To the Faculty, Students and Staff of the University of Cincinnati
College of Medicine:

It is my pleasure to present to you the UC College of Medicine Strategic Plan 2016-2021. A living and dynamic document of this vast team to which you belong, it is a product borne in every moment of excellence you create through your art and your science.

As you review it, you'll recognize your colleagues' work, as well as your own, in championing an unshakeable commitment to an institution that has had a profound impact on our university, our city, our surrounding communities, our state, our nation and, indeed, the world. As part of the development of our strategic plan, I assure all your comments and recommendations were considered, while based on consensus, they may not have been included in this initial plan.

The exercise of collectively building a strategic plan allows us to reaffirm who we are as an institution of individuals joined in a common purpose and to give voice to the structure of our aspirations. The heart of this document emboldens us to strive for both specificity and flexibility, to predict as well as to embrace change.

The assertions collectively set forth distill to three covenants: innovation, inquiry and service.

To honor these covenants, we have together identified faculty as the engine of our cooperative success. As such, and more than ever, faculty are first to recognize and to champion the varied and diverse contributions of all researchers, educators and clinicians. Further, covenants work because we are stronger working together – not just in tandem with the colleges of Allied Health Sciences, Nursing and Pharmacy, and with our healthcare colleagues at UC Health, Cincinnati Children's Hospital Medical Center, the Veterans Affairs Medical Center and the Shriners Hospitals for Children, but with the entire healthcare community of Cincinnati as an indispensable part of the healthcare ecosystem. Students remain our most important product, upon which our vision and aspirations for the future depend on for success. How much they teach the teachers can never be underestimated or forgotten. As an essential part of the healthcare team, staff contribute to our overall success, and without them, our vision cannot ever become a reality.
You’ll agree that your shared successes, and those of our predecessors, are in large part based on an unwillingness to accept the status quo. At the heart of this plan stands a bias toward action that honors the hallmark of academic medicine. It’s that same spirit that frames this document, and does so within a culture that fosters collaboration among, not competition between, those who carry out the tripartite missions of research, education and training, and service to the community.

I am grateful for the invaluable input of the faculty, students and staff who helped forge this plan. Your openness, constructive engagement and mutual respect have resulted in a roadmap that is informed by our past challenges without being tethered to them. Together, we honor our collective planning by keeping it central to our work and our commitment to charting a future that is every bit as lustrous as the previous 198 years, and worthy of our shared legacy.

To Donors, Volunteers, Friends, Community Leaders and Elected Officials:

The University of Cincinnati College of Medicine researches and develops tomorrow’s standard of care while training physicians and super specialists that make Cincinnati a better, more dynamic and enriching place to live.

It may seem curious to assert a cause and effect relationship from the halls, laboratories and patient care rooms of an academic health center to the overall good fortune of our region.

But we know the very lifeblood of a community begins with the health of its neighbors, including here in the Ohio Valley, where environmental and generational factors can add challenges for some patients and their caregivers. Having 499,143 square feet of research space dedicated to 24/7 investigations that invent better healthcare is an unsung, but critical, underpinning to our community’s well-being.

We are grateful to look boldly into our future with you as key partners in our achievements.
Essential Values
The University of Cincinnati College of Medicine community is indispensable as a worldwide leader in human health solutions.

Essential Values for the UC College of Medicine:

- Quality of all of our efforts
- Equality in all of our opportunities
- Commitment to faculty career success
- Practice using the highest ethical professional standards
- Cross-disciplinary in our design
- Sustainable in our future
STRATEGIC FOCUS: FACULTY AND STAFF DEVELOPMENT

Faculty and staff are the backbone of success for the UC College of Medicine and a primary focus of our strategic plan. Our successful future depends on attracting and nurturing the very best physicians, researchers and administrators, and creating a collaborative environment in which their careers can thrive.
GOAL ONE: EMPHASIS ON CULTURE

Prioritized Recommendations:

1) Increase engagement of faculty in college and university service by promoting shared governance and shared responsibilities by faculty.
2) Develop and adopt a set of career principles that firmly establish the value and respect for those serving different parts of our tripartite mission. These principles should be clearly outlined in our policies and practices defined in RPT, workload documents and leave policies as examples.
3) Develop and implement “mission success” approaches that reward interdepartmental/cross-disciplinary collaboration to achieve mission objectives.

GOAL TWO: EMPHASIS ON PATHWAYS

Prioritized Recommendations:

1) Develop and implement career development programs for faculty and staff that cultivate promoting skills development and team-based training.
2) Provide training in leadership skills and establish succession planning for key positions at the unit, institute and college levels for both faculty and staff.
3) Create a systematic framework of mentorship of faculty at all career stages (e.g. creation of an Academy of Mentors) by faculty trained in mentoring.

