruptive innovation. The institute would rely upon a sustained collaboration between UHC (clinicians, patients, public health and epidemiology professionals, clinical informaticists, business operations professionals), UO students, campus partners, and community. local, state, and national colleagues. We would use data to measure success and drive further programming and processes.

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[1] Christensen, Clayton; Harvard Business Review, 2015. Retrieved 2/9/20 from https://hbr.org/2015/12/what-is-disruptive-innovation