



Strategic Plan 2015-2020

Abridged for external use

Strategic Plan 2015-2020

Executive Summary

This Strategic Plan has been an evolving work in development for almost 2 years with our staff, faculty, and students. It combines the group intelligence and creativity we will need to help us better navigate our ever-changing environment, and excel in meeting our major and complex challenges. The plan will also fully support the UCSF System-wide 2014-2019 Strategic Imperatives.

Our Mission

“Advancing health through excellence in patient care, education, and discovery”

Our Vision

“To be the preeminent innovator in oral & craniofacial health worldwide”

Our LEADERSHIP Values

Leadership
Excellence
Accountability
Diversity
Engagement
Respect
Social responsibility
Honesty
Innovation
Partnership

2015 - 2020 Strategic Objectives

Patients & Health

- I. Provide outstanding, integrated patient-centered care, under the banner of UCSF Dental Center.

Education

- II. Prepare the next generation of clinicians and scientists for a rapidly evolving health care system.

Discovery

- III. Be a world leader in scientific discovery and its translation into improved patient care and public health.

People

- IV. Create and maintain a supportive work and learning environment that attracts the best faculty, staff, students and trainees who can meet the changing needs of the School, society and profession.

Business

- V. Optimize resources to support strategic objectives and maximize stakeholder value.

Strategic Plan 2015 – 2020 Overview

Introduction

This Strategic Plan has been an evolving work in development for almost 2 years with our staff, faculty, and students. It combines the group intelligence and creativity we will need to help us better navigate our ever-changing environment, and excel in meeting our major and complex challenges. The plan will also fully support the UCSF System-wide 2014-2019 Strategic Imperatives, summarized on page 4.

Our key stakeholders – our patients, employees, students, funders, research and health collaborators, and many more with a vested interest in our success – expect us to not only maintain our status as a premier institution, but also to deliver more and more value.

This Strategic Plan is our commitment and roadmap to focusing our resources for health care, education, and research to deliver seamless, high quality patient care, provide the best education available, and translate our breakthrough discoveries into ubiquitous health benefits.

In the area of Health Care and Patient Satisfaction, we will create a Dental Clinical Enterprise that is a united, fully functional Center of Excellence in the UCSF Health System. To obtain economies of scale and deliver the best possible patient care and satisfaction, we will become better at operating as a true health system rather than many disjointed parts.

Our educational programs for the next generation of health-care providers and leaders will benefit from a more dynamic curriculum that incorporates learner-centered instruction, utilizes contemporary patient management systems, and takes advantage of new technological advances in dentistry.

Our research will focus on increased inter-disciplinary research collaboration within our School, within UCSF, and with our partners and collaborators, while deploying resources more effectively and efficiently, and capturing the true value of our discoveries.

In order to accomplish the above, we will need the best employees, faculty, students, and researchers. Moreover, these good people will need a supportive work and learning environment along with the training, development, and resources to do what they do best for our School.

As an organization of highly capable individuals, we acknowledge that continuous improvement is a gradual, never-ending change, and simply means, “getting better all the time.” From answering the telephone to performing the most difficult of clinical procedures, we must strive for and instill a culture of continuous improvement.

Each faculty, staff, and student contributes to our continued success and improvement. This plan is our roadmap to reaching another plateau of excellence for the School of Dentistry.

Patients & Health

Oral Health is more than just about a healthy smile. We strive to reduce the burden of disease by affecting the health of all our patients in all communities.

Toward that goal, we will create a paradigm shift in our approach to providing healthcare, unifying our excellent clinical services under the banner of UCSF Dental Center. We will organize ourselves and implement clinical programs as a system of care, paying particular attention to enhancing access to our services and improving the transitions of care for our patients.

We are committed to providing our patients care that is **Safe** — avoiding injuries to patients from the care that is intended to help them; **Effective** — providing services based on scientific knowledge to all who could benefit and refraining from providing services to those not likely to benefit (avoiding underuse and overuse, respectively); **Patient-centered** — providing care that is respectful of and responsive to individual patient preferences, needs, and values and ensuring that patient values guide our clinical decisions; **Timely** — reducing delays for both those who receive and those who give care; **Efficient** — avoiding waste, including equipment, supplies, ideas, or energy, and; **Equitable** — providing

care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status.

