UIHC Strategic Plan 2017-2020 ................................................................. pg. 2
HCCC Mission and Vision ........................................................................ pg. 3
HCCC Process .......................................................................................... pg. 4
HCCC Priorities ....................................................................................... pg. 5
HCCC Strategic Plan Overview ............................................................... pg. 6
  Best People ......................................................................................... pg. 7
  Collaborative Learning, Research and Care Models ............................... pg. 8
  Nimble Structure and Accountable Culture ............................................. pg. 9
  Diversified Financial Resources ............................................................. pg. 10
  Strong Partnerships ............................................................................. pg. 11
Additional Opportunities ........................................................................ pg. 12
UIHC Strategic Plan 2017-2020

Strategy Forward – UIHC Strategic Plan 2017-2020

The Best People
Foster an environment in which the most talented want to learn, work, and lead here at Iowa

- Enhance recruitment and retention of high-performing individuals with an eye toward achieving greater diversity
- Enhance interprofessional team science and education
- Increase individualized learning opportunities through the continuum of medical, scientific, and professional development education

Collaborative Learning, Research and Care Models
Deliver excellent outcomes through team-based collaborations that drive patient-directed care models, education, and research

- Further develop value-based care, research, and educational models
- Transform interprofessional models to support research, team-based care, education, and practice

Nimble Structure and Accountable Culture
Provide clear and supportive organizational structures that allow our people to do their best work supporting our tripartite mission

- Leverage informatics for analysis and data-driven decision making
- Establish clear criteria and decision-making processes that support focused prioritization and investment
- Strengthen integrated marketing and communications to support growth and build UI Health Care brand

Diversified Financial Resources
Ensure sustainability of our tripartite mission through a broad base of financial resources

- Enhance internal operations and alignment to increase revenues and decrease costs
- Increase philanthropic support for UI Health Care
- Build relationships to develop innovative research initiatives
- Identify high revenue initiatives and potential partners

Strong Partnerships
Grow in Iowa and beyond, working with partners who share our values

- Establish partnerships that will drive growth and increase scale
- Improve access to UI Health Care’s complex care services
- Expand geographic reach/physical presence
- Enhance UI Health Care’s position in primary care
- Enhance global reach for research activities and relationships
Our Mission

The mission of the Holden Comprehensive Cancer Center is to decrease pain and suffering caused by cancer in Iowa, surrounding communities and around the world through improved cancer prevention and treatment based on the three interdependent missions of research, clinical service, and education.

Our Vision

A fully integrated cancer center across research, clinical service and educational missions. Each mission valued, supported, respected and stronger together. Partnering with each other and other units at the University of Iowa, as well as other cancer centers, non-profit organizations, providers, government and industry. Responding quickly to opportunities within an ever-changing environment to achieve excellence. All with the goal of reducing the burden of cancer for those we serve.
Our Strategic Planning Process

- Over 50 sessions were held by HCCC core strategic planning team
- 70 participants contributed to a comprehensive, grass-roots process
- Interviews and meetings were led by HCCC administrative leadership, senior project manager and an administrative fellow
- Participants included:
  - Research Program leaders
  - Members of cancer-type specific Multidisciplinary Oncology Groups
  - Interdisciplinary groups (e.g. BMT, Palliative care, Adolescent Young Adult)
  - Department Chairs and Division/Section Heads
- Results were discussed with various HCCC leadership groups
- Draft plan developed and presented to HCCC EAB
- Feedback on plan during HCCC Grand Rounds on December 8, 2017

Five-year HCCC strategic plan with understanding it is a living plan that will be reassessed and priorities set.
## HCCC Strategic Goals Overview

