

STRATEGIC PLAN 2009-2013

PROGRESS REPORT JANUARY 2011

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 the 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 the successes of the Office of Community and Minority Health Education and on existing relationships with our many strategic partners
- 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, Dean of the LSUHSC School of Medicine in New Orleans since September 2007, has led the faculty, staff and student body through a difficult time of transition from hurricane recovery, budget reductions, and, paradoxically, growth and maturation. In particular, as he engaged the faculty in the process of strategic planning and implementation of specific goals and objectives, he asked that it focus on “growth and rebuilding”, drawing a roadmap for our future development and bringing the School to a higher level of academic strength and achievement. Thus, the Strategic Plan 2009-2013 and its implementation have been very much the work of the faculty.



As a reminder, the overarching goals of the Strategic Plan are outlined to the left and the mission and vision of the School and its Strategic Plan are included in this progress report. Specific accomplishments are detailed below with several themes emerging. Following successful Liaison Committee on Medical Education (LCME) reaccreditation, the School has continued critical curriculum evaluation and reform. Faculty input to such reform and School initiatives is strong, clearly articulated, and highly valued. Successful searches for faculty and faculty leaders have enriched the academic environment in the School. The Dean and his initiatives continue to support an environment that is conducive to scientific discovery. Our clinical operations continue to improve and expand and branding is stronger through coordinated internal and LSU System efforts. The School is fiscally stable and our annual budget continues to grow despite reductions in our state allocations. Both the School of Medicine and LSUHSC have increased their emphasis and strengthened their efforts on diversity. Finally, we have improved communications from the School internally and externally.

This Strategic Plan has been a useful guide for us. The challenges and threats to academic medicine remain essentially unchanged from those identified three years ago; the need to prepare for the new academic medical center, the dynamic rebuilding of the health care system in the immediate geographic region, the reality of more limited state financial resources, proposed cuts in reimbursement for clinical care, the uncertainties embedded in health care reform, and shrinking or stagnant federal research funding. Our Strategic Plan allowed us to structure our LCME self study in a constructive fashion, by creating a common set of goals for our faculty and staff and for our learners. As a consequence, while we have faced hardship and continue to face uncertainty, we have continued to create an exciting environment of opportunity and growth. The progress of the School over the past two years has been remarkable and this progress report is a testament to the dedication and commitment of our faculty, staff, and student body.



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, and promotes diversity 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, engage in life-long learning, 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. The undergraduate and graduate medical education curricula also prepare trainees to provide quality health care in a diverse society. Training programs of the School assess and adjust to changing physician workforce 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 School of Medicine provides 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 is committed to community outreach programs that enhance diversity, 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 PROGRESS TO DATE

Goal #1

Promote excellence and innovation in all School of Medicine educational programs

- Enhance undergraduate education in context of LCME accreditation standards
- The School of Medicine underwent successful review for reaccreditation for the maximum possible duration of eight years.
- New curriculum goals and objectives, incorporating the concepts of core competencies, have been designed and implemented.
- Site-specific clerkship evaluations are now used that focus on the comparability of the learning experiences across sites.
- Curriculum Oversight and Curriculum Evaluation Committees coordinate their efforts for continuous curricular reform, relying on Dean's Office leadership and using input from the Aesculapian Society and Course Directors.
 - Several changes were made to the L3 year, following a retreat focused on undergraduate curricular issues. The redesign established a junior clinical elective and moved the required neurology clerkship into the third year.
 - Redesign of the L1 Gross Anatomy and Prenatal Development course structure is underway following the relocation of genetics content to the Biochemistry Course. Other curriculum matters under consideration include the L4 Acting Internship and a proposed new course on Critical Concepts.
 - The evaluation instruments are being revised to better reflect core competencies.
- The Electronic Learner Portfolio project is underway.
- The Student Learning Center has been rededicated and reopened.
 - Even greater use of the Student Learning Center (and its simulation capabilities) is expected with the implementation of the yet-to-be-approved required Current Concepts course for L4s.
 - The Student Learning Center is increasingly used for training personnel from our hospital partners, focusing on clinical competencies and teamwork.
- There is greater utilization of the Advanced Learning Center for Graduate Medical Education (GME) and Continuing Medical Education (CME).
- The CME activities for the School have been moved (from the Alumni Association) to the Office of Medical Education.
 - The Advisory Committee on CME has been restructured.
- Faculty development in medical education specific to small group learning and simulation continues through the Office of Medical Education and Research Development (OMERAD) and other programs.
- Educational opportunities in the Rural Scholars Track have been more clearly articulated.
 - There has been expansion of the Rural Scholars Track.
 - Implementation (in 2012) of an accelerated 3-year program for medical students who have interests in practicing in a primary care specialty is under consideration.
- A Director of the Rural Scholars Track has been named.
- A Rural Scholars Track Subcommittee has been formed to support the Curriculum Oversight Committee.

