Strategic Plan
2015 - 2018
Letter from Dean Stuart D. Flynn, M.D.

“Opportunities are like sunrises. If you wait too long, you miss them,”

William Arthur Ward

Boundless Opportunities!

The University of Arizona College of Medicine – Phoenix was born of opportunities. The first, to exist in a city that previously had no academic medical center and suffers from a shortage of health care providers. Additionally, clinical partners create new models to improve the quality, effectiveness and efficiency of patient care. Research partners provide opportunities to collectively advance the breadth and complexity of medicine. Community organizations and partners look to the College to lead efforts aimed at improving the health of our population.

As you read this strategic plan, I believe you will agree with me that we have an expansive vision for the future, valuing all of our resources and believing it is critical to meld with partners to form a collective force for health care in our country.

Our canvas is one of a young state, unencumbered by artificial boundaries in health care and science. This facile environment provides the opportunity to harness energies at our disposal to drive our economy, our national status, and critically, avail world-class health care to the citizens of our state.

We must ask ourselves the following questions: Can we be expansive enough in our dreams to empower a world-class academic medical center? Can we improve the health and healthcare for all Arizonans? Can we change the way health care is delivered, making it more accessible, more affordable and with better outcomes? Can we weave our singular threads of opportunity into a fabric of success that envelops the state?
As we accept these challenges, we must consider what it will take to make this dream a reality. Do we have the ability to collaborate and synergize into a profound health care network that values wellness, patient care, discovery, education and community? Do we want to be a health care destination for the country and the world due to our excellence? Do we appreciate that we have all of the parts needed to accomplish all we wish, something we should demand as the 6th largest city in the U.S.? Do we seize the moment, as it will be fleeting, and can we optimize all of the opportunities at our feet and start to build a foundation of excellence for the generations of the future to value and use? Do we appreciate the opportunities this moment in time affords us and can we dream big enough to accomplish great things?

With a collaborative and collegial spirit, we will drive new and improved health care delivery models. We will advantage health care data analytics to make “live time” and personal decisions on a patient’s care. Similarly, we will drive precision medicine in neurosciences, cardiovascular and childhood diseases, merging the world of “genomics” with technology.

And we will not lose sight of the primary reason the College was created - to address the shortage of physicians in Arizona. To date, we have had immense success in training the next generation of physicians to be leaders in a rapidly transforming health care environment. With our partners, anchored by Banner Good Samaritan Hospital, we will advance Graduate Medical Education to address the doctor shortage. And critically, we will value the community and state in which we are embedded and we will be a valued resource and collaborator for all facets of our state’s persona, from K-12 education to addressing the needs of our underserved populations throughout our state.

Success depends on many factors and while the opportunities are boundless, they are not limitless. The opportunities are also open to others – if we don’t accept the challenges and opportunities – others gladly will.

The College of Medicine – Phoenix, with its collaborative spirit and all of the assets in Arizona, believes we can do great things for our state. It is imperative that we not accept the status quo,
but rather dream with a vision that is crystal clear and a passion that is palpable. It is time for all of us to seize this moment and accept nothing less than excellence!

Sincerely,

[Signature]

Stuart D. Flynn, MD
Dean, UA College of Medicine – Phoenix
Executive Summary

The University of Arizona College of Medicine – Phoenix proudly fulfills its mission to provide the next generation of health care leaders with an expanding and excelling student body, robust and talented faculty, innovative curriculum, leading edge research abilities and ever-increasing impact on the local community. Its highly collaborative nature, embodying its value and experience, is one of the most visible, substantial assets that the College will leverage as it becomes a full, independently accredited college of medicine, a model of excellence in health care.

The College developed its collaborative essence in part because it is a medical school that does not have its own clinical facilities. Powerful clinical partnerships empower and prepare students as independent, lifelong scholars armed with the skills to learn independently and as part of a team approach to best serve patients. The University of Arizona may soon enjoy a proposed relationship with nationally acclaimed Banner Health; Banner would fulfill the vital role as the College’s primary clinical partner. This partnership would provide the momentum to propel the College of Medicine – Phoenix onto a national stage of excellence and leadership.

