

Strategic Plan – 2016-2020

Department of Medicine

Boston University School of Medicine Boston Medical Center

July 5, 2015

The faculty of the Department of Medicine have formulated the Strategic Plan described below. The department will focus on five themes: ***Excellence, Empowerment and Ownership of Faculty, Health Equity, Innovation, and Communication***. The faculty are unified in seeking a level of achievement that is outstanding relative to external benchmarks and historical performance. We will accomplish this goal by serving our community through discovery and clinical care that is responsive to our special patient population, by creating educational programs that are aligned with the current and future needs of the public and learners, engaging faculty in departmental activities and initiatives, and by promoting fulfillment and recognition for faculty, trainees, and staff in all of our missions.

Unless otherwise noted the timeline for attaining the specific goals is by 2020 and the responsible individual is noted in parenthesis

1. **EXCELLENCE:** The department will strive for a level of achievement that is outstanding relative to external benchmarks and historical performance (ALL VC'S AND SECTION CHIEFS).

Research:

- a. Aim for an annual increase in external research funding of 5% and new grant awards by 7% by (CORKEY):
 - Identifying and investing in new investigators and programs with the potential for substantial federal, philanthropic, or industry support;
 - Continuously reviewing and investing in research infrastructure.
- b. Improve the R to R and K to R success rates of faculty (CORKEY).
- c. Recognize excellence in research by creating an annual lecture and award (CORKEY).
- d. Define metrics of bibliographic performance indicators that evaluate impact and continuously improve bibliographic metrics relative to historical performance and top 20 research intensive departments of medicine (CORKEY)
 - a. publications in top 1%, top 10% highest impact
 - b. normalized citation index and H factor for DOM faculty
 - c. % of publications in highest impact journals

Diversity:

- a. Increase URM's in departmental faculty to 7% by AY 2018 and aim for 20% of new faculty hires to be URM's. The % of URM faculty should be minimally 7% beyond AY 2018 (COLEMAN, BENJAMIN, SECTION CHIEFS).

Strategic Plan – 2016-2020

Department of Medicine

Boston University School of Medicine Boston Medical Center

- b. Enhance DOM Minority Faculty Leadership & Career Development Program to train 90% of Under-Represented Minority (URM) faculty or 100% of all interested URM faculty (BENJAMIN).
- c. Increase proportion of URM trainees in the department's residency and fellowship programs to 15% by 2020 (YADAVALLI).
- d. Increase the number of women and URM faculty in leadership roles in the department beyond the level in AY 15 by AY 2018 (COLEMAN).
- e. Enhance Unconscious Bias training in DOM and incorporate strategies for recruiting diverse faculty in all faculty searches by AY 2016 (BENJAMIN, COLEMAN)

Improve Clinical and Academic Performance of Residents and Students:

- a. Achieve >80th percentile in In Training Exam Scores of all three PGY levels in residency program by 2016 (YADAVALLI).
- b. Achieve 95% IM first time board pass rate for residents by AY 2016 and 98% by AY 2018 (YADAVALLI).
- c. Increase selectivity of the medical residency (YADAVALLI).
- d. Enhance publication record of residents (YADAVALLI).
- e. Achieve >90% 4 or 5 (top 2 categories on Likert scale) rating in all domains of the student OME evaluation of the Medicine 1 and Medicine 2 clerkships (HERSHMAN).

Clinical Excellence

- a. Improve patient satisfaction in outpatient practices of the DOM to 50th percentile by AY 2017 (JACOBS);
- b. Increase the number of patients followed in primary care from current level of 33,000 to 45,000 by AY 2018 with continued growth thereafter (JACOBS).
- c. Improve access to specialty and primary care clinics to 70% and 80% w/in 2 weeks, respectively, by AY 2017 and sustained through 2020 (JACOBS).
- d. Reduce the 30-day readmission rates to BMC to 25th percentile (JACOBS).
- e. Recognize clinical excellence in all six IOM quality domains through awards and other forms of public acknowledgement (JACOBS, SLOAN).
- f. Develop population management strategies that excel in quality, cost, patient satisfaction, and provider satisfaction relative to benchmarks (JACOBS).

- 2. **EMPOWERMENT AND OWNERSHIP OF FACULTY:** The department's faculty should have demonstrably favorable impact on our core mission areas by virtue of acquiring the necessary skills, knowledge, and attitudes, as well as the authority to exercise their influence. The department should provide value to the faculty by creating an environment conducive to professional growth and success.

Strategic Plan – 2016-2020

Department of Medicine

Boston University School of Medicine Boston Medical Center

- a. Increase the number of faculty members who have undergone faculty development and/or leadership training to 20% by AY 2017 and to 50% by AY 2020 (BENJAMIN).
 - Pilot a women’s leadership program in AY 2017
 - Pilot a longitudinal academic writing program in 2016
 - b. Enhance faculty involvement in decision-making on resource allocation within DOM (COLEMAN):
 - Compensation committee, Evans endowment distribution, bridge funding, and space.
 - c. Keep annual faculty retention rate >95% (COLEMAN, BENJAMIN, SC’S).
3. **HEALTH EQUITY:** The department’s programs should include strategies to reduce disparities in health outcomes attributable to race, gender, and socioeconomic status.
- a. Increase enrollment of URM patients on cancer clinical trials to 50% by AY 2017 (CORKEY).
 - b. Develop methods to track health care disparities by gender and race, establish report cards for clinical units and providers, establish annual goals/targets for reduction in HC disparities (JACOBS).
 - c. Provide annual pilot funding targeted to translational research on health care disparities (CORKEY).
 - d. Create a clinical program that focuses on one or more diseases that disproportionately affect URM patients (JACOBS).
4. **INNOVATION:** The department should encourage and support new approaches to clinical care, education, and discovery
- a. Establish the Centers for Implementation and Improvement Science, and for Translational Epidemiology and Comparative Effectiveness by AY 2016 (COLEMAN)
 - b. Submit at least 2 “across DOM sections” multidisciplinary research grants in 2016 and every other year through 2020 (CORKEY)
 - c. Continue expanding interdisciplinary research activities with other departments on the medical and CR campuses of BU, as well as with industry and other academic partners (CORKEY, RAVID)
 - d. Create an Education-Evaluation Core in 2016 (COLEMAN).
 - e. Increase the number of provisional patents filed by DOM faculty by 50% above AY 2015 by AY 2020 (CORKEY).
 - f. Increase the number of Industry-sponsored research collaborations (CORKEY).
 - g. Establish mechanism to recognize innovation in the DOM (JACOBS, CORKEY, COLEMAN, YADAVALLI, HERSHMAN).

Strategic Plan – 2016-2020

Department of Medicine

Boston University School of Medicine Boston Medical Center

5. **COMMUNICATION:** The department should have multiple and effective approaches designed to sustain bidirectional communication within the department and with institutional affiliates.
 - a. Develop explicit annual salary letters that delineate salary sources (GREENWOOD).
 - b. Improve scores on communication domain of employee engagement survey to above peers by 2016 (GREENWOOD, COLEMAN).
 - c. Improve communication with DOM research administration in accounting practices for grants in 2015 (CORKEY, GREENWOOD).
 - d. Enhance transparency regarding faculty promotion through clear guidelines posted online for PhD researchers and clinical faculty (BENJAMIN).
 - e. Review and evaluate electronic newsletter and other forms of electronic communication to evaluate content and readership impact (COLEMAN).
 - f. Video and archive major teaching conferences/meetings such as Grand Rounds (YADAVALLI).
 - g. Enhance external marketing of the DOM (GREENWOOD).