We place a priority on patient satisfaction. Measures of patient satisfaction, such as how often they had a good experience with their doctor or how quickly they received care, are associated with better oral health.

Education

As an internationally recognized Dental School, we will continue to provide the world's best education for future health professionals through a dynamic, contemporary core curriculum, enriched with opportunities to develop individual expertise in education, research, service, and leadership.

- ◆ Our curriculum will emphasize evidence-based dentistry, learner-centered education, patient-centered care, collaboration with dental hygienists and other healthcare professionals, dental public health experiences, and the application of electronic health records and other IT tools.
- ◆ Our curriculum and training will prepare graduates for a systems-based practice environment so that they are prepared for changes in the profession and their careers.
- ◆ The predoctoral, graduate, and postgraduate curricula will remain contemporary through regular evaluation and infusion with new evidence-based information.
- ◆ We emphasize Excellence in Teaching with an experienced, competent, and caring faculty in a supportive and welcoming learning environment.

Our excellent education will equip students, residents and post-doctoral professionals with the vital competencies and tools needed to provide excellent patient care, and to lead, influence, and re-shape the future of health care.

Discovery

The UCSF School of Dentistry will build on its strength as an established global leader in oral health research.

By promoting inter-disciplinary research collaboration within our School, within UCSF and with our external partners, we will identify and exploit novel opportunities to improve human health within our community, nationally and worldwide.

We will improve and simplify the deployment of research resources (e.g. wet & dry lab space, clinical research space) and ensure the most efficient utilization of all resources and capture of discovery value.

By employing existing data repositories, identifying new ones, and exploiting novel informatics techniques, we will improve the efficiency with which we translate our research results into groundbreaking treatments, diagnostics and health policies.

In executing the above, we will increase our recognition as a research center of excellence and a hub for discussions on global health.

As always, we will encourage and reward individual creativity and achievement while recognizing that individual success is fostered by the success of our community as a whole.

People

People are our most valuable asset. We will recruit and retain the best students, faculty, and staff.

We will provide professional development and education to help them do what they do best, and provide exceptional opportunities for learning and making impactful contributions to society.

All employees, students, and stakeholders are empowered to continuously improve all of our processes and provide essential feedback to help determine the future of the School. We will listen to our stakeholders and take the actions necessary to improve our work environment and become an even more valued place to work and learn.

Business

Education and research funding pressures, combined with concerns about the high cost of health care, require us to do more with less. Our stakeholders – patients, students, employees, faculty, alumni, donors, health plans and government – all expect us to deliver greater value. It is imperative that we respond to these expectations.

Like the UCSF Health System, we will examine all aspects of operations to reduce duplication, integrate and expand existing resources and streamline operations. All UCSF School of Dentistry personnel will receive a baseline level of

Lean/Continuous Process Improvement training, and be expected to participate and be accountable for, the activities needed to achieve the performance to which we aspire.

We must leverage campus resources and integrate with the UCSF Health System and Campus Strategic Plan. We will improve and integrate our data systems and analytics to optimize patient care, research and education.

We are accountable to each other for delivering outstanding results to our patients, our students, and all of our stakeholders.

John Featherstone and the Strategic Planning Teams



2014-2019 UCSF system-wide Imperatives

“The leading university exclusively focused on health, UCSF is driven by the idea that when the best research, the best education and the best patient care converge, great breakthroughs are achieved.”

Patients & Health

- ◆ Organize and implement **clinical programs as a system of care** to enhance patient access and transition of care.
- ◆ Foster **deeper clinical relationships** with other health care organizations to offer patients outstanding availability of primary care and rapid access to specialized medicine.
- ◆ **Use technology to better communicate** with patients, and connect and support clinicians.

Education

- ◆ **Prepare the next generation of clinicians** for a different practice of medicine in which teamwork, focus on improving the health of the populations as well as healing individual patients, and advanced information management are the norm.

Discovery

- ◆ Focus UCSF abilities to rapidly **translate research results into groundbreaking** treatments.

Business

- ◆ Everyone will share the singular priority to **continuously improve processes and enhance the care** we provide to patients.
- ◆ Empower individuals and teams at all levels to develop and adopt practices that enable the highest quality of services to patients. Train faculty and staff in the methods of process improvement.
- ◆ **Eliminate waste and reduce costs** to remain competitive and affordable.

