THE UNIVERSITY OF ILLINOIS COLLEGE OF MEDICINE

PEORIA CHICAGO ROCKFORD URBANA

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 and its Strategic Plan, the Peoria campus began working on our own 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." With a similar approach, the Peoria campus began to collaborate for the purpose of organizing and developing a meaningful plan to guide us into the future.

To assist in this effort and to ensure a comprehensive plan, we encouraged everyone in our UICOMP community to voice their ideas and provide feedback. The strategic planning effort has involved faculty, students, residents, staff, strategic partners and community organizations. The resulting feedback has shaped this plan. I ask for everyone's involvement and continued feedback as we begin with implementation phase. This evolving document reflects our strategic priorities for the future and is the result of countless hours of discussion, reflection and futuristic thinking. 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, UICOMP's objective has been to develop a campus-specific strategic plan that is consistent with the guiding principles and future vision of UI COM while ensuring that we can build on the strengths and opportunities at our campus, including a clear path for executing on those plans. In addition, the strategic plan will help define UICOMP's growth as an academic enterprise, while clarifying the identity, brand, and market position for UICOMP.

The resulting strategic initiatives position 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 that have reinforced our commitment to overcoming and dismantling systemic racism. This effort will also help guide the discussions that the campus with have with UI COM to highlight the role of the regional campuses in the strategic growth of UI COM.

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. Additionally, the UICOMP plan also encompasses the unique vantage point, 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 and 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 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 in the enhancement of medical education, research, care delivery, and public service in the Peoria communities and respective service areas.

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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 to 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 and 2021. Committee roles and members can be found in *Appendix A.*

B.   Administrative Work Group

The Administrative Work Group (AWG) 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 group members engaged in a detailed prioritization process to determine the impact each goal would have on the broader campus. The group was ultimately responsible for recommending the adoption of the final strategy and goals to the Executive Committee. The AWG met approximately every four to six weeks in 2020 and 2021. Committee roles and members can be found in *Appendix B.*

C.   Town Halls

Several campus-wide Town Hall meetings were held to provide the Peoria regional 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, feedback from Town Hall attendees was compiled for consideration and inclusion in updating the plan.

D.   Stakeholder Perspectives and Community Forums

From the beginning of the UICOMP process, engaging the community was an important element of the strategic planning process. Multiple Town Halls in which stakeholders from the community, healthcare systems and UICOMP faculty, staff and learners were conducted to gather SWOT analysis and present the updated reports of the SWOT analysis and the outputs of the discussions at the AWG. Discussions also included medical students and residents and included a SWOT analysis and feedback on the drafts of strategic initiatives. Over 100 individuals participated in this stakeholder engagement that spanned 40 weeks and included multiple Town Hall meetings and breakout sessions. In addition, 14 departmental presentations engaged the faculty, staff and other stakeholders. These presentations occurred during the departmental grand rounds that was open to all faculty both paid and unpaid to gather multiple views and perspectives.

IV.   Strategic Plan – Executive Summary

A.   Mission, Vision, and Values

Following UI COM's new mission, vision, and values statements for the College of Medicine as a whole, the Peoria campus adopted their own mission, vision and values. Each resulting statement is aligned with UI COM, but also to be unique to Peoria. See Figure 1 below:

Figure 1: Mission, Vision, Values

MISSION	VISION	VALUES
To advance health for everyone through outstanding education, research, clinical care, social responsibility, and collaboration.	The University of Illinois College of Medicine Peoria will strengthen the health of our communities through transformative innovation, education, discovery and patient-centered care. Through collaborative efforts, UICOMP will improve health equity to promote well-being for all.	Excellence Integrity Collaboration Accountability Diversity, Equity & Inclusion Compassion Service

B. Critical Success Factors

Five critical success factors have been outlined as being important to help meet the strategic initiatives at the campus.

