Strategic Plan 2021 Summary

Meenakshy Aiyer, MD, MACP
Interim Regional Dean
University of Illinois College of Medicine Peoria
Dear Peoria Colleagues,

With the guidance and the example of the University of Illinois College of Medicine, we began working on the strategic planning process over a year ago. According to Dean Rosenblatt, “We undertook a rigorous and comprehensive process to determine the best possible way to move forward and to unify the college across a set of agreed upon mission, vision, values, goals, and strategies.” It was then, the Peoria campus began to organize through regional collaboration to compile a meaningful plan to guide us into the future.

To assist in this effort, and to come out with the most thoughtful plan, we encouraged each person in our regional college community to voice their ideas and provide any feedback. The suggestions received have all been incorporated into the appropriate areas of the plan. The strategic plan effort has involved faculty, students, residents, staff, and, of course, strategic partners. We will continue to ask the campus to contribute their feedback with the implementation phase. As we begin implementation, I encourage everyone’s involvement. I am pleased to present to you the draft of our strategic plan for the Peoria regional campus.

Sincerely,

Meenakshy Aiyer, MD, MACP
Interim Regional Dean
I. Background

The University of Illinois College of Medicine (UI COM) embarked on a strategic planning process engaging a diverse group of stakeholders across the college campuses. Through work together, the goal was to establish bold vision for the coming years. Subsequently, the regional campuses’ objective has been to develop a campus-specific strategic plan that is consistent with the guiding principles and future vision of UI COM, including a clear path for executing on those plans. In addition, the strategic plan will help define UICOMP’s organization within the academic enterprise, while clarifying the identity, brand, and market positioning for the regional college campus.

The resulting strategic plan positions UI COM, and the University of Illinois College of Medicine Peoria (UICOMP) to effectively excel in medical education, research, care delivery and public service in the increasingly unpredictable environment of academic medicine. This coincides with a time of emergence from the impact of the COVID-19 pandemic as well as events and tragedy has reinforced our commitment to overcoming and dismantling systemic racism.

II. Overview

The University of Illinois, College of Medicine Peoria embarks on a new Strategic Planning Process. This incrementally follows the Strategic Plan now underway for the University of Illinois College of Medicine which encompasses, the College as a whole and its three regional campuses – Chicago, Rockford and Peoria.

Here in Peoria, the UICOMP Strategic Plan follows the broad plan and aligned priorities of UI COM. However, the UICOMP plan does encompass the unique vantage point, including both strengths, weaknesses and opportunities that are indeed unique to UICOMP, the Peoria healthcare landscape and the greater Peoria area as a whole.

The Strategic Plan is the result of much reflection, thought and discussion. Shaping the plan is input from campus leadership, stakeholders at all levels of the organization through Town Hall and department-level meetings and small group presentations.

Interim Regional Dean Meenakshy Aiyer led sessions to stimulate strategic thinking and formulate suggestions, to develop all-inclusive feedback and formulate a strategic plan to guide UICOMP into the next decade. With this in mind, the Interim Regional Dean and executive leadership have taken a broad approach that includes strategic partners and collaborators to assist the College of Medicine in its expansion of medical education, research, care delivery, and public service in the Peoria communities and respective service areas.

UICOMP initiated the strategic planning process, through which the College explored ways to increase organizational alignment with UI COM while taking into consideration the market dynamics, area academic institutions, and our strategic partner medical communities in Peoria.
III. Process and Involvement

Peoria stakeholders drove the successful development of the strategic plan. The process was overseen by the Executive Committee who approved the product of the Administrative Work Group. The Administrative Work Group met frequently and contributed the plan’s framework. Adding to the main goals and subsections, multiple stakeholder groups on the Peoria campus were asked to participate. Several Town Hall meetings were held where breakout sessions yielded multi-disciplinary small group discussions and feedback. Also, learners, both residents and students, contributed to a complex SWOT: Strength, Weakness, Opportunity, Threat Analysis allowing the leadership to better understand from a learner’s perspective the desired needs and wants on the Peoria campus. Feedback has been compiled which has led to a comprehensive Strategic Plan to move the campus forward.

