

University of Miami
UHealth and Leonard M. Miller School of
Medicine

Strategic Plan 2014

Introduction to UHealth/Miller School of Medicine faculty and staff

This strategic plan was developed with input from nearly 200 faculty and staff of all levels at the University of Miami Health System (UHealth) and Leonard M. Miller School of Medicine. It is intended to be a map that guides the next five years of our journey toward extraordinary impact, leadership, innovation and sustainability, and positions us to realize our vision of establishing our medical school and health care delivery system as leading clinical, educational and research enterprises.

Our common purpose and values instill a sense of what the University of Miami, UHealth, and the Miller School strive to become in the future. The plan goes on to outline four strategic priorities that guide our growth, as well as the use and allocation of resources and effort. These strategic priorities should be considered the direction we will take, as seen from a very high level. Under each strategic priority is a series of organizational goals, which are the more specific outcomes we are setting out to achieve. Categorized by mission (Clinical, Research, Education, or Community), each goal is described and initiatives are detailed that illustrate the intention of that goal. This narrative is not intended to be prescriptive or all-inclusive, but rather should give units across the enterprise ideas and suggestions as to how each goal could be accomplished.

As you read through this document it is important that each of us, individually, sees ourselves and our role within the strategic plan. In turn, each unit – department, institute, center, office – should also see its own path in the plan. This plan articulates the direction that the whole medical enterprise will be taking and that everyone should embrace. While we may not all agree on every single point presented, as with any collective process, the plan represents our best attempts at creating alignment on the enterprise’s strategic direction and priorities. A true strategic plan should be a living document, guiding and shaping our hard work and budgeting plans, involving periodic reevaluation and reorientation, as needed.

As we take our enterprise down the path of sustainability and accountability, we acknowledge that everyone at UHealth/Miller School of Medicine is a partner in the strategy implementation process and thank you in advance for your dedicated, committed and focused efforts to ensure the strategic plan’s success.

*For most current version of the Strategic Plan please visit
www.med.miami.edu/deansoffice/strategic-plan*

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Our Common Purpose

At the U, we transform lives through teaching, research, and service.

Our Values (DIRECCT)

Diversity	Valuing and including people from all cultures and backgrounds in the pursuit of our common goals.
Integrity	Demonstrating honesty and fairness in our words and actions.
Responsibility	Exhibiting pride and accountability in the performance of duties and ensuring the long-term success of our University.
Excellence	Striving to accomplish our goals with quality, rigor, passion, and distinction.
Compassion	Behaving in a caring, humane, and empathic way.
Creativity	Embracing innovation, flexibility, and originality in the pursuit of our vision and mission.
Teamwork	Engaging and working well together to achieve optimal results.

Strategic Priority

1

Focus on and leverage strengths.

SP1. Organizational Goal 1

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Clinical Goal: Provide high-quality care that serves a diverse population.

We must each commit to promoting a culture of compassionate patient- and family-centered care throughout UHealth/Miller School of Medicine while delivering state-of-the-art care, as already provided by our Centers of Excellence. We also commit to delivering culturally sensitive health care with the goal of improving health disparities that impact our predominantly minority community.

Initiatives include strengthening and building new programs with our community partners, such as Jackson Health System; establishing a clear and differentiated UHealth brand that highlights our expertise and breadth; enhancing the patient experience; focusing on patient satisfaction; improving patient access to our physicians; coordinating care across all clinical service; serving the broad needs of individuals and improving the experience on our medical campuses.

SP1. Organizational Goal 2

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Research Goal: Recommit to existing high-impact, top-funded scientific areas.

In an era of increasing competition for funding, the Miller School of Medicine is seizing the opportunity to recommit to the existing top-funded scientific areas. These areas will be targeted for collaboration, growth and development. Additionally, particular emphasis will be placed on culturally sensitive research that focuses on health disparities that impact our predominantly minority community.

Initiatives include fostering collaborations between these top-funded scientific areas and prioritizing these areas above others in terms of resource allocation and growth, as well as supporting high-impact research that aligns with new funding opportunities.

SP1. Organizational Goal 3

Research Goal: Promote team science and meaningful collaborations while leveraging existing top-funded scientific areas.

