



Quest Health 2028

One VCU:
Together We
Transform Health



VCU Health Strategic Plan



Table of Contents

Mission, Vision, and Values Statement.....	3
What the VCUHS Strategic Plan is.....	4
Health System Themes	5
Strategic Enablers.....	6
Goals and Strategies.....	7

Mission

We preserve and restore health for all people of Virginia and beyond through innovation in service, research, and education.

Vision

We lead the nation in quality, affordability, and impact as a trusted and preferred academic health system.

Values

All members of the VCU Health community prioritize individual dignity and strive to promote a culture unified in service, trust, accountability, and respect that support patient care, learning, and research.

Every VCU Health patient and their family, as well as our team members and learners, deserve to be treated with respect, dignity, and professionalism.

We are committed to creating a healthy work environment that recognizes and embraces all people.

We are also committed to delivering health care in a manner that respects all patients with the full intent of ensuring an optimal patient experience and achieving better health outcomes for all.

We will actively work to ensure that all patients have access to safe, quality healthcare and to achieve optimal health outcomes.

Our commitment is relentless, and we seek to be faithful to it in all our actions. We will fearlessly accept criticism and continuously learn from our mistakes with transparency and humility throughout this journey. Together, we will make VCU Health a better place, be a stronger community partner, and earn the trust of all.

The VCU Health Strategic Plan is....

A road map to putting **patients and students first**.

A commitment to the shared responsibility to **strengthen our respectful and supportive culture** in alignment with the mission and vision of the organization to lead us to success.

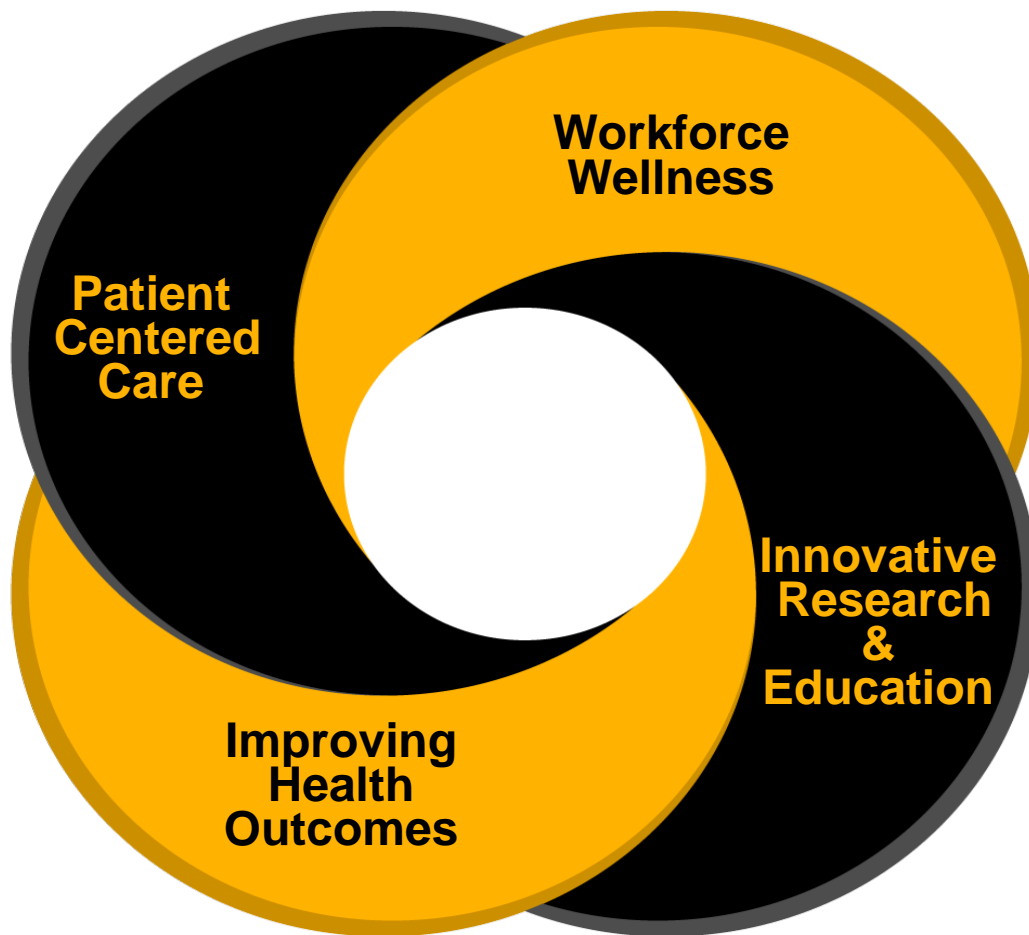
Supportive of “Systemness”, which **aligns synergies across the enterprise**. For example, Tappahannock and Community Memorial Hospitals are developing their plans in alignment with this principle and the health system plan.

