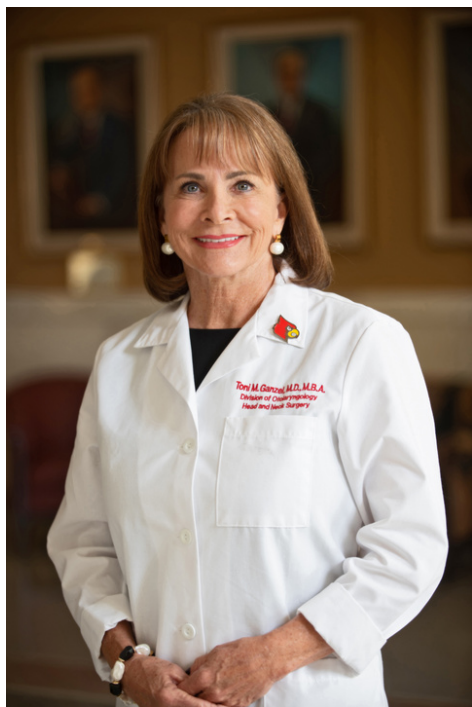




ADVANCING
HEALTH
TOGETHER



Toni M. Ganzel, MD, MBA
Dean of the School of Medicine
Vice President for Academic Medical Affairs
Professor of Otolaryngology

What an exciting time to be a Louisville Cardinal at the School of Medicine! Each day, we strive to live up to our mission of advancing the health and vitality of our community, our commonwealth, and our world. We educate the next generation of physicians and scientists, make discoveries that transform lives, provide exceptional clinical care, forge partnerships to achieve common goals and celebrate diversity, equity, and inclusion. We are proud of our efforts to advance health together.

However, our work is not finished. This strategic plan outlines our vision for the future of the School of Medicine over the next three years. It outlines our five pillars for advancing health together, including education, research, clinical care, innovative partnerships, and diversity, equity, and inclusion.

We have an enthusiastic team here at the School of Medicine helping us achieve the goals laid out in our Strategic Plan, which aligns with the University of Louisville's Strategic Plan to be a great place to learn, work, discover and connect. Our plan also aligns with two of our grand challenges, which include empowering our communities and advancing our health.

This strategic plan will serve as the foundation upon which we will grow and develop our five pillars. Our goals, strategies, and tactics will be flexible enough to allow us to meet whatever new challenges arise.

I encourage you to read through our Strategic Plan and use it as a guide to prepare for the future of the University of Louisville School of Medicine.

Sincerely,

Toni M. Ganzel



MISSION

Improve the health and vitality of our community, our commonwealth and our world by educating the next generation of physicians and scientists, providing high-quality compassionate care, pursuing transformative research, forging strategic partnerships, and striving for inclusive excellence.

VISION

Demonstrate and be recognized for excellence and leadership in education, research, clinical care, innovative partnerships, and diversity, equity & inclusion.



**SCHOOL OF
MEDICINE**

EDUCATION

RESEARCH

CLINICAL CARE

INNOVATIVE PARTNERSHIPS

DIVERSITY, EQUITY, & INCLUSION

ADVANCING HEALTH TOGETHER



Our distinctive **education** prepares future physicians and scientists to advance the human condition.



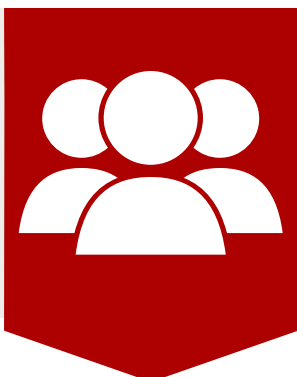
Our transformative **research** discoveries improve the health of our patients and our community.



Our extraordinary **clinical care** enhances health and health outcomes.



Our **innovative partnerships** and community collaborations provide opportunities to expand access to care and promote health equity for all.



Our intentional efforts in **diversity, equity and inclusion** strengthens our work and learning environment and better prepares a socially responsible workforce.





EDUCATION

Our distinctive education prepares future physicians and scientists to advance the human condition. To provide the best care for our community, the School of Medicine must provide the best support for our students, as well as the faculty and staff who educate, advise, and coach them. By recruiting students that are excited and qualified for our programs and holistically supporting them, we will continue to maintain high student engagement, satisfaction, and success.

