

LSUHSC NEW ORLEANS SCHOOL OF MEDICINE STRATEGIC PLAN 2014 - 2019

OVERARCHING GOALS AND THEMES

- Promote excellence and innovation in all School of Medicine educational programs
- Foster a culture of scholarly activity and investigative excellence
- Expand clinical practice opportunities through strategic program building with School of Medicine clinical partners
- Promote and embrace diversity and cultural competency in the School of Medicine faculty, staff, house staff, and student body
- Refine and implement a comprehensive mechanism for faculty and leadership orientation, development, and evaluation
- Promote a transparent and standardized process for annual reporting and Periodic Academic Unit Review
- Continue to refine and adjust budget principles for resource allocation in alignment with the core missions of the School of Medicine
- Expand outreach initiatives to develop and strengthen mutually beneficial relationships with community partners
- Strengthen internal and external communication for School of Medicine activities and those of its support organizations

As charged by Dean Steve Nelson, MD, the LSUHSC School of Medicine Strategic Planning Steering Committee reviewed outcomes from the Strategic Plan 2009 - 2013, redefined overarching goals and themes, and proposed school goals and initiatives that will advance the school in alignment with its mission and vision and will also allow it to collaborate with its external partners in a mutually beneficial fashion.

The Steering Committee began its work in March 2013 and Work Groups initiated their activities in August 2013. Broad faculty and stakeholder input was sought through Work Group (and subcommittee) meetings and retreats, discussions and debate during meetings of standing School of Medicine committees, town hall meetings, and interviews of and direct participation by key stake holders, internal and external to the School of Medicine and LSUHSC New Orleans.

The Work Groups were:

- Educational Enhancement
- Research Infrastructure and Core Facilities
- Clinical Centers of Excellence
- Diversity and Community Outreach
- Faculty Development and Mentoring
- Enhanced Communication Strategies.

Over 100 faculty members, strategic partners in health care systems and in the community, alumni, house officers, and students participated in the process. Work Group members were broadly representative of the diversity of our academic community and the geographical footprint of the school; each Work Group also included elected Faculty Assembly representatives. Work Group members are acknowledged at the end of this plan, recognizing that many others also contributed to the process.

Work Group reports were abstracted into the following plan structured around nine broad overarching goals reflective of our mission and vision. Specific initiatives are outlined for each of the goals.

Implementation of this Strategic Plan, its Goals and Initiatives, will require the active participation and engagement of our faculty, staff, students, and administrative leadership. Work on several initiatives has already begun and some initiatives continue as works-in-progress from the antecedent plan.

The LSUHSC School of Medicine in New Orleans Strategic Plan for 2014 – 2019 will position the school for continued academic and research excellence, the migration of our clinical programs into the new University Medical Center, the maturation of our relationships with our clinical partners across the southern half of the state, and upcoming accreditation activities. The Strategic Plan reaffirms our mission and vision, the common purpose that guides our faculty and staff, and the duty and privilege we have to maintain an environment of inquiry and scholarship for our learners.

MISSION STATEMENT

Louisiana State University School of Medicine - New Orleans trains physicians and scientists in healthcare disciplines. The Medical School strives for excellence in medical education, research, and service. We believe diversity and inclusion are essential components of excellence in all missions.

Medical Education Mission Objectives

The undergraduate curriculum contains programs of study that enable students to become competent, caring physicians, who can function in any healthcare system, engage in life-long learning, and appreciate and evaluate medical research. Graduate Medical Education programs enable residents to become skilled and knowledgeable in their chosen discipline and able to assume the responsibilities of a practicing physician. We prepare students and residents to serve a diverse society, to prioritize patient safety, to improve healthcare quality, and to value teamwork and interprofessional contributions to patient well-being.

Research Mission Objectives

Medical education and research are related pursuits. Academic excellence in research heightens the intellectual atmosphere, develops new knowledge, and transmits current information for the benefit of all constituencies. The School of Medicine provides space, personnel, core laboratories, and funding for scientific investigation undertaken by our faculty and learners; our research is further supported by the campus infrastructure; including library services, animal care, and computer services. Long term planning and acquisition of research funds are vigorously pursued to ensure continued research growth.

Service Mission Objectives

The school promotes excellence in healthcare delivery for all its patients, through relationships with our clinical partners and in community oriented programs. Clinical practice supports and maintains the competency and skills of faculty and expands opportunities for undergraduate and graduate teaching and research. The school is responsive to changing healthcare delivery models. Additionally, the school is committed to community outreach programs that enhance diversity, provide educational and service opportunities, and enhance the quality of life of constituent communities.