I) Critical Success Factor #1: Strategic Collaboration: UICOMP is the core of the regional healthcare collaborative. We are educators, healthcare providers, innovators, and researchers. We are the catalyst that helps drive the future of healthcare in the region while demonstrating regional and global leadership. We operate collaboratively in the midst of multiple stakeholders (UICOMP departments, clinical affiliates, community, UIC, and U of I System) to create constructive opportunities that continually enhance mutual interests and competencies.

- Our shared purpose and collaboration are a consistent part of our policies, structures, and operating models and are reflected in our daily actions and decisions.
- Our success is driven by our team through constructive relationships with our stakeholders, collaborators, and healthcare affiliates. Our shared goals and positive relationships yield direct and indirect value, are the mainstay of our growth, and guarantee our sustainability.
- We consistently strive to build our reputation and our brand through participative and purposeful networking. We are known as trusted partners for research and innovation to our clinical affiliates, community partners, and regional entities. Their trust is based on our proven knowledge, capability, competence, and performance.
- We will expand on our partnerships locally and beyond. We will build strategic collaboration across departments within UICOMP, across campuses within UI COM, and with other organizations (regionally, nationally and globally), altogether leading to the growth of our ecosystems.

II) Critical Success Factors #2: Adaptability and Growth: The healthcare ecosystem is ever changing. We will anticipate changes and use evidence to proactively transform our institution to meet the needs of our learners, patients, and communities we serve through continual and systematic review and assessment.

- We are committed to institutional agility through continuous, active engagement of our leadership and stakeholders in discussions around institutional transformation. We recognize the opportunities and risks created by external dynamics, and we are committed to consistent adaptation of our practice, metrics, processes, and objectives to inform future strategic action while maintaining steady institutional growth.
- Growth means much more than financial performance; it is a measure of the value we create for the learners, faculty, staff, patients, and communities we serve, a measure of how well we grow as individuals within UICOMP; a measure

of our shared success as a team; and a measure of our financial growth as an institution.

- We believe that growth is a multifaceted journey in creating new value and knowledge. It encompasses growth in new relationships, impact within our communities, new discoveries through research and innovation, depth and breadth of programs, types of services we offer, diversity of those we serve, and financial performance as an institution.

III) Critical Success Factor #3: Building and Unleashing Human Potential: Building the next generation of physicians through high-quality education, research, and patient care is at the core of the UICOMP mission. Our learners embody the core values of UICOMP and will address healthcare disparities, provide high-quality care, advance discovery, and lead changes to address healthcare needs.

- We build and sustain a diverse and high-performing Team UICOMP committed to health equity, continuous quality improvement, and patient-centered care. Innovation will be part of the fabric of our team and organization. This allows UICOMP to consistently attract, retain, and grow high-performance diverse talent who will assist the communities and patients we serve in achieving their potential.
- The UICOMP culture motivates collaborative and high-quality performance, including fostering a positive and inclusive work and learning environment, lifelong learning, and an atmosphere of teamwork that encourages accountability and responsibility. UICOMP values faculty development and promotes professional and personal growth among all members of its team.

IV) Critical Success Factor #4: Operational effectiveness: Operational effectiveness is critical for the success of UICOMP. The Operating model will facilitate UICOMP to meet its strategic goals and objectives aligned with its mission, vision, and values. The defined outcome metrics will help identify, enhance, and reinforce best practices while addressing gaps in our core domains

- Operational effectiveness aligns with the core values as it applies to UICOMP healthcare ecosystems and applies national benchmarks to monitor performance. Internal and external metrics will be used to drive continuous quality improvement while validating financial processes and performance.
- Efficiency of processes and workflows across all domains are critical for operational effectiveness. The assimilation, attainment and extension of best practices are an integral part of the continuous improvement process and are essential to enhance efficiency.
- Operational effectiveness will help drive innovation and discovery and will embrace changes and enhancements based on risk/benefit and fiscal analysis.

V) Critical Success Factor #5: Sustainability: Sustainability is fundamental to growth and strategic collaboration. It enhances UICOMP's ability to achieve target levels of financial performance.

