

East Tennessee State University, Quillen College of Medicine

STRATEGIC PLAN 2019-2021

ETSU Quillen College of Medicine Strategic Plan 2019-2021

Table of Contents

1. Statement from the Dean.....	2
2. Preamble.....	3
3. ETSU College of Medicine Vision	4
4. ETSU College of Medicine Mission.....	4
5. ETSU College of Medicine Goals.....	4
6. ETSU College of Medicine Values.....	4
7. ETSU College of Medicine Strategies and Initiatives.....	4
a. Strategy 1.....	5
b. Strategy 2.....	7
c. Strategy 3.....	8
d. Strategy 4.....	9
e. Strategy 5.....	11
8. Strategic Plan Development.....	13
9. Strategic Plan Implementation.....	14

ETSU Quillen College of Medicine Strategic Plan 2019-2021

I am very pleased to share our 2019-2021 East Tennessee State University (ETSU), Quillen College of Medicine Strategic Plan. I am appreciative of the collaborative effort required for the development of our plan aimed at producing initiatives that continue our growth and help position ETSU Health to be the 'Practice of the Choice' in the region and Quillen College of Medicine to be the 'College of Choice' for the region and nation.

The plan is organized into five objectives with several initiatives that represent specific areas identified to achieve our vision and mission and tie into our four goals. This document is designed to be a living document, meant to evolve with changes in education, health systems, and community and regional needs. Leaders have been identified that will oversee the implementation and communication of our efforts as implementation of the plan continues.

I want to thank each and every one of you for all you do for our college, our patients, and the region. Your dedication and efforts will be integral to the success of our Strategic Plan and the advancement of our college's mission, vision, and goals.

Thank you for all you do,

Bill

William A. Block, Jr. MD, MBA, FACOG
Vice President for Clinical Affairs
Dean of Medicine
ETSU Health – Quillen College of Medicine
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ETSU Quillen College of Medicine Strategic Plan 2019-2021

Preamble

This strategic plan is designed to function as an outline of guiding principles for the continuous strategic improvement needed for the College of Medicine. It is recommended that the plan be adopted, then each item be assigned a time window for projected completion and a responsible party. Semi-annual review and modification of strategic goals and progress should be undertaken to evaluate alignment with real time conditions.

ETSU Quillen College of Medicine Strategic Plan 2019-2021

*ETSU Health, The Practice of Choice;
Quillen College of Medicine, The College of Choice;
East Tennessee State University, The University of Choice*

Quillen College of Medicine Vision Statement

Revolutionizing Rural Health

Quillen College of Medicine Mission Statement

The primary mission of the Quillen College of Medicine is to educate future generations of physicians and biomedical scientists, especially those with an interest in primary care, to practice in underserved rural communities. In addition, the College is committed to the contribution of knowledge and excellence in biomedical research that improves medicine and is dedicated to the improvement of health care in Northeast Tennessee and the surrounding Appalachian Region.

Quillen College of Medicine Goals

- GOAL 1. Excel in medical and biomedical science education
- GOAL 2. Enhance research and scientific discovery in education, biomedical sciences, and clinical care to improve the health of the region
- GOAL 3. Deliver high quality, patient-centered medical care through the innovation and transformation of health care delivery
- GOAL 4. Attain a diversified Infrastructure to sustain innovation, transformation, and excellence in medical and biomedical science education, research, and clinical care

Quillen College of Medicine Values

PEOPLE come first, are treated with dignity and respect, and are encouraged to achieve their full potential;

RELATIONSHIPS are built on honesty, integrity, and trust;

DIVERSITY of people and thought is respected;

EXCELLENCE is achieved through teamwork, leadership, creativity, and a strong work ethic;

EFFICIENCY is achieved through wise use of human and financial resources;

COMMITMENT to intellectual achievement is embraced.

ETSU Quillen College of Medicine Strategic Plan 2019-2021

Objective 1: Advance the educational and learning opportunities for all students and residents in the medical and biomedical sciences programs

Education

Undergraduate Medical Education

Initiative 1: Explore curriculum designs to better prepare students to become physicians.

- Evaluate need to increase integration of pre-clerkship and clinical phases of the curriculum and options for doing so.
- Evaluate expansion of rural track program, or similar, within the TriCities.
- Identify learning objectives from curricular redesign that can be repositioned within the existing timeframe of the current curriculum for early implementation.
- Explore parallel curriculum designed for graduation in three years and early entry into residencies within the College of Medicine (focusing on primary care).
- Continue development and enhancement of Interprofessional and Simulation based training.
- Continue ongoing curricular content monitoring to assure appropriate content and placement within the curriculum.

Initiative 2: Enhance instructional techniques to maximize quantity and quality of learning.