VISION

Consistent with its mission, the LSUHSC School of Medicine - New Orleans strives to be, recognized for its commitment to excellence and innovation, and defined by:

- The promotion of educational excellence in current healthcare training environments, with an emphasis on preparing students and residents to practice effectively in our evolving healthcare system. We strive to create a culture of interprofessional education, quality improvement, and patient safety that extends across the continuum of learning and learners at all levels of medical education.
- A research enterprise that fosters team science and collaboration across disciplines, spans the continuum from basic to clinical translational science, and promotes the discovery and application of new scientific and clinical knowledge, with an emphasis on addressing the health care issues and challenges that affect the citizens of Louisiana.
- An approach to patient care that demonstrates an ongoing commitment to improvement of the health status of citizens of Louisiana through the provision of care that is accessible, patient-centered, quality-focused, and safety-oriented.
- A strong commitment to promoting cultural and ethnic diversity within the School of Medicine in an effort to strengthen our core programs, as well as our community outreach initiatives, by utilizing city, state, and regional partnerships with a long term goal of improving the health of our communities.

STRATEGIC PLAN GOALS AND INITIATIVES

- **Goal #1**
Promote excellence and innovation in all School of Medicine educational programs (Undergraduate Medical Education (UME), Graduate Medical Education (GME), and Continuing Medical Education (CME))
 - Curriculum – Content, Structure, Reporting, Assessment
 - Strengthen and expand curriculum content across the continuum (UME, GME, and CME) in specified areas of need, including Interprofessional Education (IPE), cultural competency, Quality Improvement (QI), Patient Safety (PS), health literacy, critical evaluation of medical literature, healthcare systems, and stewardship of resources.
 - Enhance medical curriculum implementation across the continuum in accordance with principles of learning: promote integration of content from multiple disciplines, promote development of critical thinking skills, and promote self-directed learning.
 - Develop systems for cataloging, reporting, and monitoring clinical skills development, learning activities, and other professional experiences and utilize these systems to improve trainee feedback and enhance professional development.
 - Enhance teaching and evaluation of clinical skills in accordance with national trends and current evidence: utilize national instruments such as milestones, entrustable professional activities (EPAs), and competencies to guide teaching and assessment.

- Provide faculty development in curriculum areas targeted for strengthening (as noted above) to ensure competence in teaching and encourage educational scholarship.
 - Professional and Personal Development
 - Provide expanded opportunities for students and trainees to explore areas of academic interest (such as basic, translational, or clinical research; MD/PhD program; public health studies).
 - Provide additional opportunities and curriculum flexibility for learners (students and residents) to explore areas of interest for general professional development (including content in humanities, education and teaching, community service, ethics and reflective practice).
 - Community Partnerships
 - Facilitate education of learners in the setting of new community partnerships through enhanced faculty development programs.
 - Strengthen novel service learning activities that enhance cultural competency and awareness of health disparities (such as Student Run Homeless Clinic, and school-based educational programs in tobacco use, safety, STD prevention, and nutrition).
 - Engage in regular dialogue with the leadership of partnering institutions and other key stakeholders regarding medical education in general, integration of specific educational initiatives (for example IPE, cultural competency, QI, PS), and related faculty issues, particularly faculty development.
 - Ensure that affiliation agreements with partnering institutions fully outline expectations for student and resident participation in patient care and documentation of patient care.
 - Organizational Infrastructure
 - Enhance communication systems (videoconferencing, electronic meeting, and educational blackboard), and their support, to improve integration of educational programs and branch campus development, facilitating direct teaching, faculty development, and administrative decision-making.
 - Upgrade educational facilities to accommodate curriculum changes and approaches (team-based learning, IPE, self-directed learning, teaching and evaluation of clinical skills).
 - Enhance capacity of the Office of Diversity and Community Engagement (ODCE) to track outcomes in medical education, health analytics, and medical workforce needs.
 - Undertake review of GME infrastructure supporting both institution and individual programs in context of clinical partnerships.

● **Goal #2**

Foster a culture of scholarly activity and investigative excellence while recognizing current emphasis on team science and collaborative research

- Faculty and Leadership; Development, Recruitment, and Retention
 - Promote development of physician scientists and translational researchers, expanding on successes of our MD/PhD program and developing strategies for targeted recruitment of graduates to the faculty.
 - Promote participation in alternative training pathways for residents engaged in research (for example the ABIM Research Pathway).
 - Prioritize recruitment of promising early career investigators and faculty leadership with expertise in and commitment to translational research building on successes in areas of research strength: Alcohol and Drugs of Abuse, Cancer, Cardiovascular, Immunology, Infectious Disease, and Neuroscience.