- We manage a flexible cost structure to maintain sufficient reserves during annual and cyclical upturns and downturns. We optimize efficiency of our processes and programs, manage an efficient cost structure and increase cross utilization of resources to heighten sustainability.
- We create value for our stakeholders through our clinical care, educational models, and innovation while maximizing synergy between core mission and values.
- We expand and diversify funding opportunities through exploration of new clinical enterprises, growing research and innovation, and nurturing a culture of philanthropy.
- We will build and strengthen our image and brand throughout the organization and our community. Our stakeholders will know the role UICOMP plays in education, patient care, community health, research and innovation.

C.   Strategic Priorities

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 educational experience for students and trainees through innovation and discovery. Outcome metrics have been identified to measure the success of the strategic plan.

Summarized below are the 10 strategies for the Peoria regional campus. The detailed strategic plan with tactics as well as metrics and goal areas can be found in *Appendix C.*

Strategic Priorities: 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 learners
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

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7. Recruit and retain diverse faculty, staff and learners to UICOMP
8. Develop and promote a distinct brand for UICOMP in the region
9. Create a streamlined and efficient operating structure
10. Build a strong foundation and alumni outreach for philanthropic growth and development.

D. Global Success Metrics

Initially, UICOMP has adopted the global success metrics that have been defined for UICOM. These metrics measure the progress of the broad strategic priorities and are outlined below. Proposed additional metrics used to measure each strategic priority is outlined in *Appendix D*. Furthermore, we will continue to further define and modify metrics as the strategic priorities are translated into implementation by the teams that will have oversight of the implementation processes.

Global Success Metrics

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

V. Implementation and Next Steps

To oversee these initiatives and the implementation of the strategic plan, UICOMP will develop an implementation and outcomes monitoring structure to support the management of the implementation plan. Steps will be taken to ensure appropriate integration of the strategic plan across all departments in the campus and develop an inclusive and diverse implementation team structure to help with effective and efficient implementation. The hard work is just beginning, but we are comfortable that we have a clear and unified direction in which to proceed.

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VI. Proposed Implementation Timeline

Outlined below is the proposed timeline to implement the strategic priorities. The timeline will be subject to change based on work of the implementation teams.

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

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Appendix C
Strategic Priorities and Tactics

SP	Strategic Priorities and Tactics	Critical Success Factors	Time to Implementation
1	**Enhance and grow medical education programs through transformative innovation, collaboration, and stakeholder engagement:** *Building on the unique attributes of Peoria, expand the educational footprint and educational opportunities in diverse settings. Providing a great educational opportunity will help recruit and retain talent to the region which is important to enhance healthcare in the region.* **Tactics:** • Expand GME Programs at UICOMP and grow residency programs in the region, including rural residency programs, based on needs assessment and fiscal viability • Develop dual degree programs for medical students, residents, and fellows in collaboration with UIC and regional educational institutions • Establish graduate degree and doctoral programs at UICOMP based on needs assessment and growth opportunities • Embed innovative technology and new models of care delivery in medical student/resident education • Expand community health outreach and community service opportunities for learners by consolidating and effectively coordinating current programs and through creation of new service learning opportunities • Conduct a comprehensive needs assessment on UICOMP's role in providing CME programs that helps strengthen patient care, care delivery and scholarship	Building and unleashing the human potential Adaptability and growth	1—3 years
2a	**Foster a positive work and learning experience for UICOMP employees** *UICOMP will establish a culture that fosters open dialogue, collaboration, creative thinking, and growth in a positive and respectful environment; promotes physical, financial, mental, and social well-being; and values diversity and inclusion.* **Tactics:** • Enhance an inclusive and diverse work environment by increasing stakeholder engagement and participation in strategic initiatives • Foster wellness and mitigate burnout by developing resilience skills and addressing issues that increase stress among faculty and staff • Enhance the resources and support provided through the Center for Wellbeing • Enhance partnerships with the College of Nursing and other educational organizations to foster inter-professional team discussions	Building and unleashing the human potential Adaptability and growth	1—3 years
2b	**Foster a positive work and learning experience for UICOMP learners** *UICOMP will establish a thriving environment for all learners that fosters open dialogue, personal and professional growth to help them reach their full potential; promotes physical, mental, financial, and social well-being; and values diversity and inclusion.* **Tactics:** • Enhance equitable support and resources for learners (students, residents, fellows, grad students) based on needs assessment • Foster wellness and mitigate burnout by addressing issues that increase stress among learners and utilizing evidence based best practices • Partner with the clinical affiliate healthcare systems to outline a streamlined approach to mitigating burnout and building resilience • Enhance career advising and mentoring opportunities for learners that is individualized, accessible, and equitable across programs • Develop robust programs that help support learners at points of transition	Building and unleashing the human potential Adaptability and growth	1—3 years

