

# **UNIVERSITY OF FLORIDA COLLEGE OF MEDICINE**

## **STRATEGIC PLAN 2016**

### **PREAMBLE**

At the University of Florida College of Medicine (UFCOM), we are committed to improving human health. That tenet drives everything we do and provides the foundation for the UFCOM strategic plan. All aspects of our vision, mission, values and goals are embodied in five strategic themes — service, quality, lifelong learning, collaboration and maximizing individual potential. Our core values weave throughout each of these strategic themes, and each strategic theme pervades the goals with practical objectives and specific strategies.

This UFCOM strategic plan is intended to complement and build upon the foundations provided by the UF Health Strategic Plan (The Power of Together) <https://ufhealth.org/poweroftogether>, and the overall UF Mission Statement: “The University of Florida is a comprehensive learning institution built on a land grant foundation. We are The Gator Nation, a diverse community dedicated to excellence in education and research and shaping a better future for Florida, the nation and the world. Our mission is to enable our students to lead and influence the next generation and beyond for economic, cultural and societal benefit.”

The plan is congruent with the UF Goal-Setting Task Force Final Report, attached and found at: <http://president.ufl.edu/initiatives/goal-setting-task-force/>

Each objective in the COM strategic plan is linked to the appropriate goal or objective in the UF Goal-Setting Task Force Final Report (UF Goals) as indicated in parentheses.

This plan will be re-assessed and updated yearly by the COM Executive Committee.

### **VISION**

The University of Florida College of Medicine aspires to be a premier institution focused on promoting health and alleviating human suffering through exceptional education, discovery, innovation and patient-centered health care of the highest quality. (UF Goal: Aspiration)

### **MISSION**

The mission of the UFCOM is to develop excellent physicians, scholars, scientists, physician assistants and professional staff who will contribute to the advancement of medical science and provide compassionate care of the highest quality for patients. We are committed to a diverse and inclusive environment, attracting the best minds to learn, discover, heal and ameliorate human suffering.

## VALUES

UFCOM embraces the values established by UF Health in its strategic plan: **Excellence, Trust, Accountability, Innovation, Teamwork, Integrity and Diversity**. We also affirm the critical importance of these additional values: **Compassion, Humanism and Empathy**.

## STRATEGIC THEMES

### 1. SERVICE

Provide compassionate and humanistic service to our patients and our regional and global communities.

### 2. QUALITY

Achieve the highest quality outcomes and value in education, science and patient care.

### 3. LIFELONG LEARNING

Inspire our students, residents, faculty and staff to continually learn and expand their knowledge and abilities to best serve patients.

### 4. COLLABORATION

Create highly functioning teams working across disciplines and professions for learning, translational research, optimal patient care and organizational excellence.

### 5. MAXIMIZING INDIVIDUAL POTENTIAL

Embrace the dedication and creativity of colleagues in all professional, technical and service fields while welcoming a diversity of cultural perspectives. Aggressively seek, discover, include and nurture the best talent in all we do.

## GOALS

### I. EXCELLENCE IN EDUCATION

Recruit a highly competent, empathetic, service-oriented and diverse group of students, scientists, scholars, physicians and professional staff and educate all to become and remain exemplary practitioners and academicians who adhere to the highest professional standards. Support and encourage development of innovative and compassionate leaders who reflect the diversity of the state of Florida.

**OBJECTIVE 1:** Recruit the brightest, most empathetic and service-oriented students who possess leadership potential and reflect the diversity of the state of Florida and nation. Engage in ongoing, systematic and focused efforts to attract and retain students from diverse backgrounds. (UF Goal 1 Objective 1)

**Strategy 1A:** Individualize recruitment.

**Strategy 1B:** Increase scholarships.

**Strategy 1C:** Stabilize funding support for graduate education programs.

**OBJECTIVE 2:** Enhance the curricula of our educational programs to improve students' ability to master educational program learning outcomes and stated competencies. (UF Goal 2 Objectives 1 and 3, UF Goal 7 objective 1)

**Strategy 2A:** Continuously assess and improve the medical curriculum.

**Strategy 2B:** Integrate the humanities and patient "stories" into the medical curriculum to promote reflection, humanism, compassion and empathy among students and faculty.

