

PRIDE AND PURPOSE

2023-25 STRATEGIC PLAN

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.



Jeffrey Bumpous, MD
Executive Vice President for Health Affairs
Dean of the School of Medicine
Professor, Otolaryngology

Cardinal Community,

It's with great excitement that I write to you today as the Executive Vice President for Health Affairs and Dean of the School of Medicine. I'm absolutely honored to have the opportunity to work alongside a talented and passionate cadre of learners, researchers, faculty and staff. I've been a proud Louisville Cardinal since attending the School of Medicine as a student, and have been a professor of surgery and otolaryngology since 1994.

As one of the oldest medical schools in the nation, the University of Louisville School of Medicine has a long history of excellence and being a value proposition for our community. While we should be incredibly proud of the work we have done to improve the health and vitality of our community, our commonwealth and our world, our job is never finished. This two-year strategic plan outlines our endeavors to make the School of Medicine an even better place to Learn, Discover, Work and Connect.

The advancement and execution of our strategic plan would not be possible without the hard work and dedication of our faculty, staff, and students. Thank you to everyone for contributing to better serve our community locally and beyond.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeffrey Bumpous". The signature is fluid and cursive, written in a professional style.

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ACKNOWLEDGMENTS

We extend our heartfelt gratitude to all individuals who contributed to the successful completion of our strategic planning process. Your invaluable assistance and expertise have been instrumental in shaping a comprehensive and forward-thinking strategy for our future. We would like to specifically acknowledge Dr. Katie Partin and the University of Louisville Office of Institutional Effectiveness for their exceptional insights and guidance throughout the strategic planning process. We look forward to implementing our strategic plan with confidence and achieving the goals we have set forth together.



LEARN

The University of Louisville is a great place to LEARN because it prepares students for success now and into the future. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning.

To provide the best care for our community, the School of Medicine must provide the best support for our students, residents, fellows, faculty and staff. We aim to attract a diverse talent pool through a lasting commitment to success and preparing our learners to be creative, competent, committed and compassionate.

Strategy L1: Attract, retain, and graduate a talented, diverse student body through meaningful and structured commitment to student success.

Action 1: Create alignment to showcase how our distinctive education prepares future physicians and scientists to advance the human condition

- Align admissions strategy priority with SOM overall mission
 - Link Admissions criteria with desired recruiting outcomes (i.e., increased M.D./Ph.D., positions and applicants)
- More closely connect the learning continuum across UME, GME and CME to create linkages identified across the learning continuum
 - Survey current learners
 - Develop baseline survey data. Abstract and report on LCME survey data
- Actively engage Residents, Fellows and graduate students in overall SOM mission
 - Assess current level of understanding of SOM mission and goals
 - Enumerate opportunities to clarify and engage across a predetermined and organically derived set of learning and teaching related areas

Action 2: Develop unique learning tracks for residents and fellows that provide distinctive career pathways

- Expand career learning tracks (based upon Pediatrics model) for all residencies in clinical leadership, medical education, advocacy, and research
 - Identify core competencies for career learning tracks
 - Implement at least three tracks in three departments by 2025 for departments to participate
- Establish the Health Administration Leadership in Medicine (HALM) Fellowship
 - Identify the process for creating the HALM Fellowship
 - Establish HALM Fellowship, including faculty leadership
- Formalize career track for graduate students and post-doctoral students
 - Conduct a needs assessment to identify career track implementation opportunities

Action 3: Enhance academic success and support services for all learners

- Implement comprehensive wellness program to support mental health/wellness and psychological safety for learners
 - Assess current status and utilization of mental health/wellness and psychological safety support services for each learner group and implement plan in accordance with University strategy
- Expand tutoring and learning specialists to improve pass rates for Step 1 and maintain Step 2 and Step 3 passage rates
 - Perform gap analysis and identify interventions that expand services and implement plan in 2025 strategic plan
 - Monitor and trend USMLE Scores to review impact
 - Determine schedule to provide open-access tutoring sessions for all students
- Improve learning communities
 - Review Advisory College programming and evaluate connections to medical student success and integrate findings in 2025 strategic plan that improve learning outcomes
 - Perform gap analysis of peer support model for non-medical student learners and integrate findings in 2025 strategic plan that improve learning outcomes

Action 4: Enrich learning experiences and empower constituents to be at the forefront of technological advancements through generative artificial intelligence

- Comprehensively assess the potential applications and impact of AI in the domains of education and research in accordance with University strategy
 - Establish exploratory SOM AI Committee
 - Conduct an AI utilization survey within SOM
 - Recommend best practices, training and support initiatives to prepare constituents for AI adoption

Strategy L2: Prepare critical thinking, global citizens capable of lifelong, self-directed learning to lead, serve and shape the future.