<table>
<thead>
<tr>
<th><strong>The Best People</strong></th>
<th><strong>Collaborative Learning, Research and Care Models</strong></th>
<th><strong>Nimble Structure and Accountable Culture</strong></th>
<th><strong>Diversified Financial Resources</strong></th>
<th><strong>Strong Partnerships</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The HCCC will collaborate with other units at the University of Iowa including Departments, Colleges, and the UI Hospital to recruit, support and retain the most talented faculty, staff, and students with an eye towards enhancing diversity.</td>
<td>The HCCC will leverage its culture of collaboration to enhance excellence in clinical care, research and education through novel collaborative models.</td>
<td>The HCCC will link vision to operations and budgeting through a comprehensive, metric-driven, efficient system to assess and track the overall performance of the HCCC across its three missions.</td>
<td>The HCCC will identify resources to enhance excellence in all three missions, and to assure a continued ability to leverage the synergy between missions.</td>
<td>The HCCC will facilitate strong partnerships within the cancer center, within the institution and outside the institution.</td>
</tr>
</tbody>
</table>
The Best People

The HCCC will collaborate with other units at the University of Iowa including Departments, Colleges, and the UI Hospital to recruit, support and retain the most talented faculty, staff, and students with an eye towards enhancing diversity.

Recruit outstanding leaders
- Division Director, Hematology Oncology and Blood and Marrow Transplant
- Division Director, Gynecologic Oncology
- Arlene Holden Breast Cancer Research Chair
- Cancer Molecular Epidemiologist
- Leukemia Multidisciplinary Oncology Group Leader
- Pediatric Oncology Clinical Director

Recruit outstanding faculty dedicated to all three missions
- Pediatric leukemia /lymphoma
- Adult leukemia/lymphoma
- Breast medical oncology
- Radiology
- Neuroendocrine Tumors
- Psycho-Oncology
- Free radical biology
- Cancer immunotherapy
- Signaling
- Tumor microenvironment
- Microbiome
- Outcomes in catchment area
- Pragmatic trials

Recruit and retain high quality faculty and trainees
- Obtain an NCI T32 to support graduate students training in Cancer Biology
- Expand the HOBMT fellowship by 1-2 fellows per year
- Identify resources to sustain successful training programs
- Strengthen consistency of mentorship

Recruit clinical staff in focused areas
- Strengthen clinical care coordination and patient navigation
- Psychosocial oncology
- Adolescent Young Adult cancer program

Develop new leaders and plan for succession
- Provide leadership opportunities for up-and-coming leaders
- Support participation in leadership training programs
- Plan for succession of senior leadership positions
Collaborative Learning, Research and Care Models

The HCCC will leverage its culture of collaboration to enhance excellence in clinical care, research, and education through novel collaborative models.

Encourage and support exceptional collaborative research
• Between research programs
• Inter-institutional
• Empower Program Leaders
• Support emerging P grant efforts
• Support junior faculty
• Correlative science

Enhance coordination of care and improve patient satisfaction

Define roles and responsibilities of the Multidisciplinary Oncology Groups (MOGs)
• Coordinate clinical research
• Integrate basic and population scientists into MOGs
• Enhance synergy among clinical, research and educational missions
• Identify, obtain and utilize cancer-type specific resources including grants, contracts and philanthropy
• Communicate the roles and successes of the MOGs

Support and enhance interdisciplinary educational activities
• Create a Cancer Education Executive Committee
• Support programs designed to enhance participation of under-represented
• Increase the profile and size of graduate program in Cancer Biology

Prioritize and advise the institution on innovative technologies and capital needs
• New research cores or technologies
• Resources needed for cancer screening
• Clinical research and clinical care (e.g. nano knife, breast imaging software, CAR-T cells).
• Medical and bioinformatics
• Assess impact of purchasing or supporting outside practices.
Nimble Structure and Accountable Culture

The HCCC will link vision to operations and budgeting through a comprehensive, metric-driven, efficient system to assess and track the overall performance of the HCCC across its three missions.

Develop a comprehensive, prospective approach to evaluating our clinical performance
- Assign clinical resources based on overall performance across the cancer continuum
- Identify adequate resources for high priority cancer research faculty recruitment
- Allow use of resources across the clinical, research and educational missions based on the synergy between missions

Clarify accountability of the HCCC for UI Healthcare cancer care network and off-site activities
- Develop and implement principles for decision making
- Assure good communication among HCCC, UIHC and Depts
- Define the operational and financial role of the HCCC
- Define brand guidelines for the oncology network.
- Integrate off site practices completely into HCCC including guidelines for shared care
- Enhance communication with referring providers