UCSF Health System Five Year Strategic Plan: FY 2014-2019

Mission, Vision, and Values

Our Mission

“Advancing health through excellence in patient care, education, and discovery”

Our Vision

“To be the preeminent innovator in oral & craniofacial health worldwide”

Our LEADERSHIP Values

Our **core LEADERSHIP values** encompass our operating philosophy and principles that guide us in our daily actions and decisions, and in our interactions with others.

Leadership

- ◆ We enthusiastically guide and support people at all levels to achieve their greatest potential; our people are our greatest asset.

Excellence

- ◆ We strive for excellence in everything we do.

Accountability

- ◆ We accept responsibility as individuals and as a community for our decisions and actions.

Diversity

- ◆ We embrace diversity and inclusion as a path to innovation, learning, mutual respect and excellence.

Engagement

- ◆ We are most successful when people actively participate at all levels and know their ideas are valued.

Respect

- ◆ We respect the ideas, opinions, rights and dignity of all students, faculty, staff, patients, colleagues and community partners.

Social responsibility

- ◆ We improve quality of life, invest in the communities we serve and advocate for underserved populations.

Honesty

- ◆ We perform to the highest standards of integrity, ethics, fairness and professionalism in our daily actions and interactions.

Innovation

- ◆ We encourage creativity, embrace new challenges and actively seek out opportunities to advance our field.

Partnership

- ◆ We collaborate in a transparent, supportive manner to share information, resources and ideas to achieve shared goals.

School of Dentistry

Strategic Plan 2015 – 2020

Patients & Health

I. Provide outstanding, integrated patient-centered care, under the banner of UCSF Dental Center.

1. **Collaborate** and partner with organizations, agencies, and health centers, locally and globally, to provide oral disease prevention, risk factor reduction, active disease management, and overall health promotion.
 - a) Engage with willing community organizations, agencies, and health centers to reach the maximum audiences in San Francisco and Northern California.
 - b) Engage organizations globally that are able to effectively impact the oral health of sizeable high-need populations through sustainable, mutually beneficial and accountable partnerships.
 - c) Increase the number of UCSF faculty and students participating in Dental Externships and community programs in diverse, disadvantaged settings.
 - d) Promote and support CAMBRA implementation locally (including the SoD), nationally and globally.
2. Organize and implement the Dental Clinical programs as a **system of care** to enhance patient access and provide seamless patient care.
 - a) Create a Dental Clinical Enterprise that is a fully functional Center of Excellence and becomes an integral part of the UCSF Clinical Enterprise.
 - i. Consult with the UCSF Strategy and Business Development Office to determine a future “intersection point” for the Dental Clinical Enterprise and the UCSF Health System.
 - ii. Appoint a head of activity to develop a vision and plans for the Dental Clinical Enterprise as a Center of Excellence and an important part of the UCSF Health System.
 - iii. Develop a Vision and comprehensive business model and plan, with implementation timeline, for the Dental Center Clinical Enterprise.
 - b) Enhance **patient access** to and **coordination of care** within our clinics.
 - i. Streamline patient access to our clinic services.
 - ii. Better communicate with, schedule patients, connect, and support clinicians.
 - iii. Implement annual mandatory customer service training for staff and faculty.
 - iv. Improve coordination of care and transition by a centralized EHR that allows cross-clinic communication including with Medical Center providers.
 - v. Foster deeper clinical relationships with other health care organizations to develop a more efficient mutual referral system.
 - c) Make **patient satisfaction** a priority in all clinics.
 - i. Reduce wait times in all clinics for the benefit of both patients and caregivers.
 - ii. Maintain the continuum of care through timely appointment availability with any UCSF Dental Clinic.
 - iii. Improve patient satisfaction with their entire experience in all UCSF Dental Center clinics.
 - d) **Build client preference** for our clinical services by delivering on our promise of **Excellence**.
 - i. Define the specific standards for Excellence that we want to achieve.
3. Deliver health care that is Safe, Effective, Patient-Centered, Timely, Efficient, and Equitable by **continuously improving** all clinic processes.
 - a) Develop standardized evidence-based Quality standards and metrics for Patient Safety, Treatment Effectiveness, and Clinic Efficiency.