GOALS AND INITIATIVES PROGRESS TO DATE



Goal #2

Foster a culture of academic and investigative excellence

- Recruitment of key administrative faculty has placed a high value on academic and investigative excellence.
- Newly recruited School leaders understand and support scholarship and basic, translational, and clinical research.
 - There is broad faculty representation on searches to fill School leadership positions.
- The Dean has continued to support intramural research incentives.
 - A laboratory supplements program for funded research has been instituted.
 - The pre-existing bridge grants program has been expanded both in eligible amounts (up to \$75K/year) and duration (up to two years).
 - The intramural New Project Grant Program has been reactivated.
 - The Research Incentive Compensation Plan has continued to be refined to promote the long-term goal of researchers acquiring extramural funding from federal agencies to support their work.
 - The School of Medicine is successfully competing for federal research funding; federal awards for FY 11 are estimated at \$44M, compared with \$29M in FY 06.
- The Dean has also supported institutional matches for grant applications and other leveraged resources.
- A faculty mentoring program is under development through the Office of Research; initial efforts will be directed at faculty with major laboratory commitments.
- A Director of Research Development has been named.
- The Research Advisory Committee has been established.
- The School's research website has been enhanced and resource databases are under revision.
- Core lab operations have further matured.
 - A charge-back system for campus investigators has been developed.
 - Arrangements with Pennington Biomedical Research Center have been made to provide our scientists with ready access to knock-out capabilities.

Goal #3

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

- Adult clinical faculty operations in New Orleans have been reorganized and partially unified at the LSU Interim Hospital and Clinic, Touro Infirmary, and at Ochsner – Baptist and Ochsner – Kenner, as well as other sites; pediatric services remain strong, largely in partnership with Children's Hospital.
- Clinical faculty recruitment has strengthened clinical care capacity and our educational programs.



GOALS AND INITIATIVES PROGRESS TO DATE

- School leadership remains involved in the operational planning for the new Academic Medical Center.
- The Cooperative Endeavor Agreement with Our Lady of the Lake, the Department of Health and Hospitals, and the LSU System has been executed and is in the implementation phase.
- Planning for the new LSU HealthCare Network (LSUHN) outpatient facility on the Touro campus (St. Charles General Hospital site) has taken a multi-disciplinary and service line approach.
- The Clinical Practice Advisory Committee has been formed, replacing the earlier Clinical Faculty Advisory Group.
- The LSUHN has established a web directory of clinicians, organized by discipline, for patient reference and physician referrals.

Goal #4

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

- LSUHN leadership has been strengthened with the naming of an interim chief executive officer.
- LSUHN operations have been realigned directly to support the priorities and goals of the School.
- Operations of the LSUHN have been assessed thoroughly and improved with special emphasis on provider availability, clinic utilization, scheduling, telephone systems, implementation of the electronic patient record, patient satisfaction, clinic staffing, billing and collections, and “overhead.”
 - The total number of LSUHN clinic visits has nearly doubled from FY 07 to FY 11.
 - LSUHN net revenue for FY 10 was approximately \$35M.
- The search to permanently fill the position of Associate Dean for Baton Rouge Affairs was completed.
- The Associate Deans for Baton Rouge and Lafayette Affairs now regularly participate in Dean’s Staff, Administrative Council, and Clinical Department Heads meetings.
- The Associate Dean for Health Care Quality and Safety has been named.