The School of Medicine's educational programs extend beyond medical students, with many opportunities for graduate and postdoctoral scientists as well as residents and fellows. In the near future, we plan to integrate a new Master of Science in Biomedical Sciences and applicants to our Audiology and Communicative Disorders graduate programs and increase support for our Postdoctoral Fellows. We will also work to expand our number of residents and fellows in partnership with UL Health for adult specialties and Norton Healthcare for pediatric specialties. As a result of these efforts, all our educational programs will thrive and contribute to a vibrant, talented workforce.



PILLAR OBJECTIVE	Our distinctive education prepares future physicians and scientists to advance the human condition.
STRATEGIC GOALS	<ul style="list-style-type: none"> • Cultivate an inclusive learning community that engages in bold and innovative education and clinical care for the advancement of science, health, and healthcare delivery • Assure a dynamic, inclusive GME environment by integrating and aligning across entities to train competent, compassionate and diverse physician leaders • Cultivate an engaged, effective, professional and diverse workforce through life-long learning opportunities for improved health for global populations • Develop bold and innovative educational strategies and create transformative knowledge that advances science and improves health
METRICS	<ul style="list-style-type: none"> • Develop and initiate a framework to support anti-racism in undergraduate medical education • Retain high student retention and success rates • Recruit, train and retain talented faculty committed to teaching • Recruit and retain high performing program director and coordinators, and GME staff • Assure sufficient number and diversity of patients to meet training needs • Assure sufficient resources to recruit and educate residents and fellows • Expand departmental and SOM CME activities • Position CME as an asset to leverage the reputation and prestige of partner health systems • Expand health system community engagement through CME offerings to support expanded preceptor network for UME and GME • Increase the number and diversity of applicants to the Audiology and Communicative Disorders graduate programs • Create a new MS in Biomedical Sciences that will increase SOM graduate enrollment to serve our community locally and attract candidates nationally • Increase interaction between UofL campus-based academic programs to attract more UofL undergraduate students to SOM graduate programs • Provide administrative support for Postdoctoral Fellows and their faculty trainers that will enhance the training experience and help to attract additional funding through training grants and fellowships consistent with R1 research status

PILLAR OBJECTIVE	Our distinctive education prepares future physicians and scientists to advance the human condition.
STRATEGIC GOALS	TACTICS
IMPACT: Cultivate an inclusive learning community that engages in bold and innovative education for the advancement of science, health, and healthcare delivery	<ul style="list-style-type: none"> • Create anti-racism task force to assess how racism has impacted all areas of medical education and specifically, curriculum and climate at ULSOM-UME; and implement strategies to support achievement of initiatives that seek to dismantle systemic racism in medical education • Increase student resiliency, support, community, and preparedness
IMPACT: Assure a dynamic, inclusive GME environment by integrating and aligning across entities to train competent, compassionate, and diverse physician leaders	<ul style="list-style-type: none"> • Work with partner health systems leadership to align common goals to increase a diverse faculty with the skill sets to grow the book of business and effectively teach, mentor and evaluate residents and fellows • Work collaboratively with partner health systems to attract our own residents and fellows to remain on faculty • Work with Faculty Development Office and CME to train all faculty to be the best teachers, mentors and evaluators • Recognize the important role of Program Coordinators by supporting all qualified Program Coordinators to become TAGME certified to promote esteem, retention and corporate value • Facilitate residency and fellowship training activities in new training sites within partner health system sites - especially in Primary Care and at sites serving underserved populations • Manage and control the workforce pipeline to prepare Resident and Fellow physicians for practice in healthcare enterprises • Increase the diversity of Residents and Fellows matched into the training programs

STRATEGIC GOALS	TACTICS (CONT.)
<p>IMPACT: Cultivate an engaged, effective, professional and diverse workforce through life-long learning opportunities for improved health for global populations</p>	<ul style="list-style-type: none"> • Develop UofL CME to showcase ULSOM as a national and international presence • Expand targeted CME activities to improve the competence and performance of healthcare providers that improve community health
<p>IMPACT: Develop bold and innovative educational strategies and create transformative knowledge that advances science and improves health</p>	<ul style="list-style-type: none"> • Assure a modern, competitive application process to increase the number and diversity of applications received by Audiology and CMDS graduate programs • Leverage current MS in Physiology to create the new MS in Biomedical Sciences by offering the existing curriculum in addition to new courses • Engage Office of Undergraduate Research and undergraduate STEM majors, including both students and faculty • A joint effort by SOM and EVPRI that will formalize policies needed to enhance the success of postdoctoral programs



RESEARCH

We are striving to advance our research to positively impact lives.