- b) Standardize treatment supervision and the documentation required in the EHR to maintain an evidenced-based continuous quality improvement.
- c) Centralize the oversight of Quality Improvement (QI) and practice management of all clinical programs to assist program directors in QI compliance and practice management.
- d) Implement centralized annual review and calibration of sedation and monitoring equipment.
- e) Publish Quarterly reports from all clinical programs to raise awareness of and ongoing resolutions of problems.

Education

II. Prepare the next generation of clinicians and scientists for a rapidly evolving health care system.

1. Sustain a **dynamic Contemporary Curriculum** for all programs that incorporates learner-centered instruction, utilizes contemporary patient management systems, and takes advantage of new technological advances in dentistry.
 - a) Ensure ongoing review and assessment of the curriculum to continuously improve and implement needed changes:
 - i. Assure that contemporary, evidence-based information is available and continuously updated in all courses.
 - ii. Prioritize support of curriculum development with budgeted resources.
 - iii. Review and assess UCSF curriculum by PECC, EPC, Faculty Council, and appropriate Curriculum Steering Committees, to include student and faculty evaluations, alumni surveys, and guidance from outside agencies including CODA, competency documents, and ADEA curriculum guides.
 - b) Actively participate in Campus initiatives on inter-professional education.
 - c) Enhance global health education and prepare students for global opportunities.
 - d) Incorporate advanced information management through Electronic Patient Records, digital imaging, and data management and provide adequate & appropriate training to students.
2. Continually strive for **Excellence in Teaching** through regular evaluations of effectiveness, faculty development, appropriate use of technology, and consistency of terms and tools across the curriculum.
 - a) Recognize outstanding teaching.
 - b) Require annual faculty development opportunities including calibration.
 - c) Utilize student course and faculty evaluations, together with peer assessment of content, for continuous improvement of courses and teaching, as well as faculty professional development.
 - d) Provide contemporary technology for instruction in the Simulation Labs and provision of clinical dental care.
 - e) Educate students and faculty to safely and effectively utilize EHR in the clinic to best meet the needs of patients and providers.
3. **Attract and Retain the best Students, Residents, and Post Graduates**
 - a) Monitor, maintain and support robust and diverse applicant pools for all programs: pre-doctoral, International Dentist, post-graduate, and specialty programs.
 - b) Focus the admissions process on a holistic assessment of the full breadth of an applicant's accomplishments and potential, and the qualities needed to succeed in the UCSF SoD curriculum.
 - c) Assure a collaborative and welcoming environment so that a diverse group of students and residents will be attracted to and graduate from UCSF.

- d) Promote academic success and professional development through active and effective mentoring.
 - e) Highlight the excellence, achievements, and opportunities of the School of Dentistry at regional, national, and international meetings for outreach to potential students and residents.
 - f) Develop and maintain an informative website for potential students and residents.
 - g) Strive to create more scholarships to assist with the educational loan burdens faced by students.
 - h) Support a robust post-baccalaureate program for under-represented minorities to increase class diversity.
- 4. Enrich the core curriculum** for Students by providing opportunities to develop expertise in education, research, service, and leadership skills.
- a) Define opportunities to participate in research activities locally and in the global arena.
 - b) Maintain additional degree opportunities including DDS/MS, DDS/PhD, DDS/MBA, and RDH/MS, and define strategies to engage students in additional degree options.
 - c) Provide opportunities for teaching experiences for students while at UCSF.
 - d) Permit interruption of the dental curriculum in order for students to participate in educational opportunities at UCSF and other institutions (i.e. NIH)
 - e) Support UCSF service opportunities for students such as Give Kids A Smile Day, and Community Dental Clinic, Science Education Partnership.
 - f) Provide leadership experience through engaging student leaders in the administration of the School.
 - g) Enable and encourage Alumni relations and connections. *(See People IV. 5.)*
 - h) Connect students to Alumni who are successful clinicians and leaders in the community, academia, and Industry.
- 5. Instill in every graduate a sense of professionalism, responsibility, and commitment** to the profession, community, and world.
- a) Incorporate a professionalism component in every course in the curriculum.
 - b) Increase didactic course offerings that stress global health, social-determinants of health, and the impact of policy on health.
 - c) Host an annual event to engage a worldwide conversation on global health, the global burden of disease, and oral health disparities.
 - d) Encourage the exchange of ideas between our students and faculty, and counterparts at institutions nationally and internationally.
- 6. Maintain significant School of Dentistry presence in prominent professional organizations.**
- a) Active faculty and student participation in significant dental educational organizations, including the American Dental Education Association (ADEA) and the American Association for Dental Research (AADR).
 - b) Maintain active School engagement with the major professional dental and dental hygiene organizations, including the CDA and ADA.

