



LSU Health New Orleans | School of Medicine

# STRATEGIC PLAN 2025-2030

**LSU Health**  
NEW ORLEANS

School of Medicine

The LSU Health School of Medicine in New Orleans has admirably served the state and region throughout its 93-year history. We provide excellent patient care across southern Louisiana, and we are particularly committed to providing care for the region’s most vulnerable populations. We are the leading training institution for the state’s physician workforce, and seventy percent of the doctors practicing in Louisiana received some of their training through LSU programs. It became clear during this strategic planning process, however, that our faculty, staff, and learners want wider recognition for our excellence in education and clinical care. We also want wider recognition as a leading research institution. Faculty chose *innovation* as one of our leading core values, and it is our vision to become **a transformative regional leader in patient care, education, and research.**

The School of Medicine has never had greater opportunity to advance in our three core missions: clinical care, education, and research. The complete renovation of Medical Education Building floors 5, 6, and 7 will provide nearly 200,000 square feet of new laboratory space. We are poised to invest further in our investigative strengths, and this space positions us to grow the research enterprise in the coming decades. Our education and training programs are strong, and the recent opening of the CALS building brings tremendous potential for even more innovative medical and interprofessional training that will attract students and residents for many years. Our clinical partners in New Orleans, Baton Rouge, and Lafayette value the excellent care that our doctors provide, and our relationships with their leaders have never been better. We are actively negotiating with these hospital systems to enhance the compensation structure with clear expectations for our clinical faculty, to encourage continued excellence and growth in our clinical programs, and to provide greater support for our academic missions.

Thank you to everyone who has contributed to this strategic plan. School leaders, Health Sciences Center leaders, faculty, staff, residents, students, alumni, and external stakeholders worked for eight months under the able guidance of an exceptional team from Emergent Method. Our goals and strategies are clear in the pages that follow. I invite you to read this LSU Health School of Medicine New Orleans Strategic Plan 2025 – 2030. We are indeed charting our course to become the regional leader in health care, education and research.

### **Richard DiCarlo, MD**

Dean, LSU Health New Orleans School of Medicine

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# EXECUTIVE SUMMARY



In 2024, the LSU Health New Orleans School of Medicine began a strategic planning process to build on our extensive history of service, innovation, and excellence and chart a future for how we can further advance our clinical, education, and research missions. This process was designed to be people-focused and data-driven, with more than 1,200 stakeholders participating in the development of this strategic plan.

The plan articulates a structured approach to advancing our mission in clinical care, education, and research, with a focus on addressing Louisiana's complex healthcare needs while positioning the school as a national leader in academic medicine. It sets forth distinct priorities, concrete goals, and actionable strategies, all underpinned by metrics to track progress. Five critical facilitators are also included as factors essential to achieving success across these three mission areas and accomplishing multiple goals outlined in this plan. These critical facilitators include a focus on enhancing the school's brand visibility, attracting and retaining top faculty and staff, reinforcing the school's commitment to health equity, deepening community engagement, and bolstering operational infrastructure.

## Clinical Mission

We are committed to creating a clinical environment that meets today's healthcare needs while advancing medical treatments for the future, made possible by strong clinical partnerships and innovative medical practices that further enable our focus on delivering patient-centered, high-quality care for all.

Our clinical priorities include the following:

- **BECOME THE DOCTORS OF CHOICE FOR THE PEOPLE OF LOUISIANA:**

We will work to establish our school as an exemplar of clinical excellence and a preferred partner for regional hospital systems, serving patients through strong clinical partnerships, investments in infrastructure, expanded clinical trials, and advanced medical technologies. These efforts aim to elevate our school's status as a premier center for specialized, high-quality care.

- **BUILD UPON OUR COMMITMENT TO MEETING THE NEEDS OF THE UNDERSERVED:**

To reduce healthcare disparities, we will target our resources and expand our programming to meet the needs of underserved populations, delivering excellent primary care while building advanced care capabilities, and broadly engaging with the communities we serve.

- **PROVIDE AN EXCELLENT CLINICAL ENVIRONMENT THAT LEADS TO POSITIVE EXPERIENCES AND RESULTS FOR OUR PATIENTS:**

We are focused on offering a comprehensive, positive patient experience across our clinical settings, which we will do by providing high-quality care to all patients, becoming a regional and national clinical care destination for key specialties, and recruiting clinical faculty that mirror the diverse Louisiana communities and patients we serve.

- **ESTABLISH CLEAR ACCOUNTABILITY AND EXPECTATIONS TO DRIVE HIGHLY PRODUCTIVE FACULTY:**

We are dedicated to transparency in our school's operations and establishing clear expectations that enable both our faculty and clinical partners to understand their roles and maximize productivity.

- **BE ON THE CUTTING EDGE OF MEDICINE IN ALL WE DO:**

We are dedicated to leveraging technology and engaging in groundbreaking discoveries that enable innovation, program expansion, and expanded clinical trials that can create transformative impacts.

- **CONTINUALLY POSITION THE SCHOOL AND CLINICAL PARTNERS AS AN ACADEMIC MEDICAL CENTER:**

We have clear obligations as an academic medical center that we must continually fulfill by providing cutting-edge patient care while also training our medical students, residents, and fellows, and conducting transformative medical research, emphasizing core areas of focus like cancer care and primary care, and growing key programs that support both medical training and clinical care.

## Educational Mission

As a public medical school, we are committed to educating healthcare professionals equipped to meet Louisiana's healthcare challenges. Our priorities in education are centered on providing robust professional development opportunities to all across our school and building a high-performing learning environment that supports students, residents, and fellows in becoming skilled, compassionate professionals.