We will grow our research enterprise through strengthening our research cores, aligning our research priorities with our clinical strengths and priorities and increase our focus on medical informatics. Building on our translational and clinical research, we will create a new vision of health in all its forms and be nationally recognized for advancing health equity.

Behind numerous discoveries are our top-tier faculty. The School of Medicine is creating a culture of lifelong learners who are intellectually curious and committed to advancing the science and art of medicine. Moving forward, we are also being intentional about recruiting a diverse cadre of investigators to expand our perspective and help us promote our new vision of health.



PILLAR OBJECTIVE	Our transformative research improves the health of our patients and our community.
STRATEGIC GOALS	<ul style="list-style-type: none"> • Expand and enhance our research enterprise • Build and diversify our research workforce • Restructure research cores to make more accessible to faculty and promote cross-disciplinary collaboration
METRICS	<ul style="list-style-type: none"> • Grow research funding in the SOM and improve our NIH ranking • Increase the diversity of the research community at SOM and in HSC • Restructure service/facility cores including CTR, Comparative Medicine Unit (CMU), cores in COBRES, and free-standing cores • Improve pre- and post-award support

PILLAR OBJECTIVE	Our transformative research improves the health of our patients and our community.
STRATEGIC GOALS	TACTICS
IMPACT: Expand and enhance our research enterprise	<ul style="list-style-type: none"> • Increase numbers of external awards by 10% by 2022 • Increase funding of external awards by 10% by 2022 • Increase pre-award support in HSC Research Office • Direct shared services to increase post-award support • Invest in highly fundable areas of science, including Aging (Alzheimer's, other neurodegenerative diseases), HIV, long-COVID • Cluster hires using newly provided Bucks for Brains endowed chairs • Invest in cutting edge clinical trials model to improve the community-based health system [research]
IMPACT: Build and diversify our research workforce	<ul style="list-style-type: none"> • Recruit from HBCUs and URM groups in national societies to graduate programs and post-doctoral positions and to recruit faculty • Develop research feeder programs from high school students and undergraduates • Include diversity goals in annual chair evaluation with monetary incentives for increased diversity • Recruit an Assistant Dean for Research Diversity to increase research faculty and trainees from underrepresented backgrounds • Continue application for NIH FIRST award
IMPACT: Restructure research cores to make more accessible to faculty and promote cross-disciplinary collaboration	<ul style="list-style-type: none"> • Hire PhD level personnel to manage service side of facility cores • Guide maturation of COBRE cores to University-wide cores • Establish committee to guide infrastructural improvements under Office of EVPRI • Establish uniform policies and procedures for specimen acquisition, storage and disbursement • Create management structure for administration of research cores



CLINICAL CARE

Beyond our education and research efforts, the School of Medicine is making strides in clinical care to better serve our community. We must leverage our resources and expertise to maximize our impact.

Part of the current healthcare crisis is equitable access to high quality physicians. By amplifying our presence in underserved areas and making telehealth a viable option, the School of Medicine clinical faculty will help close the equity gap in healthcare. Our focus is consistently on cutting edge and compassionate patient-centered care. The School of Medicine aims to provide tomorrow's innovative clinical care today. In collaboration with UL Health, we aspire to become the commonwealth's adult health care system of choice and we will continue to partner with Norton Healthcare as the region's leader in pediatric care.



PILLAR OBJECTIVE	Our extraordinary clinical care enhances health and health outcomes.
STRATEGIC GOALS	<ul style="list-style-type: none"> • Improve statewide access to healthcare • Position academic programs for next generation learners • Address health equity for improved patient care • Build a foundation as the statewide leader in healthcare
METRICS	<ul style="list-style-type: none"> • Improve continuity of care and expand access by moving from a physician enterprise focused on episodic care to a system that provides excellent life-based care including wellness, population health and multi-specialty clinics • Improve quality by building highly reliable, comprehensive relationships with our patients • Advance equity and diversity by building collaborative, innovative patient care environments that are foundationally built upon mutual respect, fair treatment, and equal access to care and opportunity