**Strategy 2C:** Increase the number of active- and applied-learning experiences within our educational programs.

**Strategy 2D:** Implement leadership-training programs in our curricula.

**Strategy 2E:** Expand the use of simulation technology to help our learners develop competence prior to encountering patients in the clinical setting.

**Strategy 2F:** Engage students in interprofessional and collaborative team-based patient care, education and research.

**Strategy 2G:** Maximize learning opportunities in the new George T. Harrell Medical Education Building.

**OBJECTIVE 3:** Promote individual academic pursuits. (UF Goal 1 Objective 3, UF Goal 2 Objectives 1 and 3)

**Strategy 3A:** Use student portfolios and individual learning plans to facilitate and document each learner's development.

**Strategy 3B:** Leverage technology to promote individualized self-directed education.

**Strategy 3C:** Facilitate development of specialty certificates and dual degrees.

**OBJECTIVE 4:** Promote the career development of teaching faculty. (UF Goal 3 Objectives 1, 2, 3, 4, 5, UF Goal 7 Objective 2)

**Strategy 4A:** Recognize and value teaching equal to other missions. Establish teaching incentives proportional to other missions.

**Strategy 4B:** Enhance teaching skills by encouraging faculty to complete the Faculty as Teachers Certificate Program and similar workshops.

**Strategy 4C:** Refine the formal mentoring program for teaching faculty.

**Strategy 4D:** Increase the number of professional educators to mentor teaching faculty.

**Strategy 4E:** Increase educational scholarship as reflected by the number of peer reviewed publications.

**OBJECTIVE 5:** Promote service learning in the educational programs. (UF Goal 2 Objective 1, UF Goal 5 Objective 1)

**Strategy 5A:** Stabilize funding support for community-based service learning activities.

**Strategy 5B:** Encourage the learning principles of community engagement through existing venues (Equal Access Clinics, the Mobile Clinic and HealthStreet). Promote health fairs and health education teaching in local schools, churches, community centers and other venues.

**OBJECTIVE 6:** Recruit the highest quality applicants of diverse backgrounds for our Graduate Medical Education (GME) programs. (UF Goal 1 Objectives 1 and 2)

**Strategy 6A:** Promote recruitment of a diverse faculty in each department to facilitate recruiting a diverse resident group.

**Strategy 6B:** Enhance community and institutional public relations and advertisement efforts to recruit the highest quality residents and faculty.

**Strategy 6C:** Support a variety of recruitment enhancements for residents and fellows across departments, including big sibs, resident mentors and support groups.

**OBJECTIVE 7:** Train the next generation of excellent medical and biomedical science educators. (UF Goal 1 Objective 3, UF Goal 4 Objective 2, UF Goal 6 Objective 1)

**Strategy 7A:** Integrate within the medical, physician assistant and graduate curricula programs that prepare graduates as future educators.

**Strategy 7B:** Integrate within physician GME a focus on the physician's role as an educator -- for patients and families, medical students and other health care professionals.

**Strategy 7C:** Support housestaff development as educators parallel to faculty development. Continue the Residents as Teachers program.

**Strategy 7D:** Improve physicians' roles in interdisciplinary education by increasing cross-discipline interactions and enhancing their teaching and evaluative skills.

**OBJECTIVE 8:** Integrate patient safety and quality improvement training into all health care-related educational programs. (UF Goal 7 Objective 2)

**Strategy 8A:** Develop and implement patient safety, quality improvement and quality assurance process development curricula into the educational programs.

**Strategy 8B:** Actively involve students in safety, quality assurance and quality improvement projects with members of the health care delivery team.

**Strategy 8C:** Demonstrate and encourage scholarly productivity for faculty and trainees through presentation and publication of advancements in patient quality programs.

**OBJECTIVE 9:** Develop students, trainees and faculty into lifelong learners. (UF Goal 4 Objective 2, UF Goal 6 Objective 1 and 2)

**Strategy 9A:** Implement the Accreditation Council for Graduate Medical Education Milestones Project.

**Strategy 9B:** Develop and implement assessments of Entrustable Professional Activities (EPAs) for each developmental transition

**Strategy 9C:** Promote growth in knowledge, skills, attitudes and behaviors in all medical competencies as a lifelong process.