Discovery

III. Be a world leader in scientific discovery and its translation into improved patient care and public health.

1. **Focus our scientific discovery in key areas of high relevance to oral health and dental practice, including:**
 - ♦ Cancer
 - ♦ Craniofacial Biology
 - ♦ Biomaterials and Bioengineering/Tissue Regeneration
 - ♦ Precision/Personalized Dentistry with an emphasis on dental caries
 - ♦ Global Oral Health and Health Disparities
 - a) Develop a continuous evaluation process to enable flexibility for other new areas of research.
2. **Provide an outstanding research and discovery infrastructure.**
 - a) Adopt a process for recruitment and retention of investigators involving allocation of research space by the Dean, approval of FTE by the departments, and shared efforts in the generation of start-up packages and resources such as bridge funding and salary cap management for existing faculty.
 - b) Devote resources to team science (*see Definitions/Acronyms*) and other collaborative approaches to take advantage of our outstanding faculty and to bridge gaps between traditional disciplines.
 - c) Enhance our digital health record system to facilitate clinical research, which will lead to improved prevention, diagnosis, and treatment.
3. **Increase research efficiency by leveraging university-wide resources, including CTSI and the research cores.**
 - a) Support SoD scientists in design and implementation of clinical studies through use of campus-wide epidemiological and biostatistical technical and educational resources.
 - b) Educate SoD researchers in availability of basic science and translational core facilities, within and outside the School of Dentistry, and the procedures to use them.
4. **Enhance funding of our discovery efforts.**
 - a) Develop school-wide mentoring for grant submissions.
 - b) Support pilot projects to encourage collaboration and enable new research directions.
 - c) Build connections with University Development and Alumni Relations (UDAR) for support.
 - d) Promote national and international recognition for our faculty, trainees, and students, and School by publishing awards and recognition received for our discoveries, public service, and research training programs.
5. **Broaden the public impact of our work through technology transfer and industry collaboration.**
 - a) Educate investigators about the technology transfer and commercialization process; encourage timely submission of research innovations to the University for potential patents or licensing applications.
 - b) Identify and facilitate potential collaborations between investigators and industry leaders in key areas of research interest, including leveraging UCSF-wide mechanisms.
6. **Advance health worldwide** and reduce health disparities by identifying, creating and sustaining research collaborations with community partners on the local, regional, national and international levels.
 - a) Continue to refine CAMBRA as a UCSF-developed leading edge method in prevention of oral disease, while making efforts to support its adoption within UCSF and by our community partners.

- b) Invite potential community partners to join our existing events (e.g. research day, other talks/seminars) and/or to visit the UCSF campus to present their own work.

People

IV. Create and maintain a **supportive work and learning environment** that attracts the best faculty, staff, students and trainees, to meet the changing needs of the School, society and profession.

1. **Promote Diversity and Inclusion** within the School Leadership, Faculty, Students/Trainees, and Staff.
 - a) Appoint an Associate Dean for Diversity and Inclusion to further our diversity endeavors.
 - b) Sustain and expand outreach programs to undergraduate campuses and other venues (eg. historically URM-serving colleges and URM dentists' national meetings), and advertise the School and its commitment to diversity and inclusion.
 - c) Enhance resources of scholarship funds for students from economically disadvantaged backgrounds.
 - d) Develop new funding opportunities for the Post-Baccalaureate Certification Program.
 - e) Focus the admissions process on a holistic assessment of the full breadth of an applicant's accomplishments and potential.
 - f) Implement efforts to enhance recruitment, hiring, and retention of diverse faculty and staff. (*see 3.d below*)
 - g) Provide staff with career growth opportunities and with programs that promote upward mobility and diversity from entry-level classifications, to supervisory and managerial positions.
 - h) Provide diversity and inclusion-related training to all leadership, faculty, students/trainees, and staff.
 - i) Implement and enhance leadership accountability strategies such as training in best practices and annual evaluations of department and division chairs, program directors, and department managers and supervisors.
 - j) Conduct annual formal review of SoD and Campus diversity and climate reports, identify actionable items, and implement action plans that are informed by the reports.
 - k) Provide adequate funding support for activities with diversity-based student dental organizations.
 - l) Promote student groups that are performing diversity and inclusion-related work/service.
2. **Students and Trainees:** Maintain a supportive learning environment to prepare students and trainees for the evolving health system and to become future leaders in the profession.
 - a) Provide meaningful and effective mentoring programs for all students/trainees. (*see Education II. 3.d*)
 - b) Recognize our students' major accomplishments.
 - c) Communicate with students through monthly student-faculty liaison meetings with ongoing review of progress on issues.
 - d) Grow Student Scholarship Funds and establish New Student Scholarship Funds. (*see Business V. 1. b) viii*)
 - e) Conduct quarterly meetings hosted by the Dean and/or Associate Dean for Education and Student Affairs with class leaders.
 - f) Schedule regular (e.g., 3x/year) student "Town Hall" meetings with the Dean to provide students the opportunity for input.
 - g) Obtain student feedback, a minimum of annually, regarding facility improvement priorities.
3. **Staff:** Maintain a collaborative work environment that allows individuals to contribute to our mission and further develop their skills.