Building on our existing strengths in key scientific areas, we will encourage and promote collaborative ventures that deepen and broaden investigative focus and increase funding opportunities.

Initiatives include fully implementing a shared indirect-cost-distribution model; developing a regenerative medicine center; soliciting ideas for and supporting the development of targeted team science projects, including collaborative science as a factor for promotion and incentive; developing physical and virtual space to encourage networking; establishing track-specific mentorship models to advance team science; and fostering partnership and collaborations with other Schools and Colleges at the University of Miami.

SP1. Organizational Goal 4

Community Goal: Integrate service orientation in all avenues of research, education, clinical activity and, more broadly, to all faculty and staff.

We strive toward an institution-wide culture of service supported by opportunities for service in our research, education and clinical settings, and for all faculty, students and staff. We commit to providing outreach in our service area, as well as recognizing and promoting the service activities of our personnel.

Initiatives include targeting community-health-related issues as important foci for research; partnering with local community groups to provide meaningful service opportunities for faculty, students and staff; and leveraging existing School initiatives to help bring medically underserved groups in our community into health insurance exchange programs.

SP1. Organizational Goal 5

Education Goal: Strengthen relationships with medical and graduate medical education alumni.

The Miller School of Medicine will broaden its alumni base and enhance relationships with all alumni of its medical education programs by providing opportunities for involvement in continuing medical education programs and other informal and formal activities. In addition, alumni will be given access to resources that support and improve the quality of their professional patient-care related activities.

Initiatives include strengthening the administrative infrastructure to facilitate a robust medical alumni association, broadening the alumni base to include graduates of all medical education programs, communicating to alumni the advantages of membership, and providing alumni with access to resources that support and improve the quality of their patient-care activities (i.e. preparing manuscripts with students, mentors, teaching roles, access to our providers).

Strategic Priority

2

Promote innovation and sustainable growth.

SP2. Organizational Goal 1

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Clinical Goal: Expand clinical services and become a clinically integrated network that serves the comprehensive needs of its patient population.

Fundamental to the future of health care is the imperative for physicians to assume a greater, more proactive role in the health of patients. As part of this transforming care model, we will expand our employed primary network and deepen our Clinically Integrated Network (CIN) of affiliate providers to tightly connect to our expert specialists and facilitate care across the continuum. We will seek to establish scale and growth through a self-sustaining network of non-faculty providers. Together with our faculty, these newly employed primary care physicians and those in our CIN will support our communities and UM families. In addition, we will develop mechanisms for comprehensive population management.

Initiatives include increasing scale within the South Florida region in terms of both physician network and facilities; developing retention strategies that specifically target recent graduates from the Miller School; building systems of team-based care with fully aligned incentives; exploring new ways to engage patients; and developing additional access points, such as urgent care facilities, telemedicine and home-based services.

SP2. Organizational Goal 2

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Research Goal: Foster a culture of translation by emphasizing and supporting the commercialization of intellectual property.

New ideas are fundamental to moving the needle forward in the quest to improve health. We will develop an infrastructure to support the commercialization of innovative ideas and promote opportunities for high-risk/high-reward projects and entrepreneurship.

Initiatives include developing a program to support the development of intellectual property, providing seed grants for the development of commercializable ideas, supporting entrepreneurship, enhancing existing technology transfer programs and continuing to support the development of Miami as a leader in innovation and hub for the Americas.

SP2. Organizational Goal 3

Research Goal: Enhance and innovate the research education curriculum while improving the student and trainee experience.

Research education is at the core of any strong academic program. We will promote innovation at every level of research education, including administrative processes, mentorship and other key mechanisms for postdoctoral fellows, graduate students and other trainees.

Initiatives include working with functional offices to transform the postdoctoral fellow experience, standardizing the postdoctoral fellowship classification to national standards, creating a competency-based mentorship program, and developing retention strategies for talented students and trainees.

SP2. Organizational Goal 4

Education Goal: Revise the M.D. degree curriculum to include innovative learning strategies while increasing efficiency.

We will reduce the curriculum time required to obtain an M.D. degree by implementing models successfully piloted on the regional campus and more recently in the new M.D./M.P.H. track. Through a competency-based curriculum that utilizes innovative learning strategies, the School will produce leaders with advanced education, skills and expertise in areas beyond traditional medical training.

