



Quest Health 2028



One VCU:
Together We
Transform Health



VCU Health Strategic Plan



Virginia Commonwealth University is a nationally renowned public research institution dedicated to the success and well-being of all members of its community. VCU student, faculty and staff groups and associations are open without regard to any characteristic or identity protected by law.

Letter from VCU Health CEO, Dr. Art Kellerman

The VCU Health System is the Commonwealth's indispensable health system. We are Virginia's largest safety net health care provider, and we lead the state in the delivery of complex care to patients from all walks of life who seek treatment for cancer, organ transplantation, heart and orthopedic issues, and much more.

Whether directly, through our skilled care or indirectly, through our support of community health professionals, health systems, public health departments and local organizations, we play a key role in protecting the health and well-being of the Commonwealth.

In addition to our clinical mission, VCU Health strongly supports Virginia Commonwealth University's (VCU's) health sciences schools and its College of Health Professions. Together, they graduate more than 1,000 newly minted health professionals each year. Many start their careers in state, and others return after getting their post-graduate education elsewhere. In addition, our high-quality residency and fellowship training programs draw graduates from professional schools across the country to Richmond for advanced clinical training. At any point in time, we support approximately 760 of them.

Our partnership with VCU includes research as well. Every year, scientific and clinical research on our MCV campus attracts more than \$200 million in external funding, substantial philanthropic support, and generates new discoveries to advance health around the world.

As valuable and vital as these missions are, we cannot take our role as the commonwealth's essential health system for granted. With each passing month, the local health care market is getting more competitive. In addition, cost pressures are higher than any time in recent memory. To survive and thrive, we must leverage our advantages as an innovative academic health system to deliver the best possible care at the lowest possible cost.

The pandemic not only challenged VCU Health (and every other health system around the world), but it also exposed and amplified longstanding and unjust health disparities that have been part of Virginia's landscape for far too long. We have a moral duty to do better. Now, as the pandemic hopefully recedes, we have a unique opportunity to do it. Going forward, everything we do will be viewed through a health equity lens.

This strategic plan is built with these goals in mind. Because we are a partner with the University as One VCU and share the same values and goals, our plan reinforces themes in the University's *Quest 2028* strategic plan. The phrase "better together" has never been more applicable than it is today. Working together, with a strong commitment to Inclusive Excellence, we will not only strengthen and protect the health of those we serve; we will change American healthcare for the better.

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VCU Charge

We are One VCU, an inclusive public research university and healthcare system where accessibility combines with excellence to produce exceptional educational and healing results.

Here, the needs of students and patients come first.

We impact lives through focused global partnerships and commitment to our communities. We research solutions to societal challenges and ignite transformative innovation that matters to the people who need us most.

We prove every day that different wins over the status quo.

As One VCU, we are united by purpose, devoted to inclusion and driven by impact.

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.

Diversity, Equity and Inclusion Statement

All members of the VCU Health community prioritize individual dignity and strive to promote a culture of diversity, inclusivity, and equity in a supportive patient care, learning, research, and work environment.

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 community that recognizes and embraces. We will not tolerate or condone discrimination.

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

We will actively work to dismantle systemic racism and inequalities that may be entrenched in our health system.

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.**

One VCU elements are woven into its fabric to **align the university and the health system** to bolster national prominence and success through diversity, equity and inclusion, philanthropy, and respect for each other.

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.

The Strategic Planning Process & Executive Direction

The strategic planning process was commissioned by the executive leadership of VCUHS and completed over eighteen months beginning in December 2020. The VCUHS Chief Executive Officer and Chief Strategy Officer co-sponsored the process. Despite pandemic-imposed limitations on in-person meetings, the strategic planning process allowed for broad and intense collaboration across the enterprise, incorporating input from an interdisciplinary and interprofessional collection of nearly 200 team members, subject matter experts and senior leaders.

Our Strategic Plan is a living document to allow for continued improvement and when warranted, modification based on evolving conditions, through a thoughtful and iterative process.

It is built around seven strategic objectives that were ultimately embodied in four themes. The objectives follow.