Built on a foundation of **strategic enablers** which underpin the plan and its execution including financial planning, communication planning, and talent support.

It is a **broad, guiding document** to provide strategic direction for the organization in which all departments will be encouraged to develop plans in alignment.

Most successful when **effectively implemented, monitored and treated as a dynamic tool** to determine progress and when changes are needed.

Health System Themes



Strategic Enablers

Nine strategic enablers will underpin this strategic plan and its execution:

1. Operations and Facilities
2. Safety and Quality
3. Clinical Teams
4. Marketing and Communications
5. Strategic Planning
6. Financial
7. Human Resources Teams
8. Technology
9. Analytics & Data Management, EPMO





Workforce Wellness

We commit to a culture that is unified in service, trust, accountability and respect for all.

Goal 1	Ensure our team fully meets the needs of the patients and families we serve
Goal 2	Continuous recruitment of patient-centered team members
Goal 3	Educate and communicate the impact of ongoing learning
Goal 4	Develop opportunities for VCU & VCU Health System employees and students to grow in a respectful culture

Strategies
Ensure physical and psychological safety for our employees
Maintain that we are one of the best places to work
Continuous recruitment and on-boarding of patient-centered team members

Quest 2028 Alignment

- **Opportunity Drives Excellence:** Champion uncommon excellence in all that we do and advance a conscientious drive to support a climate where excellence and success for all individuals are valued and differences are equally respected.



Patient Centered Care

Our care is consistently safe, skilled and kind.

Goal 1	Timely access for patients
Goal 2	Excellent experience across the care continuum
Goal 3	Execute on high acuity and innovative care models to differentiate VCU Health
Goal 4	Optimizing safe patient care*

*Success Metrics in Safety Reporting

Strategies
Inpatient capacity expansion adequate to meet our patients' needs
Provide high value care to the patients we serve
Organize services around our patients

Quest 2028 Alignment

- **Student Success:** Ignite student success through curricular innovation, a holistic culture of care, and an engaged and empowered workforce.



Improving Health Outcomes

We commit to improving optimal health outcomes for all patients and communities served while acknowledging their unique needs.

Goal 1	Identify and reduce unfavorable health outcomes
Goal 2	Develop strong and enduring partnerships with community-based providers, organizations, and payers to improve health outcomes
Goal 3	Inform and promote policies that advance optimal health outcomes
Goal 4	Align with VCU and academic partners to support education/training, research and service

Strategies
Systematically collect data that supports organizational efforts focused on improving health outcomes.
Formalize existing and/or develop strategic partnerships to connect patients with community resources that address most prevalent societal factors that influence the health of patients and communities.
Develop performance improvement plans that address unfavorable health outcomes/gaps in care
Build academic partnerships to engage learners, evaluate models focused on improving health outcomes, and document best practices.

Quest 2028 Alignment

- **Thriving Communities:** Deliver on our commitment to solving social and health challenges in partnership with our communities.



Innovative Research & Education

To improve health through exceptional and innovative discovery, training and patient care.

Goal 1	Strengthen VCUHS as a <i>learning health system</i> , where patient care, research and education are seamlessly intertwined
Goal 2	Strengthen infrastructure to support top quality basic, clinical and population-based research
Goal 3	Attract, develop, and retain high-achieving faculty and staff
Goal 4	Boost public, private and philanthropic support to increase our impact and value

Strategies
Foster an educational culture of respect and humility that reaffirms our core values
Markedly expand interdisciplinary education, practice and research
Expand philanthropy and grant funding to produce high-value discoveries and innovations

Quest 2028 Alignment

- **Research and Innovation to Address Societal Challenges:** Distinguish VCU as a vibrant public research university where researchers, educators, practitioners and entrepreneurs innovate together to improve lives and address societal challenges.