These educational priorities include the following:

- **PROMOTE A HIGH-PERFORMING, EQUITABLE, AND SUPPORTIVE ACADEMIC MEDICINE LEARNING ENVIRONMENT TO ENHANCE LEARNER SUCCESS:**

We will equip our learners for success by implementing career planning and mentorship programs for every undergraduate medical education student early in their programs, advancing medical research education, and establishing innovative programs focused on the future of medicine. We must also prioritize training on health equity and patient-centered care in order to prepare students for the unique healthcare needs of Louisiana.

- **PRODUCE DOCTORS THAT HELP ADDRESS THE STATE'S PRESSING PHYSICIAN NEEDS:**

We aim to alleviate Louisiana's physician shortage in the state's highest-need primary care specialties through strategies like early career advising and mentorship to support students interested in these specialties, investing in activities that help increase or expand primary care programs, enhancing our efforts to attract prospective learners to primary care specialties, and recruiting students from underserved communities in our state who have a vested interest in returning to and improving health outcomes in their local communities.

- **FOSTER LIFELONG LEARNING AND PROFESSIONAL DEVELOPMENT FOR ALL FACULTY AND STAFF:**

We are committed to professional development for our faculty and staff, with the goal of achieving 100% participation annually. Initiatives include establishing a unit focused on teaching excellence and providing resources for faculty to improve competencies in health equity, ultimately elevating the educational experience and fostering professional growth across our school's teaching, research, and clinical communities.

- **RETAIN AND RECRUIT HIGH-QUALITY FACULTY AND STAFF:**

We will focus on being a competitive employer of choice that effectively communicates our expectations, demonstrates how we value our employees, and aggressively works to both retain and recruit high-quality faculty and staff.

- **COLLABORATE WITH PARTNERS TO FULLY INTEGRATE EDUCATION INTO THE CLINICAL LEARNING ENVIRONMENT:**

We must establish a shared responsibility with our clinical partners for academic training and medical education, supported by local partnerships that help us better understand the health needs of our community and establish and expand community-based clinical learning environments.

## Research Mission

Our research priorities are designed to increase our school's influence in medical research with an emphasis on Louisiana's unique health challenges, guided by a clear set of key areas where our school is well positioned to excel and innovate. Through these priorities, we aim to expand our research footprint and contribute solutions that improve health outcomes in Louisiana which can be exported to communities around the nation and world.

Our research priorities include the following:

- **ESTABLISHING CLEAR INTERDISCIPLINARY AREAS OF FOCUS TO GUIDE OUR RESEARCH ACTIVITIES:**

We have intentionally selected research areas of focus that cover the entirety of the translational spectrum and consider the unique strengths and opportunities within our institution, the unique environment of the communities we serve and support, where we expect our funders will move in the future, and how we can best improve health outcomes across our state. We will utilize these interdisciplinary areas, which include chronic comorbidities, trauma/critical care, and translational neuroscience, as a lens for securing resources and advancing knowledge and experience that delivers solutions across the lifespan.

- **ELEVATE RESEARCH AS A PRIORITY:**

We will make significant investments in our research infrastructure, demonstrating our commitment to research as a co-equal pillar of our mission. These investments will help us pursue and secure large-scale grants aligned with our research areas of focus, conduct clinical trials focused on Louisiana's most pressing health disparities, and establish in-house competencies in machine learning and artificial intelligence that further accelerate our research capabilities. Ultimately, this commitment will help our school secure a top 75 ranking in NIH funding and build a reputation for the school underscored by promoting impactful, equity-focused research.

- **BUILD AND MAINTAIN A HIGH-PERFORMING RESEARCH FACULTY WORKFORCE:**

With a goal to recruit and retain high-performing research faculty, we will invest heavily in faculty start-up packages, support and incentivize funded and productive researchers, provide mentorship to early-stage investigators, and increase intramural research funding – all of which will serve as inputs to fostering an environment that attracts and nurtures top research talent.

- **BUILD AND MAINTAIN A HIGH-PERFORMING RESEARCH STAFF WORKFORCE:**

We are also focused on developing and investing in the high-performing research staff who support our faculty and help enable their discoveries. This includes investments in existing staff, the hiring of additional staff, and training that enhances our staff's ability to serve key, highly productive roles in accelerating research across current and future areas of focus.

- **SUPPORT THE DEVELOPMENT OF ROBUST, HIGH-PERFORMING RESEARCH SUPPORT FUNCTIONS WITHIN THE SCHOOL OF MEDICINE:**

We are committed to enhancing the essential support services and functions that underpin all research activities. Key strategies include expanding support services like grant writers and editors, improving grant processing time, reducing time to trial activation for clinical research, expanding training for research staff, and establishing policies and agreements that streamline support and data sharing for research activities. These measures will help streamline research operations, allowing faculty to focus on advancing medical knowledge and driving clinical impact.



## Critical Facilitators

Our ability to successfully deliver our school’s mission depends on five critical facilitators that support and cut across these clinical, educational, and research priorities:

**1. EFFECTIVELY POSITION THE SCHOOL’S BRAND AND COMMUNICATE ITS SUCCESSES AND IMPACT:**

We must enhance our school’s visibility and establish a stronger presence within Louisiana and beyond that helps build trust, attract prospective learners and faculty, and position our school as a leader in academic medicine.

**2. RECRUIT AND RETAIN COMPETITIVE, HIGHLY PRODUCTIVE FACULTY AND STAFF:**

Our recruitment and retention strategies focus on providing competitive compensation, professional development opportunities, and career growth pathways. These efforts aim to cultivate a talented workforce committed to excellence in clinical care, education, and research.

**3. REINFORCE THE SCHOOL’S COMMITMENT TO HEALTH EQUITY:**

Health equity is central to our mission and work to reduce healthcare disparities throughout our state across all three pillars of our mission.

**4. ENGAGE WITH THE COMMUNITIES THE SCHOOL SERVES:**

As a public medical school, it is imperative that we engage with our communities in all we do – from hosting health events for underserved populations and forming strong partnerships with local organizations to fostering a culture of service across our school. These activities strengthen our community ties and help address local healthcare needs, aligning with our mission to serve Louisiana.