A. Executive Committee

The executive committee consisted of leaders who were charged with recommending a final strategic plan to UICOMP. They oversaw the vision and direction of the strategic planning process and confirmed and endorsed strategic recommendations and initiatives consistent with UI COM and university leaders. This committee met approximately every six to eight weeks in 2020 & 2021. Committee roles and members can be found in appendix A-1.

B. Administrative Work Group

The Administrative Work Group consisted of individuals who provided continuous review of findings and ensured the strategic planning process kept the tripartite mission in balance. They were also responsible for reviewing analytics and findings, drawing conclusions, and making recommendations. They helped identify strategic areas of inquiry for the work groups and coordinated the planning process with existing strategic initiatives. To further pare down the identified strategies, the committee members engaged in a detailed prioritization process to determine the impact each goal would have on the broader college of medicine. The committee was ultimately responsible for recommending the adoption of the final strategy and goals to the executive committee. This committee met approximately every four to six weeks in 2020 & 2021. Committee roles and members can be found in appendix A-2.

C. Town Halls

Several campus wide town hall meetings were held to provide the Peoria campus (faculty, students, residents and staff) the opportunity to brainstorm on the draft plan. The proposed strategies were developed along with the specific tactics to achieve these
strategies and the potential metrics to monitor them. During the entire process, the town hall attendees sent feedback to the AWG.

D. Stakeholder Perspectives and Community Forums

From the beginning of the UI COM process, engaging the community was an important element of the strategic planning process. UI COM’s first community forum was held in May 2019 where stakeholders across the Chicago, Peoria, Urbana, and Rockford campuses were presented with the initial findings of the SWOT and work groups’ outputs. The aim of this first forum was to have the larger community provide feedback to the work groups and challenge the results by offering specific questions for the work groups to tackle. Over 400 individuals participated in this community forum that spanned two weeks and included six town hall meetings and 19 breakout sessions. Later that year, each of the regional campuses again invited all students and employees to come together to review and vet the preliminary strategies. Local stakeholders were interviewed to provide input from the regional community helping to make the regional plan appropriate, and meetings with community stakeholders provided additional perspective.

IV. Strategic Plan – Executive Summary

A. Mission, Vision, and Values

Members of the UI COM community defined a new set of mission, vision, and values statements for the College of Medicine as a whole. The Peoria campus adapted each resulting statement to be aligned, but also to be unique to Peoria. See figure 1 below:
B. Strategies

Through the commitment and thoughtfulness of UICOMP’s faculty, residents, students, and strategic partners, UICOMP has established a set of strategic goals and priorities that will serve as a foundation to advance the mission and vision for years to come. The plan aims to grow research, advance clinical care programs, and continue to transform the education experience for students and trainees. Outcome metrics have been identified to measure the success of the strategic plan.

Summarized below are the 10 strategies for the Peoria regional campus.

**Strategic Initiatives: UICOMP**

1. Enhance and grow medical education programs through transformative innovation, collaboration, and stakeholder engagement
2. Foster a positive, inclusive work and learning experience for UICOMP employees and learner
3. Advance research and scientific discovery in key areas like cancer, neurosciences, population/clinical effectiveness research, and educational research
4. Create a sustainable funding model for supporting research in areas such as health equity and health disparities research
5. Build new community partnerships and strengthen existing partnerships to promote health equity and health of the community we serve
6. Develop interdisciplinary and inter-organizational programs to provide high-quality care to patients in specific niche areas
7. Recruit and retain diverse faculty, staff and learners to UICOMP
8. Develop and promote a distinct brand for UI COM Peoria in the region
9. Create a streamlined and efficient operating structure
10. Build a strong foundation and alumni outreach for philanthropic growth and development.