Goal #5

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

- The Director of Faculty Development has been named.
- A faculty orientation program has been developed and is being implemented.
- Faculty mentoring program is under development, as mentioned above.
- OMERAD continues its faculty development program, reaching out to faculty members within and outside of New Orleans.
- The Directors of Faculty Development and Research Development work individually with new faculty on collaborations and funding opportunities.

GOALS AND INITIATIVES PROGRESS TO DATE



- Promotions and Tenure Workshops have been expanded to include presentations at Children's Hospital, as well as Baton Rouge and Lafayette.
- Promotions packet preparation has been updated to include a revised Educator's Portfolio that parallels that used by the LSUHSC Teaching Academy.
- A leadership development program is under development using advice, and possibly resources, from the University of New Orleans School of Business.
- Faculty Assembly leadership and an ad hoc Task Force have worked with the Dean on a multi-institutional AAMC program, Faculty Forward, focused on faculty satisfaction and faculty retention; initiatives originating from the Faculty Forward survey results have strengthened and complemented the goals and initiatives of the Strategic Plan.
- The Annual Review process for all full-time faculty members and School leaders has been reinvigorated.
- The Committee on Faculty Development and Evaluation has been reconfigured and reactivated.

Goal #6

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

- The Committee on Faculty Development and Evaluation has formed a subcommittee that is developing recommendations on annual reporting and unit review.

Goal #7

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

- The budget allocation process has continued to protect the core educational mission despite budget reductions.
- To every extent possible, School reserves have been protected in the face of current budget constraints.
 - When necessary, the Dean's reserves have been used to help preserve departmental reserve positions.
- The Dean has strategically invested in departmental recruitments, both in basic and clinical sciences, to support the School programs.



GOALS AND INITIATIVES PROGRESS TO DATE

Goal #8

Promote diversity and expand community outreach programs, building in large part on the successes of the Office of Community and Minority Health Education and on the existing relationships with our many strategic partners

- Increased personnel support has been secured for the Office of Community and Minority Health Education (OCMHE), supported through federal grant funding.
- The Committee on Community Outreach has been created and charged; subcommittees have been formed and tasked with assignments.
- The School has been working with campus initiatives on diversity; the Multicultural and Diversity Subcommittee (a subcommittee of the Committee on Community Outreach) has been formed with a representative named to the corresponding LSUHSC committee.
 - This subcommittee is working with the Chancellor's Office to gather historical information on the racial and ethnic character of the faculty of the School.

Goal #9

Enhance electronic web-based tools for all School operations

- Departments, centers and Dean's staff offices have updated websites and developed administrative editing capacity for regular revisions.
- The LSUHSC Foundation website has been upgraded.
- The LSUHSC website has undergone several revisions, including the development of a clinician resource database and clinical practice site-specific data for patients and referring physicians.
- Research and faculty orientation and development tools have been added to the School webpage.

Goal #10

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

- The Communications Committee has been formed and is very active.
- The School of Medicine now has an online newsletter that can be used for internal and external communication; it is a work product of the Communications Committee.
- The Dean has encouraged participation in General Faculty Meetings and attendance has increased substantially.
 - New Orleans meeting content is posted electronically on the School website.
 - Regular General Faculty Meetings are held in both Baton Rouge and Lafayette, as are dean's "office hours" scheduled at those sites.
- The LSU System has initiated a unified, statewide branding campaign, "LSU Health".
 - LSU Health is now featured in Tiger Stadium for football season and the significance of LSU Health was discussed during one of the half-time breaks.
- Both the LSUHSC and the LSU System have expanded media efforts to promote visibility of our health care provider capacity and achievements.
- Key leaders in the School are active in the parish and state medical societies, working with community physicians and supportive alumni to understand the needs of our organization.