UNMC College of Medicine
Strategic Goals 2013 -2016

Goals / **Critical Success Factors** Action Steps	Accountable Individual	Completion Date	How will it be Measured

UNMC will be learning-centered in education.
Create a culturally competent organization.
CSFL: Gerald Moore, M.D.

Goal 1: Curriculum review process will be accomplished with a particular emphasis on:

	Action Steps	Accountable Individual	Completion Date	How will it be Measured
		Gerald Moore, M.D.		
1	Examining implications of the Affordable Health Act on the education of trainees	Chairman Curriculum Committee	14-Jun	
2	Increasing the integration of clinical and basic sciences		6/14, ongoing	
3	Developing competency and quality training standards (clinical skills training)		6/14, ongoing	
4	Develop an IPE curriculum incorporating the continuum of care across all colleges		6/14, ongoing	
5	Integrating the use of technology in the delivery of care with an emphasis on the clinical skills lab, social media and the electronic health record (EPIC)		6/14, ongoing	

Goal 2: Excellence in education of students/residents/fellows/graduate students (trainees)/practicing physicians will be documented/achieved.

	Action Steps	Accountable Individual	Completion Date	How will it be Measured
1	Achieve LCME accreditation in 2013/2014	Gerald Moore, M.D.	14-Mar	
2	Smooth transition to, and implementation of, new ACGME institutional standards for residencies and fellowships	Mike Wadman, M.D., James Stegman, M.D.	6/14, ongoing	a Institutional monitoring of organizational need
3	Successful placement of trainee and students in next training/job position with the following objectives:	Jeff Hill M.D., Jeff Harrison, M.D.	6/14, ongoing	a To meet the manpower needs of Nebraska with an emphasis on rural needs b Increase number of students entering primary care c Increase numbers of underrepresented students/residents/fellows d Maintain current level of RHOP and KHOP students e 60% or more of graduating medical students will enter primary care residencies
4	Increase the ratio of underrepresented students/residents/fellows matriculating in the COM to meet the needs of the state	Gerald Moore, M.D.	6/14, ongoing	
5	Improved performance on external examinations of all trainees		6/14, ongoing	a Pass rate at, or above, national average on Step 1, Step 2 CK, Step 2 CS, Step 3

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6	Utilize the use of eLearning in an effective and efficient manner	Gerald Moore, M.D./Howard Liu, M.D.	6/14, ongoing	a Document and demonstrate the effective use of the following in the educational process and changes made in methodology to remain current: i. the Stimulation Laboratory; ii. EPIC - electronic health records; iii. eLearning in all its manifestations
7	Exploring primary care/shortage areas for State of Nebraska through the expansion of RHOP/KHOP and additional third and fourth year clerkships in outstate Nebraska	Jeff Hill M.D., Jeff Harrison, M.D.	6/14, ongoing	a Increased numbers of graduates entering practice in shortage areas in Nebraska
		Paul Paulman, M.D.		b Obtaining funding to expand technology use in the clinical skills center and accreditation by the America College of Surgeons
		Karen Carlson, Wendy Grant		c Explore expansion of surgery/OB/GYN rotations in rural Nebraska
8	Develop curriculum for continuing education/remediation for practicing physicians and serve as a vehicle to promote the expertise of the COM faculty in the region and nationally.	Dennis McNeilly	6/14, ongoing	a Review and develop programs presented that meet the needs of practicing physicians
				b Prepare a proposal(s) to meet the clinical needs of impaired physicians, recertification, medical staff credentialing requirements and physicians seeking licensure
				c Incorporate the SIMS laboratory into CME programs
				d Develop programs for healthcare professionals in outstate Nebraska
				e Increase the exposure of the COM by having its faculty present at CME conferences

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Increase prominence as a research health science center.

Implement the Building a Healthier Nebraska Initiative.

CSFL: Howard Fox, PhD

Goal 1: Increase research funding in the COM.

