

UNIVERSITY OF IOWA HEALTH CARE STRATEGIC PLAN, 2021-2026

Mission: Changing Medicine. Changing Lives.

Through our commitment to innovation, interdisciplinary and interprofessional collaboration, diversity, quality, safety and service, University of Iowa Health Care:

- Educates the next generation of physicians and health care providers
- Provides world-class accessible and equitable medical care and expertise to patients, families and communities
- Seeks knowledge and discoveries that advance biomedical science, leading to improved treatments, enhanced prevention strategies, and reduced health disparities that lead to better quality health and health care
- Fosters care, research and education collaborations with health systems and providers across Iowa and the region in service to rural and underserved communities
- Advocates for and facilitates changes that foster diversity, equity, and inclusion in healthcare, education, research and the health of Iowa and beyond

Vision:

To be a destination academic health system for Iowa and the world that provides an equitable, inclusive and innovative environment, and fosters the health and well-being of patients, trainees and employees.

Values:

“WE CARE” Values

Welcoming

We strive for an environment where everyone has a voice that is heard, that promotes the dignity of our patients, trainees, and employees, and allows all to thrive in their health, work, research, and education.

Excellence

We aim to achieve and deliver our personal and collective best in the pursuit of quality and accessible healthcare, education, and research.

Collaboration

We encourage collaboration with healthcare systems, providers, and communities across Iowa and the region, as well as within our UI community. We believe teamwork - guided by compassion - is the best way to work.

Accountability

We behave ethically, act with fairness and integrity, take responsibility for our own actions, and respond when errors in behavior or judgment occur.

Respect

We are committed to ensuring that UI Health Care is an inclusive environment where individuals from the full spectrum of diversity – which includes identity, backgrounds, cultures, ability and perspective – feel safe, seen, and valued.

Equity

We dedicate ourselves to equity and fairness in research, health care, education and health.

| HIGH LEVEL STRATEGIES | | | | |
|--|---|--|--|--|
| Student Success | Research & Discovery | Engagement | Diversity, Equity, Inclusion & Collaboration | Patient Care |
| <p>Recruit, train and retain the best and brightest learners, with special consideration for lowans</p> <p>Recruit and retain the best and brightest faculty and staff</p> | <p>Focus on research in selective areas of excellence that drive reputation, rankings and funding</p> <p>Invest in core research facilities and infrastructures</p> <p>Accelerate technology transfer</p> <p>Develop effective research space management</p> <p>Increase multidisciplinary research</p> | <p>Continue to expand community engagement efforts</p> <p>Engage alumni in training and education programs</p> <p>Increase faculty, staff and volunteer engagement</p> <p>Increase state and national engagement</p> | <p>Build pipelines for students/trainees underrepresented in medicine and foster a culture of inclusion</p> <p>Recruit, retain and advance a diverse group of faculty, staff and volunteers</p> <p>Enhance equity, effectiveness, and fairness into UI Health Care</p> <p>Support students with disabilities</p> | <p>Meet the growing community demand for services by increasing patient access</p> <p>Grow clinical programs of excellence to differentiate UI Health Care</p> <p>Improve our ranking as a destination academic health system that optimizes the current standard of care</p> <p>Build high functioning interprofessional health care teams to ensure the highest quality of care for our patients</p> |

STUDENT SUCCESS

Goal: Educate and train future generations of outstanding health care providers and scientists.

