Final Draft Strategic Plan Brochure

March 7, 2018

INDIANA UNIVERSITY
SCHOOL OF MEDICINE
Priority 1: Improve the health of Indiana’s citizens.

Goal 1.1: Improve Indiana’s Mental Health America overall ranking.
Metrics:
- Move from current national ranking of 42nd (144.2/100K Hoosiers) to 30th (188/100K Hoosiers)
- Double the number of psychiatrist-trainees in IUSM programs in the next 5 years (from 12 to 24)

Goal 1.2: Reduce Indiana’s infant and maternal mortality.
Metrics:
- Reduction of smoking prevalence among pregnant and parent women from 14.35% to 7.8%
- Reduction of obesity prevalence among all Hoosier youth and adults from 32.5% to 31.4%
- Reduction of obesity prevalence among all African American Hoosiers from 41.7% to 40.7%
- Increase the inter-pregnancy interval of mothers aged 20-24 from a median of 19 to 22 months
- Increase the percent of infants born to mothers receiving prenatal care in the first trimester from 59.4% to 64%

Goal 1.3: Improve Indiana’s cancer prevention and detection rates and decrease cancer mortality rates.
Metrics:
- Change in adult smoking prevalence from 21% to 18%
- Reduction of obesity prevalence among all Hoosier youth and adults from 32.5% to 31.4%
- Increase in HPV immunization rate from 45% to 55%
- Increase breast cancer screening rates from 67.3 to 73.7 (US average)
- Increase colorectal cancer screening rates from 65 to 69 (US average)
- Reduction of breast cancer mortality rates from 20.9 to 20.5 (US average)
- Reduction of colon cancer mortality rates from 15.8 to 14.1 (US average)
- Reduction of lung cancer mortality rates from 50 to 45 (Indiana’s rate: age-adjusted, per 100,000 population)

Priority 2: Maximize success of all learners.

Goal 2.1: Enhance the quality of IUSM educational programs.
Metrics:
- Double the number of qualified applicants by 2020
- Increase the diversity of the student population to match Indiana’s diversity (14% URM)
- Reduce the overall time to degree completion with an emphasis on URM students (e.g., ethnicity, gender, and GLBTQ+)
Goal 2.2: Increase the number of extramural training grant awards for both graduate students and M.D. and Ph.D. postdoctoral fellows.

**Metrics:**
- Increase number of training grants by 15% in 3 years
- Establish seven endowed trainee positions by 2020

Goal 2.3: Optimize integration of research within all IUSM educational programs.

**Metrics:**
- Establish two jointly mentored training programs in next 5 years
- Increase the number of medical students engaged in summer research by 20%
- Increase the number of medical students engaged in research electives by 20%
- Increase the number of residents and fellows engaged in publications, national presentations, and scholarly awards/recognition by 10%
- Graduation rate for the MD program is at or above the national average
- First time pass rates for USMLE Step Exams are at or above the national average
- Pass rates for board certification exams are at or above the national average

Goal 2.4 Develop nationally recognized programs in medical education.

**Metrics:**
- Establish at least three areas of concentration for undergraduate medical education (e.g., public health, global health, medical education).
- Become a national leader in the creation and dissemination of best practices in delivery of undergraduate health professions education in both patient care and laboratory science programs.
- Recruit high quality student applicants for engagement in the areas of concentration program
- Disseminate scholarship related to the identified programs

Priority 3: Ensure the vitality of members of the IUSM community.

Goal 3.1: Improve support for faculty, staff, and learners.

**Metrics:**
- Improvement in IUSM faculty and staff responses to climate surveys (e.g., faculty vitality survey) specifically regarding leadership and communication
- Responses to graduation questionnaires (all learners in the IUSM system) indicate that learners can rely on faculty for information about resources
- Responses to graduation questionnaires (all learners in the IUSM system) indicate that learners have appropriate support infrastructure to help them advance their goals (e.g., career advising, mental health services)
- Expand/enhance Center for Young Children
Goal 3.2: Create a culture of wellness.

Metrics:

- Define wellness for IUSM and develop a baseline metric for wellness and vitality within 12 months and see an increase in overall wellness by 2020
- Decrease average debt per IUSM medical student at time of graduation from $200,000 to $180,000
- Decrease percentage of medical students with debt at time of graduation from >80% to <70%
- Increase in faculty, staff, and learner ratings on surveys items regarding the degree to which the environment is supportive of their needs and interests (e.g., faculty – items on vitality survey, staff – items on IUPUI climate survey, medical students – items on GQ, and GME items on IUHP wellness survey, Graduate Student Survey)

Goal 3.3: Design an environment that is inclusive and celebrates the diversity of its members.