**5. INVEST IN THE OPERATIONAL SYSTEMS, PROCESSES, AND STRUCTURES NECESSARY TO ELEVATE ALL THREE PARTS OF THE SCHOOL’S MISSION:**

We will continue to invest in technology, administrative resources, and organizational systems to support our mission areas. We recognize that functional and efficient operational infrastructure is critical to achieving excellence and sustaining the impact we seek to have across the pillars of our mission.

## Conclusion

This strategic plan serves as a comprehensive roadmap for how we seek to enhance and elevate our school’s impact on Louisiana and beyond. Through the priorities outlined in this plan, we are well positioned to lead in academic medicine and improve health outcomes across the state. In achieving our goals, we aim to both address Louisiana’s healthcare challenges and establish our school as a national leader in medicine and medical education.

**The LSU Health New Orleans School of Medicine has a long, storied history of training the next generation of physicians, positively impacting medical science, and meeting the healthcare needs of the people and communities it supports.**

In 1931, then-Gov. Huey P. Long challenged LSU administration to extend the university's presence and impact in ways that also met clear demands and needs for the state. With only one other medical school in Louisiana at the time, there was demand for trained physicians and interest in Louisiana students becoming physicians. Gov. Long's message to LSU was simple: "You have to dare a bit if you build this school. Start ahead. Let the people see what we propose, and we will find a way to do it."

From the outset, the School of Medicine's mission was rooted in the physical grounds on which it was established – Charity Hospital in New Orleans. This dual focus of both improving access to health care and providing more physicians to serve patients across Louisiana has become a hallmark of its existence.

The school has undeniably experienced setbacks and trials over the years unlike any other school of medicine – from responding to the unprecedented devastation Hurricane Katrina inflicted in 2005, to undergoing a significant transformation that transferred responsibilities for the management and operations of the school's clinical facilities to third-party hospital partners, to continuing to address some of the nation's most pressing health disparities and poor health outcomes, among others. While these issues are unique to the LSU School of Medicine in New Orleans, many others are not – including medical advances worldwide, greater competitiveness in both science and technology and health education, increasingly complex financial structures for delivering health care, and growing demand for physicians during a time when the capacity of so many healthcare professionals has been exhausted as a result of the COVID-19 pandemic.

Additionally, Louisiana's outlook for the future of the state's physician workforce further underscores the importance of the school's mission. According to a 2024 report authored by the Louisiana Legislature's HCR83 Task Force, Louisiana is slated to have the second-largest shortage of physicians in the country by 2030 (a shortage of 4,820 physicians). Forty percent of Louisiana physicians are older than 55, 21% are older than 65, and only 10% are younger than 35.

Amid these challenges and opportunities, the school has continually risen to meet the moment and deliver on its commitment to outstanding medical training, excellence in patient care, state-of-the-art research, and compassionate community outreach. Today, the school is responsible for serving more than one million patient visits annually. The school's faculty make groundbreaking discoveries that lean into the unique environment Louisiana offers for healthcare research, generating findings, solutions, and technologies that can both address healthcare needs in Louisiana and be exported to support communities around the world. The school is responsible for educating a significant portion of physicians practicing in Louisiana, with approximately half of the school's graduates choosing to remain in Louisiana for their residency and train at a broad range of hospitals in New Orleans and across south Louisiana. The school also serves a key role in driving the state's economy through LSU Health New Orleans, which generates \$1.6 billion in economic impact and supports more than 9,100 jobs annually.

In March 2024, the school began a process to develop a new, long-range strategic plan designed to build on the school's long tradition of providing exceptional medical training and patient care. This aligns with both the LSU Health New Orleans strategic plan and the LSU Scholarship First Strategic Framework, which serves as a broad roadmap for strategic planning across LSU campuses.

This process was inherently people-focused and data-driven. More than 1,200 school stakeholders shared their thoughts about the school today and ideas for the future via one-on-one interviews, listening sessions, and surveys. This input from stakeholders, married with research and analysis of the school's current performance, outputs, partnerships, and other critical factors like culture, internal structures, business processes, communications, and more yielded both opportunities and challenges that can help or hinder the school's future success. It also included an analysis of peer and aspirational schools of medicine, included as an appendix to this strategic plan, to help inform the school's goal setting and tracking of future success in relation to these schools.

Additionally, a core team, an advisory committee, and three workgroups (clinical, education, and research) oversaw and coordinated the planning process. These groups included stakeholders from school leadership, LSU Health New Orleans central leadership, clinical partners, the LSU Healthcare Network, community partners, alumni, faculty, staff, students, and residents. They individually and collectively dedicated significant time, energy, and enthusiasm to this process over several months, with their work directly informing the priorities, goals, strategies, and success metrics included in this plan.

In the same way the school designed this planning process to be a coordinated, stakeholder-driven process, the result of this process is a plan that cannot be implemented in a vacuum, nor is it one that can or should be implemented all at once. The multi-year nature of this plan envisions goals to be achieved and strategies to be implemented by the end of 2028. The school will work with internal stakeholders and

external partners to align annual priorities, develop annual plans, and determine how best to allocate the school's limited resources in a way that advances these priorities year over year – tracking progress and celebrating successes along the way.

Once again, as in 1931, the school is well positioned to propose an exciting path forward, focused on serving state and regional communities, guided by a vision of being a transformative regional leader in patient care, education, and research. Significant opportunities lie ahead: from continuing to provide excellent clinical care for the people of Louisiana and improve healthcare outcomes in the state, to producing well-educated doctors that help address the state's pressing physician needs, to organizing the school's research activities around core interdisciplinary areas that leverage existing areas of excellence and lean into developing fundable solutions that can be developed in Louisiana but exported to the world – while investing in the supports and structures necessary to accelerate that research. These are just a few of the opportunities and corresponding priorities outlined in this plan.