- Implement additional faculty mentoring opportunities, through existing mentoring committee program and other targeted initiatives.
- Research Support Structures and Initiatives
 - Fill recently vacant position – Director of Research Development.
 - Continue to provide intramural support for the Research Enhancement Fund; initiate review cycles entirely dedicated to collaborative and translational research.
 - Expand mentoring programs for both basic and clinical science faculty members that encourage cross-discipline collaborations.
 - Build an “internal review” process for new grant submissions, coordinated by the Research Advisory Committee with support from the Associate Dean for Research.
 - Continue discussions with LSUHSC Computer Services on investigator needs for enhanced computational and repository capacity, particularly in regards to “big data”.
 - Continue to refine on-line resources for SOM research.
 - Improve promotion of research seminars and symposia and encourage use of common School of Medicine events calendar.
- Core Facilities
 - Create distinct Core Lab Subcommittee of the Research Advisory Committee to conduct on-going needs assessment, equipment inventory (and salvage), operations review, and management plan for existing and new core labs.
 - Continue process of Core Lab standardization and centralization of oversight and management.
 - Develop “out-sourcing” recommendations for core lab operations in specific circumstances (especially with rapidly evolving or exceedingly expensive technologies or low volume tests).
- Translational/Clinical (Patient-Based) Research
 - Develop and coordinate programs to promote basic-clinical science and translational research collaborations through the Director of Research Development, the Research Advisory Committee and the Associate Dean for Research.
 - Coordinate theme-based symposia and develop a quarterly Dean’s seminar focusing on translational research opportunities.
 - Disseminate information and promote SOM-wide resources available through the NIH-funded Louisiana Clinical and Translational Science Center (LA CaTS).
 - Develop faculty and staff capabilities for conducting clinical trials and patient-based research capabilities (such as LCRC Clinical Trials Unit, LSU HealthCare Network (LSUHN) Clinical Research Organization, new UMC Clinical Research Center).
 - Develop faculty and learner training program in fundamentals of clinical and translational research.

- **Goal #3**

- **Expand clinical practice opportunities through strategic program building with School of Medicine clinical partners**

- Clinical Partnerships
 - Maintain education and clinical research as priorities within our clinical practice models in the LSUHN and with our clinical partners.
 - Develop new opportunities for building programs and service lines within the structure of clinical partnerships.
- LSU HealthCare Network (LSUHN, the faculty group practice)

- Continue to build primary care and general surgery capacity for clinical enterprise in New Orleans.
- Promote patient-centered, referral, interprofessional, and multidisciplinary culture within LSUHN, using Clinical Practice Leadership Group and the Dean's Advisory Task Force as resources.
- Continue to pursue National Committee for Quality Assurance (NCQA) recognition of LSUHN clinics as patient-centered medical home.
- Build on early successes in development of clinical services lines (for example comprehensive breast care, colorectal disease, pulmonary hypertension).
- Continue to improve functionality of web-based registry of LSUHN clinicians with information on specialty, contact information, and practice location(s).

• **Goal #4**

Promote and embrace diversity and cultural competency in the School of Medicine faculty, staff, house staff, and student body

- Appoint a Director of Student Services to Office of Community and Minority Health Education (OCMHE) to serve as a liaison between Student Affairs and Admissions.
- Advance and strengthen holistic and inclusive admissions framework as it supports the admission of a diverse student body.
- Obtain additional professional support for OCMHE to promote pipeline programs and track outcomes, identifying key determinants for success in medical school.
- Strengthen Summer Science and pre-matriculation programs, coordinating with other SOM summer research programs for high school and college participants.
- Develop pre-admissions advising and career planning pathways for potential students (and future faculty candidates).
- Involve OCMHE in recruitment of faculty and school leadership candidates.
- Improve internal and external communication on OCMHE activities and programs.
- Support diverse and inclusive environment throughout all school programs: UME (including curricular content on cultural competency and health disparities), GME, faculty and leadership recruitment, policies and procedures.

Goal #5

Refine and implement a comprehensive mechanism for faculty and leadership orientation, development, and evaluation

- Faculty
 - Reassess administrative and staff support needs for Faculty Development.
 - Continue to redesign and build early career faculty on-boarding, orientation, mentoring, and professional development programs, using input and project development from the Faculty Development and Evaluation Committee.
 - Undertake needs assessment for mid-level and senior faculty development programs.
 - Coordinate faculty development programs across SOM to improve efficiency and create additional capacity.
 - Implement novel SOM "team-building" events through the Faculty Development and Evaluation Committee.
 - Reinforce process of Annual Review for all full-time faculty members as an opportunity for performance evaluation and professional/career development, including consideration of leadership opportunities.