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3	**Advance research and scientific discovery in key areas like cancer, neurosciences, outcomes/clinical effectiveness research and educational research** *Drive innovation and discovery at UICOMP, build a research enterprise at UICOMP, create centers of excellence in research in defined areas, establish key strategic research collaboration with clinical affiliates, community organization and campuses and establish regional reputation as a leader in research.* **Tactics:** • Develop a critical mass and infrastructure to enhance basic science research in Peoria with emphasis on neuroscience and cancer • Restructure Center for Outcomes Research with emphasis on community health and population health; emphasis on health equity and healthcare disparities; outcomes of digital/telehealth. • Engage faculty provide support to enhance active participation in the ARCHES and Community Health Advocacy program • Provide faculty development to build research productivity and grant writing • Develop excellence in the area of educational and simulation research through collaborations with clinical affiliates, other campuses, and educational organizations in the community • Develop inter-organizational collaborative research programs focusing on population health that bring together learners across the continuum, faculty, staff and shared resources	Adaptability and growth Strategic Collaboration	3—5 years
4	**Create a sustainable funding model for supporting health equity and health disparities research.** *UICOMP can distinguish itself as a community leader developing models of care to address health equity and health disparities while creating a funding model to support the activities to fruition.* **Tactics:** • Form collaborations among UICOM campuses, healthcare affiliates and community partners to conduct a needs assessment of inequity and/or healthcare disparities in the region • Develop and implement faculty development for health disparities research, effective grant writing and submission • Develop an infrastructure for successful grant development and submission • Increase communication with federal offices/leaders to support UICOMP initiatives • Implement a strong advocacy campaign for UICOMP within the state, region and city	Sustainability Strategic Collaboration	3—5 years
5	**Build new community partnerships and strengthen existing partnerships to promote health equity and health of the community we serve** *Lead initiatives to address healthcare disparities in the community, improve health equity and help enhance patient care experience for the communities in the region.* **Tactics:** • Identify community partners in the region who are aligned to our mission and vision • Develop key strategic initiatives with clinical affiliates to address gaps in care in urban and rural settings (e.g. Women's health, cancer care, and mental health) • Establish new partnerships with other organizations in the community to address gaps in health care, and help advance community health (e.g. Black Chamber of Commerce; Bradley University; ICC) • Collaborate with community organizations (school districts; rural communities; jails) to promote health education • Develop innovative models of care delivery to address disparities that are effective and scalable	Adaptability and growth Sustainability	3—5 years