Action 1: Offer opportunities for leadership development for all learners

- Create/expand leadership programming
 - Perform gap analysis and identify opportunities for learners
 - Propose plan that provides leadership programming for all learners
 - This will include expansion and development of the Faculty Health Leadership Center in the Office of Student Affairs, including the Master of Science in Health Professions Education and other programming
 - Implement plan in 2025 strategic plan

Action 2: Prepare learners and educators/faculty for the healthcare system complexities

- Improve patient experience training
 - Increase patient experience scores
 - Increase quality performance
- Develop training in Teaming and Health System Science for learners and educators/faculty that is focused on healthcare systems and quality improvement
 - Evaluate understanding of health system science cores
 - Offer trainings (such as the AMA modules) in health system science
 - Coordinate medical student, resident, faculty and inter-professional education programs and modules on quality that provide enhanced education and improved patient outcomes and health system outcomes
- Implement training for Residents in career success
 - Identify benchmarks and best practices for Resident career success
 - Develop programming opportunities based on benchmarks and best practices
- Build support programming for Assistant Program Directors and Program Directors
 - Evaluate professional development opportunities
 - Conduct needs assessment of leaders and learners to determine appropriate resources and training

Action 3: Prepare learners and investigators for complexities of research environment

- Develop and implement regulatory and advocacy training, grants management training, and industry training
 - Create benchmarking for successes
 - Develop a proposal for infrastructure of implementation
 - Implement plan in 2025 strategic plan





DISCOVER

University of Louisville is a great place to DISCOVER new knowledge that improves lives. We accomplish this through impactful research, innovation, scholarship, responsible entrepreneurship and creative activity.

We are striving to advance our research to positively impact lives. We will grow our research enterprise through unceasingly supporting innovation and actively recruiting and retaining top researchers in a breadth of fields to become nationally recognized in discovery that is focused on improving health and conquering disease.

Strategy D1: Increase efforts and support in innovation, research, scholarship, and creative activities.

Action 1: Build and enhance institutional infrastructure to support UofL research, scholarship, and creative activities

- Strengthen and integrate bioinformatics and biostatistics cores to promote research synergies
 - Hire key faculty and staff personnel to support bioinformatics and biostatistics
 - Identify and align existing Bioinformatics/Biostatistics cores (including School of Public Health)
- Work with EVPRI to create incubator and incentives for transdisciplinary and interdisciplinary research and discovery-based research
 - Calculate ROI for all research investments
- Develop 21st century approach to grants submission and management
 - Create grants submission training/management based on Johns Hopkins benchmarks
 - Pilot new grant management software, licensed by EVPRI
 - Create training for SOM end-users in new grant submissions system
- Develop post-award shared support model mirrored to pre-award support model
 - Establish HSC-specific post-award office with the goal of improved investigator and financial management interfaces and dashboards and facilitate appropriate and calibrated spending
- Develop administrative support for NIH-funded training programs
 - Ensure training grants are accounted for in research funds flow model

Action 2: Invest in the recruitment, development, and retention of top researchers: faculty, staff, postdocs and graduate students

- Foster Junior investigators (COBRE grants)
 - Increase the structure of start-up packages, bridge support, and rewarding performance
 - Increase success rate in transition to independent funding of COBRE junior research faculty
- Diversify our Faculty investigators and prepare for success
 - Create SOM pathway programs for scientists (medical and PhD students) by monitoring Admissions recruitment
 - Survey landscape of constituents and create intentional faculty openings
- Develop intentional linkages for Learners (postdoc, graduate students, residents, and trainees)
 - Consolidate and strengthen administrative oversight of MD/PhD program, increase size and distinction of the MD/PhD program with the intent for an NIH IDeA State MST grant submission, and enhance summer research scholars program, Winn CIPP and Distinction track in Research (L1-A2).
- Strengthen neuroscience infrastructure with cluster hire
 - Recruit new chairs of neurology & ASNB, new directors for KSIRC, and additional new faculty
- Expand research in cardiometabolic and environmental health with impact on cardiovascular disease
 - Increase in extramural funding and publications

Strategy D2: Develop strong translational research, innovation, and entrepreneurship programs to maximize societal impact of university research.

