

Louisiana State University Health Sciences Center
New Orleans

School of Medicine

STRATEGIC PLAN

2009 – 2013



GENERAL STATEMENT

OVERARCHING GOALS

- Promote excellence and innovation in all School of Medicine educational programs
- Foster a culture of academic and investigative excellence
- Structure existing and new clinical programs to fulfill short and long term goals while strategically positioning SOM and LSU HealthCare Network for the completion of new University Hospital
- Align goals and missions of core clinical entities
- Develop a cohesive mechanism for faculty orientation, development, and evaluation, including those for SOM leadership
- Establish a clear and standardized process for annual reporting and Periodic Academic Unit Review
- Refine budget principles for resource allocation, particularly as they relate to educational and clinical programs
- Promote diversity and expand community outreach programs, building in large part on existing relationships with our strategic partners (School of Public Health and Southeast Louisiana Area Health Education Center and others)
- Enhance electronic web-based tools for all School operations
- Better communicate internally and externally on all SOM activities and those of its support organizations

Steve Nelson, MD began as Dean of the LSUHSC School of Medicine in New Orleans in September 2007. He announced early in his tenure that he wanted to build on the many historic strengths of the school while positioning the school for success in the future. Well-known to most faculty and staff on campus, as he had already served as a faculty member in the school since 1984, Dr. Nelson was encouraged that his request for support of a strategic planning project was enthusiastically received. Since our operations had shifted from “recovery” following Hurricane Katrina to “growth and rebuilding”, in particular the school faculty and its leadership were committed to defining a guide for our future development. Moreover, Dr. Nelson very much wanted this strategic plan to “come from the faculty”.



So in June 2008 the School of Medicine formally initiated its strategic planning initiative with a “Strategic Planning Launch”. Over 70 faculty members, including department heads and center and program directors, strategic community and hospital partners, alumni, residents, and students participated in the event. The Launch was facilitated by Alan Burgener, MHA, who served as our consultant through the process of plan development. Mr. Burgener has a long history of work experience with academic health centers and graduate medical education and was familiar with our school from previous engagements. The Launch produced consensus on several themes, priorities and possible initiatives for the school, as well as on idealized qualities sought in school leadership, faculty members, and learners.

Using consensus material from the June 2008 Launch, six Work Groups were formed to further explore strategic priorities. Each Work Group, chaired by a senior faculty member and supported by a Dean’s Staff liaison, considered specific charges outlined by the Dean over the Summer and early Fall 2008. The Work Groups were:

- Clinical Centers of Excellence
- Educational Enhancement
- Research Infrastructure and Core Facilities
- Faculty Development and Mentoring
- Enhanced Communication Strategies
- Community Outreach and Engagement.





Over 100 faculty members, strategic partners in health care and in the community, alumni, house officers, and students participated in the Work Groups, meeting frequently to satisfy a demanding deadline. The faculty Work Group members were broadly representative of the school, incorporating the array of basic and clinical science disciplines, academic ranks and tracks, geographic site of activity, and specialized expertise or interest. The composition of the Work Groups reflected the diversity of the school and included elected Faculty Assembly representatives. Each participant's work is greatly appreciated and each one is acknowledged at the end of the plan.



Formal recommendations on strategic initiatives, focused on the previously mentioned Work Group charges, were made to the Dean and abstracted into the following integrated plan. The plan is structured around ten broad overarching goals that reflect the traditional elements of activities within a School of Medicine, education, research, clinical service, and community service and outreach. Specific initiatives are outlined for each of the ten goals. Not surprisingly, several initiatives were proposed by multiple Work Groups. The draft of the strategic plan was vetted by Work Group leaders and Dean' Staff liaisons, as well as with key faculty leaders.

Implementation of this Strategic Plan will require the involvement of our faculty and the school leadership. Work on several initiatives has already begun and a few initiatives are even completed. Moreover, we expect that this plan will require revision and updating.