The reality is that none of these priorities or corresponding goals and strategies are possible without the people and partners of the School of Medicine. The faculty and staff who comprise the school are the front line for advancing the school's mission. The school is committed to both retaining and recruiting the high-quality people this plan requires while investing in the programs and processes that both enable their success and help ensure the delivery of high-quality programs and guidance that ensures the success of all learners. The same is true for the school's clinical partners, who each have a vested interest in our success. We must continually stay aligned with one another and aggressively seek all opportunities to ensure these partnerships are as effective and impactful as possible.

Our team at the LSU Health New Orleans School of Medicine stands ready to achieve our vision. We invite you to join us in making it and this plan a reality.



## Mission

**To serve state and regional communities through excellence in teaching the next generation of physicians and scientists, advancing biomedical knowledge, and providing skilled and compassionate clinical care to all.**

### OUR CLINICAL MISSION

*To serve as a destination for high-quality, innovative clinical care.*

We provide high-quality and innovative clinical care for all patients. We are a model for training healthcare professionals in anticipatory and compassionate care. We ensure that our clinical services are exemplary and forward-thinking.

### OUR EDUCATION MISSION

*To lead in training highly skilled and compassionate doctors and scientists for the state of Louisiana and beyond.*

We lead in medical education by training highly skilled scientists and compassionate physicians who serve Louisiana and beyond. We are dedicated to excellence in educational innovation, teaching, and fostering a learning environment that prepares the next generation of doctors to excel in their professional, ethical, and community service responsibilities.

### OUR RESEARCH MISSION

*To foster a research environment that appreciates, values, and prioritizes research.*

We are committed to being a leader in translational research, advancing knowledge across disciplines and practices to enhance biomedical science and improve patient care for all.



## Vision

To be a transformative regional leader in patient care, education, and research.

## Values

### EXCELLENCE

We are dedicated to upholding the highest standards in all we do, constantly challenging ourselves to be the very best, and ensuring every aspect of our work reflects our commitment to quality and continuous improvement.

### SERVICE

We exist to serve the state of Louisiana. We are committed to the well-being of our students, practitioners, and the broader community. Through every action and decision, we prioritize the needs of those we serve, fostering a culture of care, equity, and responsibility.

### INNOVATION

We embrace a spirit of exploration and creativity, pioneering new practices and advancing our body of knowledge – from faculty and staff to our students and the communities we serve. Our commitment to forward-thinking solutions ensures that we remain leaders in clinical care, education, and research, continuously pushing beyond the status quo.

### COMPASSION

Compassion is at the heart of our approach to health care, no matter who we are treating or serving. We are focused on training practitioners who consider the holistic needs of their patients and provide care that is empathetic, comprehensive, excellent, and patient-centered.

### INTEGRITY

We conduct our work with honesty, transparency, and accountability. Our relationships with colleagues, students, and the communities we serve are built on trust and mutual respect, working together as partners toward shared goals.

### INCLUSIVITY

We are committed to building a fair and inclusive environment for all. This focus enriches our learning culture, improves health outcomes, attracts diverse learners, cultivates multispecialty physicians and scientists, and supports the recruitment and retention of exceptional faculty and staff.

The School of Medicine operates in an environment where alignment of priorities, goals, and strategies is crucial to the success of the broader university, other colleges and schools, academic and nonacademic units, individual departments, and external partners.

Our success directly impacts both LSU Health New Orleans and LSU as a unified statewide institution. For this reason, we developed our strategic plan with a strong emphasis on alignment, understanding the importance of evaluating all our efforts and the contents of this plan through the lens of alignment with the strategic goals of these two entities.

## LSU Scholarship First Strategic Framework

The following represents the key pillars of the LSU Scholarship First Strategic Framework, LSU's strategic plan released in 2024, with key elements bolded that the School of Medicine is poised to deliver the most direct and meaningful impact in accelerating through this plan.

## LSU DELTAS

These are the “deltas” for Louisiana that the university believes it can take the lead and be partners in.

1. **A K-12 educational system that prepares students for the future and supports a prosperous economy**
2. **An effective, efficient higher education system that fulfills the workforce needs and deploys knowledge for the public good**
3. **A diversified economy that drives general prosperity**
4. **Better health and an effective, efficient healthcare delivery system, while eliminating health disparities**
5. Successful defense of our natural and man-made assets located along the coast and rivers
6. Preservation of one of America’s most unique environments and “Sportsman’s Paradise”
7. A cyber infrastructure for our businesses and government that is free from crime and intimidation
8. Expansive access to artistic and cultural opportunities for personal development and global understanding
9. **A new perception of Louisiana among its sister states**

## LSU PENTAGON PRIORITIES

The university views these five areas as the interaction of the state’s greatest needs and the university’s ability to generate meaningful change. Each of these areas requires multidisciplinary participation supported by basic and clinical research, social understanding and ethics, education, and development of a workforce, creation of new products, and extension of the information to Louisianans who can use it.

Agriculture

Biomedical/Health

Coast

Defense

Energy

## LSU Health New Orleans Strategic Plan 2024-2028

As the School of Medicine exists as one of six schools that comprise LSU Health New Orleans, this plan considers the broader strategies of the LSU Health New Orleans plan – with priorities, goals, and strategies designed to reinforce these strategies in intentional, aligned ways.

### TRANSFORMATIONAL STRATEGIES

1. Student Success
2. Louisiana-Focused Research
3. Building Healthy Communities
4. Reducing Cancer’s Burden
5. Clinical Growth

### ENABLING STRATEGIES

1. Focus on Our People
2. Culture of Excellence
3. Economic Sustainability
4. Operational Effectiveness

# PLAN FRAMEWORK







This strategic plan is structured into three sections that contain both distinct and interrelated priorities related to the three missions of the school (clinical, education, and research).