- Evaluate effectiveness of “flipped classroom” and similar techniques with an increase in utilization of those proven beneficial.
- Explore options to allow for appropriate pace of learning for each student.

Initiative 3: Increase clinical learning opportunities within the community.

- Increase rural and specialty exposures throughout the curriculum.
- Assure adequate training opportunities for current classes and any potential increase in class size.
- Leverage relationships with local graduates to give back to Quillen through teaching, increasing loyalty and engagement.

Initiative 4: Increase educational opportunities outside of the traditional boundaries of the College of Medicine.

- Initiate affiliation with the College of Business to allow for MBA study during medical school.
- Expand collaboration with the College of Public Health for expansion of MPH offerings.
- Evaluate possibilities to expand programs of interest to groups underrepresented in medicine to help achieve diversity goals.
- Evaluate possibilities to expand programs to enhance preparation for 21st century practice such as certificates in health systems science and quality improvement.

ETSU Quillen College of Medicine Strategic Plan 2019-2021

Graduate Medical Education

Initiative 1: Train resident physicians to provide a workforce to meet the needs of the region and state.

- Collaborate with institutional partners to evaluate future needs and align programs to meet those demands.
- Enhance programmatic recruitment and yield through sharing of best practices amongst program directors and coordinators.
- Improve resident physician compensation and benefits, including possible ancillary programs such as MBA/MPH, to attract high quality applicants.

Initiative 2: Enhance skills and opportunities for residents to participate as teachers.

- Provide training in education and evaluation techniques to resident physicians.
- Encourage participation by resident physicians in preclinical teaching as appropriate.

Graduate Education (Biomedical Sciences PhD)

Initiative 1: Establish leadership for programmatic development and maintenance.

- Design position description for Associate Dean for Research and Education.
- Recruit and hire new Associate Dean (done 2019).
- Reconstitute faculty advisory committee to aid in guidance and curriculum of program.

Initiative 2: Educate the next generation of scientific leaders.

- Increase recruitment from potential feeder institutions.
- Refine funding mechanisms for graduate students.
- Explore opportunities and resources to establish a joint MD/PhD program.
- Establish appropriate concentrations within the program.
- Increase collaboration of faculty throughout the program for both education and research.

ETSU Quillen College of Medicine Strategic Plan 2019-2021

Objective 2: Create a collaborative and innovative research enterprise

Research

Initiative 1: Enhance research and scholarly activities within the COM to improve the health of the region and add to scientific discovery.

- Create an administrative infrastructure that facilitates research collaboration across the research and clinical enterprises, departments and Colleges
 - Create position description for Associate Dean for Research and Graduate Education.
 - Recruit innovative, collaborative leader for Associate Dean.
- Implement a comprehensive faculty recruitment plan to produce next generation of academic leaders in research and scholarly work.
 - Focus hiring to areas of demonstrated research success to allow synergy.
 - Maintain adequate retention of currently funded and developing researchers.
- Increase collaboration with other Colleges within the University.
 - Seed funding for cross college collaborative projects.
 - Develop recognition program for successful developments.
- Analyze and refine compensation structure for research faculty to assure adequate incentive and retention.
 - Obtain comparisons from peer institutions.
 - Benchmark current and future compensation to similar Colleges.
 - Assure competitive compensation and faculty development opportunities.

ETSU Quillen College of Medicine Strategic Plan 2019-2021

Objective 3: Intentionally and deliberately expand the clinical enterprise to become the preeminent healthcare provider and resource for interprofessional, quality care in the region

Clinical Care

Initiative 1: Become the “Practice of Choice” for the community and the region.

- Improve patient access through a centralized contact point and digital applications.
- Expand the primary care foot print in the region by adding primary care practices in identified areas of need.
- Create an after-hours clinic to meet patient demands.
- Create a culture of customer service as a priority across the organization through staffing recruitment and retention along with annual training.
 - Engage consultant to provide customer service training initiative for all faculty and staff.
- Explore alternate delivery methods such as telemedicine.

Initiative 2: Recruit and retain clinical faculty to expand clinical services in outreach initiatives; to meet the gaps in clinical services; and to replace retiring faculty.

- Identify gaps in clinical services within each department.
- Create a faculty recruitment plan to meet faculty gaps and replace retiring faculty.
- Seek coordinated, collaborative faculty recruitment efforts for the College of Medicine including collaboration with health system partners to fill faculty positions.

Initiative 3: Become the “employer of choice”.

- Evaluate and refine compensation plans for each position.
- Create a culture where each employee is valued.
- Encourage development and growth for each employee, meeting their goals.

Initiative 4: Aggressively pursue clinical strategies to improve population health.

