

UNIVERSITY OF FLORIDA COLLEGE OF MEDICINE

STRATEGIC PLAN 2014

PREAMBLE

Each patient's care is at the center of the vision, mission, and values in the University of Florida College of Medicine's (UFCOM) strategic plan. All aspects of our vision, mission, values, and goals are embodied in five strategic themes - service, quality, life-long learning, collaboration, and maximizing individual potential. The core values of innovation, diversity, inclusivity, and a supportive environment are embodied by these strategic themes which drive our vision and missions. Innovation is necessary for excellence in all missions and is a key component of lifelong learning. A diverse, inclusive, and supportive environment optimizes patient care, ensures quality across missions, develops teamwork skills, and enables achievement of professional aspirations. These core values weave throughout each of these strategic themes, and each strategic theme pervades the practical goals and objectives.

This UFCOM strategic plan is intended to complement and build upon the foundations provided by the [UF Health Strategic Plan](#), the [UF President's Strategic Work Plan](#), and the following 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."

VISION

The University of Florida College of Medicine will 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.

MISSION

The mission of the UFCOM is to develop excellent physicians, scholars, physician assistants, and professional staff who will advance 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 local and regional community.

2. QUALITY

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

3. LIFE LONG LEARNING

Inspire our students, residents, faculty and staff to continue learning in order to become and remain the best in their area of expertise.

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, and include the best talent in all we do.

GOALS

I. EXCELLENCE IN EDUCATION

Recruit a highly competitive, 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 demographically diverse backgrounds.

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.

Strategy 2A: Complete work on the new medical curriculum, with the emphasis on integrating clinical medicine and basic science from the very first day of medical school.

Strategy 2B: Increase reflective writing, small group discussions, integration of the humanities and patient stories within the medical curriculum to maintain empathy and rejuvenate 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: Complete the new George T. Harrell Medical Education Building, thereby improving the learning environment and providing state of the art resources to support medical educational programs.

OBJECTIVE 3: Promote individual academic pursuits.

Strategy 3A: Use 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.

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

Strategy 4B: Enhance teaching skills by completing the Faculty as Teachers Certificate Program and similar workshops for teaching faculty.

Strategy 4C: Establish a formal mentoring program for teaching faculty.

Strategy 4D: Increase the number of PhD-trained educators to mentor faculty.

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

OBJECTIVE 5: Promote service learning in the educational programs.

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

Strategy 5B: Encourage learning in the Mobile Clinic, and Equal Access Clinic, and promote health fairs and health education teaching in local schools.

OBJECTIVE 6: Recruit the highest quality applicants of diverse backgrounds for our Graduate Medical Education (GME) programs.

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

Strategy 6B: Include community and institutional public relations and advertisement efforts with adequate support to recruit the highest quality residents and faculty.

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

OBJECTIVE 7: Train the next generation of excellent medical educators.

Strategy 7A: Increase the focus and formal education in GME on physicians' roles as educators – of patients and families, medical students, other healthcare professionals.

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

Strategy 7C: Improve physicians' roles in interdisciplinary education by enhancing their teaching and evaluative skills.

OBJECTIVE 8: Establish patient safety and quality improvement as a central part of all medical education programs – undergraduate, graduate, and postgraduate.

Strategy 8A: Integrate undergraduate, graduate, and postgraduate medical education programs in patient safety, quality improvement and quality assurance process development.

Strategy 8B: Actively involve students in safety, quality assurance and quality improvement projects developed by housestaff, practicing physicians, and by hospitals

OBJECTIVE 9: Develop students, trainees and faculty into lifelong learners.

Strategy 9A: Fully implement the Accreditation Council for Graduate Medical Education Milestones Project.

Strategy 9B: Promote growth in knowledge and skills in all medical competencies as a lifelong process.

Strategy 9C: Assure that faculty 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 healthcare by developing interdisciplinary teams of basic and clinical researchers to carry out research that impacts prevention, improves diagnosis, facilitates treatment of human disease, and enhances the quality of life of citizens locally, nationally and globally.

OBJECTIVE 1: Develop 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.

Strategy 1A: Enhance communication pertaining to research.

Strategy 1B: Enhance faculty presence in national leadership settings and positions.

OBJECTIVE 2: Support our current top ten research programs and move five more programs into top ten status through strategic alignment of resources (time, money and space).

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

Strategy 2B: Develop effective mentoring of key research faculty.

Strategy 2C: Retain essential faculty and hire strategically to reinforce current strengths, taking advantage of the UF pre-eminence initiative in areas such as: Brain and Neuroscience, Big Data and Informatics, 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 environment of the research programs to increase interdisciplinary collaboration and resource sharing.

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.

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

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

OBJECTIVE 5: Train the next generation of medical researchers.

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

Strategy 5B: Enhance research training environment.

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

OBJECTIVE 6: Integrate research into UF Health and UF Health into research.

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

III. PROVIDE THE HIGHEST QUALITY PATIENT CARE

Ensure that our patients and community are our highest priorities. Protect and nurture the critical nature of the patient-physician relationship. Treat patients with comprehensive, evidence-based state-of-the-art methods. Promote health, prevent disease, and educate the public. Provide leadership in assessing healthcare needs of the

public and in designing, developing, and managing innovative approaches to meeting these needs.

OBJECTIVE 1: Demonstrate that patients are our first priority by continuing and improving a collegial, caring environment. Ensure that patients know their physician is their primary advocate as well as first and foremost responsible for their care.

Strategy 1A: Embrace the UF Health Hospitality standards to foster a culture of hospitality 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 actions.

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

OBJECTIVE 2: Improve systems of care and be innovative in delivery system transformation.

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

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

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 healthcare for our local and regional communities.

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: Lead Florida in translating important research findings and new modalities into patient care.

OBJECTIVE 4: Create sustainability by ensuring financial success sufficient to continue providing the highest quality patient care.

Strategy 4A: Evolve the faculty compensation plan to better incentivize the most productive faculty.

Strategy 4B: Emphasize the value contributed to the people of Florida by the UFCOM.

IV. PROMOTE ORGANIZATIONAL EXCELLENCE, PROFESSIONAL DEVELOPMENT AND ADVANCEMENT

OBJECTIVE 1: Provide multiple ongoing opportunities for career development and advancement of all faculty

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 faculty to achieve timely promotion and leadership positions.

Strategy 1D: Mentor and support Underrepresented in Medicine faculty to assure retention, timely promotion and leadership.

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

Strategy 1F: 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.

Strategy 2A: Continue to involve Faculty Council in COM decision making.

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

OBJECTIVE 3: Regularly review and refine the COM Tenure and Promotion guidelines.

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

CONCLUSION

As scholars, scientists, specialists, and stewards of a great medical school, 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 focused on promoting health and alleviating human suffering through exceptional education, discovery, innovation, and patient-centered health care of the highest quality.