Each section contains a series of priorities (broad areas of focus), goals (tangible outcomes we hope to accomplish), and strategies (how we generally intend to accomplish our goals), and metrics (how we will measure our success) that the school will monitor throughout the life of this plan. In some instances, a baseline for these metrics may not currently exist, in which case one must be created and measured over time.

While this plan was developed to highlight distinct priorities for each of the school's three missions, several priorities emerged during the planning process that merit additional visibility and attention as the plan is implemented, as they are vitally important to enabling the school's many other priorities, goals, and strategies.

These cross-cutting priorities, or critical facilitators, are outlined below.

1. Effectively position the school's brand and communicate its successes and impact
2. Recruit and retain competitive, highly productive faculty and staff
3. Reinforce the school's commitment to health equity
4. Engage with the communities the school serves
5. Invest in the operational systems, processes, and structures necessary to elevate all three parts of the school's mission





## Clinical Priorities, Goals, and Strategies

Our clinical mission is firmly rooted in providing the highest levels of care to the communities we serve across Louisiana and the broader region. Our commitment to excellence in clinical practice is demonstrated through both the care we provide and our dedication to training the next generation of healthcare practitioners in patient-centered care. This focus ensures that our clinical services are not just about meeting today's health needs but are geared towards innovation in medical treatments and improving health systems through active collaboration with our School of Medicine's clinical and hospital partners.

Our history of commitment to the people of Louisiana, regardless of the systems in which we work, underscores our pledge to maintain and enhance the quality of care and improve health equity. We strive to be the doctors of choice for regional hospital systems, establishing LSU as a beacon of clinical excellence and a preferred partner. By setting clear expectations and accountability, investing in infrastructure, and fostering collaborative relationships with hospital partners, we aim to create an environment that not only leads to positive patient outcomes but also positions our institution at the forefront of medical innovation.

As we move forward, our strategies focus on becoming a regional and national destination for specialized clinical care, providing the highest levels of care to the communities we serve. We are committed to implementing best practices, expanding clinical trial offerings, and utilizing cutting-edge technologies to ensure that our clinical environment is conducive to delivering superior care. In doing so, we continually reaffirm our role as a leading academic medical center, dedicated to fulfilling our obligations to train healthcare professionals and provide the best possible care to our patients.

## PRIORITY 1

### Become the doctors of choice for the people of Louisiana

#### GOALS

- Establish intentional coordination and promote accountability with clinical partners
- Collaborate with clinical partners to increase infrastructure investment for existing needs and growth of clinical programs
- Achieve national recognition for clinical programs
- Improve recruitment and retention of clinical faculty
- Increase the rate of employment of LSU clinical faculty compared to partner-employed physicians

#### STRATEGIES

- Engage with clinical partners to identify and align with opportunities to support both quality and growth in both primary and specialty care
- Advocate for clinical partners to invest in infrastructure to support current needs and growth opportunities
- Implement best practices focused on faculty and staff retention
- Enhance the attractiveness of clinical faculty positions
- Promote the expertise, work, and success of clinical faculty members

#### METRICS

- Number of clinical faculty
- New clinical faculty hires (percent increase)
- Retention rate of clinical faculty
- Ratio of LSU-employed physicians to hospital-employed physicians in our primary teaching hospitals
- Leadership roles for LSU physicians in our teaching hospitals
- Total clinical revenue generated by LSU faculty
- Clinical programs ranked by U.S. News and World Report



## PRIORITY 2

### Build upon our commitment to meeting the needs of the underserved

#### GOALS

- Increase participation in community healthcare events and programs for underserved populations
- Reduce readmissions for underserved populations
- Increase quality metrics for underserved populations
- Reduce waiting time per underserved patient admission and clinic visits

#### STRATEGIES

- Focus resources and expand programming to meet the needs of local underserved populations
- Deliver excellent primary care for underserved populations while building advanced care
- Provide timely, cost-effective quality care to all patients and local residents

#### METRICS

- 30-day readmission rate for LSU patients
- Time to first appointment for LSU clinics at partnering hospitals
- HEDIS quality metrics for LSU doctors at partnering hospitals

## PRIORITY 3

### Provide an excellent clinical environment that leads to positive experiences and results for our patients

#### GOALS

- Improve patient satisfaction
- Expand expertise for in-demand specialties
- Increase timely and appropriate access to specialty care for all patients
- Increase diversity of clinical faculty to better meet the needs of underserved populations

#### STRATEGIES

- Provide exceptional care to all patients
- Identify areas of specialization to become a regional and national clinical care destination
- Identify and address gaps in the clinical environment to maximize quality of care

#### METRICS

- Satisfaction scores for Healthcare Network patients and for LSU patients at partnering hospitals
- Number of physicians in “high demand” specialties
- Percent of clinical faculty from underrepresented medicine groups

## PRIORITY 4

### Establish clear accountability and expectations to drive highly productive faculty

#### GOALS

- Increase compensation incentives
- Increase clinical research and publications
- Reduce clinical faculty turnover
- Increase continuing medical education (CME) participation
- Meet benchmark relative value unit (RVU) models/targets
- Ensure all clinical faculty meet their professional qualifications

#### STRATEGIES

- Develop transparent compensation plans that incentivize the provider and hold both the school and clinical partners accountable
- Provide clear job requirements and expectations at the onset of employment
- Work with clinical partners to measure efficiency and prioritize investments needed for effective clinical success
- Revise and clarify expectations for promotion on the clinical track

#### METRICS

- Percent of clinical faculty on a performance-based compensation plan
- Total wRVUs for clinical faculty
- Percentage of faculty meeting/exceeding wRVU target
- Percentage of clinical faculty with board certification

## PRIORITY 5

### Be on the cutting edge of medicine in all we do

#### GOALS

- Increase the amount of investment in technology
- Increase the number of external awards and acknowledgments
- Invest in structures and processes to expand clinical trial offerings