PILLAR OBJECTIVE	Our extraordinary clinical care enhances health and health outcomes.
STRATEGIC GOALS	TACTICS
IMPACT: Improve statewide access to healthcare	<ul style="list-style-type: none"> • Expand providers in bricks and mortar presence in underserved and rural communities • Increase number of collaborative care models that expand access to urgent care, family medicine clinics, sub-specialty clinics and home health • Continue recruitment of primary care and multi-specialty providers to meet the needs of the community and our training programs • Use existing infrastructure to increase telehealth visits as a ULP access and growth strategy • Leverage community relationships to create transformational change to improve health and wellness of patients
IMPACT: Position academic programs for next generation learners	<ul style="list-style-type: none"> • Enhance structure of educational training of future physicians for patient-centered practice • Enhancement of HR benefit to include ULH tuition remission for faculty and families • Enhance engagement along the physician continuum for quality improvement project development and participation • Cultivate an aligned learning community with partner health systems for improved patient-centered healthcare • Increase opportunities for involvement that expose young learners of the medical profession
IMPACT: Address health equity for improved patient care	<ul style="list-style-type: none"> • Support sustainable programs to promote equitable healthcare delivery • Influence focused recruiting to better balance team members to reflect diversity in the community • Participate and advocate in community activities that promote healthcare awareness
IMPACT: Build a foundation as a statewide leader in academic healthcare	<ul style="list-style-type: none"> • Collaborate with partner health systems to support highly reliable relationships with patients and providers • Continuous improvement of publicly reported quality scores • Prioritize and collaborate with partner health systems in joint ventures • Enhance access to expert sub-specialty care and clinical trials



INNOVATIVE PARTNERSHIPS

Though the School of Medicine is a large entity, we cannot achieve our mission alone. Our innovative partnerships and community collaborations provide opportunities to gain synergy with others in achieving common health goals.

We value community engagement. Moving forward, we will measure and recognize students and faculty involvement in partnerships, specifically service learning and outreach involvement with organizations locally and beyond. We are integrating cultural competence measures in our educational programs that are vitally important in successful community and global partnerships.

All of these initiatives will serve to strengthen our ability to truly move the needle on health and healthcare.



PILLAR OBJECTIVE	Our innovative partnerships and community collaborations expand access to care and promote health equity.
STRATEGIC GOALS	<ul style="list-style-type: none"> • Promote engaged scholarship opportunities with special emphasis on health equity, racial equality, and social justice • Increase engagement through outreach and service learning • Promote local, regional and global engagement. • Promote documentation, assessment, and accountability in engagement
METRICS	<ul style="list-style-type: none"> • Increased faculty, student/trainee, and staff participation and involvement with community engaged initiatives • Increase recruitment and retention of faculty, students/trainees, and staff with interest/expertise in engaged scholarship, and increased awareness and commitment to engagement activities and engaged scholarship • The high priority of urban and rural health and health equity within the SOM becomes increasingly visible/increase in funded and larger scale community engaged scholarship projects • Increase faculty/student involvement in community and global health initiatives that include diversity education/awareness • Develop and track collaborative relationships based on the needs of the community, students and the resources of the SOM • Develop opportunities to engage students in an ongoing basis with programs that enhance health and academic success, including partnerships with campus wide UofL programs and partner health systems • Increased awareness of careers in medicine to historically marginalized populations • Documented student involvement in regional/rural initiatives through AHEC and other programs • Successful funding for statewide activities (AHEC and others) • Documented number of formal agreements and MOUs, as well as documented activities that are reported to the Office of Community Engagement • Measure the number of students who report traveling internationally as part of their medical education • Increase the number of new initiatives reported in the community engagement database • Full deployment of the Strategic Plan, and successfully engaging all units in data gathering and documentation for systematic improvement

PILLAR OBJECTIVE	Our innovative partnerships and community collaborations expand access to care and promote health equity.
STRATEGIC GOALS	TACTICS
IMPACT: Promote engaged scholarship opportunities with special emphasis on health equity, racial equality, and social justice	<ul style="list-style-type: none"> • Increase faculty, student/trainee, and staff participation and involvement with community engaged initiatives; recognize and reward such involvement • Increase recruitment and retention of faculty, students/trainees, and staff with interest/expertise in engaged scholarship, and increase awareness and commitment to engagement activities and engaged scholarship through intentional measures and incentives • Maintain the high priority of urban and rural health and health equity within the SOM, increase visibility and funding for larger scale community engaged scholarship projects • Increase faculty/student involvement in community and global health initiatives that include diversity education/awareness
IMPACT: Increase engagement in the Signature Partnership Initiatives (SPI) through outreach and service learning	<ul style="list-style-type: none"> • Develop and track collaborative relationships based on the needs of the SPI, students and the resources of the SOM • Develop opportunities to engage SPI students in an ongoing basis with programs that enhance health and academic success, including partnerships with campus wide UofL programs and partner health systems • Increased awareness of careers in medicine to historically marginalized populations
IMPACT: Promote local, regional and global engagement	<ul style="list-style-type: none"> • Document student involvement in regional/rural initiatives through AHEC and other programs • Successfully obtain funding for statewide activities (AHEC and others) • Document the number of formal agreements and MOUs, as well as documented activities that are reported to the Office of Community Engagement • Measure the number of students who report traveling internationally as part of their medical education
IMPACT: Promote documentation, assessment, and accountability in engagement	<ul style="list-style-type: none"> • Increase the number of new initiatives reported in the community engagement database