| <i>Strategies/Critical Tasks</i> | <i>Tactics – Action Items</i> |
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| <p>Recruit, train and retain the best and brightest learners, with special consideration for lowans</p> | <ul style="list-style-type: none"> • Recruit a high quality, diverse cohort of students, residents, and fellows • Develop new programs and enhance existing programs that offer distinction and value to a degree from CCOM (e.g. dual degree options, distinction tracks, internships) • Increase learner wellness and mental health across all medical and graduate health sciences programs and market wellness activities • Maintain standards for LCME accreditation • Maintain affordable tuition compared to peer schools, and increase training grants, scholarships, and other financial support for learners • Partner with communities and alumni to implement networks around the state that provide high quality community-based clinical experiences • Enhance career development and guidance education for advanced trainees (GME, grad students, post docs) • Explore opportunities to expand tuition support for employees seeking to expand their skill set to advance the tripartite mission • Enhance graduate student programs |
| <p>Recruit and retain the best and brightest faculty and staff</p> | <ul style="list-style-type: none"> • Increase impactful scholarship among faculty and staff • Involve learners in projects • Optimize recruitment and retention processes • Develop culture and skill set for mentoring of trainees and faculty, and offer opportunities for mentees to connect with mentors • Develop standardized recruitment process for all departments that includes evaluations for financial pro forma, space and clinic support, mentoring plans • Retention through leadership development activities, research scholars program, improved efficiency in clinic, electronic health record advancements • Explore developing “tracks” for promotion pathways (e.g., Master Clinician, Clinician Educator, Clinician Scientist) vs. developing academies to recognize excellence • Explore revisions to timing to tenure-granting process to ensure alignment with peer institutions • Better facilitation and support for dual career recruitments • Implement faculty incentive plans that align with strategic goals • Coalesce incentive plans into smaller number of options for departments to choose from • Create multidisciplinary and interprofessional teams including members from bench to bedside that are not easily found elsewhere • Enhance faculty and staff wellness opportunities • Increase number of faculty and staff in leadership of professional/national organizations and elected to prestigious organizations (e.g., National Academy of Sciences) • Promote efforts to prevent burnout and alleviate undue burdens on employees, (e.g., explore alternative staffing models in clinics, streamline compliances, better childcare options, enhance local autonomy, use of scribes, Epic optimization, concierge service) • Increase CCOM and UIHC reputation and rankings in order to attract and retain the “best and brightest” faculty and staff |

RESEARCH & DISCOVERY

Goal: Build and maintain multidisciplinary research programs that advance biomedical science and lead to new treatments and cures.

| <i>Strategies/Critical Tasks</i> | <i>Tactics – Action Items</i> |
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| Focus on research in selective areas of excellence that drive reputation, rankings and funding | <ul style="list-style-type: none"> • Develop intra and intercollegiate projects in biomedical and health informatics that will lead to federal funding • Focus investments in selective, interdisciplinary areas that span basic to clinical – e.g., metabolism, aging, immunology, neuroscience, cancer • Balance recruitment of junior and established researchers with emphasis on increased recruitment of NIH-funded investigators • Develop programs to enhance faculty retention • Expand access to clinical trials in selected areas for new patient populations • Increase locations where we provide care are friendly to clinical research • Increase faculty and staff's academic visibility • Develop strategy to enhance successful recruitment and experience of post-doctoral scholars. • Expand opportunity to provide new pilot grant investments when feasible and develop investment strategy that will boost extramural growth • Investment in small grants for clinical faculty and staff to perform literature reviews, small studies • Establish pathways for faculty and staff to advance or retool their research programs |
| Invest in core research facilities and infrastructures | <ul style="list-style-type: none"> • Enhance Biomedical and Health Informatics • Balance investments in core research equipment and personnel to align with research growth strategies |
| Accelerate technology transfer | <ul style="list-style-type: none"> • Educate faculty and encourage invention disclosures • Engage with industry partners • Technology development funding pilots |
| Develop effective research space management | <ul style="list-style-type: none"> • Finalize space management database • Re-establish a space committee • Complete outside firm analysis comparing our space needs and uses to others around the country • Establish new capital plan for research growth |
| Increase multidisciplinary research | <ul style="list-style-type: none"> • Enhance cross-collegiate research efforts • Invite non-CCOM faculty to the CCOM to participate in "Spotlight on Current and Future Research" forums • Develop intercollegiate projects in biomedical and health informatics that will lead to federal funding • Establish processes and policies for intercollegiate access to UIHC data for research • Establish new research collaborative bringing together all the talent we have regarding health disparities, and improvements toward health equity |

ENGAGEMENT

Goal: Create robust engagement with faculty, staff, lowans, rural communities, students, alumni, donors, elected officials and community leaders.