Action 1: Expand innovation and translational research support including clinical research and clinical trials

- Enhance clinical trials unit
 - Increase the number of clinical trials by 10% per year
 - Solidify health system coordination and administrative simplifications that encourage and enhance research and support such efforts financially
- Improve support services for grant applications
 - Conduct needs assessment for grant applications
 - Identify existing personnel and expand grant writing and editing services
- Collaborate with EVPRI office to implement UofL core facilities strategy and its related investments
 - By 2025, foundation for baseline measurement of ROI of cores will be established in order to demonstrate capacity, productivity, competitiveness, and growth of research enterprise
- Align research strengths and focus with EVPRI office and clinical partners
 - Identify areas of shared collaboration for research priorities
- Identify local/regional economic development opportunities involving ULSOM basic, translational and clinical research programs
 - Enumerate and describe new relationships with respect to research programs
- Harmonize UofL and ULH clinical research procedures (e.g. IRB,CTU)
 - Appoint associate dean for clinical research





CONNECT

The University of Louisville is a great place with which to CONNECT because of its impact on community and the economic, social, and cultural health and well-being of Louisville, the Commonwealth, and beyond. We accomplish this through principled leadership, responsible stewardship, and engaged partnerships.

Our partnerships provide opportunities to gain synergy with others in achieving common health goals. Through improved awareness, accessibility and engagement, we will strengthen our ability to move the needle on health and healthcare.

Strategy C1: : Improve awareness, accessibility, value, and impact of community, industry, government, and alumni partnerships.

Action 1: Recognize and celebrate works that empower our communities

- Telling our stories: raise visibility of work we do in the community
 - Increase dedicated marketing managers to support departmental and Center activities, adding 3 by 2024 and 2 by 2025
 - Enhance core connections with community partners to distribute health-related information
- Better aligned marketing strategy with UofL Health
 - Conduct joint planning meetings in marketing for clinical and academic strategies
- Optimize website architecture, programming and deployment
 - Fully engage in the University's Website Project with all stakeholders and our consultant to develop and implement a revised SOM Website, including ongoing content, governance, and management support

Action 2: Engineer our future economy by developing creative ideas and technologies that facilitate engagement with industry, corporations, and community

- Establish key engagement partnerships with industries
 - Identify three key corporate engagement partnerships by 2024. (Note these strategies would have linkages to one or more additional domains of our strategic plan).
 - Engage in at least one new corporate engagement partnership by 2025

Action 3: Advance health and health equity

- Increase partnership alignment with health systems (ULH, Norton, VA, Trover, Baptist Health).
 - Solidify governance with ULH
 - Identify health access points across systems
 - Participate in the Strategic alignment consultation process with UofL Health and FTI consultants
- Increase community engaged scholarships and partnerships with nonprofits toward shared health goals
 - Expand number of nonprofit partners by two
 - Enhance relationships with current non-for-profit healthcare partners in the region
 - Create infrastructure to support new Vision of Health campus and HSC Collaboration Hub
- Expand and prepare a diverse health care workforce
 - Measure effectiveness of current pathway programs and identify opportunities for growth (i.e., High school programming).
 - Develop innovative partnerships to develop pathway programs aimed at improving healthcare access for the state and region

Strategy C2: Increase Community and Alumni Engagement

Action 1: Create opportunities that bring people to campus or bring the campus to people to improve the health of the community

- Harness the power of the community and business leaders, alumni, and donors
 - Conduct focus groups for each segment to determine needs and effective programming. (Especially alumni, GLMS, healthcare related non-for-profit organizations (AHA, ACS), LOUMED, and others)
 - Propose new programming by 2024
 - Implement new programming in 2025 strategic plan
 - Propose new programming that increase touch points with community and alumni by 2024 and activate by 2025
- Improve IT framework for tracking communication and engagement
 - Deploy a CRM system (Slate/Blackbaud) for connection points of increased engagement with prospective constituents
 - Create a streamlined process for awareness and notification of events and activities utilizing centrally identified solutions



WORK

The University of Louisville is a great place to WORK because it is a workplace dedicated to personal growth and professional development. We accomplish this by fostering a culture where faculty, staff, and administration live our institutional values.

Our top-tier faculty and staff are the backbone of the School of Medicine. By fostering a community of care, we will become an employer of choice in the commonwealth.

Strategy W1: Foster a culture of care, trust, accountability, equity, and transparency.