1. Reduce long-standing health disparities by strengthening the health of area communities we serve throughout the Commonwealth.
2. Adopt novel strategies to provide timely access to primary care in settings close to where our patients live, work and play.
3. Improve access, safety, quality and outcomes by optimizing clinical processes at all VCU Health outpatient and inpatient facilities.
4. Recruit, develop and sustain a diverse, inclusive and high-performing workforce by expanding programs for new hires, service/learning opportunities, and career development collaborating across VCU and VCU Health.
5. Optimize inpatient capacity at VCUMC by reducing preventable admissions, minimizing lengths of stay, and expanding options for post-acute care.
6. Boost referrals by making VCUHS the best partner for community-based practitioners and health systems in Virginia for consultation and highly sophisticated care.
7. Integrate research, education and patient care into a seamless continuum that attracts great trainees, public, private and philanthropic research funding, and produces discoveries that benefit our patients, the Commonwealth, our nation, and the world.

Phase I	Phase II	Phase III	Launch Plan	Evergreen Planning
<ul style="list-style-type: none"> • Develop Strategic Planning process • Launch efforts • Series of stakeholder meetings with representatives from across enterprise • Development of SWOT Analysis 	<ul style="list-style-type: none"> • Leadership review of Phase I materials with representative leaders from across the health system and medical school • Finalization of Health System Goals • Development of Candidate Strategies 	<ul style="list-style-type: none"> • Expand conversations to include health system leadership and stakeholders • Worked with Subject Matter Experts to finalize strategies • Develop and finalize tactics and measures of success (MOS) • Communicate direction to enterprise 	<ul style="list-style-type: none"> • Present Goals and Strategies to the Health System Board • Finalize tactics and MOS for launch of Health System Plan in support of the University Strategic Plan 	<ul style="list-style-type: none"> • Report on MOS semi-annual • Annual review of Tactics and MOS with stakeholders to refresh