**Strategy 9D:** Assure that faculty members demonstrate maintenance of skills and growth in their fields.

## II. DISCOVER BREAKTHROUGHS IN MEDICAL SCIENCE AND INNOVATE

Aspire to achieve national and international preeminence in scholarly research. Foster discovery and innovation in medical science and health care by developing interdisciplinary teams of basic science and clinical researchers to conduct meaningful investigations that impact the prevention and diagnosis of disease, facilitate improved treatments, and enhance the quality of life for individuals locally, nationally and globally.

**OBJECTIVE 1:** Expand the national recognition and reputation of UF COM research programs by moving from the top third to the top quartile of US Medical Schools in NIH research funding. (UF Goal 2 Objective 1, UF Goal 3 Objective 1, UF Goal 3 Objective 3, UF Goal 4 Objective 1, UF Goal 5 Objectives 1 and 2)

**Strategy 1A:** Increase public awareness among peer institutions surrounding research activity from the UF COM through a strategic communications plan.

**Strategy 1B:** Enhance the reputation of our faculty through increased participation in national and international leadership positions.

**Strategy 1C:** Ensure that faculty researchers have the training and support to conduct the highest quality research.

**OBJECTIVE 2:** Support our top research programs and move additional programs into prominence through strategic alignment of resources (time, money and space). (UF Goal 2 Objective 4, UF Goal 4 Objectives 1, 3, and 4)

**Strategy 2A:** Identify and support areas of existing and emerging research excellence within the UFCOM.

**Strategy 2B:** Develop key research faculty as highly effective mentors.

**Strategy 2C:** Retain essential faculty and hire strategically to reinforce current strengths, taking advantage of UF's preeminence in areas such as: Brain and Neuroscience, Big Data and Informatics, Cancer, Infectious Disease and Mucosal Biology, and Metabolomics.

**Strategy 2D:** Promote greater cooperation and efficiency of overlapping research programs.

**Strategy 2E:** Enhance translational research programs.

**OBJECTIVE 3:** Improve the UFCOM’s research environment to increase interdisciplinary collaboration and resource sharing. (UF Goal 4 Objectives 3 and 4, UF Goal 7 Objective 1)

**Strategy 3A:** Foster programmatic excellence in interdisciplinary research.

**Strategy 3B:** Support needed core facilities.

**Strategy 3C:** Align resources to support faculty excellence in research.

**Strategy 3D:** Enhance and drive efficiencies in research support.

**OBJECTIVE 4:** Strengthen diversity and health equity research. (UF Goal 1 Objectives 1 and 2)

**Strategy 4A:** Nurture and develop faculty and trainees from diverse backgrounds.

**Strategy 4B:** Develop and support research programs for diseases and human conditions impacting underserved populations.

**OBJECTIVE 5:** Train the next generation of medical researchers. (UF Goal 2 Objective 1, UF Goal 4 Objective 2, UF Goal 6 Objective 1)

**Strategy 5A:** Integrate education into research and research into education.

**Strategy 5B:** Enhance the research training environment.

**Strategy 5C:** Develop and retain successful clinician-scientists.

**OBJECTIVE 6:** Integrate research into UF Health and UF Health into research. (UF Goal 4 Objectives 3 and 4)

**Strategy 6A:** Develop research programs in support of existing excellence in clinical programs.

**Strategy 6B:** Seek out and promote interaction, feedback and collaboration between research faculty/ trainees and clinical faculty/ trainees.

**Strategy 6C:** Ensure that every patient has the opportunity to participate in appropriate research projects.

**Strategy 6D:** Use the electronic medical record to identify research opportunities.

### **III. PROVIDE THE HIGHEST QUALITY PATIENT CARE**

Ensure that our patients are our highest priority. Protect and nurture the critical nature of the patient-physician relationship. Treat patients with comprehensive, evidence-

based, state-of-the-art and cost-effective methods. Promote health, prevent disease and educate the public. Provide leadership in assessing the health care needs of our patients and in designing, developing and managing innovative approaches to meeting those needs.

