UCSF Clinical Enterprise Strategic Plan Summary

Jay Harris
Chief Strategic Planning Officer
October 15, 2008

Process and Timetable

<table>
<thead>
<tr>
<th>STAGE 1 – CHARTING THE LAY OF THE LAND: 2015 MARKET</th>
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<tbody>
<tr>
<td>Stakeholder Interviews</td>
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<td>START: JAN</td>
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<tr>
<th>STAGE 2 – UCSF READINESS AND RESPONSES TO CHALLENGES</th>
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<tbody>
<tr>
<td>Readiness vs. 2015, Identify Issues, Responses, implications, &amp; requirements Sub-Committee Reports</td>
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<td>START: JAN</td>
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<tr>
<th>STAGE 3: BRINGING IT ALL TOGETHER: UCSF’S ROADMAP TO THE FUTURE</th>
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<tbody>
<tr>
<td>Sub-Committee Reports</td>
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<tr>
<td>Draft UCSF Strategic Roadmap</td>
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<tr>
<td>Shared strategies for a shared vision</td>
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<td>Consensus on strategic plan</td>
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<tr>
<td>Modification of 10-year financial plan</td>
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<td>Submission of final report</td>
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Evolving Circumstances

2002 Strategic Plan

Previous Context
- Significant growth imperative
- Increased capacity
- Improved financial & operating performance
- Increased customer service/satisfaction
- Created Mission, Vision, and Values
- Planning Mission Bay

2008 Strategic Plan

Current Challenges
- Capacity constrained
- Challenging FY08 budget
- Increased competition
- Continued shift in insurance dynamic
- SB1953 seismic requirements – Mission Bay cost

Foundation Remains the Same

Mission: Caring, Healing, Teaching and Discovering

Vision: Be the best provider of health care services, the best place to work and the best environment for teaching and research

Values: Embodied in the acronym PRIDE:

P for Professionalism, how we conduct ourselves and our business
R for Respect for our patients, families, ourselves and each other
I for Integrity, always doing the honest, right thing
D for Diversity, understanding and embracing the diverse beliefs, needs and expectations of our patients, community and employees
E for Excellence, what we strive for in everything we do
Major Themes in Strategic Plan
(see written report for details)

- **BEST CARE**
  - Create the Next Generation UCSF Care Delivery Model
  - Provide the Highest Value Care to Patients
  - Educate, Recruit and Retain the Best Talent

- **CLINICAL GROWTH**
  - Maximize the Potential of the UCSF Inpatient Facilities
  - Match Patient Mix to UCSF’s Mission and Program Capability
  - Expand Functional Ambulatory and Office Capacity
  - Achieve a More Effective UCSF Referral Outreach

- **SHARED ACCOUNTABILITY**
  - Define a Stronger Culture of Shared Accountability and Action
  - Achieve the Operating and Clinical Cost Improvements Necessary to Sustain a 6% Operating Margin

UCSF Strategic Plan

*Issues and Questions for Discussion*

**Providing Highest Value Care to Patients:**

*How far do you go in transparency – voluntary public disclosure, the good and the bad, patient satisfaction results by clinic?*

**Maximizing Potential of UCSF Inpatient Facilities:**

*Increasing efficiency instead of capacity will be a new dynamic. How do you create a culture of efficiency?*

**Achieving More Effective UCSF Referral Outreach:**

*Will co-branding with quality community hospitals enhance or degrade our brand?*