The UACOMP Department of Internal Medicine is embarking on our next era of strategic planning and growth in the areas of clinical collaboration, advancement in research, and excellence in training. Each of these academic missions will utilize a framework that focuses on our values and goals, in close alignment with our institutional stakeholders, in order to innovate, investigate, and lead health care across the state and nation.

The missions of an academic medical center must continue to evolve and improve. Our strategic plan is designed on our strengths and values to achieve these goals.

Figure 1. Strategic pillars for advancement of UACOMP Department of Internal Medicine academic missions
Clinical Collaboration

Aim: to create multidisciplinary teams that innovate and improve care to serve our community

Innovative Projects and Programs

1. Identify and implement 3-5 priority focus areas for multidisciplinary collaboration and pilot programs – examples include IM-surg, IM-MDA, IM-ortho, obesity/endo/genomics
   a. Survey division leaders, training program directors, extra-departmental leaders, VA leaders, and community partners to identify opportunities for improvement and collaboration in clinical care
      Suggested ideas to date include:
      i. HM-CC-Resp care unit*
      ii. Rheum-pulm-GIM
      iii. GIM-neuro-pulm-ID long COVID*
      iv. Obesity-metabolic disease
      v. Joint clinical privileges for interested faculty at BUMCP and Phoenix VA
   b. Embed interprofessional teamwork
   c. Incorporate innovative collaborations with
      i. Implementation science
      ii. Engineering/technology/informatics
      iii. Healthcare tech/venture connectors?

2. Establish relevant leadership teams for each of the focus areas

Programmatic Infrastructure

1. Determine metrics for success and accountability
   a. Train division chiefs in Vizient
   b. Connect to departmental dashboard
   c. Leaders for clinical integrity (satisfaction, documentation, RVU) (5% if not director)? Dyad with PA. Partner with revenue integrity, clin documentation, practice admin, etc.
      i. DHM
      ii. Pulm
      iii. GI

2. Gather support team for assistance (grant writing, IRB, statistical support, manuscript writing)

Career Development and Improvement

1. Support culture of collaboration across the department
2. Create and communicate robust mentorship and faculty development opportunities
3. Champion diversity, equity and inclusivity efforts through broad leadership and integrated programming

Revised 6/15/22
Climate and Culture

1. Recruit strategically with preemptive retention efforts
2. Regular, meaningful meetings that include recognition of departmental contributions

<table>
<thead>
<tr>
<th>Metrics will include:</th>
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<tbody>
<tr>
<td>- New clinical centers in 3 collaborative areas with interprofessional teams</td>
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<tr>
<td>- Clinical growth in patient volume DOM</td>
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<td>- Functional and valuable departmental dashboard</td>
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Advancing Research

Aim: To advance key areas of translational research through optimization of teams that will solve critical problems affecting our community and society

Innovative Projects and Programs

1. Identify 3-5 priority areas of collaborative study with implementation plans
   o Link to clinical collaborative multidisciplinary teams. Suggested areas of focus to date (based on work already initiated in these areas) include:
     i. Cardio-oncology
     ii. Inflammation-Fibrosis – relevant to hepatology, cardiology, pulmonology, radiology, pathology, genomics, BMS
     iii. Aging – relevant to geriatrics, general internal medicine, psychiatry, orthopaedics, emergency medicine
     iv. Others – sex/gender in disease, metabolic disease, drug discovery
     v. Link to CAMI (Center For Advanced Molecular Immunology)

Programmatic Infrastructure

1. Develop research review team comprised of clinical and translational leaders to create structure, process and communication plan for support to move research forward
2. Determine accountability metrics for catalyst funding:
   o Bi-annual review of project progress including publications and grant submissions (total and funded)
   o Annual presentation of data to the Department and BUMG leadership (research symposium)
3. Gather support team for assistance (grant writing, IRB, statistical support, manuscript writing, submission fees)
Career Development and Improvement

1. Determine need and process to apply tiered research catalyst funds to projects that align with strategic plans of our institutions and department
   - Tier 1: Small research/data projects – (6-12 month) - that will catalyze novel ideas to challenge and evolve existing clinical/translational paradigms
     - 3-5 per year, $10K per project
   - Tier 2: Research Projects (1-year) – early phase research targeting junior faculty collaborating with established clinical/translational investigators to create preliminary data to obtain/sustain grant funding
     - 2-3 per year, $50K per project
   - Tier 3 Projects (2-year) – Collaborative junior and/or established investigators who have significant data accumulated to then approach high-level federal or foundation funding.
     - 1 per year, $120k per project

2. Facilitate research mentorship and skill-building
   - Education using research one-pager
   - Expand research mentorship panel? Regular research meetings?
   - Create process for clinicians and translational researchers to connect

Climate and Culture

1. Advance research culture across the department through targeted hiring, mentorship

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<tr>
<th>Metrics will include:</th>
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<tr>
<td>- Grant funding for research projects</td>
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<tr>
<td>- Active research in at least 3 collaborative areas at all three funding tiers</td>
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<tr>
<td>- Number of active/completed research projects in DOM</td>
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<td>- Number of funded investigators</td>
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<tr>
<td>- Peer-reviewed publications in the department</td>
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Excellence in Training

Aim: To evolve and innovate training to best prepare learners of all levels and perspectives to meet new challenges and needs of the future of health care