Strengthen clinical research
- Support investigator initiated and phase I trials
- Enhance communication about available clinical trials
- Develop a phase I cancer unit
- Increase clinical research on common malignancies Incentivize all clinical faculty and staff to participate
- Facilitate Iowa’s participation in ORIEN
- Facilitate Iowa’s participation in the Big Ten CRC
- Market early phase clinical trial capabilities

Strengthen integrated marketing and communications
- Develop and prioritize online content strategy for all three missions
- Highlight the full scope of the HCCC research enterprise
- Develop prioritized content development plan for web Highlight market differentiators for each MOG
- Establish parameter to target marketing
- Maximize social media presence
- Strengthen ability to promote clinical trials eligibility

Assess physical space needs proactively
- Determine value of a new cancer medicine patient tower
- Identify laboratory space for recruits early in the recruitment process
- Develop a medium- and long-term plan of space needs (inpatient, outpatient, infusion, clinical research, dry laboratory, wet laboratory, research core, office)
Diversified Financial Resources

The HCCC will identify resources to enhance excellence in all three missions, and to assure a continued ability to leverage the synergy between missions.

Enhance competitiveness for external peer-reviewed funding
- Provide internal pre-review of research grants
- Provide information on funding opportunities
- Direct pilot funding towards applicants most likely to be competitive applicants for extramural cancer-related funding
- Help investigators highlight research resources in grants
- Encourage and support collaborations of clinical investigators, population researchers and basic scientists

Strengthen philanthropic opportunities
- Educate faculty and staff about the importance of philanthropic support of our mission.
- Reinstate HCCC advocacy board
- Develop a yearly signature event
- Explore funding sources for educational activities
- Develop menu of highest philanthropic needs

Identify alternative sources of support
- Mentor clinical investigators interested in industry supported IIT
- Encourage and support peer-reviewed applications to fund IIT and correlative science
- Highlight the financial return on investment and impact on economic development of the HCCC
- Encourage generation of intellectual property and entrepreneurship

Increase clinical volumes and enhance efficiency
- Strengthen care coordination to improve efficiency and volumes
- Enhance efficiency by identifying and sharing best practices
- Expand clinic, pharmacy, and infusion space
- Assure that staff scheduling patients are familiar with capabilities of various members of interdisciplinary teams
- Expand direct access program to identified employers
Strong Partnerships

The HCCC will facilitate strong partnerships within the cancer center, within the institution and outside the institution.

Strengthen internal partnerships
- Develop a more rational and transparent approach to the budget process and funds flow
- Collaborate early and consistently in the process of recruitment
- Continue collaborative approach to philanthropy involving HCCC, Departments, Colleges and Hospital

Participate and lead state-wide and national collaborative efforts
- Iowa Cancer Consortium
- ORIEN
- Big Ten Cancer Research Consortium
- PCORI Cancer Research Group
- Great Plains Collaborative
- NCI National Clinical Trials Network
- CABTRAC

Expand ability of referring physicians and HCCC clinicians to collaborate
- Improve access to tumor boards
- Expand e-consult capabilities
- Open clinical trials as appropriate at network sites
- Explore novel approaches to telehealth
- Collaborate with underserved rural, racial, and ethnic populations to remove barriers to care and enhance participation in research
Summary of Priorities

- Enhance bench to bedside translation in areas of basic research strength such as free radical metabolism, cancer immunology and metastasis
- Support innovative cancer-focused team research including internal and external collaborations
- Strengthen HCCC’s investigator initiated early clinical trials portfolio
- Implement novel clinical and research approaches to cancer immunotherapy such as CAR-T, in situ immunization and novel combinations including immune checkpoint blockade
- Participate and lead in population-based research efforts such as pragmatic trials conducted through PCORI
- Improve HCCC’s molecular oncology capabilities locally and at the national level
- Develop a world-class graduate program in cancer biology
- Improve the patient experience through enhanced care coordination
- Develop a world class Adolescent Young Adult cancer program
- Improve our ability to meet the psychosocial needs or our patients
- Expand our market share in the more common malignancies
- Develop a statewide effort to provide quality clinical cancer services across the state of Iowa