UTRGV School of Medicine
Strategic Plan 2022-2024

Planning Process:

Building upon the foundational plan of 2015 and the second plan of 2018-2021, the strategic planning process for 2022-2024 was launched in 2021. The planning helped solidify the vision, mission, and core values of the school while identifying strategic SMART goals and objectives that will guide the work of the UTRGV School of Medicine (SOM) in the next three years. The intensive planning process included active participation from faculty, staff, students, and other stakeholders. Together, the group contributed toward a collective vision of the future including its measurable impact in the community and academic medicine.

The process kicked off with the UTRGV School of Medicine SWOT Survey. The survey gathered feedback on the school's strengths, weaknesses, opportunities, and threats that were used to inform and prepare the 2022-2024 plan. At an initial meeting of the SOM's Executive Team, the survey results were reviewed, and five strategy workgroups were established – one for each segment of the school's mission pillars. The education, research, clinical enterprise, community engagement, and sustainability workgroups were tasked with identifying goals, objectives, and measurable outcomes for their area.

A planning retreat was held in the Fall of 2021. The retreat brought together the five workgroups including senior leaders, faculty, staff, and students, allowing them to collaborate among their group but also cross collaborate with the other groups and subject matter experts. The retreat was also an opportunity for everyone to reflect and build upon the accomplishments of each pillar as demonstrated in the prior plan's scorecard.

After the retreat, the workgroups continued meeting to develop and finalize the plan for their respective mission pillar. Once the five workgroup plans were completed, they were weaved together to create the UTRGV SOM Strategic Plan 2022-2024.

The following plan is the articulated work of many who by working together are committed to transforming the health of the Rio Grande Valley and beyond.

Vision:

To transform the health of the Rio Grande Valley and beyond.

Mission: We will transform the health of the Rio Grande Valley and beyond by providing advanced academic medicine through these five pillars:

- Innovative Education
- Life Changing Research and Discoveries
- High Quality Patient Centered Care
- Serving our Community
- Sustainability and a Culture of Entrepreneurship

Values: In addition to the UTRGV Values of excellence; shared governance; diversity, access and inclusion; leadership; inquiry, discovery and creativity; health and well-being; and engagement and impact; the school of medicine's core values include:

- **Open Communication & Transparency:** Share information openly across all levels (of the school) to engrain a collaborative and trustworthy environment.
- **Community Focus:** Commitment to improving health outcomes and reducing health disparities of at-risk populations through community and population-based interventions.
- **Cultural Awareness:** Integration of knowledge, awareness, and empathy to successfully work with the diverse and unique needs of any community.
- **Empathy & Compassion:** Care for and understand others to provide support and achieve positive outcomes.
- **Good Stewardship:** Selfless service (for the common good) to promote accountability and a culture of responsibility.
- **Innovation & Transformation:** Embrace change and promote creativity to shape the future of academic medicine.
- **Integrity:** Act with honor, honesty, and truthfulness. Know and do the right thing in all undertakings – learning, discovery, patientcare, service, and entrepreneurship.
- **Respect, Collegiality & Inclusive Citizenship:** Treat people with respect and kindness to create a community of inclusivity, cooperation, and connectedness.

Innovative Education

Goal 1: Prepare learners for medical practice with a solid foundation in medical science and an orientation toward the social determinants of health.

Objective 1.1. Develop a continuum model for comprehensive medical education.

Outcomes:

a. Students will score at or above USMLE Step 1 and Step 2 CK national rates.
b. Student performance on NBME shelf exams will be at or above national rates.
c. Match rates will be at or above national match rate each year.
d. Students will be highly satisfied/satisfied with their "Preparedness for Residency" (at +/- 3% of national satisfaction average on the AAMC GQ).
e. 100% of medical student graduates will meet overall performance expectations in residency (AAMC Resident Readiness survey).
f. All CME educational activities will be broadcast to all students and residents.

Objective 1.2. Provide a curriculum that integrates basic science and clinical education that prepares students to provide high quality, patient-centered care.