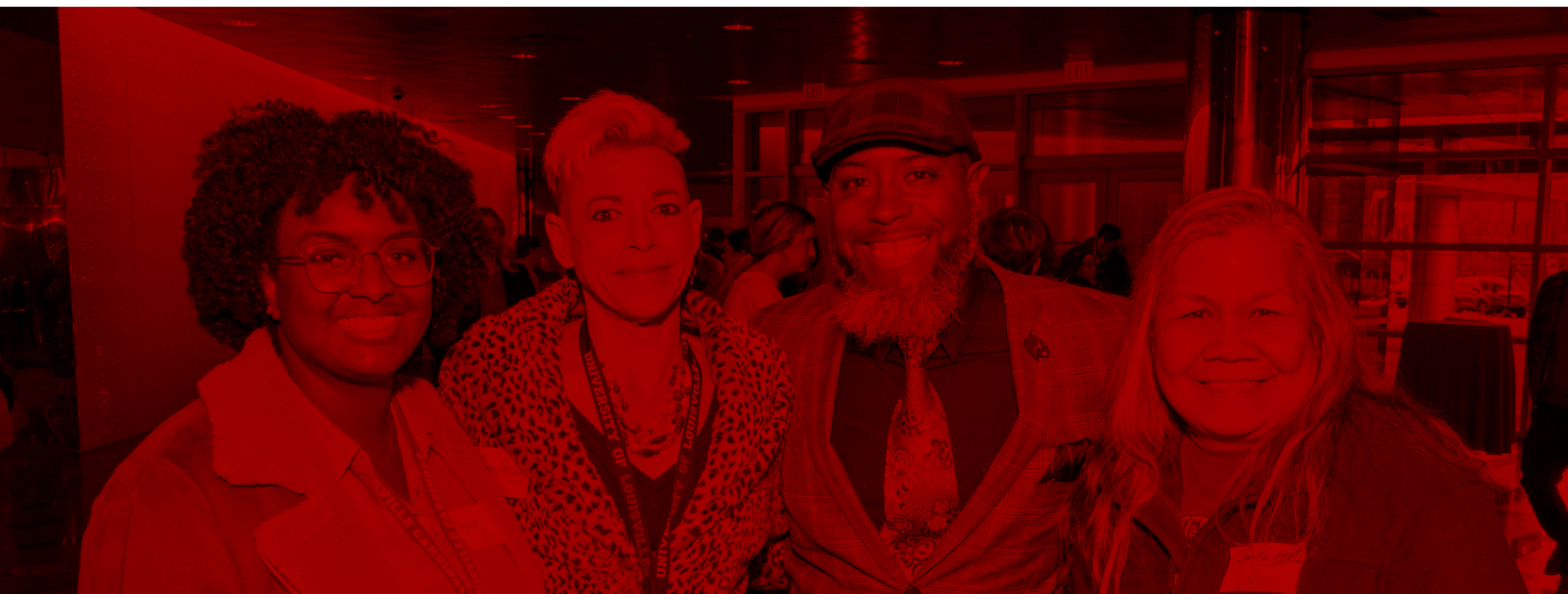
Action 1: Implement and incentivize programs to cultivate effective leaders

- Create onboarding and supervisor training
 - Perform needs assessment and measure utilization of existing onboarding guide for supervisors and other faculty and staff leadership
 - Create the Center for Healthcare Leadership which will leverage current faculty leadership programming and expand the vision to other stakeholders including staff leadership
- Collaborate with Employee Success Center (ESC) to customize onboarding for faculty and staff
 - Perform gap analysis to identify current resources available and opportunities for expansion
- Improve Department Chair/Division Chief training and onboarding
 - Create standardized structure for onboarding

Strategy W2: Become an employer of choice that intentionally attracts and retains the most talented and diverse faculty and staff through meaningful and structured commitment to employee success

Action 1: Prioritize faculty and staff recruitment, retention and engagement

- Educate on intentional laddering system for staff advancement
 - Receive new university laddering system by 2024
 - Implement new laddering system by 2025 in order for more staff to advance in their careers and provide effective feedback, modification and monitoring of any new positions, leveling and laddering
- Further develop and clearly communicate S.M.A.R.T Staff opportunities
 - Evaluate staff awareness and utilization of S.M.A.R.T Staff resources
- Develop standardized faculty onboarding process that links to work assignments
 - Conduct surveys of faculty to determine effectiveness of training linked to performance metrics
- Implement comprehensive wellness program to support mental health/wellness and psychological safety for faculty and staff in accordance with University strategy
 - Conduct needs assessment to identify current resources and determine utilization of resources
 - Create SOM-specific programming for mental and physical health support of faculty and staff
 - Collaborate with Health Promotions and Get Healthy Now to create focused initiatives for mental and physical health and wellness across faculty and staff
- Build a retention and rewards model that rewards experience and time
 - Conduct needs assessment to identify current resources and determine utilization of resources
 - Conduct financial feasibility study and implementation strategy by 2025





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