Key Findings from the Current State Assessment

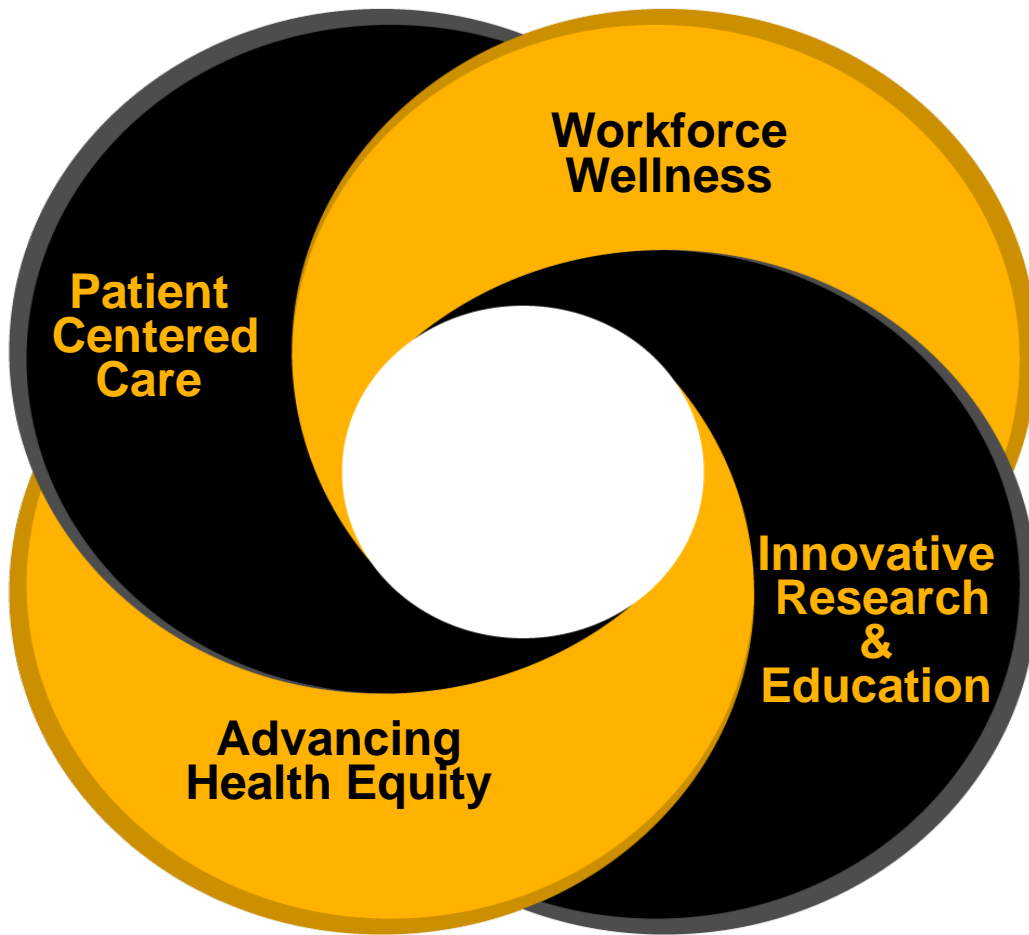
Internal Strengths and Weaknesses

- VCUHS has dedicated and renowned talent, yet we are not fully harnessing our capabilities.
- VCUHS has a strong reputation for excellence in acute and complex care with opportunity to expand our reach in the region.
- VCUHS has opportunities to improve our patient experience and offer additional location settings for care.
- VCUHS has the opportunity to maximize research, teaching, and care integration.

External Opportunities and Threats

- The “pace of change” continues to accelerate locally and nationally
- Traditional referral patterns — from primary care providers to specialists — have been disrupted by 3rd party payer-defined narrow networks
- Affordability and convenience are top-of-mind for consumers and employers in selecting a health care provider.
- Consumers are engaging with providers in new ways and are demanding timely, innovative models of care closer to and even within their home.
- Payers are entering the provider space and steering patients to low-cost providers
- Employers are taking a more active role in changing health care models (e.g., Walmart and Amazon).

Health System Themes



Workforce Wellness

We commit to a culture that is respectful, inclusive, and equitable.



Patient Centered Care

Our care is consistently safe, skilled and kind.



Advance Health Equity

We provide equitable care to all patients and communities while acknowledging their unique needs.