| <i>Strategies/Critical Tasks</i> | <i>Tactics – Action Items</i> |
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| Continue to expand community engagement efforts | <ul style="list-style-type: none"> • Partner with other education organizations (schools, community colleges, other colleges and community partners to offer education and sponsor events) • In partnership with other colleges, expand STEM programs across Iowa to reach high achieving students and underrepresented students (female, rural, racial minority, economically disadvantaged) to encourage youth engagement • Critical Access Hospital Partnerships – facilitating care at these hospitals with the aid of UIHC specialists and allowing UIHC to improve access for care of the most critically ill • Support rural physicians through easy access CME podcasts • Support rural health clinics, hospitals care of those with opioid addictions through expansion of Medication Assisted Therapy Training and Consultation |
| Engage alumni in training and education programs | <ul style="list-style-type: none"> • Develop targeted strategies based on life-stages for alumni • Interact with a broader base of alumni |
| Increase faculty, staff and volunteer engagement | <ul style="list-style-type: none"> • Increase faculty, staff and volunteer involvement in enterprise initiatives • Increase faculty, staff and volunteer engagement in the community (e.g., day of service, other volunteerism) • Highlight faculty and staff achievements (e.g., internal pride campaign) • Facilitate town halls and other forums to promote greater internal communications • Increase recognition for employee engagement • Establish target goal for employee participation in Working @ Iowa and develop action plan based on results |
| Increase state and national engagement | <ul style="list-style-type: none"> • Implement new health policy engagement plan targeted to local, state and federal policy makers • Pitch media stories featuring lowans who train at UI and choose to stay in Iowa to practice • Provide media training for investigators to help them better communicate their research to a lay audience • Increase and articulate the connection to supporting rural health care, economic development and community benefits through social and traditional media |

DIVERSITY, EQUITY, INCLUSION, & COLLABORATION

Goal: Recruit, retain, and advance a diverse group of faculty, staff, and students and foster an equitable, inclusive, collaborative environment.

| <i>Strategies/Critical Tasks</i> | <i>Tactics – Action Items</i> |
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| Build pipelines for students/trainees underrepresented in medicine and foster a culture of inclusion | <ul style="list-style-type: none"> • Recruit and matriculate students/trainees underrepresented in medicine • Retain students/trainees from underrepresented backgrounds • Ensure medical curriculum prepares students to care for diverse populations |
| Recruit, retain and advance a diverse group of faculty, staff and volunteers | <ul style="list-style-type: none"> • Promote women and URMs in faculty (particularly tenure track) and leadership positions • Recruit and retain women and underrepresented faculty • Perform annual evaluation of compensation rates and address inequities |
| Enhance equity, effectiveness, and fairness into UI Health Care | <ul style="list-style-type: none"> • Implement select recommendations of the DEI Task Force • Promote clinics that provide important services to historically marginalized identities • Identify at least one health equity initiative to implement • Provide culturally responsive care to people of all backgrounds • Expand culturally responsive clinics (e.g. LGBTQ+, Ethnic Skin Care, Refugee Clinics) • Increase culturally responsive health care symposia and educational activities • Increase awareness of disparities in health data collection practices and various other venues such as HR • Implement Just Culture |
| Support students with disabilities | <ul style="list-style-type: none"> • Provide dedicated counseling services to our PA and MD students • Provide appropriate accommodations required for our students |

PATIENT CARE**Goal: Provide high quality patient care and services for Iowa and the world.**