The LSUHSC School of Medicine in New Orleans Strategic Plan for FY 09 to FY 13 will position the school for upcoming accreditation reviews, for the advent of the new LSU University Hospital, and for continued academic excellence. It will provide us with a useful guide for the next few years as we face the many challenges that all public medical schools face today, the threats of more limited financial resources, proposed cuts in reimbursement for clinical care, the probability of health care reform, and shrinking federal research funding. It will also provide us with a guide as we confront the unique challenges we face idiosyncratic to our own local and state environs consequent to the demographic and socioeconomic changes afforded us by our recent hurricanes. The Strategic Plan will also allow us to proceed with a common focus, to use our resources wisely, and to act proactively, rather than responsively. It will create a common set of goals for our faculty and staff and for our learners so that we can create an environment of excitement and growth, receptive and poised for new opportunities.

MISSION STATEMENT



Louisiana State University School of Medicine - New Orleans trains physicians and scientists in health care disciplines. The Medical School strives for excellence in medical education, research, and service through the following objectives:

Medical Education Mission Objectives

The undergraduate curriculum contains programs of study that enable students to become competent, caring physicians who can function in any healthcare system, continue self education, and appreciate and evaluate medical research. Graduate Medical Education programs and their support are important components of the educational mission. Graduates of specialty training programs will be skilled and knowledgeable in their chosen discipline and able to assume the responsibilities of a practicing physician. Training programs of the school assess and adjust to changing physician work force needs of the state.

Research Mission Objectives

Medical education and research are related pursuits. Academic excellence in research heightens the intellectual atmosphere, develops new knowledge, and transmits current information for the benefit of all constituencies. The Medical School provides adequate facilities for trainee and faculty research including support areas such as the library, animal care, and computer services. Long term planning and acquisition of research funds are vigorously pursued to ensure research growth.



Service Mission Objectives

The school provides a model of excellence in public and private medical care and community oriented programs.

The school remains responsive to changing health care systems and trends. Patient care activities are important to all school missions. Personal practice supports and maintains the clinical skills of faculty and expands opportunities for undergraduate and graduate teaching and research. The school develops community outreach programs that provide educational and service opportunities and enhance the quality of life of constituent communities.





STATEMENT OF VISION AND DIRECTION STRATEGIC PLANNING LAUNCH

Consistent with its mission, and building on its historical role and traditional strengths, the LSUHSC School of Medicine - New Orleans strives to be a regional and national leader, recognized for its commitment to excellence and its passion for innovation, and defined by:

- A competency-based approach to medical education that links undergraduate, graduate and continuing education in an integrated statewide system that blends modern technology with hands-on learning experiences and draws upon the strengths of regional partners to create a center of educational excellence that contributes to the recruitment and retention of physicians, representative of the diversity of our communities, well-prepared for practice in the State of Louisiana.
- A research enterprise that fosters collaboration across disciplines, spans the continuum from basic science to the bedside, and promotes the discovery and application of new scientific and clinical knowledge, with an emphasis on addressing the health care issues and challenges that are of greatest import to the citizens of Louisiana.
- An approach to patient care that is characterized by the existence of a fully integrated multi-specialty academic group practice that excels as a regional referral resource for complex tertiary care and demonstrates an ongoing commitment to improvement of the health status of citizens of Louisiana through the provision of care that is accessible, patient-centered, quality-focused and safety-oriented.
- A strong commitment to diversity and community outreach that builds on, leverages and promotes the school's patient care, research and educational strengths by seeking partnerships with city, state and regional groups and organizations, both public and private, to develop programs that benefit the citizens of Louisiana.