**OBJECTIVE 1:** Demonstrate that patients are our first priority by continuing to foster a caring, collegial environment. Ensure that patients know their physicians are their primary advocates as well as their caregivers. (UF Goal 5 Objective 1)

**Strategy 1A:** Embrace the UF Health Hospitality standards to foster a culture of hospitality and respect toward patients, learners and colleagues.

**Strategy 1B:** Provide training in best practices for all students, providers and professional staff.

**Strategy 1C:** Create expectations of appropriate, professional behavior in all circumstances.

**Strategy 1D:** Monitor performance and develop effective improvement programs for less-than-satisfactory behaviors.

**Strategy 1E:** Assure that both patients and referring physicians have convenient, efficient and seamless access to our services.

**OBJECTIVE 2:** Improve systems of care and innovate transformations of care delivery. (UF Goal 1, Objective 2, UF Goal 2 Objective 2, UF Goal 5 Objective 2)

**Strategy 2A:** Support and engage efforts focused on reducing health disparities.

**Strategy 2B:** Contribute care and expertise to Managed Medicaid in Florida.

**Strategy 2C:** Expand the medical home model to all UF Health practices.

**Strategy 2D:** Evolve as an Accountable Care Organization, emphasizing value and quality.

**Strategy 2E:** Optimize the Electronic Medical Record to enhance patient and population care.

**OBJECTIVE 3:** Provide quality health care in a manner that establishes UF Health as the premier source of health care for our local, regional and global communities. (UF Goal 1 Objective 4 and UF Goal 5 Objective 1)



**Strategy 3A:** Continue to enhance GatorCare, emphasizing preventive measures to improve health and decrease hospitalizations.

**Strategy 3B:** Improve and expand regional affiliations.

**Strategy 3C:** Expand the number and outreach of Telehealth programs.

**Strategy 3D:** Work with our community partners to address and improve the social determinants of health in the region.

**Strategy 3E:** Translate important research findings and new modalities into patient care.

**OBJECTIVE 4:** Maintain financial solvency while achieving the UFCOM goals. (UF Goal 3 Objective 5, UF Goal 5 Objectives 2 and 3)

**Strategy 4A:** Evolve the faculty compensation plan to better incentivize those faculty and staff who provide the most value in all our missions.

**Strategy 4B:** Develop strategic communications that emphasize the value of UFCOM to the people of Florida.

#### **IV. PROMOTE ORGANIZATIONAL EXCELLENCE, PROFESSIONAL DEVELOPMENT AND ADVANCEMENT**

**OBJECTIVE 1:** Provide multiple ongoing opportunities for career development and advancement of all faculty. (UF Goal 1 Objective 2, UF Goal 3 Objective 5, UF Goal 4 Objective2)

**Strategy 1A:** Establish effective mentoring and feedback mechanisms to foster optimal performance.

**Strategy 1B:** Provide pathways for advancement that are fair, well publicized and appropriately implemented.

**Strategy 1C:** Mentor and support women and other groups underrepresented in academic medicine to assure retention, timely promotion and opportunities for leadership.

**Strategy 1D:** Ensure that effective professional development programs are offered regularly.

**Strategy 1E:** Include a review of progress toward promotion (and tenure when applicable) within every annual evaluation by the department chair.

**OBJECTIVE 2:** Embrace and expand the values and practice of shared governance. (UF Goal 1 Objective 2)

**Strategy 2A:** Continue to involve Faculty Council in UFCOM decision-making.

**Strategy 2B:** Improve communication with faculty regarding governance issues and increase the engagement of all faculty in decision-making.

**OBJECTIVE 3:** Regularly review and refine the UFCOM Tenure and Promotion guidelines. (UF Goal 1 Objective 4, Goal 3 Objective 5)

**Strategy 3A:** Align departmental expectations and faculty assignment with promotion criteria for faculty on the multi-mission and tenure tracks.

## **CONCLUSION**

As scholars, scientists, clinicians, specialists and stewards of a College of Medicine that aspires to greatness, we commit to our strategic themes of service, quality, lifelong learning, collaboration and maximizing individual potential. This commitment, embracing our values and confirming our mission, compels us toward our vision to be a premier institution that is focused on promoting health and alleviating human suffering through exceptional education, discovery, innovation and patient-centered health care of the highest quality.