Metrics:

- Reduction in mistreatment to the 25th percentile by 2020
- Increase the percentage of those either “satisfied” or “very satisfied” with reporting behaviors on the GQ from 23.1% and 7.7% to 26% and 9%
- Reinforce a culture of non-discrimination based on gender, gender identity, race, ethnicity, and sexual orientation as reported in learner surveys
- Increase in number and quality of IUSM medical students staying in Indiana for residency or bridge programs
- Increase in number of IUSM medical school and GME alumni who work as physicians in the state of Indiana
- Ensure each IUSM campus reflects the population of the state as well as the IUSM student body
- Ensure each campus is a supportive learning environment for learners from diverse backgrounds
- Increase the diversity of applicant pools for faculty positions
- Increase the number of URM faculty who are promoted

Goal 3.4: Improve engagement and support of volunteer faculty.

Metrics:

- Increase in promotion rates over time
- Increase in engagement in professional development, CME, and wellness programs over time

Priority 4: Build on the strengths of the IUSM and our health partners’ statewide footprint to advance the tripartite mission.

Goal 4.1: Based on the strengths of each campus and its local community, determine a specific theme that will help define and unite the clinical, research, and education missions.

Metrics:

- Recruit new learners and faculty whose interests are in line with campus theme
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- Implement unique clinical programs, research activity (if appropriate), and education based on campus themes

Goal 4.2: Build statewide networks/collaboratives to ensure that IUSM advances its clinical and research missions.

Metrics:
- Use a statewide dashboard to track the advancement of clinical and research missions

Priority 5: Advance science and clinical knowledge through innovative research in areas where IUSM can be distinctive and internationally recognized.

Goal 5.1: Increase bench to bedside research, population health research, and outcomes research.

Metrics:
- Increased external funding by 10% each year
- Increase the number of AHRQ sponsored studies
- Increase the number of NIH population health intervention grants (ROI, R21, PA16 146, PA16 147)
- Increase in support from private foundations

Goal 5.2: Enhance areas of research excellence through strengthening research centers.

Metrics:
- Increased number of proposals submitted that span multiple disciplines and specialties
- Increase the number of program project grants by 50%
- Every research unit (e.g., center, Institute, etc.) has at least one programmatic project or training grant

Goal 5.3: Increase the number of research faculty and trainees from underrepresented backgrounds.

Metrics:
- Increased URM applicants/matriculates in graduate/medical program
- Increased URM applicants/matriculates in faculty ranks
- Enroll URM GME learners in research track

Priority 6: Translate our discoveries into new diagnostics, treatments, and cures.

Goal 6.1: Recognize, value, and promote faculty facilitating and participating in clinical trials research.

Metrics:
- Double the number of clinicians or clinical educators actively engaged in clinical research
- Increase the number of investigator-initiated trials
Goal 6.2: Transform the culture of patient experience at all affiliated hospitals to make research and research participation a clear benchmark of quality care.

**Metrics:**
- By 2020 50% of all patients will have been approached about participation in clinical trials.

Goal 6.3: Facilitate internal and public-private partnerships and other institutional collaborations to accelerate discovery and translation.

**Metrics:**
- Increase in the number of commercial partnerships and investments
- Increase in number of medical inventions and innovations
- Increase in new license or option agreements with industry

Priority 7: Establish IUSM as a national leader in the innovative use of information technology to advance our research, education, and service missions.

Goal 7.1: Develop a common information and technology platform to organize and have accessible all research, academic affairs, operational, and educational data.

**Metrics:**
- Recruit a senior leader to be responsible for the implementation and optimization of an integrated, comprehensive IT system
- Create an enterprise data warehouse that can store all of the institution’s data in an easily accessible location and that will ensure that there is a single, organizationally agreed upon source for each piece of data

Goal 7.2: Develop a transparent culture based on measurement and accountability where everyone understands the key performance indicators that are the highest priority for the institution.

**Metrics:**
- Develop a dashboard, which incorporates all missions and will be used to make future strategic and data driven decisions

Goal 7.3: Become a national leader in the integration of advanced and emerging technologies into the training of medical students, residents, and fellows.

**Metrics:**
- Develop a comprehensive database of faculty research programs and related research resources
- Develop a comprehensive database of learner data and survey results