| <i>Strategies/Critical Tasks</i> | <i>Tactics – Action Items</i> |
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| Meet the growing community demand for services by increasing patient access | <ul style="list-style-type: none"> • Leverage targeted throughput, efficiency, and renovation to increase access for patients in clinics, operating rooms and inpatient beds • Optimize maximum throughput and efficiency while maintaining one standard of care for all patients • Build a unified system of care for all Iowans to treat “the simple to the complex” via innovate/collaborative care models, partnerships, and expanded virtual health options • Expand dedicated programs for underserved populations and people with disabilities |
| Grow clinical programs of excellence to differentiate UI Health Care | <ul style="list-style-type: none"> • Build a system of care centered around services requiring cutting-edge technology, interprofessional approaches and access to latest treatments • Establish care models that coordinate health care to achieve high quality at a reasonable cost • Improve specialty programs to improve rankings • Improve collaboration by partnering with community providers to manage patients together |
| Improve our ranking as a destination academic health system that optimizes the current standard of care | <ul style="list-style-type: none"> • Leverage UIHC’s unique integrated structure to pursue market-differentiated performance on quality, safety and patient/provider experience • Invest in the latest treatments and therapies as well as world class faculty in order to be the preeminent care provider in the state • Increase participation in innovative payment and delivery models, e.g., value-based care models • Commit to sustainability principles in all new UI Health Care facilities |
| Build high functioning interprofessional health care teams to ensure the highest quality of care for our patients | <ul style="list-style-type: none"> • Continue to recognize faculty clinical excellence • Improve recruitment and retention of nursing and clinical professional workforce with an emphasis on unique training, educational advancement, professional development, and team-based incentives • Scale best practices for multidisciplinary team care across different clinical settings • Focus on manager communications, leadership competencies, and resilience |

| METRICS | | | | |
|--|--|---|--|--|
| Student Success | Research & Discovery | Engagement | Diversity, Equity, Inclusion & Collaboration | Patient Care |
| Increase scores on entry and professional exams (MCAT/USMLE/GRE) | Increase NIH and federal research funding (awards and expenditures) | Increase philanthropic support for education, research and patient care | Meet or exceed national percent of MD students from underrepresented backgrounds (URiM, low socioeconomic status, 1st gen, and rural). In-state students meet or exceed Iowa percent of students with underrepresented backgrounds | Increase UIHC hospital Vizient ranking and Medicare star rating |
| Improve student ratings of education experience and preparation on AAMC GQ | Increase NIH and federal research funding per tenure track faculty member (awards and expenditures) | Increase number of elected officials who participate in events hosted by UIHC | Increase feelings of belonging as measured by Press Ganey, AAMC and/or SERU surveys | Increase number of top ranked adult and pediatric specialties by USNWR |
| Maintain or increase board pass rates | Increase # of interventional clinical trials and center grants and \$ amount in interventional clinical trial expenditures | Increase number of favorable media stories resulting from pitch and pickups | Increase percentage of women and racial/ethnic groups URiM on tenure track and in leadership positions (DEOs, Chairs, Vice-Chairs, Division Directors, VPs) | Improve patient experience scores |
| Increase number of peer reviewed student publications | Increase absolute number and % of tenure track faculty with H-index >50 by Scopus | Increase number of local and regional community events, engagements and collaborations hosted | Increase number of participants from racial/ethnic groups underrepresented in interventional clinical trials and studies | Decrease number of patient sentinel events |
| Increase percentage of faculty publishing in peer reviewed venues | | Improve UI Health Care engagement score on Press-Ganey employee engagement survey | Decrease at least one area of healthcare disparity | |

APPENDIX

Additional details under Tactics/Action Items

STUDENT SUCCESS

| <i>Strategies/Critical Tasks</i> | <i>Tactics – Action Items</i> |
|---|---|
| <p>Recruit, train and retain the best and brightest learners, with special consideration for Iowans</p> | <ul style="list-style-type: none"> • Recruit a high quality, diverse and cohort of students, residents, and fellows <ul style="list-style-type: none"> - Enhance regional marketing - Elevate reputation with support for educational presentations at regional and national meetings and publications - Enhance and market simulation activities and interprofessional education - Increase the CCOM and UIHC national rankings and reputation in order to attract the best and brightest learners • Maintain affordable tuition compared to peer schools, and increase training grants, scholarships, and other financial support for learners <ul style="list-style-type: none"> - Yearly evaluation of tuition comparisons - Increase philanthropy for student scholarships (both need based, diversity related and merit) • Partner with communities and alumni to implement networks around the state that provide high quality community-based clinical experiences <ul style="list-style-type: none"> - Increase outreach, recruitment of preceptors in community settings and enhance integration with departments - Consider payment or other benefits (e.g., increase adjunct faculty numbers) - Reach out to UI alumni to increase training sites • Enhance career development and guidance education for advanced trainees (GME, grad students, post docs) <ul style="list-style-type: none"> - Offer advanced career guidance and educational skills training and certificates - Leadership development • Enhance graduate student programs <ul style="list-style-type: none"> - Reorganize the Biomedical Science Programs to improve recruitment and programming - CCOM scholar program to provide small additional stipend for top students |

