

Health Equity through Action and Leadership (HEAL) 2025 Strategic Plan

University Health’s mission is to improve the good health of the community through high-quality compassionate patient care, innovation, education and discovery. In collaboration with our partners, University Health is committed to identifying root causes of health disparities and implementing evidence-informed solutions to improve access, safety and patient outcomes.

All University Health departments, programs, providers and staff have a shared responsibility to reduce health disparities and advance health equity. The Institute for Public Health is responsible for developing, implementing, communicating and evaluating this Health Equity through Action and Leadership (HEAL) Strategic Plan. To learn more and follow our progress, please visit our website: instituteaph.com

I. Advance Health Equity as a Strategic Priority

Goal 1: Define University Health’s ongoing commitment to advance health equity as an organizational priority.

2025 Strategy

- Educate University Health team members about the health equity policy and strategic plan.
- Publish an annual report on health equity initiatives and share with the community.

II. Enhance Internal Processes and Programs to Support Health Equity

Goal 2a: Enhance data infrastructure to support health equity initiatives.

Goal 2b: Promote employee health, workforce connections, belonging and career growth at University Health.

2025 Strategy

- Increase the percentage of patients with race and ethnicity data aligned with national standards to 95%.
- Explore University Health’s ability to measure environmental impacts on health.
- Assess access to personal and leadership development programs for service and unlicensed clinical care staff.
- Educate University Health employees on resources available to team members when access to care and non-medical drivers of health (NMDOH) may be negatively impacting their performance and quality of life.

III. Identify Health Disparities

Goal 3: Analyze access, process, utilization and outcomes data by geography, socioeconomic and/or other demographic variables to identify where disparities exist.

2025 Strategy

- Participate in the triennial Bexar County Community Health Needs Assessment (CHNA).
- Stratify at least three measures by geographic, socioeconomic and/or demographic variables.

IV. Implement Evidence-Informed Interventions to Reduce Health Disparities

Goal 4a: Enhance organizational capacity to reduce health disparities.

Goal 4b: Recognize and address the non-medical drivers that negatively affect the health of patients.

Goal 4c: Reduce the burden of disease and improve quality of life and life expectancy for all people who have, or are at risk for, the most common health conditions.

2025 Strategy

- Standardize processes for how University Health trains and deploys community health workers (CHW).
- Partner with five community-based organizations to co-locate services at University Health Vida.
- Confirm full compliance regarding Section 1557 of the Affordable Care Act with the designated Coordinator, eliminating any potential discrimination and identifying areas for improvement in equitable health care access and delivery.
- Integrate trauma-informed care, patient- and family-centered care and public health practices across service lines.
- Improve access to care in underserved areas through services offered at our school-based and mobile clinics.
- Increase integration of community partners through EpicLink to efficiently refer patients to organizations that address NMDOH.
- Screen at least 75% of hospitalized adult patients for NMDOH.
- Pilot a screening process for NMDOH in ambulatory care facilities.
- Implement the plan to improve diabetes outcomes for University Health's patients and community.
- Develop and implement a plan to improve maternal health outcomes for University Health's patients and community.

V. Partner with the Community to Advance Health Equity

Goal 5: Improve the community conditions that affect health.

2025 Strategy

- Adopt a framework to optimize collaborations with community partners.
- Partner with community organizations and schools to build a strong workforce pipeline and catalyze underserved areas.
- Engage University Health team members to strengthen relationships with local businesses.
- Invest University Health Foundation's Well Community Fund to advance health priorities.