Initiatives include the consolidation of the traditional M.D. curriculum and the M.D./M.P.H. curriculum into a single model that allows for a shortened program enabling all Miller School graduates to complete a Pathway of Emphasis; implementing a scholarship initiative to retain more high-caliber students; increasing opportunities for students to work on dual degrees (i.e. development of M.D./M.B.A. program); and offering new biomedical master's degrees in the social sciences, humanities and education to medical students.

SP2. Organizational Goal 5

Education Goal: Emphasize individual and population wellness.

We will implement an educational philosophy that emphasizes individual and population wellness based on a holistic approach to personalized medical care and health promotion that complements training in the management of acute and chronic illness. This includes the introduction and integration of principles and practice of wellness, health promotion, disease prevention, nutrition and exercise to produce practitioners who focus on "total care" and are positive role models of health for the community.

Initiatives include the integration of principles and practice of wellness, health promotion and disease prevention into the medical curriculum; introducing topics in nutrition and exercise into the curriculum; emphasizing a scholarly approach to wellness; and developing programs for students to evaluate their own habits and health status.

SP2. Organizational Goal 6

Education Goal: Become a recognized leader in health care education in the Americas.

We will seek to increase the numbers and quality of international medical students and residents, as well as provide high-quality, culturally relevant continuing medical education to international physicians at partner institutions. We will also continue to provide consultative educational development support to international partners, and consider establishing programs in public health and related areas in Latin America.

Initiatives include establishing and maintaining an accessible web-based inventory of all UM international education activities, developing faculty exchange programs with international medical schools, recruiting top international applicants to join the Miller School and offering professional development courses for international physicians.

Strategic Priority

3

Reinforce a culture of excellence, efficiency and accountability.

SP3. Organizational Goal 1

Goal: Build an extraordinary work environment and a fully engaged work force.

UHealth/Miller School of Medicine will foster an environment that supports teamwork, community, service, leadership, education, creativity and engagement. We are committed to creating a culture of transparency and accountability at all levels of the organization. In addition, developing an environment that is sensitive to cultural diversity and inclusion is a high priority.

Initiatives include building depth of expertise through cross training, career pathways and succession planning; developing leadership development programs in conjunction with the School of Business Administration; using constructive communications; and developing a culture of accountability, flexibility, teamwork, efficiency and receptiveness to change.

SP3. Organizational Goal 2

Clinical Goal: Collect and improve clinical outcomes.

The unsustainability of antiquated health models is driving broad system transformation and a value crisis. Demonstrating value in every aspect of care and achieving positive health outcomes are critical. At all levels, from the consumer to the government to payers, focus intensifies on quality and cost. We commit to building an outcomes function for definition, collection, analysis and clinical improvement.

Initiatives include developing an outcomes-tracking infrastructure that improves quality, categorizing the quality of patient care as viewed by outside organizations, focusing on and improving health disparities in the community, and improving our ability to track the trajectory of treatment and intervention outcomes to demonstrate our value to payers. In addition, standardizing, coordinating and focusing disparate patient safety efforts across facilities is an important measure.

SP3. Organizational Goal 3

Clinical Goal: Rationalize the clinical cost structure while increasing patient access.

It is critical for the success of the clinical enterprise that resources be used efficiently and in a manner that allows for competitiveness in terms of both price and profitability. The cost structure for the clinical enterprise will be closely scrutinized, and cost efficiency will be sought.

Initiatives include maintaining and increasing clinical volume; maximizing payer contracts, revenue cycle and supplemental payments; reducing non-value-added costs; leveraging the use of technologies such as telemedicine; and moving towards a model where professionals operate at the top of their licenses.

SP3. Organizational Goal 4

Research Goal: Develop a culture of efficiency and accountability for the sustainability of research.

With external pressures mounting as federal and other funding sources become more challenging, a culture of individual and organizational responsibility will be developed, starting with the individual investigator and spreading throughout the entire institution.

Initiatives include a careful analysis of subsidy and resource allocation, as well as facilitating communication and improving efficiency of interactions between investigators and functional areas such as human resources, pre- and post-award administration, contracting, immigration and visa, and more. In addition, institutionally and individually we need to be responsible for the necessary diversification of our funding portfolio. Improving accountability and efficiency, among other measures, will enhance the capability of our investigators to succeed in an increasingly competitive environment.