Innovative Projects and Programs

Revised 6/15/22
1. Identify 3-5 priority areas within medical education, faculty development, and EDI with implementation plans
   a. Medical Education
      i. Primary care
         1. Uniquely position residents and faculty to connect to other strategic specialty areas
      ii. Transitions (peds-adult)
         1. Focused training at GME level in clinical conditions affecting adults diagnosed as children
      iii. Interprofessional team education and clinical care
         1. RN navigator
         2. Clinic HOUSE structure – MD/DO, RN, RD, PT, PharmD
      iv. Advance innovative UME-GME-GME transition and personalized training
         1. Collaborate with UACOMP Director of UME-GME transition
         2. Explore innovative scheduling and rotations to maximize learner experience
         3. Create DOM time-variable competency-based med ed model and pilot
   b. Faculty development
      i. Career track development across divisions
      ii. Promotion
      iii. Optimal learning environments

Programmatic Infrastructure
1. Create leadership committees for Education, Faculty development, and EDI to implement the above, that incorporates faculty across clinical sites affiliated with UACOMP
2. Gather support team for assistance with preparing grant proposals for med education and new training programs (same language as the others).
   Examples:
   a. Med ed research
   b. Non-ACGME fellowship funding
   c. Other grant funding
3. Determine need and process to apply medical education research catalyst funds
   a. Leadership committee to create, process will mirror research funding mechanisms in other domains

Career Development and Improvement
1. Empower diversity champions across the department under Vice Chair of Equity, Diversity and Inclusion to foster mentorship and pipeline creation
   b. Coordinate efforts with GME Chair of EDI, OEDI, other departments
   c. Community college partnerships for health sciences
Climate and Culture

1. Create culture (and sponsorship) of leadership development (not just roles)
   d. FLC/mentorship programs
   e. Pathway programs
   f. Education scholars
   g. Search committee recruitment?
   h. Targeted inclusive hiring of current/future faculty from historically underrepresented backgrounds with expertise in research, med ed

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<th>Metrics will include:</th>
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<tr>
<td>- Active projects in 3 new areas of medical education at all levels</td>
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<td>- Pilot time-variable competency-based medical education UME-GME transition</td>
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<tr>
<td>- Number of faculty actively engaged in leadership and other professional development activities (as measured in dashboard and UAVitae or equivalent)</td>
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<tr>
<td>- Retention rates of housestaff and faculty</td>
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Enhanced communication

Aim: To support and facilitate all departmental missions

The department recognizes that an additional focus on communication and transparency is necessary at the departmental level in order to support the above specific mission-based components of the strategic plan.

1. Build effective communications team
   a. Hire communications **communications/marketing specialist**
   b. Establish team using existing staff and faculty
   c. Collaborate with stakeholder marketing experts to establish networking/marketing structure
      i. Internal – DOM/interdepartmental/GME programs
      ii. External – Marketing individual expertise across department as well as interdisciplinary programs and projects to community and beyond
   d. Reputation management

2. Highlight and clarify departmental activities through all DOM communications
   a. Regular departmental meetings
   b. Creating opportunities for recognition, including annual awards
   c. Quarterly DOM newsletters
   d. reIMAGINE Medicine annual publication
   e. Website and social media

Revised 6/15/22
f. Enhanced experience of onboarding and first six months of employment

3. Implement mechanism for feedback on academic performance
   a. Review and update dashboard elements annually
   b. Develop plan for effective dissemination

4. Prioritize interprofessional communication and peer support
   a. Collaborate with interested faculty from other departments
   b. Evaluate and make recommendations on programs for communication feedback and simulation
   c. Participate in programs sponsored by institution i.e. CANDOR, Talk2Me

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<td>- Department meetings at least twice per year with annual recognitions</td>
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<td>- Number of incident reports of professionalism lapses by students and housestaff</td>
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<td>- Faculty satisfaction with communication</td>
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*COVID bright spot
Figure 2. Strategic Plan Implementation Timeline

### Strategic Plan Implementation

<table>
<thead>
<tr>
<th>Year</th>
<th>Project Area</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
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<tbody>
<tr>
<td></td>
<td>INNOVATIVE PROJECTS AND PROGRAMS</td>
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<tr>
<td></td>
<td>Identify priority focus areas**</td>
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<td></td>
<td>Establish leadership teams</td>
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<td>Implement projects</td>
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<td>Measure and disseminate project results*</td>
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<td>PROGRAMMATIC INFRASTRUCTURE</td>
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<td>Determine goals and metrics</td>
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<td>Create project review team</td>
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<td>Award catalyst funds</td>
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<td>Implement programmatic support team</td>
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<td>CAREER DEVELOPMENT AND IMPROVEMENT</td>
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<td>Select diversity champions*</td>
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<td>Mentorship/skill-building**</td>
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<td>Implement academic dashboard</td>
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<td>CLIMATE AND CULTURE</td>
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<td></td>
<td>Hire communications specialist</td>
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<td>Recruit strategically**</td>
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<td>Implement regular department meetings/recognition</td>
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*UACOMP Strategic Plan component
**UAHS Strategic Plan component

### Relevant Stakeholders

**UAHS strategic plan**
- Next gen education (customized, IPE)
- Precision medicine (pain, addiction)
- Innovations in healthy aging
- Defenses against disease (coccic)
- New frontiers for better health (tech, telehealth)

**UACOMP strategic plan**
- Innovative and personalized medical education
- Addressing physician shortage (grow GME programs)
- Distinction in research that improves health
- Inclusive excellence
- Collaborative clinical care
- Operational effectiveness and collaboration (tech, communication)

**Share your comments on the strategic plan below**
Please use the link or QR code below to provide your comments about the strategic plan. The comment period will close on July 15, 2022.

Strategic Plan Comment