There are currently more than 300 medical students training to become exemplary physicians, scientists and leaders at the College. This young medical school has graduated 153 physicians, and has grown from an inaugural class size of 24 in 2007 to currently 80 students per year, with tentative plans to grow to 120 new students by 2017. The separately accredited UA College of Medicine – Phoenix will graduate its own first class of students in 2017. The College boasts more than 1,100 faculty, both on-campus and volunteer community physicians, who provide their skills, expertise and time to training the next generation of physicians. This is accomplished with an annual budget of $62.3 million, increased 36.8% from FY14 to support an expanded student body, and its position as a fully separate college of medicine. Total funding is expected to reach $99.86 million in FY18, as a result of implementing the tenets of this strategic plan.

Foundational to the success of the College is its emphasis on three strategic goals: Resource Stewardship, Brand Championship and Growth. These three goals have been integrated across
each of four strategic pillars that define and drive the accomplishment of the mission and vision of the College of Medicine – Phoenix. These four strategic pillars include: **Education** and its alignment of graduate medical education to meet the healthcare needs of Arizonans; **Research** and its three centers of excellence (big data healthcare analytics, precision medicine, neurosciences); **Clinical**, which is widely described herein with the proposed Banner Health partnership; and **Community Service**, which is a College hallmark. Strategies and plans for each of these pillars are described in detail throughout this plan.

**Education** – The UA College of Medicine – Phoenix is in the process of becoming an independently accredited medical school and increasing its class size. The College will leverage clinical partners to expand training opportunities, while expanding services to students, including the Professional Resource Office. Faculty will be prepared to teach the evolving curriculum, which will be supported through a state-of-the-art Curriculum Management System and other innovative technologies. Diversity will continue to be a focus with major gains in the numbers of diverse faculty and students, as well as support and growth of an inclusive culture on the campus. In addition, the College will focus with our community to improve and grow the Graduate Medical Education program.

**Research** – With excellent quality of education for medical students established, the College will expand its focus on the research enterprise and the development of multidisciplinary centers of excellence to translate new knowledge into improvements in patient care. Collaboration with community and industry partners will expand resources and maximize partnerships. In alignment with the University’s Never Settle strategic plan, the College will more than double its research by 2020 by hiring new faculty, increasing the productivity and grant funding for researchers and improving research support. In addition, many new opportunities will be created for students, both medical and graduate, to participate in the research enterprise. The College will create and grow core research labs that will advantage the College, as well as its many partners.

**Clinical** – A probable primary hospital partner has the potential to significantly advance the growth of this academic medical center in downtown Phoenix. Additionally, innovative partnerships with other hospitals in the region provide numerous opportunities to create
synergies and transform healthcare. Clinical opportunities exist to advance care with partners in areas such as traumatic brain injuries, cardiovascular disease, medication management and precision medicine. Additional opportunities for growth include the creation and implementation of new knowledge created through healthcare outcomes research and data.

Community Service – Community Service is woven throughout all aspects of the College and will continue to be an integral and unique characteristic of our identity. The College is strongly supported by the community and enthusiastically returns that support through programs such as STEM education in elementary schools, public education programs and community service projects that support the citizens. The College will continue collaborative efforts with hospital and community partners by modeling and encouraging students, faculty and staff to give back to the community and actively pursuing new opportunities.

As a positive overlay to all of our attributes, in the 2014 study by TrippUmbach, it is estimated that the College had an economic impact of $920 million in 2013 and with its present trajectory the impact is expected to grow to $2.1 billion annually by 2025.

The future of the College is strong – we have successfully established the undergraduate medical education program and we are now expanding our impact on health and health care in and beyond Arizona. We value our past, we are proud of our accomplishments to date, and we believe that collectively, our future is framed by how expansive our vision is and limited only by governors we place on these dreams.