- PCMH designation for primary care clinics.
- Create the infrastructure and processes to acquire, analyze, and report quality metrics.
- Transition to interprofessional care as the standard clinical strategy for care delivery.
- Maximize the potential of the electronic medical record to assist with care documentation for interprofessional care and data retrieval for assessment of patient outcomes.
- Pursue high-quality data analytics to inform clinical care and improve health outcomes.

Initiative 5: Establish marketing campaign to inform public of available services.

- Initial focus on brand awareness of ETSU Health.
- Focus on benefits provided by interprofessional team care.
- Highlight benefits of receiving care in an academic environment.
 - “Care from the experts training the next generation of providers”.

ETSU Quillen College of Medicine Strategic Plan 2019-2021

Objective 4: Build depth to enhance our educational, research, and clinical enterprises by expanding and supporting faculty, staff, and learners through recruitment and retention, professional development, collaboration, and mentorship

People

Initiative 1: Provide a college wide consistent approach to all faculty development.

- Create a centralized oversight for responsibility of faculty development for the COM.
- Administer an annual career and skill development needs assessment.
- Develop, design and implement a robust orientation program for all new faculty containing but not limited to the following areas: basics of adult learning; instructional skills and curriculum design; evaluation and assessment of learners and peers; program evaluation; scholarship expectations and examples; identification and engagement of mentors; Promotion and Tenure requirements.
- Develop, design and implement a career advancement program for junior to mid-career faculty containing but not limited to the following areas: educational program design and implementation; management and administrative skills; advocacy and participation in national organizations; health system design; community engagement; developing and maintaining a scholarship portfolio; basics of research and funding resources; individualized plans for personal career goals.
- Develop, design and implement a program for senior faculty and Quillen COM leadership containing but not limited to the following areas: strategic planning basics; workforce development and retention of junior and mid-career faculty; financial management; feedback within annual faculty evaluations; advocacy skills; participation and leadership in national organizations.

Initiative 2: Provide a comprehensive faculty evaluation process that promotes professional development and supports the priorities of the College of Medicine.

- Create goal-oriented summary document to the annual evaluation process to be used during the supervisory dialogue to support personal development and COM priorities.
- Identify and implement a pilot 360 review process for academic leadership (Dean, Associate Deans and Chairs).

Initiative 3: Provide community faculty with feedback and professional development opportunities to enhance the educational experience and create community rotations that meet and exceed accreditation standards.

- Create a standard evaluation of the credentials of all potential community faculty.
- Contribute to the professional development of community faculty through a periodic needs assessment and education directed at medical education and teaching.
- Provide feedback to community faculty through regular evaluation by all learners.
- Explore incentive options for community faculty including membership to the Center for Physical Activity, parking, CME, etc.

ETSU Quillen College of Medicine Strategic Plan 2019-2021

Initiative 4: Create a leadership program for College of Medicine leadership and aspiring leaders that supports professional development, strategic planning skills, and succession planning.

- Administer an annual needs assessment of the COM leadership team (Associate Deans and Department Chairs), and aspiring leaders.
 - Identify and/or create training programs as defined by the needs assessment for senior leadership.
- Provide regular, structured feedback to senior leaders in order to develop people, skills, and programs.
 - Annual evaluations with the Dean.
 - 3 year Summary Evaluation of Department Chair and Program.
- Identify junior faculty interested in or capable of senior leadership roles.
 - Provide leadership skills development to junior faculty to prepare them for future leadership roles within the departments and the COM.

Initiative 5: Recruit and retain a diverse academic community to enhance the perspectives, effectiveness, and academic discourse within the COM.

- Create an oversight process for diversity activities and effectiveness.
 - Accountability for oversight assigned to Associate Dean, Chief of Staff.
 - Faculty and student input provided through diversity council.
 - The Diversity Council will make recommendations to the Dean on leadership and resource requirements for effective ongoing diversity development within the COM.
 - Produce an annual report on effectiveness of diversity activities.
 - Provide consistent guidance for all faculty and administrator search committees on the diversity policy, education on implicit bias, and best practices.
 - Annual educational programming for search committees, faculty, learners, and staff on diversity and implicit bias.
- Conduct ongoing educational programs on diversity for the COM.
 - Create a campus-wide culture of inclusion and holistic integration.
 - Set goals for increasing the diversity of faculty, administration, staff, and learners.
 - Monitor effectiveness of initiatives to increase diversity within the COM by monitoring the domains of diversity by which administrators, faculty, staff, and learners will be measured.

Initiative 6: Create wellness and resiliency programs for faculty, staff, and learners.

- Determine an oversight structure for coordinated wellness activities for the College of Medicine.
- Select and implement a Wellness Survey annually.
 - Develop a plan to address identified areas of need and monitor the effectiveness of initiatives implemented.