#### STRATEGIES

- Collaborate across departments to identify opportunities to become a hub for medical science innovation
- Work with partners to jointly invest in programmatic expansion opportunities
- Promote new technology and implement innovative practices

#### METRICS

*Please see research priorities and corresponding metrics*

## PRIORITY 6

### Continually position the school and clinical partners as a world-class academic medical center

#### GOALS

- Increase in resident and fellow recruitment, satisfaction, and retention as faculty members
- Increase the number of graduate medical education (GME) leadership positions
- Expand visibility for the LSU School of Medicine with increased funding for marketing and promotion activities
- Achieve national recognition for clinical programs, including NCI designation

#### STRATEGIES

- Fulfill academic medical center obligations to train and provide cutting-edge care to patients, from primary care to highly specialized care
- Engage with partners across the state to support the school's position as a leader in academic medicine
- Continue to emphasize cancer care, primary care, and other core areas of focus while being opportunistic and responsive to growing needs and demands in all areas of medicine
- Coordinate with partners to prioritize and grow key programs and optimize resources to support both medical training and clinical care

#### METRICS

- Percentage of residents and fellows who transition to faculty positions
- Regional, national, and international recognition for clinical programs (U.S. News and World Report, professional societies, and other recognitions)

## Education Priorities, Goals, and Strategies



Education serves as a critical conduit through which we fulfill our mission to develop healthcare professionals and scientists who are not only proficient in their fields but also deeply committed to addressing the unique health disparities present in Louisiana. This focus reflects our role as a public institution devoted to expanding the pipeline of physicians and medical practitioners equipped to serve the state effectively. We are also committed to educating scientists who advance medical knowledge about disease and health equity. In recognizing the distinctive health challenges our community faces, our educational strategies are designed to prepare learners across various levels—from graduate and medical students to residents and fellows—to be as successful and impactful as possible in their professional careers.

Education is often the most visible part of our mission, embodying our commitment to intentional training. Our strategies are crafted to prepare learners for success, enabling them to thrive in diverse contexts and meet the evolving needs of healthcare. By aligning our educational efforts with our research and clinical practice, we aim to build an environment that not only imparts essential medical knowledge but instills a strong sense of our core values: service, innovation, and compassion. Our focus is on producing well-rounded healthcare professionals who are ready to tackle the medical shortages and public health challenges specific to Louisiana. This commitment is reflected in our priorities, which emphasize increasing the number of primary care providers, enhancing support and mentorship for students pursuing high-need specialties, and expanding access to medical education for underrepresented and underserved communities.

As we move forward, our educational objectives are clear: to cultivate an academic medicine environment that supports high performance, fosters professional development, and seamlessly integrates educational activities with the clinical and research arms of the school. This integrated approach ensures that our students are not only well-prepared for their future roles but also deeply involved in the community they are trained to serve, ultimately enhancing health outcomes across the state.



## PRIORITY 1

### Promote a high-performing and supportive academic medicine learning environment to enhance learner success

#### GOALS

- Increase the number of graduates who match with one of their top three residency choices
- Achieve 100% of undergraduate medical education (UME) students participating in the school's career planning and advising program
- Maintain leading board pass rates for all residency programs
- Promote advances in medicine and patient care through the development of future medical researchers

#### STRATEGIES

- Maintain rigorous, competency-based academic standards and assessments
- Develop and implement additional innovative teaching methods
- Initiate career planning, mentorship, and advising with medical students early in their programs to prepare them for transitioning to the GME schools of their choice
- Expand trainee (students, residents, and fellows) opportunities to engage in medical education, research, scholarship, and community outreach
- Build and reinforce an inclusive, equitable learning environment
- Develop professional development offerings for trainees (students, residents, and fellows) focused on communication competencies, health equity, and reducing health disparities
- Develop and launch new, innovative educational programs focused on the future of medicine
- Advance medical research education through mentorship, funding, and training
- Recognize mentorship of medical students and residents in research projects through promotion and tenure evaluations

#### METRICS

- Student match rate
- Student participation in formal career planning program
- USMLE Step 1, Step 2, Step 3 student pass rate
- Overall board pass rate of LSU residents
- Percentage of students participating in research
- Student research output (grants and publications)
- Number of students completing MD/PhD program

## PRIORITY 2

### Produce doctors that help address the state's pressing physician needs

#### GOALS

- Increase the number of primary care providers in Louisiana
- Increase UME matches to primary care specialties (family medicine, internal medicine, OBGYN, pediatrics)
- Maintain or increase retention of medical school graduates remaining in Louisiana for residency training

#### STRATEGIES

- Develop career advising to support students interested in addressing the state's highest-need specialties
- Provide mentorship to students early in their programs focused on primary care specialties
- Invest in statewide programs focused on increasing or expanding primary care programs
- Expand scholarship funding and programs focused on recruiting students from underserved communities in the state
- Enhance marketing and outreach efforts to attract prospective learners into primary care specialties
- Enhance recruitment of diverse learners to help meet the healthcare needs of the state's underserved communities

#### METRICS

- Percent of students matching into primary care specialties
- Percent of students remaining in Louisiana for residency
- LSU graduates or residency graduates providing primary care in Louisiana



## PRIORITY 3

### Foster lifelong learning and professional development for all faculty and staff

#### GOALS

- Achieve 100% annual participation from faculty and staff in ongoing professional development
- Increase funding for medical education professional development to align with peer institutions

#### STRATEGIES

- Increase faculty and staff development and support through continuing education, training, resources, and other professional development
- Establish a program and dedicate trained staff to evaluate faculty performance
- Establish and effectively resource a school-based unit focused on professional excellence in teaching curricula, development, and instruction
- Expand on existing faculty development efforts to equip faculty and trainees with the tools necessary to advocate for health equity for all
- Invest in the growth of medical education staff and academic medicine faculty