STRATEGIC PLAN GOALS AND INITIATIVES



Goal #1

Promote excellence and innovation in all School of Medicine educational programs

- Enhance undergraduate education in context of LCME accreditation standards
 - Assure comparability in educational opportunities across training sites
 - Conduct independent evaluations of clerkship experiences in New Orleans, Baton Rouge and Lafayette
 - Strengthen administrative relationships and support for clerkships in New Orleans, Baton Rouge and Lafayette
 - Develop comparable didactic (core curricular) experiences in New Orleans, Baton Rouge and Lafayette
 - Assess technical and space support for teaching activities in Baton Rouge and Lafayette and address deficiencies if identified
- Emphasize competency-based educational programs in curriculum objectives
 - Incorporate ACGME core areas of competence into undergraduate and graduate curricula
- Introduce students and house officers to basic principles of clinical and translational research integrating principles into preclinical courses, developing on-line basic science modules for required clerkships, and developing a Biomedical Sciences Course
- Establish data base of educational experiences and an Electronic Learner Portfolio project
 - Develop a consistent tracking method for required clinical experiences
 - Centralize student and faculty evaluations and outcomes data
 - Begin development of Electronic Learner Portfolio
- Enhance simulation programs in Student Learning Center and Center for Advanced Practice
 - Conduct comprehensive planning effort focused on Student Learning Center and Center for Advanced Practice
 - Strengthen operational model to ensure greater responsiveness to specialty-specific needs
 - Solidify designation as American College of Surgeons Comprehensive Education Institute
 - Consider creation of a Simulation Subcommittee to the Computer-Assisted Learning Curriculum Committee
 - Encourage scholarship in educational programs using simulation and competency-based curricular goals
 - Evaluate staffing mix and role definitions to assure optimal blend of technical/training support and those involved in content development
 - Assess feasibility of partnering with hospital training sites (especially HCSD facilities) to coordinate simulation-based educational efforts focused on patient care and outcomes (i.e. CMS designated “never events”)
 - Initiate faculty development in basic curriculum using simulation and case-based teaching





GOALS

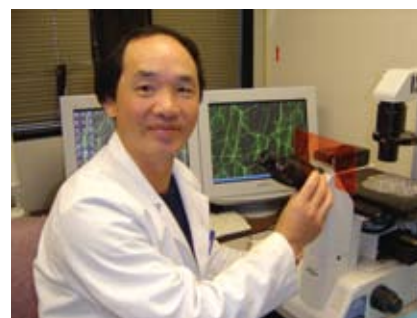
- Expand and strengthen Rural Scholars Track
 - Assess full range of clinical (i.e. office-based primary care, nursing home, and hospice or end-of-life care settings), didactic, and scholarly experiences, as well as associated settings, that would lead to a strong and distinctive Rural Scholars Track
 - Develop written curriculum and learning objectives to distinguish Rural Scholars Track from the remainder of the undergraduate curriculum
 - Formalize administrative support for program and expand training site opportunities
 - Review admissions recruitment strategies
 - Increase exposure to primary care in curriculum



Goal #2

Foster a culture of academic and investigative excellence

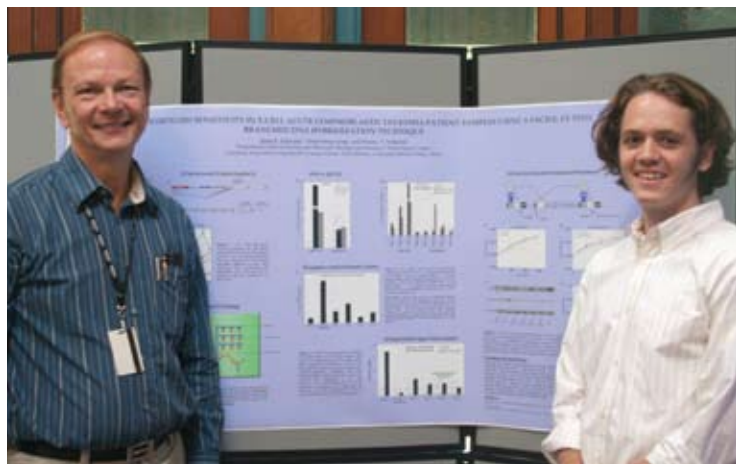
- Enhance research capabilities of clinical departments and prioritize the recruitment of faculty and faculty leadership with translational research expertise
- Continue support for intramural research funding
 - Continue Clinical Translational Research Initiative (LSUHSC Research Council)
 - Expand scope of SOM Research Enhancement Programs
- Implement curricular changes emphasizing basic and translational research
 - Expand research content in pre-clinical courses
 - Develop semester course for clinical trainees (Biomedical Sciences Course)
- Support faculty through mentoring and research development programs
 - Fill position of Director of Research Development
 - Assist departments and centers in developing faculty support in research efforts
 - Build mentoring programs for individual (junior) faculty through senior faculty, department heads, and program and center directors
 - Work with departments and centers to develop regular research programs (research or work in progress or grant-seeker sessions)
 - Coordinate multiple seminar series opportunities