Global success metrics for all College of Medicine campuses have been identified. These metrics measure the progress and include the following:

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<tr>
<th>Global Success Metrics</th>
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<tr>
<td>» Student education satisfaction/engagement survey scores</td>
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<td>» Faculty and staff satisfaction/engagement survey scores</td>
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<td>» Number of student applications and yield rate among diverse candidates</td>
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<td>» Number of faculty/staff recruitments and yield rates among diverse candidates</td>
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<td>» Growth in gifts and endowments</td>
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<td>» Operating revenue and expense ratios (operating revenue per faculty FTE, expenses per total FTE, expenses per staff or faculty FTE, etc.)</td>
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<td>» U.S. News &amp; World Report Rankings</td>
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<td>‣ U.S. News &amp; World Report COM ranking</td>
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<tr>
<td>‣ Number of ranked specialties</td>
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<td>» Research grant $/PI</td>
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<td>» Team- and center-based grants as a percentage of total grant funding</td>
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<td>» Access to care: average number of days to the third next available appointment (all types)</td>
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<td>» Average WRVUs per CFTE (all departments, divisions)</td>
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<td>» Social accountability</td>
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V. Implementation and Next Steps

To oversee these initiatives and the implementation of the strategic plan, UICOMP will develop a formal oversight structure to support the management of the implementation plan. Strategy owners have been preliminarily identified who will be responsible to ensure each strategy’s successful implementation. Steps will be taken to ensure appropriate integration of the strategic plan across all departments in the regional campus. The hard work is just beginning, but we are comfortable that we have a clear and unified direction in which to proceed.
Appendix A-1
University of Illinois College of Medicine at Peoria
2020-2021 Executive Committee
Meenakshy Aiyer, MD, Chair

At-Large Members
Michele Beekman, MD
Pediatrics

William Bond, MD
Emergency Medicine

Jean Clore, PhD
Psychiatry and Behavioral Medicine

Andrew Darr, PhD
Health Sciences Education

Jonathan Fisher, PhD
Health Sciences Education

Jacqueline Fischer, MD
Medicine

Bhavana Kandikattu, MD
Pediatrics

Peter-Trung Phan, MD
Medicine

Jenna Regan, PhD
Health Sciences Education

Monzurul Roni, PhD
Health Sciences Education

Richard Tapping, PhD
Health Sciences Education

Steven Tsoraides, MD
Surgery

Sarah Zallek, MD
Neurology

Chairs/Heads of Departments
Meenakshy Aiyer, MD
Health Sciences Education & Pathology

Richard Anderson, MD
Surgery

Ryan Finkenbine, MD
Psychiatry and Behavioral Medicine

Jorge Kattah, MD
Neurology

Joshua Kentosh, DO
Dermatology

Jeffrey Klopfenstein, MD
Neurosurgery

Teresa Lynch, MD
Medicine

Sean Meagher, MD
Radiology

Matthew Mischler, MD
Med-Peds

Manu Sood, MD
Pediatrics

Tim Schaefer, MD
Emergency Medicine

M. Bento Soares, PhD
Cancer Biology and Pharmacology

Stephen Thompson, MD
OB/GYN

Kelvin Wynn, MD
Family and Community Medicine

Eleonora Zakharian, PhD
Cancer Biology and Pharmacology

Student: Eliot Rapoport

Members Ex-Officio
S. Donohue, PhD          B. McIntyre, Ed D
E. Doherty, PhD          T. Miller, MD
E. Dubrowski              R. Pearl, MD
J. Gibbs                  M. Reeter
J. Graumlich, MD         S. Sader, MD
S. Grebner                K. Saving, MD
J. Hafner, MD            R. Sparrow, MD
J. Hanks, MD             J. Vozenilek, MD
F. McBee Orzulak, MD     K. Wombacher, PhD
Appendix A-2
University of Illinois College of Medicine at Peoria
2020-2021 Administrative Work Group Members

Meenakshy Aiyer, MD
   Eric Dubrowski
   Susan Grebner
   Jessica Hanks, MD
   Teresa Lynch, MD
   Bento Soares, PhD
Sarah Stewart de Ramirez, MD
   Kelvin Wynn, MD
   Jennifer Gibbs
Francis McBee Orzulak, MD
Elsa Vazquez-Melendez, MD
Manu Sood, MD