#### METRICS

- Number of faculty development workshops on campus
- Attendance at faculty development workshops, faculty development meetings, leadership development meetings, and mentorship programs supported by the dean
- Funds spent by the dean's office on faculty and leadership development

## PRIORITY 4

### Retain and recruit high-quality faculty and staff

#### GOALS

- Increase year-over-year faculty and staff retention rates
- Increase faculty and staff compensation to align with the competitive market

#### STRATEGIES

- Clarify faculty and staff expectations and time requirements
- Enhance faculty and staff compensation to be more competitive with peer institutions and the surrounding market
- Enhance the school's promotion and tenure standards and processes to reflect and value faculty teaching responsibilities
- Expand marketing and communications to recruit and attract diverse, high-quality faculty and staff

#### METRICS

- Staff retention rate
- Faculty compensation compared to AAMC median for basic science faculty and clinical faculty

## PRIORITY 5

### Collaborate with partners to fully integrate education into the clinical learning environment

#### GOALS

- All clinical partner agreements articulate shared responsibility for medical education in the clinical learning environment
- Increase in protected time for faculty assigned to specific teaching, education, and administrative roles

#### STRATEGIES

- Establish shared responsibility among clinical partners for academic training and medical education
- Collaborate with local partners to participate in community health needs assessments (CHNA)
- Cultivate fundamental partnerships to meet the needs of the school's learners and community linked to community health needs assessment results
- Coordinate with partners and other LSU Health New Orleans schools to establish and expand community-based clinical learning environments

#### METRICS

- FTEs of dedicated teaching time with clear links to salary or reduced wRVU targets

## Research Priorities, Goals, and Strategies



Research is an essential pillar of our mission, where our mindset is inherently rooted in growth and impact. We aim to expand how we utilize research and discovery to more effectively serve the communities of Louisiana and advance medical science and knowledge worldwide. As the landscape of scientific inquiry evolves, we will strategically adapt our research profile to position us at the forefront of medical science. This commitment is underscored by our focus on investing in facilities, people, and processes that work together to build an environment where innovation can flourish.

The need for interdisciplinary and cross-disciplinary approaches has never been more critical. Our strategic priorities aim to transform not only the scope of our research endeavors but also their impact—extending beyond the academic environment to reach the very heart of community health. As a public university, our mission is twofold: to serve the educational needs of our students and to generate knowledge that tangibly benefits the people of Louisiana. Through targeted strategies and clear goals, we are setting the stage for a future where our research initiatives support this mission, driving improvements in health outcomes and elevating our national and global contributions to medicine.

Furthermore, the bidirectional nature of our research ensures that it not only advances scientific knowledge but also enhances our educational programs and clinical services. By focusing on health equity and addressing disparities across the state, our research efforts are directly aligned with our core values of compassion and service. This integration ensures that our activities in research, education, and clinical care collectively work towards reducing health disparities and improving the well-being of all Louisiana residents.

# Research Areas of Focus

As we assess the unique strengths and opportunities within our institution, combined with the unique environment of the community we serve and support and where we anticipate our funders moving in the future, we have identified key areas where we are exceptionally positioned to excel and innovate.

Each of these areas of focus is designed to cover the entirety of the translational spectrum, from basic laboratory research to population and dissemination and implementation research. Links between clinical and basic science departments are strengthened by these vertical collaborations and supported by the integration of computational biology and data analytics. Health equity in particular serves as an underlying theme within and across these areas of focus – as both an opportunity and an imperative to help improve health outcomes in Louisiana with solutions that can then be exported to communities around the nation and world.

By focusing on these interdisciplinary areas, we aim to build on our existing strengths, foster broader teams, and adopt a holistic approach to advancing knowledge and expertise that delivers solutions for patients across the lifespan – from pediatrics to geriatrics.

## 1. **CHRONIC COMORBIDITIES (AGE-ASSOCIATED AND/OR PERTINENT TO THE GEOGRAPHICAL AREA AND POPULATION WE SERVE)**

- Infectious diseases (HIV, viral immunity, microbiome)
- Cancer
- Cardiovascular
- Metabolic
- Alcohol and drug use/addiction

## 2. **TRAUMA/CRITICAL CARE**

- Clinical innovations in acute injury care (pulmonary/intensive care to burns)
- Regenerative medicine, rehab, plastics (reconstruction), with crossover to neuro components
- Trauma

## 3. **TRANSLATIONAL NEUROSCIENCE**

- Addiction and neurobehavioral consequences
- Pain
- Psychiatric comorbidities (PTSD)
- Alzheimer’s and dementia

# PRIORITY 1

## Elevate research as a priority

### GOALS

- Achieve a total net investment of \$50MM in the school's research infrastructure
- Increase extramural funding to exceed the highest historical levels for the school
- Achieve a top 75 ranking for National Institutes of Health (NIH) funding from the Blue Ridge Institute for Medical Research
- Continue working with clinical partners to achieve NCI designation
- Enhance awareness and visibility of the school's research enterprise

### STRATEGIES

- Establish a culture where successful, funded research is appreciated and valued
- Invest in research areas of focus that position the school for growth and expansion and align with clinical strengths
- Pursue large-scale grants focused on interdisciplinary/transdisciplinary research aligned with the school's research areas of focus
- Conduct and accelerate diverse clinical trials focused on Louisiana's most pressing health disparities
- Build and sustain a development fund dedicated to securing philanthropic support for research
- Create and reinforce processes that enhance financial transparency related to departmental research funding
- Establish in-house data analytics, machine learning, and artificial intelligence capabilities
- Publicize the growth, development, and impact of the school's research enterprise

### METRICS

- Annual investment in research infrastructure
- Total extramural research funding (federal, state, foundation, industry)
- Blue Ridge Institute for Medical Research ranking