GOALS



- Create a Research Advisory Committee which includes senior research faculty members
 - Provide specific recommendations to departments and centers for potential research development and faculty development
 - Assist in development of semester Biomedical Sciences Course (see above)
 - Provide recommendations to Associate Dean for Research on web development
 - Assist in selection of Dean's Distinguished Lectureship nominees



- Develop mechanism through SOM or LSUHSC to better address research infrastructure needs, particularly core laboratories

- Consider feasibility of creating SOM Research Infrastructure Committee under Associate Dean for Research
 - Undertake needs assessment for new cores
 - Make recommendations for best utilization of resources
- Standardize core facilities operations and charges

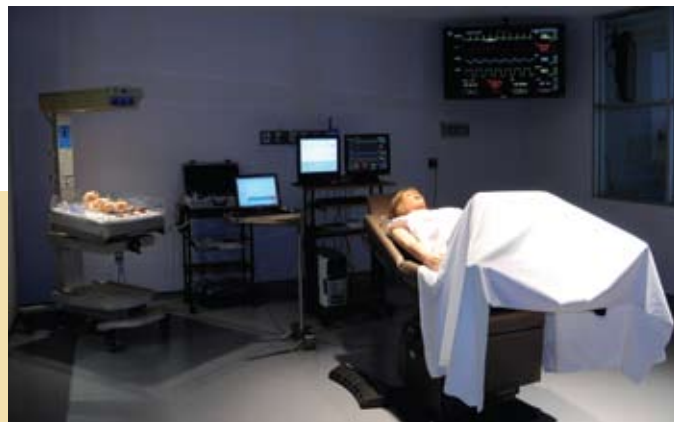


- Improve SOM Office of Research web-based tools

- Improve research website
 - Develop relevant links to active research units
 - Hyperlink to large funded programs
 - Develop thematically based link to individual investigator research strengths and interests
 - Post recent news and funding opportunities
- Data Base for Researchers
 - Catalog expertise, major research equipment, and scientific accomplishments
 - Identify available research opportunities or collaborations for students, house officers, and junior faculty

- Enhance SOM "Scientific Programs"

- Consider Grand Rounds Panel Series with clinical and basic science faculty involvement
- Encourage research seminars within all departments/centers
- Assess feasibility of SOM seminar series featuring junior faculty
- Consider seminar series in technology transfer
- Encourage regular interactions between Office of Technology Transfer and research faculty members
- Create Dean's Distinguished Lectureship Series for a noteworthy visiting professor





GOALS

Goal #3

Structure existing and new clinical programs to fulfill short and long term goals while strategically positioning SOM and LSUHNSC (LSU HealthCare Network) for the completion of new University Hospital

- Concentrate a critical mass of LSU clinical faculty in New Orleans in support of clinical and educational programs, prior to the completion of the new University Hospital
- Establish a strong sense of “presence” in the community for SOM clinical practice capitalizing on current successes
- Build a referral and multidisciplinary culture within the SOM clinical practice, public and private components
- Optimize efforts to focus on supporting clinical areas of current strength (Special Focus Service Lines – SFSL)
- Identify and prioritize opportunities for new clinical programs (SFSL and otherwise)
- Re-establish and re-invigorate the Clinical Faculty Advisory Group (CFAG; to include active clinicians and directors of SLSF’s) to oversee and co-ordinate activities of SLSF’s and Chronic Disease Management (CDM) initiatives
- Develop and maintain a web-based registry of LSU clinicians with information on specialty, contact information, and practice location(s)
 - Explore feasibility of a web-based referral and appointment system for clinical consultations in primary and specialty care