	Action Steps	Accountable Individual	Completion Date	How will it be Measured
1	Establish priorities and plans for the growth and development of cancer research. (shared with Clinical)	Howard Fox	13-Dec	
2	Recruit basic science faculty members in areas of high priority to the Cancer Center and the research enterprise in FY2014 and additional in the next three years per the approved plans.	Howard Fox/Department Chairman	6/14, ongoing	
3	Increase the number of collaborative program grants involving researchers from multiple departments and other institutions as needed.	Howard Fox/Department Chairman	6/14, ongoing	
4	Improve the culture in the COM between the clinical and basic science researchers to share expertise, knowledge and ideas to further collaborative efforts.	Howard Fox/Department Chairman	6/14, ongoing	
5	Develop a recruiting plan to for the COM research enterprise to fill existing gaps and new priorities.	Howard Fox	6/14, ongoing	
6	Increase enrollment of patients on clinical trials with an emphasis on investigator-initiated and cooperative group therapeutic clinical trials.	Howard Fox	6/14, ongoing	a 15% Annual increase
7	Maximize non NIH research funding sources and from the NRSI (UARC).	Howard Fox	6/14, ongoing	
8	Maximize the capabilities of the Biologic Production Facility (GMP)	Howard Fox	14-Jun	

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Goal 2: Increase national presence and reputation of the faculty of the College of Medicine.

		Accountable Individual	Completion Date	How will it be Measured
		Howard Fox/Department Chairman	6/14, ongoing	a Increase publications in high impact journals
				b Increase the number of faculty elected to major scientific societies
				c Increase the number of faculty serving as journal editors and on study sections
				d Faculty recognition for success

Goal 3: Improve Research Support

	Action Steps	Accountable Individual	Completion Date	How will it be Measured
1	Identify and develop the scientific datasets needed by the COM research faculty, other analytical tools, informatics expertise and scientific computing resources to conduct research and increase extramural funding	Howard Fox	6/14, ongoing	
2	Advise faculty on future national trends/opportunities to enhance their research.	Howard Fox	6/14, ongoing	
3	Provide training and/or resources to make existing faculty competitive for extramural funding in areas new to them.	Howard Fox	6/14, ongoing	

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4	Improve the research support and infrastructure – shared research support, space, grant writing, building maintenance and institutional academic and scientific IT support	Howard Fox	14-Jun	a	Identify and manage research space needed to meet the requirements of the faculty
				b	Develop a space allocation formula for the assignment of space
5	Increase the number of trainees doing research and the number of future physician scientists in conjunction with the Vice Chancellor of Academic Affairs.	Howard Fox	14-Jun	a	Improve applicant pool for graduate program
				b	Complete a successful NIH application for the MD/PhD program
				c	Increase the total number of MD/PhD students
				d	Submission of T-32 NIH training grants
				e	Increase the number of residents and fellows pursuing research training and research careers

Advance biomedical technologies to improve health, diversify UNMC revenues and create economic growth in Nebraska.

Strengthen employee loyalty, satisfaction and wellness.
CSFL: Mike McGlade

Goal 1: Review administrative processes, infrastructure and allocations to improve the efficiency and work effort of clinical and basic science departments.

Goals	Action Steps	Accountable Individual	Completion Date		How will it be Measured
1	Review the teaching allocation formula of the COM and revise as appropriate including the addition of qualitative measures	Marlene Haskel, Galen Kathol	6/14, ongoing	a	As the clinical enterprise further defines itself in FY 14 and other college changes, the college will need to verify that the current formula and its' guiding principles are assisting the college achieve its' academic mission utilizing a transparent allocation formula
2	Review the indirect cost allocation formula, grant return policy as well as the supplemental compensation policy of the College of Medicine	Julie Ditter, Amy Dodson	6/14, ongoing	a	Verify that the distribution resulting from this formula and these policies is effectively and efficiently utilized to advance college's the academic mission
3	Provide appropriate information technology to meet the needs of the COM	Mike McGlade, Yvette Holly	6/14, ongoing	a	Evaluate wireless as well as other information technology capabilities within the COM