- a) Empower individuals and teams at all levels to develop and adopt practices that enable the highest quality of services to patients, students and coworkers.
- b) Recognize accomplishments and excellence exemplifying School values, and celebrate and recognize longer-term staff.
- c) Provide meaningful and timely feedback including annual performance reviews for all staff, including an opportunity to discuss goals and create development plans.
- d) Ensure positions are advertised appropriately as to attract a diverse group of applicants.
- e) Optimize the use campus-wide programs to ameliorate the high cost of living in the Bay Area.
- f) Enhance orientation, welcoming activities, and training for new staff members.
- g) Provide supervisory training opportunities and informal mentoring for new supervisors and managers.
- h) Encourage staff development by setting aside funding for this purpose, providing opportunities to share newfound knowledge.
- i) Conduct exit interviews to determine opportunities for improvement.

4. Faculty: Attract and retain the best faculty.

- a) Increase number of financially stable faculty positions, endowed chairs and distinguished professorships.
- b) Optimize the use of campus-wide programs to ameliorate the high cost of living in the Bay Area.
- c) Provide a meaningful and effective mentoring program for new and junior faculty and evaluate annually.
- d) Prioritize faculty development by allocating a specific amount of the School's operating budget and providing opportunities to share newfound knowledge.
- e) Provide training opportunities for faculty to improve their teaching skills, in addition to campus training.
- f) Recognize accomplishments and excellence exemplifying School values.
- g) Enhance orientation, welcoming and on-boarding activities for new faculty and celebration and recognition events for longer-term faculty.
- h) Conduct exit interviews to determine opportunities for improvement. Implement and measure results of changes.

5. Alumni: Encourage alumni engagement and participation in the many facets of life at the School.

- a) Communicate monthly with alumni about the activities, students, and major highlights.
- b) Create opportunities for alumni to meet students, participate in alumni appreciation events, meet faculty and staff, and meet the Dean at events across the U.S.
- c) Encourage alumni to serve as mentors for students.
- d) Generate and promote alumni interest to serve as faculty.
- e) Provide Continuing Education opportunities.
- f) Acknowledge and celebrate the diversity of our alumni.