Outcomes:

a. 100% of content related to patient-centered care in the UME curriculum will be mapped by Fall 2023.
b. Students will acquire the skills to address the social determinants that differentially influence the health status of patients (at +/- 3% of national satisfaction average on the AAMC GQ). *[1]*
c. Students will rate their preparation in the basic medical sciences as excellent/good (at +/- 3% of national satisfaction average on the AAMC GQ).
d. Students will rate the quality of educational experiences as excellent/good in all required clerkships (at +/- 3% of national satisfaction average on the AAMC GQ).

Objective 1.3. Enhance professional identity formation by including a focus on professionalism in curricular design and assessment.

Outcomes:

a. Students will understand the ethical and professional values that are expected of the profession (at +/- 3% of national average on the AAMC GQ).

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[1] *SOM has a strong commitment to diversity, equity, and inclusion and patient-centered care. Items denoted with an asterisk (*) are aligned with current UTRGV SOM diversity, equity, and inclusion initiatives.*

b. There will be a reduction in the number of observations of unprofessional behavior in the academic environment and clinical settings reported in evaluations (2021 data will be used as the baseline).
c. Learners will be encouraged to attend educational activities directly related to professionalism.

Goal 2: Cultivate a safe and inclusive teaching, learning, and working environment to ensure learner, faculty, and staff success.

Objective 2.1. Strengthen support services and streamline processes to maximize learning and success.

Outcomes:

a. Students will be highly satisfied/satisfied with the different student support services[2] (at +/- 3% of national satisfaction average on the AAMC GQ).
b. An action plan to address infrastructure gaps in supporting and monitoring of medical student progress in the 3rd and 4th year will be developed and implemented by 2022.

Objective 2.2. Enhance support, monitoring, and oversight of learning environment.

Outcomes:

a. There will be documented, on-going monitoring of the learning environment by the Optimal Learning Environment Committee (OLEC), and clinical education partners.
b. Students will be highly satisfied/satisfied with the learning environment (at +/- 3% of national satisfaction average on the AAMC GQ).
c. Student reporting of mistreatment will be +/-3% of the national average on the AAMC GQ.
d. Site directors will be assigned for continuous oversight of learning environment in hospital partner sites by 2022.
e. Continuous oversight of learning environment in UT Health RGV clinical sites will be managed by medical directors. (Medical directors will be assigned clinical site director roles by 2022.)

Objective 2.3. Sustain a culture of diversity, equity, and inclusion (DEI) in the learning environment.*

Outcomes:

a. Faculty and staff satisfaction on Standpoint survey questions related to DEI will be above 65% or above the cohort rate. *
b. Diversity within the medical school class will enhance student training and skills to work with individuals from different backgrounds (at +/- 3% of national satisfaction average on the AAMC GQ).*

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[2] *Student support services include academic counseling, tutoring, personal counseling, financial aid administrative services, faculty mentoring, and career planning services.*

    c. Medical student knowledge or opinion will be influenced or changed by becoming more aware of the perspectives of individuals from different backgrounds (at +/- 3% of national satisfaction average on the AAMC GQ).*

Goal 3: Invest to foster excellence in our educational mission, evaluating and building the infrastructure necessary to deliver innovative medical education.

Objective 3.1. Recruit, engage, develop, and retain a highly qualified faculty and staff to deliver quality educational programs.

Outcomes:

    a. The undergraduate medical education curriculum will be delivered as planned (Evaluated in the annual 4-year curriculum review by CCAC).

    b. Students will be highly satisfied/satisfied with the availability of faculty and learning resources to meet their educational needs (80% student satisfaction reported on each end-of-course evaluation).

    c. An improvement plan for faculty appointment and onboarding processes will be completed by Fall 2022.

    d. A career progress plan for faculty will be created by 2022.

    e. There will be an 80% graduate rate of participants in the faculty mentoring program.

    f. There will be increased participation by all faculty in faculty development offerings. 2021 will be used as a baseline.

    g. Maintain and plan for sufficiency of faculty to deliver the curriculum by conducting an annual assessment of required teaching faculty by end of each year to inform the budget for the next fiscal year.

Objective 3.2. Enhance infrastructure to align education, service, research, and the patient care mission of the School of Medicine.

Outcomes:

    a. An educational technology plan for UME and GME will be completed by Fall 2022 and reviewed/updated annually.

    b. An education continuity and disaster preparedness plan will be reviewed and updated annually.

    c. An action plan for establishment of *The Care and Teaching Innovation Center* will be completed by Spring 2023.

    d. *The Care and Teaching Innovation Center* will be established by Fall 2024.