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				b Review Service Level Agreements (SLA's) for appropriate cost allocation as well as to provide appropriate IT support based on actual use
				c Develop a revised SLA structure to maximize efficiencies for the college, manage information technology needs on a daily basis for the college.
4	Effective and efficient space management	Mike McGlade, Ron Schafer	6/14, ongoing	a Space is identified and prepared for occupancy to meet the needs of the college within a 5 year space plan
5	Develop budgeting and financial report systems to meet the needs of the COM	Galen Kathol, Troy Wilhelm and Carol Kirchner	14-Jun	a Develop a comprehensive system that reports monthly the comprehensive financial performance (revenue and expenditures) of the departments compared to expected results from all funding sources within the COM
				b Incrementally a comprehensive financial system will be coordinated during FY13/14 and implemented during FY 14/15

Goal 2: Recruit outstanding faculty and prepare them to work and be successful in the COM.

Goals	Action Steps	Accountable Individual	Completion Date	How will it be Measured
1	Develop a system to provide assistance to chairman for faculty recruitment	Department Administrators and Human Resources	14-Jun	a Successful recruitment of outstanding faculty that fits any of the college's missions.
2	Finalize and implement the faculty compensation plan	Mike McGlade and Cory Shaw	14-Jun	a Reward productivity and quality b Incorporate all missions – clinical, education and research

	Critical Success Factors				
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3	Evaluate and adjust Tenure as necessary	Mike McGlade and Dele Davies	14-Jun	a	Revised tenure policies

Goal 3: Create an environment in the College of Medicine to be successful in the academic medical center future that:

1	Develop new and foster better academic alignment of current relationships between our teaching hospital partners and other community partners in all its' missions	Brad Britigan, M.D., Carl Smith M.D.	6/14, ongoing		
	- Enhanced relationships with our teaching hospital partners across all of the academic missions of the college. Incorporate the college's strategic plan into its' teaching partners strategic plans in order to become more strategically aligned				
2	Role of college alumni and actions the college should take to get their support including medical student, medical graduates, residents and fellows	Roxanna Jokela, Meg Johnson, Department Chairs and Administrators and Mike McGlade	14-Jun		
	- Increased donations to the college and greater involvement in issues needing their assistance.				

Goal 4: Address financial stability of all the education programs.

1	Evaluate educational and funding opportunities for house staff rotations	Mike McGlade, Vickie Hamm	6/14, ongoing		
	- Measure need, quality and outcome of funded rotations utilizing where appropriate the Next Accreditation System				
	- Increase donor funding for medical school scholarships				
2	The college will practice and demonstrate fiscal responsibility in all of its' academic missions	Mike McGlade, Galen Kathol and Department Administrators	14-Jun		
	- Budgeted financial targets will be achieved				
	- College will have an improved cash balance annually and create funds for future investments.				

Position UNMC to Prosper during health care reform.
Implement the Building a Healthier Nebraska Initiative.
Advance community/global partnerships for health.
CSFL: Cory Shaw
Goal 1: Position UNMC-P for the new health care delivery environments.

1	Re-establish a partnership between the Omaha VA and UNMC characterized by:	Cory Shaw and Carl Smith, M.D.	14-Mar	a	A mutual commitment to a shared mission of clinical care, education and research which benefits the veterans of our region.