Business

V. Optimize resources to support strategic objectives and maximize stakeholder value.

1. **Fiscal:** Enable sustainability of the enterprise and fiscal growth to sustain excellence in patient care, education and discovery.
 - a) **Financial Operations:** Define profitability goals for each cost center and review results/outcomes for each department and cost center.
 - i. Create relevant and clearly defined cost centers throughout the school.
 - ii. Review each cost center for financial contributions to bottom line.
 - iii. Optimize use of new chart of accounts to track expenses by cost center.
 - iv. Provide accurate, meaningful, and timely reports to support the transparency of the enterprise.
 - v. Increase operational revenue streams while controlling expenses.
 - b) **Fund Development:** Maximize financial support for the School through cultivation of strong, productive and lifelong relationships with friends, alumni, colleagues, foundations and corporations.
 - i. Consider the full range of donor interest priorities, including faculty support, Deans Scholarship for Opportunity, other Scholarships, a Presidential Professorship, and capital projects.
 - ii. Develop new prospective donors from within, and outside the SoD alumni base, utilizing faculty input and recommendations.
 - iii. Arrange key cultivation events to strengthen relationships with significant prospective donors.
 - iv. Create smaller salon style events for major prospects.
 - v. Involve student recipients of scholarships/fellowships with prospective donors and alumni to further the understanding of the need and importance of supporting students.
 - vi. Recruit new members for the Dean's Council and introduce new Council committees to enhance Council impact.
 - vii. Establish a Grateful Patient fundraising program.
 - viii. Grow Student Scholarship Funds and establish New Student Scholarship Funds.
 - ix. Strengthen faculty partnerships by inviting deans, chairs, and faculty to attend donor meetings and communicating regularly and more effectively with faculty.
2. **Marketing and Communications:** Build and sustain positive brand awareness of the UCSF School of Dentistry and UCSF Dental Center brands.
 - a) Develop the brand position of UCSF Dental Center for the clinical enterprise.
 - i. Shift and broaden marketplace perception beyond pre-doctoral services to emphasize market-ready faculty and post-grad practices.
 - ii. Target Dental Center clinical messaging to prospective and current patients and UCSF employees.
 - iii. Implement a brand ambassador program to leverage the positive experiences of current patients, faculty and staff.
 - b) Solidify the brand position of the UCSF School of Dentistry.
 - i. Partner with Admissions and Outreach, Development and Alumni Relations, and School departments, divisions and clinics to cultivate internal sources of messaging opportunity.
 - ii. Balance messaging across all elements of the mission, including patient care, education and research, to reflect the breadth of the organization's activities, as well as philanthropic and staff recognition opportunities.
 - iii. Strategically target SoD messaging to prospective and current students, faculty, staff, alumni, donors, campus, UC system and professional organizations.

- iv. Leverage university and industry platforms to amplify messaging.
- c) Implement a comprehensive digital strategy.
 - i. Develop a new website for the UCSF Dental Center clinical enterprise.
 - ii. Refresh the School of Dentistry website and ensure responsive design for the mobile environment.
 - iii. Implement a social media strategy and paid search-advertising programs to drive traffic to Dentistry websites and amplify content.
- d) Support growth in clinic revenues through targeted process improvement, relationship development and promotional activity.
 - i. Actively support clinic improvement/integration initiatives that positively affect service, quality and efficiency.
 - ii. Shift the patient/payer mix for clinical services by strategically targeting new market opportunities with faculty and post-grad practices.
 - iii. Develop and implement provider relationship development plans for clinics reliant on specialty referrals.
 - iv. Investigate a patient loyalty program that rewards referrals.

3. Information Technology: Provide enterprise technology to support the School's information, business, and patient needs.

- a) Maintain and enhance the IT infrastructure by investing in systems that are integrated, dependable, functional, and support the clinical, educational, and research efforts of the school and Health System.
 - i. Clearly delineate IT patient care needs distinct from education and research needs.
 - ii. Enhance the ability of the system to derive patient outcome data to support discovery efforts.
 - iii. Enhance AxiUm as a robust information system for education.
- b) Improve overall patient experiences with the use and interaction with all Electronic Health Records (EHR), including invoicing and appointments.
- c) Integrate with and drive enhancements to the Apex system to support our specialty clinic needs and improve patient care delivery.
 - i. Create and implement a bridge between Apex and AxiUm by 2017
- d) Provide on-going risk assessment and training to protect the confidentiality of our patient data.
- e) Provide proper training to system users to optimize productivity and system use.

4. Continuous Improvement: Empower our staff, faculty and student teams to Continuously Improve our Patient-care, Education, Discovery, and Business processes.

- a) Continuously improve efficiency and effectiveness in all areas of our strategic plan.
 - i. Distribute authority and accountability to run operations at the cost center level to improve efficiencies across the enterprise.
 - ii. Empower employee teams to take ownership of improving the processes they work within, and to make recommendations for improvements.
 - iii. Ensure proper procedures are in place for assessing and implementing recommendations for improvement.
- b) Identify priorities for process improvement in each key operational area, and support and train staff and faculty in the methods of the UCSF Business Process Improvement (BPI) program to accomplish improvements.
- c) Acknowledge key progress and process improvements at the "State of the School" meetings and all major School and Department gatherings.

- d) As employee value-added and skill development increases, regularly review organizational structure and staffing to better align resources with needs and maximize every employee's capabilities.
- e) Investigate recognition/awards based on employee suggestions that result in actual, documented cost savings.