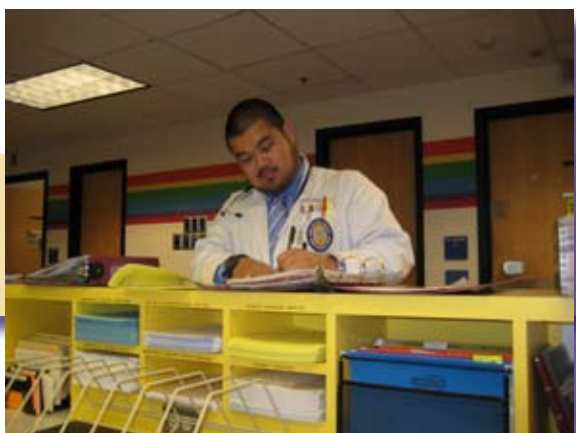
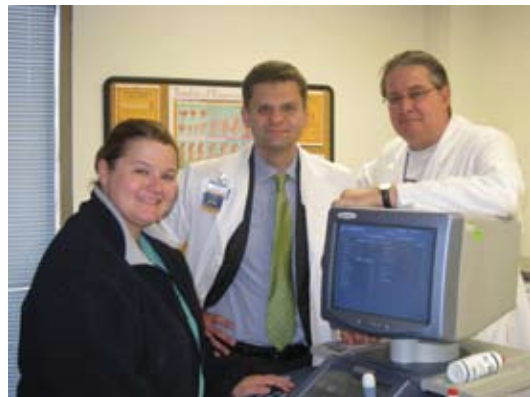




Goal #4

Align goals and missions of core clinical entities (LSU System, LSU HCSD, LSU School of Medicine New Orleans, and LSUHN)

- Align the goals, mission, operations and finances of the LSUHN with the SOM clinical faculty activities
 - Continue establishing covenants between LSUHN and Clinical Science Department Heads
 - Continue to engage clinical faculty as Clinical Directors for LSUHN practice sites
 - Improve LSUHN appointment availability and patient access
 - Assess and improve clinical areas with operational deficiencies
- Develop Chronic Disease Management (CDM) Clinics in public and LSUHN venues
 - Enhance participation in CDM programs with HCSD, beginning with identification of faculty directors for individual programs
- Consider strategies to blend CDM, Medical Home (MH) Concept, and Provider Service Network (PSN) delivery models with LSU, LSU HCSD, LSUHN, and SOM goals
 - In concert with LSU HCSD, reorganize existing CDM programs and create new CDM programs, so that SOM faculty members are more central to their operations
 - Develop provider training programs for the blended CDM, MH, PSN delivery models
 - Coordinate infrastructure and funding opportunities across LSU entities to support MH and CDM strategies
 - Use information on outcomes from CDM, HM, and PSN delivery models to conduct research and ensure accountability
- Enhance communication between the Healthcare Network (HCN), the Healthcare Services Division (HCSD) and the LSU campuses at Baton Rouge, Lafayette, and New Orleans
 - Encourage participation of Baton Rouge and Lafayette leadership at Dean's Staff, Clinical Department Head, and LSUHN meetings
 - Establish regular school and departmental faculty meetings in Baton Rouge and Lafayette with Dean (or representative) and academic department head





GOALS

Goal #5

Develop a cohesive mechanism for faculty orientation, development, and evaluation, including those for SOM leadership

- Appoint Director or Assistant Dean for Faculty Development and establish an Office for Faculty Development
 - Interface with Faculty Assembly on faculty development initiatives
- Re-establish Faculty Development and Evaluation Committee (formally Faculty Evaluation Committee), which will consult with the dean on matters relating to faculty development, evaluation, and rewards
- Establish departmental and school faculty orientation and development programs, to include live events, web-based virtual materials, and web-based interfaces to school and campus resources



- Evaluate faculty members, including those in formal leadership roles, annually using nationally accepted criteria and benchmarks
 - Ensure that all faculty members are reviewed annually and establish a mechanism for holding department heads and center directors accountable for annual performance review of their faculty
 - Ensure that all department heads and program and center directors, as well as assistant and associate deans, are evaluated annually
 - Include periodic faculty input into the routine evaluation of department heads and center/program directors, using a structured survey instrument
 - Develop methodology to track performance changes in context of annual and more cyclical review

- Develop a two-tiered, competency based
 - General leadership training (primarily internal)
 - Administrative leadership training (internal and external)
- Evaluate appropriate recognition and rewards for faculty excellence
 - Develop a program for more systematic recognition (and reward) of worthy faculty in distinct categories of activities
 - Continue and/or enhance existing programs of recognition and incentives, particularly in teaching and research

leadership training program



GOALS



Goal #6

Establish a clear and standardized process for annual reporting and Periodic Academic Unit Review