Life Changing Research & Discoveries

Goal 1: Increase the impact of Biomedical and Clinical Research to improve health in the Rio Grande Valley and Beyond.

Objective1.1: Enhance research productivity

Outcomes:

a. Increase number of publications by 5% per year
b. Increase total federal research expenditures by 5% per year
c. Increase total research expenditures by 5% per year

Objective 1.2: Enhance clinical and translational research

Outcomes:

a. Conduct gap analysis for clinical research infrastructure by Spring 2022.
b. Develop framework for clinical research infrastructure by Fall 2022.
c. Assess the need for core clinical research staff and operations by Fall 2022.
d. Create a plan to establish community partnerships to disseminate research outcomes and recruit patients for clinical trials by Fall 2022.
e. Explore partnerships with industry to develop clinical and translational research.

Objective 1.3: Increase research support, such as personnel, space and equipment.

Outcomes:

a. Increase research space by constructing a Center for Human Genetics in Brownsville by 2024. and complete a plan for increasing facilities within the footprint of the Institute of Neuroscience Building in Harlingen by 2024.
b. Develop processes for competitive recruitment of Post-Doctoral Fellows and research staff by Fall 2022.
c. Document the potential user pool, design the infrastructure, and formally request institutional support for the creation and maintenance of research core facilities supporting Molecular Science, Biorepository, Flow Cytometry, Imaging, and Proteomics. Pursue one core facility each year.

Goal 2: Facilitate synergies in the research enterprise that will further the School of Medicine's focus on health and disease in the underrepresented populations.

Objective 2.1: Enhance research into relevant areas of concern for health and disease in underrepresented populations including diabetes, obesity, neurodegenerative and other brain disorders, cancer and infectious diseases.

Outcomes:

a. Obtain at least 5 new grants in these disease areas by 2024.
b. Increase impact on underrepresented populations using 2021 as a base year.
c. Expand population-based and community engagement in research using 2021 as a base year.

Objective 2.2: Increase interdisciplinary research across UTRGV's colleges and institutes and beyond.

Outcomes:

a. Increase the number of interdisciplinary research collaborations by 5% per year.
b. Increase the number of collaborative research projects with institutions external to UTRGV by 7% over three years.

Goal 3: Strengthen and sustain the biomedical research workforce through mentoring, training and education.

Objective 3.1: Enhance biomedical research among medical students and residents.

Outcomes:

a. Increase student enrollment in research electives by 3% per year.
b. Increase the number of Publications/Presentations by medical students and residents.

Objective 3.2: Develop graduate and professional degree programs

Outcomes:

a. PHD program in Human Genetics by Fall 2022.
b. Master in Medical Science by Fall 2023.
c. Other programs under development.

Objective 3.3: Develop and deliver clinical and biomedical research training opportunities for faculty, principal investigators (PIs) and associated research personnel.

<u>Outcomes:</u>

 a. Invite all interested SOM faculty to undergo coordinator and PI clinical research training with UTRGV.

 b. Broad clinical research training opportunities are available on a regular cadence with additional individual trainings as needed.

 c. At least 6 workshops, 1 symposium, 1 colloquium, and 12 research seminars will be organized annually.

High Quality Patient Centered Care

Goal 1: Continue the growth of the UT Health RGV Clinical Enterprise to provide clinical services to the RGV and beyond.

Objective 1.1: Establish a comprehensive inpatient hospital strategy and implement work plan and realistic timeline for the same.

Outcomes:

    a. By the end of FY22, choose prioritization tool and complete a needs-based assessment.
    b. By March 2023, develop a transition plan around existing services and programs
    c. By June 2023, implement prioritization of services

Objective 1.2: Expand footprint in other areas of the RGV.

Outcomes:

    a. Conduct a needs assessment regarding potential locations by 2022.
    b. Take an inventory of existing services and programs and prioritize them by 2022.
    c. Establish new clinical sites in the RGV by 2023 based on implementation of needs assessment.

Objective 1.3: Implement comprehensive clinical departmental growth and recruitment.