GOAL THREE: EMPHASIS ON TALENT

Prioritized Recommendations:

1) Create and implement an integrative recruitment planning process based on mission, need and strategic priorities with adequate resources to be competitive.
2) Create proactive compensation structures that provide fair and equitable pay based on responsibilities and performance.
STRATEGIC FOCUS: BASIC, TRANSLATIONAL AND CLINICAL SCIENCE RESEARCH

The UCCoM is committed not only to the discovery but development and deployment of new therapies and medicines that improve the lives of patients in our own backyard and across the globe.
GOAL ONE: EMPHASIS ON RESEARCH CAPACITY

*Prioritized Recommendations:*

1) Invest in basic sciences research that creates a foundation for the eventual development of translational and clinical research that re-establishes a “Bench to Bedside” continuum.

2) Begin recruitment of nationally recognized, innovative and collaborative Department Chairs in the Departments of Molecular Genetics, Biochemistry and Microbiology, Molecular and Cellular Physiology, Pharmacology and Cell Biophysics.

3) Assess the feasibility to merge the Departments of Physiology and Pharmacology into a single unit based on scientific merit. This would be followed by recruitment of a Department Chair in the combined program.

4) Invest in existing faculty using “career renewal grants” and “bridge funding” based on a high probability for success judged by their peers in basic and translational science as the foundation of retention.

5) Recruit basic science faculty across all departments in key thematic areas (e.g. Cancer, Systems Biology, Regenerative Medicine, Genetics, Environmental and Population Medicine, Medical Informatics, Neuroscience, Cardiovascular and Metabolism) to form cohesive cross-disciplinary teams.

6) Recruit translational science faculty in support of research in cancer, neuroscience, cardiovascular and metabolic disease to form needed bridges between basic and clinical scientists that would propel the UCCoM into national prominence.

7) Recruit physicians/scientists with adequate protected time to establish collaborative efforts with basic and translational scientists in initial key themes in cancer, neuroscience, cardiovascular and metabolism.

8) Forge essential relationships within the entire university system by engaging colleges and faculty across campus and through developing programs such as the “Wellbeing Initiative” (e.g. AHC, West Campus, Regional campuses).

9) Reward success and research productivity from the lab to the clinic including attention to retention of our best and most productive faculty.
GOAL TWO: EMPHASIS ON SUSTAINABLE RESEARCH

Prioritized Recommendations:
1) Create a sustainable infrastructure for research, incorporating annual review of aging facilities, cores and equipment, and enhancing support services for faculty engaged in productive research to update the infrastructure over the next 5 years.
2) Create comprehensive technology and data infrastructure systems that are user-friendly and managed with a facilitative governance structure.
3) Invest in the data sciences capacity needed to leverage complex data being generated by contemporary research and care environments.
4) Establish an RVU structure around clinical research efforts such as recruiting subjects into clinical trials.

GOAL THREE: EMPHASIS ON RESEARCH NCI DESIGNATION

Prioritized Recommendations:
1) Create and implement a strategic plan for the UC Cancer Institute (UCCI).
2) Recruit a physician/scientist or established clinical investigator as Division Director for Hematology-Oncology as an integral part of UCCI and a key recruit in achieving NCI designation.
3) Recruit three additional NCI funded researchers in basic and translational science, to enhance our ongoing cancer research capabilities.

GOAL FOUR: EMPHASIS ON INNOVATIVE TEACHING; EXPERIENTIAL LEARNING

Prioritized Recommendations:
1) Establish an environment of interprofessional learning that integrates basic, translational, clinical and data sciences faculty into educational programs.
2) Establish learning pathways for faculty, students and residents so they might develop new skills and techniques in both research and education.
3) Value and incentivize innovative, high-quality teaching, advising and mentoring of faculty, staff and students.
4) Undergo curricula review and re-envision UCCoM graduate and professional programs to accommodate academic, industrial and alternative careers (e.g. including careers in clinical research management and the regulatory sciences).
STRATEGIC FOCUS: EDUCATION

The UCCoM recognizes that it is no longer enough to provide a top-flight medical education. We must also do more and excel at removing barriers to the success of our students — culturally, financially and personally.
GOAL ONE: EMPHASIS ON DESTINATION OF CHOICE

Prioritized Recommendations:
1) Enhance scholarship funding for medical students by creating a $50M endowment fund.
2) Establish diversified and inclusive applicant pools for all levels of training including medical student, resident, fellow, graduate and undergraduate programs.
3) Create a culture within the college and UC Health that exemplifies and rewards the highest degrees of excellence and professionalism.