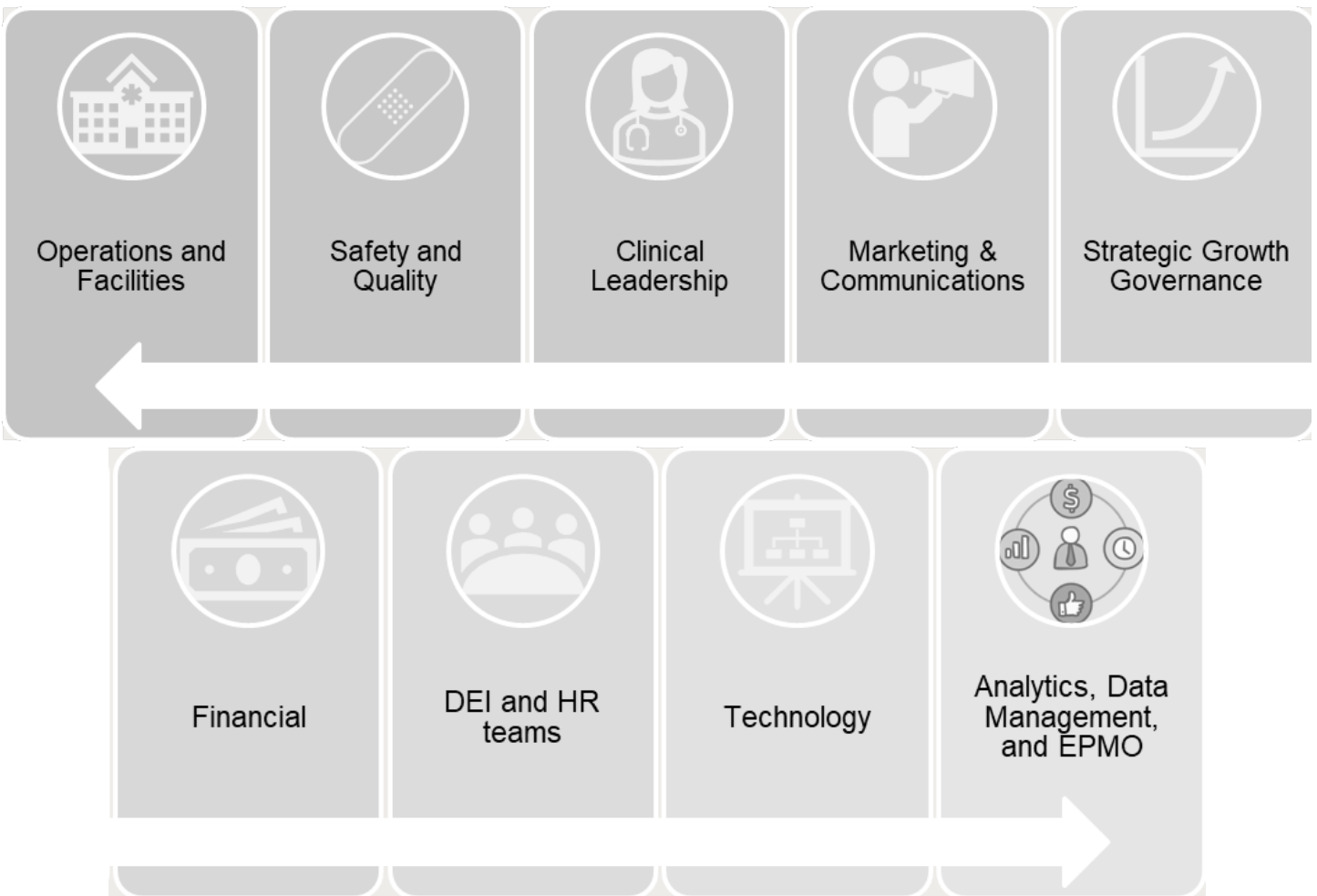
Innovative Research & Education

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

Strategic Enablers

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

1. Operations and Facilities
2. Safety and Quality
3. Clinical Leadership
4. Marketing and Communications
5. Strategic Growth Governance
6. Financial
7. DEI and HR teams
8. Technology
9. Analytics & Data Management, EPMO





Workforce Wellness

We commit to a culture that is respectful, inclusive, and equitable.

Goal 1	Adopt a framework to promote Workforce Wellness
Goal 2	Inclusive and equitable recruitment in all aspects
Goal 3	Educate and communicate the impact of DEI
Goal 4	Develop opportunities for VCU & VCU Health System employees and students to grow in a just culture

Strategies for achieving our goals

Ensure physical and psychological safety for our employees.

Ensure that our team fully reflects the communities we serve.

Maintain that we are one of the best places to work, leading in the DEI space.

Quest 2028 Alignment

- **Diversity Driving Excellence:** Champion diversity, equity and inclusion in all that we do and advance a conscientious drive to support a climate where excellence and success for all people is valued and differences are celebrated.



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

Strategies for achieving our goals

Expand inpatient capacity to adequately meet our patients' needs.

Provide high value primary care to the communities we serve.

Organize our 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.



Advance Health Equity

We provide equitable care to all patients and communities while acknowledging their unique needs.

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

Strategies for achieving our goals

Systematically collect data with a health equity lens.

Develop performance improvement action plans to address health disparities, inequities, and gaps in care.

Invest in community partnerships that address social determinants of health and promote access to health care.

Develop innovative education and training programs that address identified health needs.

Quest 2028 Alignment

- **Thriving Communities:** Deliver on our commitment to solving social and health inequities 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 diverse, high-achieving faculty and staff
Goal 4	Boost public, private and philanthropic support to increase our impact and value

Strategies for achieving our goals

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 Changes:** Distinguish VCU as a vibrant public research university where researchers, educators, practitioners and entrepreneurs innovate together to improve lives and address societal challenges.