- Pilot proposed revised Annual Review instrument (Annual Review and Planning Instrument for Faculty – ARPIF) in basic and clinical science units; consider recommended shift in timelines for faculty annual review and departmental annual reports (Goal #6).
- Consider, in concert with LSUHSC Shreveport, revision of LSU System policies and faculty appointment titles to acknowledge varied roles of School of Medicine faculty, particularly those on non-tenure tracks.
- Enhance existing programs of recognition and incentives, particularly in teaching and research.
- Leadership
 - Continue to provide guidance and tools to departmental and center leadership for faculty recruitment, with an emphasis on building excellence and diversity within the faculty, including expanding the numbers of underrepresented minority faculty members.
 - Conduct leadership needs assessment for new SOM leaders with goal of tailoring orientation to gaps in knowledge or skill sets.
 - Continue to develop and implement competency-based leadership seminar series with goal of expanding access to leadership training across faculty rank.
 - Provide department heads feedback from The IDEA Center and other faculty surveys.

- **Goal #6**

- **Promote a transparent and standardized process for annual reporting and Periodic Academic Unit Review**

- Annual Reporting
 - Streamline annual reporting for departments and centers, attempting to align faculty annual review with annual reports.
 - Implement use of standardized instrument for annual reports (Annual Report and Planning Instrument for Departments/Divisions/Centers – ARPID).
 - Consider operational and economic feasibility of conducting periodic internal review and periodic external review to enhance success of academic units.

- **Goal #7**

- **Continue to refine and adjust budget principles for resource allocation in alignment with the core missions of the School of Medicine**

- Budgetary support and incentives for education
 - Redefine SOM support to departments for educational programs in context of curricular renewal.
 - Clarify “funding gaps” between SOM departments and other LSUHSC schools in relationship to expanding teaching obligations.
 - Identify financial needs for further development of branch campuses.
 - Clarify role of clinical partners in supporting educational mission.
 - Safeguard SOM reserves for support of School of Medicine recruitments and strategic initiatives
- Resources supporting clinical programs
 - Continue to work with clinical partners in defining appropriate faculty, staff, and institutional financial support for clinical programs essential to core educational and clinical research missions.
 - Expand on LSUHN initiatives to provide monthly “dashboard” reports to clinical department heads, departmental business offices, and individual faculty members.

- **Goal #8**

- **Expand outreach initiatives to develop and strengthen mutually beneficial relationships with community partners**

- Expand pipeline engagement with existing partners (such as Xavier, Southern University Baton Rouge and New Orleans, Dillard) in concert with other LSUHSC schools.
- Strengthen outreach initiatives that address health disparities and promote health equity in our communities.
- Collaborate with the LSUHSC School of Public Health, Louisiana Public Health Institute, Louisiana Office of Public Health, and others on funded initiatives aimed at eliminating health disparities in our communities.

- **Goal #9**

- **Strengthen internal and external communication for School of Medicine activities and those of its support organizations**

- Internal communications
 - Strengthen bidirectional communication between SOM leadership and student body and between SOM leadership and faculty.
 - Undertake a needs assessment for additional SOM staff support in writing, editing, and web design.
 - Increase frequency of SOM newsletter publication.
 - Develop special communications feature on “SOM Faculty Member of the Week”.
 - Provide support for monthly “blast emails” from Faculty Assembly.
 - Create functional SOM “Calendar of Events”.
 - Consider feasibility of developing smartphone app for key SOM information.
 - Consider initiating a Dean’s Office monthly blog or electronic “white paper” on topic of universal interest.
- External communications
 - Continue to enhance marketing strategy for LSU Health and LSUHN through conventional and novel media.
 - Improve sense of alignment with clinical partners by developing consistent web-linking and information-sharing strategies.
 - Facilitate web-based donation methodologies for basic and clinical science departments and centers.
 - Enhance visibility of SOM in civic life of our communities, particularly in New Orleans, Baton Rouge, and Lafayette.
 - Publicly promote community outreach programs involving learners, faculty and staff.

No Strategic Plan is complete without defining the metrics for accountability and performance or for achieving specific goals and objectives. Since our 2014 – 2019 Strategic Plan derives from our mission and vision, we are confident that metrics, annual reporting initiatives, and survey methodologies already in use will provide us with the ability to track our performance over time. These elements include, but are not limited to, the AAMC Graduating Students Questionnaire, the Board of Regents Louisiana Grad Act Reports, the AAMC benchmark reporting on faculty demographics, the LSUHSC Diversity Program Report, the NSF Facilities Support Report, and the annual Research Space Study for the SOM.

All Work Group reports have embedded requests for additional professional and staff resources and for additional funding for specific initiatives or programs. In many instances the requests are

overlapping and all are being considered in the context of the financial priorities and circumstances of the LSUHSC and SOM budgets.

Corrections made: March 31, 2015

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