Outcomes:

    a. Develop a financially sustainable plan for clinical dept growth and recruitment based on service priorities identified in Goal 1, Objective 1.1.
    b. Prioritize service lines by June 2023 based on Goal 1, Objective 1.1.
    c. Prioritize key positions by early 2023.
    d. By the end of FY24, recruit and hire 75% of key positions related to prioritized service lines.

Objective 1.4: **Increase value for patients across the clinical practice** *(Value = [Quality + Access]/Costs).*

Outcomes:

    a. By the end of FY22, define quality, access, and cost metrics.
    b. By the middle of FY23, apply the Value equation to the prioritized service lines.
    c. Maintain a patient satisfaction score of >4.8 on the patient satisfaction survey.

Goal 2: Improve practice plan productivity, efficiency, and sustainability.

Objective 2.1: Increase productivity of physician faculty.

Outcomes:

   a. *By the end of FY22, 50% of physician faculty will achieve productivity targets within 2 years of hire.*
   b. *By the end of FY23, 70% of physician faculty will achieve productivity targets within 2 years of hire.*
   c. *By the end of FY24, 80% of physician faculty will achieve productivity targets within 2 years of hire.*

Objective 2.2: Increase charges and collection rates.

Outcomes:

   a. *Increase charges by 5% each year of the plan.*
   b. *By the middle of FY22, increase collection rate to 35%.*
   c. *By the end of FY24, increase collection rate to 40%.*

Goal 3: Become a self-sustaining clinical enterprise that supports the school of medicine

Objective 3.1: Identify non-physician (technical) services revenue baselines and percentage of total practice plan revenue.

Outcomes:

   a. By the end of CY22, compile historical data for current non-physician services volumes and project future volumes.
   b. By the end of FY22, identify industry standards for non-physician services baselines and percentages pertaining to productivity and revenue.

Objective 3.2: Implement non-physician services that are financially sustainable.

Outcomes:

   a. Conduct an assessment of technical services needs and gaps.
   b. Additional non-physician services are implemented based on needs assessment by 2023.
   c. Sustainability of non-physician services through achieving pro-forma goals.

Goal 4: Leverage the use of data-driven decision making through improved utilization of clinical data

Objective 4.1: Increase the use of automated business analytics for program assessments, measurements and planning.

Outcomes:

a. In collaboration with Data Support Systems (DSS), launch the clinical data warehouse by the middle of FY23.
b. 1-2 major data dashboards are available for decision making.
c. By the end of FY23, develop 3-5 automated dashboards for decision making.

Objective 4.2: Evaluate the use of current EMR system to support and expand care.

Outcomes:

a. By the middle of FY24, complete assessment of the Athena EMR including identification of the threshold beyond which the EMR is not supporting the practice plan and identify the next EMR solution
b. By the end of FY24, implement the plan for the next EMR solution (contingent on hospital partner selected)

Serving Our Community

To improve the health of people in the Rio Grande Valley by engaging and partnering with community members, providers, organizations, governments, and other stakeholders.

Goal 1: Engage with external partners and stakeholders to promote and sustain the mission of the School of Medicine

Objective 1.1: Communicate with the RGV community the highlights of the health promotion and education work of faculty, students, and staff.

Outcomes:

    a. A monthly newsletter and other social media strategies with stories featuring SOM community-based activities are created and available on SOM website and social media platforms.

Objective 1.2: Maintain active participation with city, county, and other local community entities to plan, coordinate, and conduct health promotion and education activities.

Outcomes:

    a. Continued funding is available for the Student Run Clinic, Uni Movil and AHEC clinics.

Objective 1.3: Effectively promote the School of Medicine and collaborate with local, state, and federal policy makers to secure adequate resources and policies that are conducive to student success.

Outcomes:

    a. Annual SOM priorities are communicated to external partners via public distribution of the SOM Strategic Plan and progress reports on the UTRGV SOM website.

Goal 2: Improve the mental and physical health and quality of life for the RGV's diverse and growing population.

Objective 2.1: Provide innovative services to promote mental and physical health, such as Integrated Primary Behavioral Health (IPBH) care, at all Area Health Education Centers (AHEC) clinics.

Outcomes:

    a. All AHEC patients will complete a mental health well-being screening tool such as PHQ-9. Data collected will be used to guide health promotion activities.
    b. 90% of the patients will be satisfied with the services received on the patient satisfaction survey.