## PRIORITY 2

### Build and maintain a high-performing research faculty workforce

#### GOALS

- Invest \$10MM annually in startup packages for new faculty
- Increase basic science/translational science and clinical science research faculty
- Increase faculty with funded research
- Increase faculty conducting health equity research

#### STRATEGIES

- Recruit, hire, and mentor high-performing research-intensive faculty across the school's research priorities
- Hire and mentor early-stage investigators
- Provide competitive start-up packages and salaries
- Support, incentivize, and retain funded and productive researchers
- Facilitate opportunities for more robust interactions between researchers and clinicians
- Utilize vice chairs of research and other mentorship programs to help prioritize and lead the coordination of research activities across the school
- Increase training grants with incentives for faculty to mentor students in their research labs
- Leverage existing and future Centers of Biomedical Research Excellence (COBRE) grants
- Increase intramural research funding

#### METRICS

- Annual funding for start-up packages for newly recruited faculty
- Total number of research faculty
- Number of research faculty with extramural funding
- Percentage of research faculty with extramural funding
- Number of faculty with funding for health equity research

## PRIORITY 3

### Build and maintain a high-performing research staff workforce

#### GOALS

- Increase the number of basic science/translational science and clinical science skilled research staff
- Increase staff for funded faculty research

#### STRATEGIES

- Recruit, hire, train, and invest in high-performing research staff for current and desired areas of strength
- Provide competitive salaries to attract and retain quality staff
- Support and enhance the school's research staff workforce

#### METRICS

- Number of research staff
- Retention of research staff



## PRIORITY 4

### Support the development of robust, high-performing research support functions within the School of Medicine

#### GOALS

- Expand support services for the school's research enterprise, including grant writers and editors
- Improve the efficiency of extramural grant processing (pre-to-post award)
- Reduce time to trial activation for clinical research
- Increase clinical trials (number and completion)
- Increase total revenue of clinical trials

#### STRATEGIES

- Provide resources to assist with effective pre- and post-award grant support (e.g., grant writers, reviewers, and editors)
- Continue investing in the technology, systems, tools, and data outputs to support a high-functioning research enterprise
- Train staff involved in Office of Research Services (ORS) on priorities, diversity of funding mechanisms, and compliance
- Establish criteria and thresholds for how to best deliver pre-award support
- Develop data-sharing agreements with hospital partners to streamline access to patient information

#### METRICS

- Average time to process extramural grant application
- Average time to activation for clinical trials
- Number of clinical trials initiated annually
- Annual patient enrollment in clinical trials
- Annual revenue from clinical trials

# APPENDIX

Peer and Aspirational Schools





NIBP  
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Dräger

Dräger

Apollo

Infinity 5000

The School of Medicine utilized both qualitative and quantitative inputs to determine peer and aspirational schools to inform goal setting through this strategic plan and establish a set of schools against which it can measure relative progress over time. Qualitatively, each workgroup and the strategic planning advisory committee shared insights regarding schools the School of Medicine competes with for students or talent, how they rank comparatively in terms of research expenditures or outputs, and other general factors. The workgroups and advisory committee also shared perspectives on the schools they considered to be more aspirational, with factors that informed this comparison ranging from research expenditures and total revenues from gifts and endowment funds to total full-time faculty.

The school utilized these inputs to form a broad initial set of peer and aspirational schools of medicine. This broad list was refined against a broader array of actual data, including but not limited to:

- Blue Ridge Institute for Medical Research total NIH awards
- U.S. MD-granting medical school applications and matriculants
- U.S. region
- Community-based school classification based on the Association of American Medical Colleges (AAMC) analytics definition of a community-based medical school
- Total federal research grants and contracts
- Financial relationship to parent university (freestanding institution, financially autonomous, or financially integrated with the university)
- Total adjusted state and parent support
- Medical schools that operate their own teaching hospital
- Research intensity based on direct federal grants and contract expenditures for organized research, as reported by medical education programs with full Liaison Committee on Medical Education (LCME) accreditation status
- Total revenues from gifts and endowment funds
- Total tuition and fees revenues
- Total medical student enrollment
- Total full-time basic sciences faculty, clinical faculty, and combined total faculty
- General commonalities, such as if the school is a public school, the school's student and patient base, and location

An analysis of these data, along with continued discussions with the planning workgroups and advisory committee, led to school leadership designating the following institutions and their corresponding schools of medicine as peer and aspirational schools, as noted below, with category representing institutions in the same general region or located elsewhere in the U.S. and peer type representing current peers (comparable) or aspirational peers (aspirational) based on one or multiple comparison points.

Moving forward, the school will utilize these institutions and schools as benchmarks for measuring success, both in comparison to historical and internal baselines and how other schools are similarly progressing over time in key data categories relative to the school’s clinical, education, and research missions.

CATEGORY	PEER TYPE	INSTITUTION	LOCATION
Regional	Comparable	Texas A&M University Health Science Center	Bryan-College Station, Dallas, Houston, and Round Rock, TX
Regional	Comparable	University of Arkansas for Medical Sciences	Little Rock, AR
Regional	Comparable	University of Tennessee Health Science Center	Memphis, TN
Regional	Comparable	University of Texas Health Science Center at Houston	Houston, TX
Regional	Comparable	University of Texas Medical Branch at Galveston	Galveston, TX
Regional	Comparable	University of South Florida	Tampa, FL
Regional	Comparable	West Virginia University Health Sciences	Morgantown, WV
Regional	Aspirational	Medical University of South Carolina	Charleston, SC
National	Aspirational	The Ohio State University	Columbus, OH
Regional	Aspirational	University of Alabama at Birmingham	Birmingham, AL
National	Aspirational	University of Maryland	Baltimore, MD
National	Aspirational	University of Nebraska Medical Center	Omaha, NE
National	Aspirational	University of Wisconsin—Madison	Madison, WI

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