5. Increase organizational planning capabilities and the effectiveness of implementation of this strategic plan.

- a) Prioritize resources to achieve stated strategic plan goals.
- b) Make changes to this Strategic Plan strategies, tactics, and metrics as needed and review on a formal basis with the strategic planning group a minimum of every two years.
- c) Charge Departments and key cross-functional operations to articulate and implement department-level strategic goals and action plans based on the School's strategic plan.
- d) Evolve standard tools for metrics and reporting to improve effectiveness of all planning at all levels.
- e) Departments perform an internal review of progress towards meeting Strategic Goals semiannually and submit to the Associate Dean for Administration and Finance.
- f) Make the Strategic Plan operational and review progress on a regular basis.
 - i. Department Chairs to review department level strategic plan & performance Quarterly with Department faculty & staff.
 - ii. Dean to present overall School performance to plan and goals at "State of the School" Town Hall meetings two times per year.
 - iii. Manage key strategic plan interdependencies as needed.
 - iv. Publish summary results on the web twice per year.

Definitions/Acronyms

AAAHHC - Accreditation Association for Ambulatory Health Care. AAAHC Medical Home accreditation is a symbol that the SoD adopts best practices and complies with nationally recognized Standards of care.

ADA - American Dental Association

ADEA - American Dental Education Association

AIDET - An acronym that stands for **A**cknowledge, **I**ntroduce, **D**uration, **E**xplanation, and **T**hank You. A framework for staff to communicate with patients and their families as well as with each other. It is a simple acronym that represents a way to communicate with people who are often nervous, anxious and feeling vulnerable.

APEX - Apex EDI is a national clearinghouse insurance claim service that allows claims to be sent from School software directly to payers.

axiUm – axiUm is a dental software package for dental organizations to manage clinical, financial & student operations.

BPI – Business Process Improvement.

CAMBRA - **C**aries **M**anagement **B**y **R**isk **A**ssessment is an evidence-based approach to preventing or treating dental caries at the earliest stages. Dr. John Featherstone developed this approach at UCSF.

CDA - California Dental Association

CODA – Commission on Dental Accreditation. Accreditation body that sets policies and procedures for all dental education programs.

COE - Comprehensive Oral Exam

CDC – Community Dental Clinics (I. 1. a. & c.)

CPI – Continuous Process Improvement. Similar to BPI

CQI - Continuous Quality Improvement. Newer terminology is Quality Improvement (**QI**)

CTSI – Clinical and Transitional Science Institute

DAA – The UCSF **D**ental **A**lumni **A**ssociation. Mission is to support fellowship among the alumni of the School of Dentistry at UCSF.

EHR – Electronic Health Records

EPC – Enhanced Primary Care model. Combines clinical tools with quality improvement methods to improve health outcomes. Tools include clinical guidelines, patient registries, team care, monitoring, tracking, prioritization, outreach, and the formation of multidisciplinary teams that use continuous quality improvement (CQI) methods.

Epic – Electronic Health Records software supplier for medical groups, hospitals and integrated healthcare organizations.

Faculty Council – The School Faculty Council represents its faculty to the School Dean and to the Academic Senate.

FTE - Full-time equivalent. An FTE of 1.0 is equivalent to a full-time worker or student, while an FTE of 0.5 signals half of a full work or school load.

LEAN – A process improvement methodology that focuses on creating more value for customers with fewer resources

NIH – National Institutes of Health

PECC – Post Graduate Coordinating Committee

QI – Quality Improvement. See **CQI**

SOD/SoD – School of Dentistry

Stakeholder – a person or group that has an investment, share, or interest in the success of UCSF SoD

Students – Master's, PHD, and DDS

Trainees – Residents and Post-graduates

Tagline - A short phrase that comes to be identified or associated with UCSF SoD. Our tagline is "Excellence in Patient Care, Education, and Discovery"

Team Science - Team science initiatives are designed to promote collaborative, and often cross-disciplinary (which includes multi-, inter-, and transdisciplinary) approaches to answering research questions about particular phenomena. See: <https://rap.ucsf.edu/team-science-grant> and <http://ctsi.ucsf.edu/news/about-ctsi/harnessing-power-teams>

UDAR – University Development and Alumni Relations

UDM – Under-represented minority