Goals	Critical Success Factors / Action Steps	Accountable Individual	Completion Date	How will it be Measured
				b A focus on delivering cost-effective, high quality clinical care to veterans regardless of venue.
				c Transparency and open communication regarding operational and strategic opportunities
2	Develop an academic and clinical affiliation agreement with Madonna centered at Village Pointe.	Cory Shaw and Carl Smith, M.D.	14-Mar	
3	Develop and support a primary care strategy incorporating the primary care medical home and other innovative methods.	Cory Shaw and Carl Smith, M.D.	14-Jun	
4	Develop and implement a common vision for the delivery of Pediatric services with our partners.	Cory Shaw and Carl Smith, M.D.	14-Jun	
5	Be a national leader in clinical quality and outcomes	Cory Shaw and Carl Smith, M.D.	6/14, ongoing	a Develop a true clinical safety, quality and outcomes center based in the College of Medicine funded by TNMC.
				b Expand the Infection Prevention and Antimicrobial Stewardship Program by adding one key investigator
				c Develop a formal program fostering and mandating the use of comparative effectiveness research and clinical outcome algorithms that are employed on both the inpatient and outpatient basis
6	Collaborate with Methodist Health System to establish a regional integrated delivery system - Demonstrate preparedness to be successful in the health care environment of the future.	Cory Shaw and Carl Smith, M.D.	14-Jun	
7	Implement telehealth to use technology to enhance relationships with referral physicians and - Expected outcomes: Implement telehealth in two services.	Rod Markin, M.D.	14-Jun	

Goal 3: Make strategic investments in clinical programs and faculty development.

Goals	Critical Success Factors Action Steps	Accountable Individual	Completion Date	How will it be Measured
1	Recruitment new clinical chairs in Neurosciences	Brad Britigan, M.D.	14-Jun	a Recruitment completed
2	Recruitment for the following division chiefs:		14-Jun	a Recruitment completed
	- Surgical Oncology	Dave Mercer, M.D.		
	- Nephrology	Lyn Klassen, M.D.		
	- Bone Marrow Transplant	Lyn Klassen, M.D.		
	- Hematopathology	Steve Hinrichs, M.D.		
3	Pursue targeted faculty recruitment to support program growth in the following areas:		6/14, ongoing	a Plan complete and recruitment in progress/completed
	- Cancer Center - Recruit clinical faculty members with expertise in CTR in areas of high priority to the Cancer Center in FY2014 and additional faculty in the next three years per the approved plans – part one. June. 2014.	Carl Smith M.D., Cory Shaw and Department Chairman		
	- Transplant – Pulmonologists			
	- Comprehensive cerebrovascular network incorporating telehealth technologies			
	- Otolaryngology specialists			
	- Orthopedic – Hand surgery			
	- Dermatology program			
	- Ophthalmology specialists			
	- Neuroscience specialists			
	- Urology specialists			
	- Pediatric specialists			
	- Cardiovascular surgery			

Goal 3: To have fiscally sound clinical enterprise that supports itself, the faculty and provides resources to fund the academic missions of the COM.

1	Implement the OneTeam recommendations for margin improvement and clinical integration.	Cory Shaw and Carl Smith, M.D.	14-Jun	a Achieve first year's goals
2	Integrate clinically and financially UNMC-P and The Nebraska Medical Center to support the COM's academic mission.	Brad Britigan M.D., Carl Smith, M.D.	14-Jun	a Mutually define the new organizational structure for the combined TNMC/UNMC clinical enterprise b Develop a single leadership team for the clinical enterprise

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				c	- Develop a new financial model for the enterprise that prioritizes stewardship of resources across teaching, research and clinical missions while encouraging and supporting investment in innovation across all missions.

Goal 4. Implement and update the clinical space for the current and future programmatic needs of the COM.

1	Comprehensive Cancer Center	Carl Smith, M.D.		a	Complete the design and construction of the Comprehensive Cancer Center
2	Outpatient Ambulatory Care space	Cory Shaw and Carl Smith, M.D.	6/14, ongoing	a	Complete design and construction of The Ambulatory Care Facility
				b	A plan to repurpose space vacated for the Cancer Center
3	Maximize the use of current and new ambulatory care space - The Truhlsen Eye Center - Home Instead Geriatric Center - Village Point Medical Center - Bellevue Medical Center	Cory Shaw and Carl Smith, M.D.	6/14, ongoing		