RESEARCH & DISCOVERY

| <i>Strategies/Critical Tasks</i> | <i>Tactics – Action Items</i> |
|---|---|
| <p>Focus on research in selective areas of excellence that drive reputation, rankings and funding</p> | <ul style="list-style-type: none"> • Focus investments in selective, interdisciplinary areas that span basic to clinical – e.g., metabolism, aging, immunology, neuroscience <ul style="list-style-type: none"> - Likely will require recruitment of key senior investigators • Increase faculty and staff’s academic visibility- Implement system that measures number and impact of publications produced by UI investigators with individualized goals for faculty <ul style="list-style-type: none"> - Implement programs that recognize the most impactful scholarship - Implement strong mentorship programs |
| <p>Invest in core research facilities and infrastructures</p> | <ul style="list-style-type: none"> • Enhance Biomedical and Health Informatics <ul style="list-style-type: none"> - Develop strong data governance practices - Ensure ICTS informatics initiative to cleanse and code data is effective - Training programs in informatics for trainees and faculty - Hire faculty with computational aspect to their research - Establish FDA compliant data infrastructure - Establish Epic-specific research support services - Establish fellowship in clinical informatics |

ENGAGEMENT

No additional specifics

DIVERSITY, EQUITY, INCLUSION, & COLLABORATION

| <i>Strategies/Critical Tasks</i> | <i>Tactics – Action Items</i> |
|--|--|
| Build pipelines for students/trainees underrepresented in medicine and foster a culture of inclusion | <ul style="list-style-type: none"> • Recruit and matriculate students/trainees underrepresented in medicine <ul style="list-style-type: none"> - Expand pipeline programs for URM, low SES, 1st generation and rural Iowans interested in medicine and science - Host specific diversity day recruitment activities - Offer support for recruiting at national meetings for T32's and other groups - Reach out to HBCUs for MD, PA, PT & other graduate programs. - Implement pilot track with scholarship for combined BA/MD degree with CLAS. • Retain students/trainees from underrepresented backgrounds <ul style="list-style-type: none"> - Enhanced community building activities to create culture of inclusion - Increase support for counseling and tutoring - Provide financial support for students to travel home - Conduct survey to measure feelings of belonging |
| Recruit, retain and advance a diverse group of faculty, staff and volunteers | <ul style="list-style-type: none"> • Promote women and URMs in faculty (particularly tenure track) and leadership positions <ul style="list-style-type: none"> - Routinely disseminate statistics to DEO's, supervisors, other leaders - Market accomplishments by URM and women faculty and leaders - Initiate Assistant Dean for DEI within the GME office - Provide professional development activities specifically for women and URM • Recruit and retain women and underrepresented faculty <ul style="list-style-type: none"> - Build GME and graduate student pipeline of URM and women trainees - Initiate Assistant Dean for DEI within the GME office - Increase participation of Iowans in national URM societies - Build database of societies that advertise positions and make available to all search committees - Reward exceptional performance of women and URM faculty through philanthropically supported professorships |

PATIENT CARE

| <i>Strategies/Critical Tasks</i> | <i>Tactics – Action Items</i> |
|---|---|
| Improve our ranking as a destination academic health system that optimizes the current standard of care | <ul style="list-style-type: none"> • Leverage targeted throughput, efficiency, and renovation to increase access for patients in clinics, operating rooms and inpatient beds <ul style="list-style-type: none"> - Implement service standards and programs to improve patient satisfaction - Increase emphasis on patient convenience (e.g., ensure all testing and consults are pre-arranged prior to visit) |