Four Strategic Directions act as points on a compass to guide us in the directions we want to go, both now and in the future.

The Strategic Directions are:

- **Design for Patients and Families**
  *Care for people in a personalized way, wherever they are, whenever they need us.*

- **Discover, Learn, and Share**
  *Find new ways to share our vast, historic learning and discovery capabilities.*

- **Make Diversity and Inclusion Intentional**
  *Listen to diverse perspectives and reflect on inclusiveness before making decisions.*

- **Amplify Innovation**
  *Diversify and grow revenue by bringing new services to our patients, our network partners, and people everywhere.*
Design for Patients and Families
*Care for people in a personalized way, wherever they are, whenever they need us.*

VUMC strives to be a welcome part of the lives of our patients, and a convenient source of help as they navigate their lives and their families’ lives. Our promise to our patients is that we will include them as a member of their health care team, respect their privacy, coordinate and personalize their care, communicate clearly and serve them with kindness and respect.

Vanderbilt University Medical Center (VUMC) seeks to create a “health engine” that uses our advanced and analytic capabilities to drive current and future applications that connect with patients, encouraging them to proactively manage their own health while increasing their engagement with the Medical Center in ways that fit their lifestyles.

**Examples of Design for Patients and Families:**

- Work with the U.S. Centers for Medicare and Medicaid Services to implement an Oncology Care Model that incorporates extended hours to care for patients, palliative care, hospice counseling, and patient navigators.
- My Health at Vanderbilt, our online portal that allows patients to communicate with their clinicians, request prescription refills, see lab test results and pay bills online.
- Vanderbilt Health On-Call, a VUMC innovation, is a smartphone app to allow patients to order a $99 home visit from a Vanderbilt nurse practitioner.
- Walk-in and afterhours clinics, open evenings and weekends, are conveniently located across the region we serve, and have full access to VUMC patient records.
- The VUMC Walkways smartphone app offers easy, turn-by-turn directions through major patient-care buildings at VUMC.
Discover, Learn, and Share

*Finding new ways to discovery, learn and share our vast learning and discovery capabilities.*

Vanderbilt is leading the charge in ushering in a new era of health and prevention, detection and treatment of disease. Progress unimaginable a decade ago is now being realized in our laboratories, and being made reality for our patients and individuals in the community. We’re transforming interventions, moving from the old model of seeing patients for the first time when they begin experiencing symptoms to a new model that detects, manages, and perhaps eradicates disease before individuals even know they’re sick. The work is being driven by our pioneering discoveries in basic, translational, clinical, and population research. VUMC is engaging in new ways with our patients and community, through new prevention and treatment modalities in the form of interventional trials, as well as with new models of health care implementation and outcomes assessment, both at VUMC and Vanderbilt Health Affiliated Network affiliated hospitals and clinicians.

**Examples of Discover, Learn, and Share:**

- Expansion of PREDICT, a program that uses prospective genetic testing to guide the selection and dosing of an ever-growing list of medications. We’re working to decode the genetic underpinnings of many diseases as a way to better understand why people get certain diseases and to better align the right therapy at the right time for the right patient.
- We engage our patients and community members in our discovery process through more than 475 clinical studies involving in excess of 17,000 participants. VUMC’s clinical study offerings is growing across all specialties.
- The Vanderbilt Health Information Exchange allows hospitals across the Vanderbilt Health Affiliated Network to coordinate care and serve as a population health platform enabling research, community engagement, and collaborative partnerships.
Globalization has increased the spread of infectious disease and our ability to manage public health depends on scientific breakthroughs in the fields of microbiology and immunology, which are fields at the nexus of basic research and clinical care. Advances in our understanding of the immune system are enabling the treatment of previously intractable diseases, such as cancer. We will develop a new trans-institutional framework for infection and immunology research including significant investments in microbiology/microbiome science and immunology.

We are expanding and integrating neuroscience and behavioral health research across Vanderbilt since behavior is central to many, if not most, of our nation’s major health concerns, such as heart disease, stroke, lung disease, obesity, drug abuse, alcoholism, depression, among others.

Through a developing “patients like me” platform, we're connecting connects patients with similar characteristics to learn about health challenges and opportunities. This platform would also allow our clinicians to look at outcome and response trends across vast numbers of patients with comparable symptoms.

Develop workplace-based systems for continuing professional development for staff and faculty.
Make Diversity and Inclusion Intentional
Listening to diverse perspectives, and stopping to reflect on inclusiveness before making decisions.

Socioeconomic, racial, and gender disparities in access to health care are growing. To counter, VUMC must be more diverse, more representative of the patients it takes care of, and more intentional inclusion efforts. VUMC seeks to always nurture an environment where all people feel they are welcome, understood and supported. Making Diversity and Inclusion Intentional allows the Medical Center to be more effective at all of its missions: patient care, teaching and research.

Examples of Making Diversity and Inclusion Intentional:

- We’re actively teaching VUMC employees about unconscious bias and how to combat that bias to deliver the best care for all patients.
- We actively seek to attract and retain employees that represent the diversity of Middle Tennessee and the patient population we serve.
- VUMC will work to recruit students, trainees and researchers with an intentional focus on diversity. The Medical Center recognizes that having people from different backgrounds working together will enhance the quality of research and educational experiences.
**Amplify Innovation**

*Diversifying and growing revenue by bringing new services to our patients, our network partners, and people everywhere.*

As revenue sources shift over time, VUMC plans to strategically begin new activities to help fund our continuing and growing investments in education and research.

**Examples of Amplifying Innovation:**

- Services VUMC provides today, through areas such as the Specialty Pharmacy, Supply Chain, and advanced laboratory services, are rooted in using clinical knowledge and decision making to bring the best products and services to patients. VUMC’s extraordinary expertise and experience in these activities can be shared across the Vanderbilt Health Affiliated Network’s hospitals and clinicians, enhancing the quality of health care across the region.

- Vanderbilt’s Medical and Engineering faculty and students participated in a nationwide contest to design an effective way to prevent the spread of the Zika virus in Central and South America. They designed a prototype of a protective umbrella mosquito barrier that also contains educational material about avoiding the virus.

- VUMC’s programs in Telehealth make physician expertise available to hospitals and clinicians in other areas. The Telehealth program is on track to exceed 10,000 visits this year. The Telestroke program has resulted in about 86 percent of stroke patients remaining at partner hospitals in their own communities to receive care.