Objective 2.2: Assist AHEC patients to address the Social Determinants of Health.

Outcomes:

a. Social Determinants of Health assessment is completed annually for all AHEC patients and appropriate referrals made.
b. The resource directory will be maintained by Community Health Partnerships and available in all AHECs with contacts from city, county, private, faith based, UTRGV, and other educational institutions, to facilitate appropriate referrals.
c. A follow up patient survey will be conducted once a year to determine use of referred services. 2022 will be used as a baseline.

Objective 2.3: Increase health literacy in the AHECs by informing community members about prevention of physical and behavioral health concerns.

Outcomes:

a. At least 3 educational sessions will be held at each AHEC annually.
b. At least 90% of attendees who complete assessments of AHEC health promotion activities will be satisfied or very satisfied with the event.

Objective 2.4: Increase partnering activities in the AHECs with private and public healthcare institutions for improved health outcomes.

Outcomes:

a. Increase number of partnership activities by at least 2 in each AHEC annually.
b. Collaborate with SOM Research to plan and establish community partnerships to disseminate research outcomes and recruit participants for clinical trials by 2022.

Objective 2.5: Promote cross collaboration with SOM research teams doing work in the community.

Outcomes:

a. A plan will be developed to create a directory of community activities by department and mission will be completed by 2022. The plan will include a pilot study for data collection.
b. An inventory of community activities by department and mission will be completed by Population Health and Biostatistics by 2023.
c. The directory of community activities by department and mission will be regularly updated and maintained by Population Health and Biostatistics beginning in 2024.

Goal 3: Work with high schools to enhance programs that facilitate students' entry into health professions education, including medicine for the primary purpose of achieving mission appropriate diversity outcomes among the SOM students.

Objective 3.1: Provide pipeline programs to high schools to promote awareness and preparation for medicine as a career.

Outcomes:

    a. At least 90% of the students in pipeline programs are satisfied with the program.

Objective 3.2: Increase awareness among high school counselors, teachers, and staff that address the academic and extracurricular requirements for careers in health professions, including medicine.

Outcomes:

    a. At least 90% of the counselors attending outreach programs are satisfied with the information provided.

Objective 3.3: Coordinate with UTRGV undergraduate recruitment offices to promote SOM pipeline programs and recruit students.

Outcomes:

    a. 10% of students in our entering MD program will be from pipeline programs each year.
    b. Programs will develop plans for outreach to students in the school's diversity categories.

Sustainability and a Culture of Entrepreneurship

Sustainability in the Clinical Enterprise

GOAL 1: Grow clinical revenues to sustain the School of Medicine, in line with the trend seen across medical schools.

Objective 1.1: Generate a Pathway to Financial sustainability for UT Health RGV.

Outcomes:

a. Develop monthly financial statements by clinical location and department in 2022 for the purpose of Establish pathway to generating a surplus by clinical location and department by 2023.
b. Increase Technical Revenue generated by UT Health RGV by 20% year over year.
c. Increase levels of extramural funding for UT Health RGV outreach/underserved programs 5% year over year.
d. Increased quality-based payments by 10% year over year.
e. Begin tracking and reporting on Compensation to wRVU versus Collections to wRVU in 2022. Improve both metrics (Decrease comp/wRVU and increase collections/wRVU) by 10% in 2023.
f. Establish plan for developing a path and revenue stream for indigent care by 2023.

Objective 1.2: Establish Accountability and Productivity goals for full spectrum of the healthcare team.

Outcomes:

a. Focus on clinical productivity, with all providers generating at median levels of wRVU productivity by 2023.
   a. Increase # of providers accessing productivity dashboard in 2022.
   b. Improve by 10% in 2023 and 10% year over year beyond that.
b. Ensure Credentialing & Revenue Cycle hits 6-, 12-, and 18-month milestones set forth in UT Health RGV Revenue Cycle Improvement Plan.
   - Credentialing
   - Rev Cycle
   - Payor contracts
   - E&M level codes
c. Increase access by achieving improvement of patient access through telephone system, at 95%
d. Increase volume of new patients by 10% year over year.

e. Improve wait time, time to room, and room turnover operational metrics in line with best practice benchmarks set forth by Medical Group Management Association (MGMA). Measure the current metrics by 2023 and improve them by 10% over baseline year over year.