ETSU Quillen College of Medicine Strategic Plan 2019-2021

Objective 5: Develop, strengthen, and diversify an infrastructure that provides for long-term support for the College of Medicine, its vision, and its missions

Facilities

Educational

Initiative 1: Optimize current allocation of office and laboratory spaces.

- Evaluate class spaces for proper alignment with teaching techniques and programmatic fit.
- Develop policies for assignment and retention of space across the College.
- Enhance current spaces for optimal use and function.

Clinical

Initiative 2: Develop land use and programmatic plan for optimal clinical care and education.

- Feasibility study and plan for “Medical Campus” on State of Franklin Road.
- Evaluation of need for clinical space and development of Clinical Education Building 3 (CEB3).
 - Obtain appropriate funding and commence construction if demonstrated need.

Initiative 3: Evaluate current clinical administrative space for adequacy.

- Consider renovation of space as needed.
- Evaluate proper location of all clinical support staff.

ETSU Quillen College of Medicine Strategic Plan 2019-2021

Finances

Initiative 4: Evaluate current use of funds for appropriateness of effort.

- Determine changes in revenue and patterns.
- Determine costs and benefits of expenditures.

Initiative 5: Optimize clinical revenue opportunities

- Maintain efforts to maximize Medicaid reimbursements through Upper Payment Program.
- Improve payer mix through marketing and operational improvements.
- Improve revenue cycle management and billings through partnership with outside vendor.

Initiative 6: Enhance research funding

- Improve grant submission and award numbers through faculty education and recruitment.
- Encourage researchers to obtain multiple awards through proper incentive alignment.
- Invest resources in appropriate startup funding and bridge funding for researchers.

Initiative 7: Develop efforts to obtain outside clinical and educational grant funding.

- Centralize efforts at locating and recruiting opportunities.
- Enhance number of applications and awards pertinent to clinical and educational opportunities.

Initiative 8: Enhance funding from state appropriations and legislative initiatives.

- Educate local legislators about needs and opportunities.
- Establish more active presence during legislative session to lobby for College of Medicine initiatives.

Initiative 9: Enhance philanthropic giving.

- Explore employee giving campaigns.
- Evaluate philanthropy from corporate partners to enhance support.
- Increase support of Development Office within the College of Medicine.

ETSU Quillen College of Medicine Strategic Plan 2019-2021

Strategic Plan Development

The ETSU Quillen College of Medicine 2019-2021 Strategic Plan was developed through an extensive process. The college leadership and identified stakeholders reviewed the vision, mission, and goals. The 2013 Strategic Plan was also reviewed to identify strategic areas that remained relevant to the focus of the college. Through planning meetings and facilitated sessions with consultants from the Division of Organizational Development and the Standpoint Faculty Survey team of the Association of American Medical Colleges, the leadership team created a new vision statement; reaffirmed the mission statement; revised the goals of the College of Medicine; and, identified five areas of focus for the strategic plan: Education, Research, Clinical Care, People, Facilities, and Finances. Each of these areas represent areas specifically selected to ensure the advancement and integration of the missions along with opportunities for innovation and partnership within the university, the region, and beyond.

Key stakeholders, faculty, university leadership, and community partners were given the opportunity to review and comment on the Strategic Plan for 2019-2021. The Strategic Planning Committee consisting of the Associate Deans and Chairs of the Departments proposed and approved acceptance of the plan.

ETSU Quillen College of Medicine Strategic Plan 2019-2021

Strategic Plan Implementation

Implementation, review, and revision of the strategic plan are integral for continuous strategic improvement for the College of Medicine. A Strategic Planning Implementation Committee has been established and consists of COM leadership designated as the responsible parties for the strategies and initiatives. These leaders are listed below. The committee will be responsible for quarterly reports, periodic updates, communication strategies, and progress of the strategic plan.

Strategy Leadership:

1. Associate Dean/Chief of Staff
2. Executive Associate Dean for Academic and Faculty Affairs
3. Associate Dean and Director of Admissions & Records
4. Associate Dean for Clinical Affairs & Chief Medical Officer, MEAC
5. Associate Dean, Finance & Administration
6. Associate Dean, Graduate Medical Education
7. Associate Dean, Learning Resources/Medical Library
8. Associate Dean for Research and Graduate Education
9. Associate Dean, Student Affairs
10. Chair, Department of Biomedical Sciences
11. Chair, Department of Family Medicine
12. Chair, Department of Internal Medicine
13. Chair, Department of Obstetrics and Gynecology
14. Chair, Department of Pathology
15. Chair, Department of Pediatrics
16. Chair, Department of Psychiatry
17. Chair, Department of Surgery