GOAL TWO: EMPHASIS ON FACULTY DEVELOPMENT

Prioritized Recommendations:
1) Create a systematic approach to teaching skills development and innovative pedagogy.
2) Enhance faculty activity in research/scholarship in education practices.
3) Expand the availability of information technology for use in education.

GOAL THREE: EMPHASIS ON EDUCATIONAL OPTIONS

Prioritized Recommendations:
1) Explore creation of a School of Public Health with an emphasis on a master's program.
2) Begin planning for a Family Medicine residency at UC Health West Chester Hospital.
3) Implement competency based educational programs at the medical student, graduate medical education and continuous professional development levels in compliance with the LCME, ACGME and ACCME accreditation standards.
4) Develop the West Chester campus as an educational site for students and residents.
5) Establish a robust CME program for our region for all practitioners.
GOAL FOUR: EMPHASIS ON EDUCATIONAL ACTIVITIES

Prioritized Recommendations:

1) Create an Education Cabinet or coordinating committee that encompasses undergraduate education, medical student education, graduate medical education, graduate education and continuing medical education.

2) Redefine the Area Health Education Center program in medical student and GME education.

GOAL FIVE: EMPHASIS ON MEDICAL SCIENCES

Prioritized Recommendations:

1) Define outcomes for the Medical Sciences undergraduate program such as placement of graduates in medical school, graduate school and other professions.

2) Consider development of combined bachelor and master’s degree programs.

GOAL SIX: EMPHASIS ON INTERPROFESSIONAL EDUCATION

Prioritized Recommendations:

1) Develop a centralized placement/unit for trainees within the Academic Health Center to facilitate preferred placement of UC students in UC Health clinical sites.

2) Incorporate core competencies in interprofessional education in the medical school curriculum including the development of interprofessional simulation programs across the Academic Health Center (e.g. interprofessional, ethics, economics, diversity, social).

3) Explore development of additional dual degree programs to go along with the MSTP (MD-PhD), MD-MS in Nutrition and MD-MBA programs (e.g. MD-MPH, MD-JD).
STRATEGIC FOCUS: CLINICAL SERVICE TO COMMUNITY OF PATIENTS

Collaboration is the watchword of the UCCoM’s clinical service future. We exist and thrive in a complex service delivery matrix that includes our Academic Health Center partners – the colleges of Nursing, Pharmacy and Allied Health Sciences – UC Health and all regional health systems.
GOAL ONE: EMPHASIS ON STRATEGIC PARTNERSHIPS

Prioritized Recommendations:

1) Other University Healthcare and West Campus Colleges
Leverage the capabilities of the broader university community in developing novel approaches to complex problems. The UCCoM will collaborate with Nursing, Allied Health Sciences and Pharmacy to develop an effective Academic Health Center infrastructure, and expand relationships with university colleagues in all of UC’s colleges.

2) UC Health
The UCCoM will provide UC Health with a robust medical staff, and work collaboratively to provide support in their designation as a regional referral site. The UCCoM fully acknowledges and supports the UC Health strategic plan. This partnership is paramount to the UCCoM’s success as part of the region’s only academic health system.

3) Cincinnati Children’s Hospital Medical Center (CCHMC)
Efforts must be put forth to further align our collaboration between the UCCoM and CCHMC, in support of their strategic mission to include transition of care, specialty services and cancer.

4) Veterans Affairs Medical Center (VAMC)
Enhance the UCCoM’s commitment to VA providers as UCCoM faculty. Unique management alignment opportunities will be identified and care processes will be integrated. We are committed to the care and well-being of our community’s veterans.

5) Other Health Systems
Developing partnerships with other health systems is important. This should be a focal point for education, dissemination of research, certain niche programs and service lines and the basis of providing the full continuum of care to our entire community.
GOAL TWO: EMPHASIS ON INTEGRATED CARE

*Prioritized Recommendations:*

1) Create innovative models to drive optimal care which differentiate the UCCoM’s position in the healthcare environment.
2) Improve patient, family and employee satisfaction.
3) Decrease costs for healthcare delivery; and increase integration across the continuum of care.
4) Engage the community in defining their health and wellness priorities including affordability and access to care (health disparities).
5) Make public clinical research and the aggregate results of clinical research accessible to all patients in the community.

