The FY 2015 environmental assessment provides a high level summary of information on critical issues and trends impacting UTMB and academic health centers.

**TRENDS**
- Population health transformation
- Market competition
- Health information technology interoperability
- Education delivery and redesign
- Disruptive change vs. transformational change
- Mobile and beyond
- Consumerism and price sensitivity
- Globalization
- Economy
- Cloud computing
- Wealth and income inequity
- Big data and analytics

**EXTERNAL DRIVERS:**
- Competition for in-demand workers
- Technological impact on skills
- Collaborative interprofessional teams
- Baby boomers retiring
- Diversity
- Corporate social responsibility and ethics
- Virtual decentralized workforce
- Social media
- Employee health, safety and security
- Market conditions in hiring

**INTERNAL DRIVERS:**
- Targeted recruitment
- Employee engagement
- Faculty accountability
- Analytics competency
- Change management competency
- Competitive salaries and benefits
- Retirement and succession planning
- Workforce development
- Reward performance
- Cultural competence

**VALUE:**

**EXTERNAL DRIVERS:**
- Patient care engagement
- Reduced educational costs and time to degree
- Access, cost and quality
- Value-based purchasing
- mHealth
- Health data exchange
- Curriculum innovation
- Personalized medicine
- Population health management

**INTERNAL DRIVERS:**
- Metrics and transparency
- Quality and safety
- Patient and student satisfaction
- Care coordination
- Revenue cycle management
- Data management and analysis
- Innovation and entrepreneurship
- Clinical productivity

**TRENDS:** present and future factors that will influence the direction and goals of the organization.

**EXTERNAL DRIVERS:** forces, situation, or events that occur outside of the company and are by and large beyond the control of the company such as the industry itself, the economy, demographics, competition, political interference.

**INTERNAL DRIVERS:** forces, situations, or events that occur inside the business, and are generally under the control of the company such as organization of machinery and equipment, technological capacity, organizational culture, management systems, financial management and employee morale.
STRATEGIC MANAGEMENT AND GROWTH: CREATING OPPORTUNITIES

EXTERNAL DRIVERS:
- Mergers, acquisitions, joint ventures
- Technology innovation
- Community-based care transition
- Telemedicine
- Environmental and biosafety
- Translational medicine
- Data visualization
- Regional population growth
- On-demand service
- Manage emerging diseases
- Chronic conditions

INTERNAL DRIVERS:
- Financial sustainability
- Partnerships and affiliations
- Readiness and training
- Match clinical offerings to patient demand
- Continuous performance improvement
- Streamlined financial systems
- Integrated data
- Self-service analytics
- New revenue streams
- CMC and disease management

RESOURCES: ACHIEVING RESULTS

EXTERNAL DRIVERS:
- Declining federal and state support
- Public trust and reputation
- Political and economic uncertainty
- Competition for philanthropic dollars
- Transparency and accountability
- Market intelligence
- Risk assessment and mitigation tools
- Cyber security

INTERNAL DRIVERS:
- Strong brand
- Fiscal stewardship
- Resource prioritization
- Risk management
- Market differentiation
- Stakeholder and community engagement
- Mission and vision communication

SELECTED REFERENCES:
American Hospital Association Environmental Scan 2015
American Medical Association Health Care Trends Report: An Environmental Analysis
Association of American Medical Colleges Advancing the Academic Health System for the Future Report
Athenahealth Academic Medical Centers: Disrupt, Transform and Grab the Mantle of Change
Chronicle of Higher Education Weathering the Economic Storm: Chief Financial Officers on Building a Sustainable Future for Higher Education
KaufmanHall Succeeding in a Disruptive Environment