- Require departments, centers, and programs to report annually on activities, using a standardized methodology of reporting
 - Formalize annual reporting methodology for departments, centers, and programs
- Evaluate departments, centers, and programs (and their leadership) on a five to seven year cyclical basis using a Review Committee comprised of internal and external consultants appointed by the dean



Goal #7

Refine budget principles for resource allocation, particularly as they relate to educational and clinical programs

- Refine budgetary support and incentives for education
 - Modify current budget allocation methodology to recognize and fund activities related to undergraduate education (direction and coordination of courses and clerkships, teaching in outpatient clinics, operating room, delivery room and procedure suites, teaching of fourth year students, teaching and direction of elective courses)
 - Develop accountability measures to ensure that educational funds are aligned with specific educational activities, be they undergraduate or graduate



- Further define internal financial principles and internal financial reporting for clinical departments and clinical enterprise, coordinating data from SOM, LSUHN, and departments
 - Implement strategies to safeguard reserve funding sources to support development of SFSL's and CDM programs, with objective criteria for disbursing funds
 - Refine allocation methodology for undergraduate and graduate teaching in the clinical departments (see above)
 - Review departmental reserve policy to assure alignment with SOM budgetary processes while preserving flexibility in supporting departmental goals



GOALS

Goal #8

Promote diversity and expand community outreach programs, building in large part on existing relationships with our strategic partners (School of Public Health (SPH) and Southeast Louisiana Area Health Education Center (SEL-AHEC) and others)

- Work in a more aligned and stronger relationship with both SEL-AHEC and with SPH on community outreach programs
 - Expand collaboration with SPH program for cancer screening (breast, cervical, colorectal, and prostate)
 - Continue to collaborate with SEL-AHEC on Rural Scholars Track
 - Explore additional funding opportunities for community health initiatives, cancer-related and otherwise
- Consider need to add professional capacity and other resources in the Office of Community and Minority Health Education to enhance community outreach programs and to promote School of Medicine diversity initiatives
- Establish Community Health Affairs web page
 - Construct registry of institutional community health programs/projects
 - Highlight SOM activities of benefit to community health
- Establish standing Committee for Community Health Affairs to evaluate and prioritize potential opportunities for community engagement in concert with SOM clinical initiatives
 - Consider feasibility of establishing adult and pediatric health kiosks throughout region and long term funding opportunities for same
 - Consider feasibility of expanding SOM involvement with school-based clinic initiatives
 - Consider feasibility of establishing geriatrics interventions at community health clinics
 - Coordinate these evaluations and feasibility efforts with LSU HCSD and LSUHN, including CFAG
- Develop program for disseminating information on our community health initiatives
 - Establish a Community Health Ambassadors Program
- Develop External Community Advisory Board to recommend and coordinate on community outreach activities and on school initiatives that promote diversity; formally recognize SEL-AHEC as partner and member of board



GOALS



Goal #9

Enhance electronic web-based tools for all School operations

- Update and expand SOM website and coordinate it with those of our support organizations including LSUHN, LSUHSC Foundation, Medical Alumni Association
 - Modify SOM website to promote our achievements and role in community, as well as allow access to key information
- Establish or expand on existing web-based data bases and develop electronic tools for educational, research, and clinical programs as noted above





GOALS

Goal #10

Better communicate internally and externally (electronic, media and otherwise) on all SOM activities and those of its support organizations

- Establish a standing Committee on School of Medicine Communications
- Improve information collection and distribution on SOM activities and achievements
 - Develop additional capacity within the school for collection and distribution of information
 - Centralize information collection at school level through departments and centers
 - Prioritize information for distribution through a variety of types of media/exposure
 - Coordinate distribution of information with LSUHSC
- Continue to increase and improve on efforts to make LSUHSC and SOM more visible, literally and figuratively, internally and externally, in immediate community and beyond
 - Develop a plan for a regular, high quality SOM newsletter, enhanced by a “slogan”, touting our activities and accomplishments at least twice a year
 - Consider re-establishing a SOM newsletter (electronic and hard copy) for more frequent internal distribution
 - Continue media campaign as is financially feasible through LSUHSC
- Establish a Speakers’ Bureau (basic and clinical science faculty) for TV and other public appearances
- Ensure that participation in organized medicine and professional societies is encouraged at departmental and school level and recognized in academic advancement considerations



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