GOAL THREE: EMPHASIS ON SYSTEMATIC APPROACHES

*Prioritized Recommendations:*

1) Expand the use of medical informatics and other integrative research into clinical decision-making.
2) Encourage process improvements and standardization whenever possible.
3) Develop and implement practice standards and evidence-based guidelines across all disciplines.

GOAL FOUR: EMPHASIS ON TEAM-FOCUSED MANAGEMENT

*Prioritized Recommendations:*

1) Further define the role of the Department Chair including departmental autonomy and management while balancing both the clinical and academic responsibilities as well as advocating on behalf of the faculty while fulfilling the obligations to the UCCoM and the health system.
2) Develop physician leaders.
3) Develop succession planning and retention strategies for high performers.
4) Implement group decision-making tactics to incorporate clinical standardization and achieve a market-leading position.
5) Allocate resources (personnel and financial) as necessary to achieve goals, which may require redistribution and/or reprioritization of such resources including alignment with our clinical affiliates, UC Health, CCHMC and the VAMC.
STRATEGIC FOCUS: FACULTY AND STAFF DEVELOPMENT

Faculty and staff are the backbone of success for the UC College of Medicine and a primary focus of our strategic plan. Our successful future depends on attracting and nurturing the very best physicians, researchers and administrators, and creating a collaborative environment in which their careers can thrive.
STRATEGIC FOCUS: FACULTY, STUDENT AND STAFF DIVERSITY AND INCLUSION

While diversity and inclusion are a part of our fabric, we must seize both the need to reflect the population we serve and take advantage of all opportunities to do more to serve a diverse community at large and worldwide.
GOAL ONE: EMPHASIS ON UNDER-REPRESENTED MINORITY STUDENTS

Prioritized Recommendations:
1) Adopt practices that promote diversity and inclusion, improve representation of women and minorities in the faculty ranks and address diversity in candidate pools during the recruitment process.
2) Produce a dashboard of current students, residents and faculty by race/ethnicity and gender.
3) Participate in pipeline activities in local schools, undergraduate colleges and across Academic Health Center colleges, the intent of which is to elevate both the education and opportunities of our surrounding communities.
4) Develop liaison/advisory relationship with Department Chairs and Residency Program Directors.

GOAL TWO: EMPHASIS ON RETENTION

Prioritized Recommendations:
1) Enhance mentoring and academic success of URM students, residents and faculty across entire career span.
2) Acquire a learning specialist to provide learning assistance.

GOAL THREE: EMPHASIS ON CULTURAL COMPETENCY

Prioritized Recommendations:
1) Enhance a cultural competency curriculum by defining and describing cultural competency components that will augment the current curriculum.
2) Create assessment tools to test cultural competence knowledge.
3) Develop cultural competency seminars for students, residents and faculty.

GOAL FOUR: EMPHASIS ON DIVERSITY COUNCIL

Prioritized Recommendations:
1) Provide diversity and inclusion guidance to the Dean in the implementation of the UCCoM Strategic Plan.
2) Provide leadership in tactical initiatives such as mentoring, recruitment, program development and retention.
The UC College of Medicine is a foundation of the area's only academic health system, which is the ever-buzzing hub of well-being for our broader region. And because many of the world's most prominent physicians prefer to practice medicine where they are academically appointed, the UC College of Medicine is a partner with UC Health, Cincinnati Children's, the Veterans Affairs Medical Center and other regional health providers in recruiting top talent to our part of the country. We are proud of the relationships our faculty have created within the medical community, and for their dedication to the continued education of medical professionals across these three—and all major Cincinnati-area hospitals.

Requisite to a future-facing medical education are intensive experiences outside of the lab and classroom. The college ensures students engage with visionary professionals in healthcare settings, biomedical research facilities and across the healthcare landscape. Our partnerships forge advances in the standard of care, and uniquely position our medical community to work to solve today's problems and be ahead of tomorrow's opportunities. We field essential questions in the healthcare space, bridge global visions, create thought leadership and advocate for our patients every day. From our faculty members in the Department of Pediatrics at Children's Hospital to delivery-driven researchers at UC Health and the Veterans Affairs Medical Center, every medical professional in our college is highly trained from diverse learning backgrounds.

The college's broad footprint enables our faculty, staff and students to thrive in the adapting healthcare landscape. We approach the entire field as an opportunity to make discoveries that will transform families, communities and entire populations of people. And our continued commitment to the profession is how the UC College of Medicine continues to break barriers and change the face of medicine. Our charge is to persevere with these excellent partnerships, to inspire the next generation of healthcare professionals and to serve as, and to underpin, the indispensable cornerstone of medicine for our community.