Objective 1.3: Expand Partnerships across the RGV.

Outcomes:

a. Grow hospital contract revenue by 10% year over year.
b. Grow third party/self-insured contract revenue by 10% through employer service agreements.

Sustainability in Research

Goal 2: Increase extramural funding to sustain research in established basic science areas, as well as development of a new clinical research foundation.

Objective 2.1: Establish Accountability and Productivity goals for Research Mission.

Outcomes:

a. Ratio of total direct research expenditures to research FTE on extramural sources increases by 5% year over year.
b. Ratio of total indirect research expenditures to research FTE on extramural sources increased by 5% year over year.
c. All research Faculty generating 50% extramural funding of research salary by 2023.
d. Focus on improving Indirect Cost Recovery distribution model, with a new model that returns majority (>75%) of ICR to SOM implemented by 2023.
e. Mission specific formula strategy development plan established by 2023.
f. Eliminate current ICR incentive by 2024 (final salary adjustments for FY24 based on FY23 awards).

Objective 2.2: Establish a foundation for a sustainable clinical research program.

Outcomes:

- Establish Dean's pilot fund for clinical research by 2023.
- Establish and communicate a process for Clinical Research by 2022.
- Grow clinical research activity by 20% year over year.
- Launch clinical research data warehouse in collaboration with the clinical enterprise by 2023.
- Continue to leverage state supported research fundings (*TRUF, CRSF, TCRF, NRUF, TRIP, THECB, CPRIT, GURI, Non-formula Support, TAMEST) by increasing this funding year over year.

Sustainability in Medical Education

Goal 3: Ensure and grow sufficiency of SOM resources to support and sustain the medical education program.

Objective 3.1: Obtain full LCME Accreditation.

Outcomes:

a. Plan for and maintain adequate faculty and staff for achieve full accreditation by 2023.
b. Maintain affordable tuition & fees (remain among top 3 most affordable schools in the state).
c. Plan for phased enrollment growth of medical education and graduate programs, assuming accreditation by 2023.
d. Keep or Transition MOU monies to another local government source of funding by 2023.
e. Maintain diversity of learner population, including increasing admissions from the RGV to 50% by 2025.
f. Roll out a new Faculty Education workload methodology for 2023.
g. Establish teaching faculty expectations in MOAs to meet needs to deliver the medical curriculum. and fulfill the other research, education and service missions of the school.
h. Grow the number of sources and available scholarships year over year.

Objective 3.2: Continued expansion of residency and training programs.

Outcomes:

a. Maintain 1-1 ratio of medical student graduates to PGY-1 slots.
b. Continue to access and leverage THCEB GME expansion grant and other opportunities, growing by 5% year over year.
c. Develop and implement a best practice model that quantifies faculty effort and current capacity. to ensure sufficiency of administrative staff and faculty by 2023.
d. Increase retention of residents in the RGV by 5% a year.

Sustainability in Innovation and Entrepreneurship

Goal 4: Encourage innovation and entrepreneurship, while leveraging best practices across AMCs to shape the way our SOM operates and continues to evolve.

Objective 4.1: Leverage processes, systems, and data to better inform our decisions.

Outcomes:

a. Roll out phase 1 of Enterprise data warehouse by 2022.
b. Roll out phase 1 of Faculty portal by 2022.
c. Launch Education Faculty expectation and accountability by 2023.
d. Roll out new budget calendar and process in 2022.
e. Automate HR processes by 2023.

Objective 4.2: Focus on our #1 resource, people.

Outcomes:

a. Begin tracking and reporting on Faculty and Staff turnover by department in 2022.
b. Improve turnover across all employee classes beginning in 2023.
c. Invest in phase 2 of market equity adjustments for FY23.

Objective 4.3: Improve brand awareness and education for our community on the SOM mission.

Outcomes:

a. Improve patient visits through marketing efforts by 10% year over year.
b. Improve social media interactions (likes/follows) by 10% year over year.
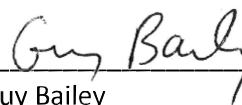c. Increase Investment in targeted marketing – social media engagement, conversion factor by 2023.

Effective January 1, 2022

Approved:

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