SP3. Organizational Goal 5

Education Goal: Instill a culture that fosters commitment to excellence through collaboration and lifelong learning.

We will articulate and cultivate an institutional commitment to evolving best practices in education that prepares learners for lifelong success in their professional and personal endeavors. A modern medical program that prepares graduates for a constantly changing future must promote a culture of self-directed, active and collaborative learning, foster intellectual curiosity and effective communication skills, and include peer teaching and team-based learning.

Initiatives include the refinement of a competency-based curriculum that employs best practices in flexible instructional methods and cutting-edge technologies, as well as actively seeking to increase diversity in our medical school classes.

Strategic Priority

4

Develop an integrated infrastructure.

SP4. Organizational Goal 1

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Clinical Goal: Develop an integrated infrastructure for all clinical activities.

We will create a culture of integration that allows for the removal of physical, administrative and accounting obstacles that impede the efficiency and flexibility of the institution. Moving towards this integration will help with patient access to care and information.

Initiatives include building value-based and population-management capabilities; developing financial models that facilitate data-based decision making; moving toward a service-line oriented clinical enterprise; establishing accounting and operational functions across service lines; tracking internal operational performance and outcomes against local, regional, and national benchmarks; and linking the entire continuum of care (from scheduling through billing) to increase accountability and efficiency.

SP4. Organizational Goal 2

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Research Goal: Develop an integrated administrative infrastructure to enrich discovery science.

We will develop a plan to integrate and consolidate the discovery science infrastructure that allows for greater efficiency and collaboration across traditional academic lines. Such collaborative approaches are critical in an increasingly challenging funding environment and will pave the way for discovery.

Initiatives include the creation of a central administrative entity that supports discovery science investigators, fostering collaborations across departmental borders.

SP4. Organizational Goal 3

Research Goal: Address the research infrastructure to reduce overall subsidy while better positioning our investigators to obtain funding.

The efficient use of resources is critical for the success of every aspect of the institution. We will evaluate the research enterprise to identify infrastructure and scientific gaps, redundancies, and any other such areas of inefficiency. Addressing these areas will serve to make the overall research operation more efficient and promote our competitiveness for funding opportunities.

Initiatives include unifying core facilities under a common management platform, improving the efficiencies of shared resources and cores, creating a compounding pharmacy, developing a regenerative medicine center, and building capabilities to mine our electronic medical records and conduct health services research.

The Strategic Planning Continuum: Next Steps

Phase One

Strategic priorities reflect our mission, vision and values, and represent our high-level direction as an organization. These priorities were developed by asking ourselves who we are, and where we are going. A process of environmental scan and contextualized analysis was used to define and refine our strengths, weaknesses, opportunities and threats, and understand the markets and communities we serve.

The organizational goals describe our context and expectations, which require consistent focus across organizational units in order to develop and maintain them. The organizational goals were set in order to accomplish the strategic priorities, and were collected and refined through a process that involved stakeholders across UHealth/Miller School of Medicine.

Strategic priorities and organizational goals should be reviewed annually, refreshed as necessary, and monitored by the enterprise.



Phase Two

In this phase, units adopt and align with the strategic priorities and organizational goals set out by the enterprise. This is the phase where specific unit level tactics, actions and expectations are developed, and the corresponding unit-level budgets are established that reflect this alignment. Each unit (department, center, office, etc.) is at a different stage of development; therefore the organizational goals will be translated into significantly different tactics, actions and expectations. Unit leaders are empowered to drive and develop their tactics under the umbrella of, and informed by, the UHealth/Miller School of Medicine strategic plan.

Tactics are first developed to answer the question, “How will the organizational goals be accomplished?” followed by action planning and the development of quantitative and qualitative metrics to measure success. When possible, key performance indicators will be established and external benchmarks used to help monitor progress.

In partnership with the enterprise, units should monitor progress quarterly or annually, as appropriate per goal.



Phase Three

The final phase of strategic planning links individual performance to the strategic plan. At the end of the day, the strategic plan will only be accomplished if everyone in the enterprise is committed to and focused on obtaining the goals set out by both the enterprise and the unit. Individual performance goals should link to unit tactics, and they should be considered annually by unit leaders and employees.