DIVERSITY, EQUITY & INCLUSION

We are all connected. Our intentional efforts in diversity, equity and inclusion strengthens our work and learning environment and better prepares a socially responsible workforce. We aim to fill our classrooms with diverse and talented students that reflect the world around us. Together we will develop a culture of self-awareness and support for our community.

The School of Medicine will re-evaluate our policies and procedures through the lens of diversity and equity to reduce any areas of bias or exclusion and incorporate entity-wide professional development on such topics as implicit bias, microaggressions, and allyship. We actively join our UofL community in striving to become an antiracist institution.

By expanding a culture of inclusive excellence, we will create an environment where everyone feels welcomed, appreciated, respected, and valued. We celebrate the unique perspective that each of our faculty, students and staff bring to the School of Medicine and we are confident that these diverse perspectives will enhance the way we learn, make research discoveries and care for patients.



PILLAR OBJECTIVE	Our intentional efforts in diversity, equity, inclusion and antiracism strengthens our work and learning environment and better prepares a socially responsible workforce.
STRATEGIC GOALS	<ul style="list-style-type: none"> • Create an inclusive environment where everyone across the SOM feels welcomed, included, respected, supported and valued • Enhance diversity across the SOM by increasing the number of individuals from groups historically underrepresented in medicine (URiM) • Commit institutional resources to expand the infrastructure of SOM Office of Community Engagement and Diversity (OCED) for long-term sustainability and cultural change
METRICS	<ul style="list-style-type: none"> • Measure and report progress on creating an inclusive infrastructure, equitable policies, practices, procedures and communications • Implementation of incidence reporting infrastructure • Establish accountability practices among SOM leadership related to DEIA efforts • Create a clear sense of visibility and inclusivity of individuals from historically underrepresented population in medicine and science research • Measure the allocation of fiscal and human resources to strengthen the SOM Office of Community Engagement and Diversity (OCED)

PILLAR OBJECTIVE	Our intentional efforts in diversity, equity, inclusion and antiracism strengthens our work and learning environment and better prepares a socially responsible workforce.
STRATEGIC GOALS	TACTICS
IMPACT: Create an inclusive environment where everyone across the SOM feels welcomed, included, respected, supported and valued	<ul style="list-style-type: none"> • Implement a SOM-wide evaluation of policies, practices and procedures to identify and reduce areas of implicit bias and exclusion • Incorporate SOM-wide professional development on topics that include but not limited to: antiracism, diversity, equity, inclusion, implicit bias, microaggressions, healthcare disparities, bystander/upstander, allyship, LGBTQ health and safe zone training • Foster inclusion and sense of belonging by recognizing the contributions of URiM students, faculty, staff and trainees, as well as celebrating diversity related events/observances • Incorporate a SOM-wide system of accountability and create an infrastructure for reporting and addressing acts of racism, bias, microaggressions and/or discriminatory incidents
IMPACT: Enhance diversity across the SOM by increasing the number of individuals from groups historically underrepresented in medicine (URiM)	<ul style="list-style-type: none"> • Increase the enrollment of Medical (MD) students historically underrepresented in medicine (URiM) • Increase Graduate/Professional student enrollment of students historically underrepresented in science research • Increase the number of faculty historically underrepresented in medicine • Increase the number of staff and administrative leaders historically underrepresented in medicine
IMPACT: Commit institutional resources to expand the infrastructure of OCED for long-term sustainability and cultural change	<ul style="list-style-type: none"> • Enhance the bandwidth of the SOM Office of Community Engagement and Diversity (OCED) • Increase diversity, equity, inclusion and antiracism program funding for the SOM Office of Community Engagement and Diversity (OCED)



SCHOOL OF MEDICINE

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