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6	**Develop interdisciplinary and inter-organizational programs to provide high-quality care to patients in specific areas.** *Centers of Excellence that harness the strengths of UICOMP and its partners to provide high-quality integrated patient-centered care; utilize innovative models of care and advance scholarship and research on outcomes and clinical effectiveness.* **Tactics:** • Conduct a multimodal needs assessment to identify areas for multidisciplinary models of care that can advance health locally and regionally • Develop and implement interdisciplinary programs that integrate basic science research and clinical research in key areas like cancer, neuroscience and geriatrics • Strategize the use of tele-medicine to address social determinants of health and innovative solutions to address specific challenges • Develop, enhance, and assess impact of patient care offered through telemedicine/digital health (tele-ICU, tele-ED, and tele-psychiatry) locally and in the region • Develop and assess impact of inter-professional programs that focus on transitional care (pediatrics to adult; inpatient to outpatient; complex care; aging patients)	Adaptability and growth Operational effectiveness Sustainability	3—5 years
7a	**Recruit and retain a diverse faculty and staff to UICOMP** *Create a culture that helps recruit and retain a diverse and inclusive UICOMP team that helps advance healthcare in the region.* **Tactics:** • Formulate plans with the healthcare systems for strategic recruitment of talent to the region • Provide faculty and staff development and mentoring opportunities to enhance faculty skills, engagement, and support • Provide resources (protected time; funding) to advance areas of scholarship • Formulate plans with regional communities and leaders to help facilitate recruitment to underserved areas in downstate Illinois • Create programs (including peer support programs) that help welcome, engage and mentor new and junior members of the UICOMP community • Establish opportunities for visiting professorship with faculty from HBCU institutions	Building and unleashing the human potential	1—3 years

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7b	**Recruit and retain diverse learners (students, residents, grad students) to UICOMP** *Create a culture to recruit and retain a diverse and inclusive UICOMP team of learners that enhances the learning environment and helps advance healthcare in the region.* **Tactics:** • Create pipeline opportunities and programs that highlight the strong healthcare system and educational innovations that occur in medicine (e.g. VR/simulation) • Create a robust tracking and pipeline for recruitment across the continuum from school through graduate medical education • Provide individualized support to learners to help identify and reach their career goals (residency/fellowships; urban vs. rural) • Create programs (including peer support programs) that help welcome, engage and mentor the new and junior members of the UICOMP community • Create more scholarship opportunities for medical students to help attract diverse and talented students/residents/fellows to UICOMP (Underrepresented Minority in Medicine URiM) • Enhance networking opportunities for residents and students between campuses and clinical affiliates • Establish longitudinal mentoring opportunities for URiM learners with minority faculty • Actively engage with alumni to return to practice in Peoria	Building and unleashing the human potential	1—3 years
8	**Develop and promote a distinct brand for UICOMP in the region** *A distinct identity that helps distinguish UICOMP from its clinical affiliates while adding to the strength of the healthcare ecosystem in the region is critical to branding and growth of UICOMP. A strong brand helps recruit and retain high-caliber healthcare providers and advances the health of the community. Articulate the core mission, vision and values of UICOMP.* **Tactics:** • Enhance support for the marketing team and leverage strengths of the region with branding and marketing initiatives • Engage multiple stakeholders in the community to develop a consistent identity and brand for UICOMP leading with our strengths • Enhance the reputation of UICOMP in the Central Illinois region as an academic medical institution that provides medical education, clinical care, and research • Clarify relationships between UICOMP and its clinical affiliates to delineate cobranding opportunities • Engage with community partners to provide programs (community health fair, pipeline recruitment) that highlight our role as an academic institution in the region. • Develop multidisciplinary CME Programs that attract national speakers to present on important and current topics.	Sustainability Strategic Collaboration	3—5 years

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| 9 | **Create a streamlined and efficient operating structure**
Foster a culture that supports transparency and accountability to help the UICOMP team engage in continuous quality improvement to decrease redundancies and improve effectiveness.

Tactics:

• Improve the revenue cycle by adopting industry best practices

• Implement/improve technology solutions that can improve efficiency and effectiveness and support collaboration in education, research and clinical care

• Work with clinical affiliates to facilitate data sharing to advance clinical care, research, and educational initiatives

• Review and restructure units (offices, shared resources, and staffing models) to enable effective internal and external communication and functioning.

• Communicate the operating performance of faculty and staff to help identify gaps and implement CQI strategies to improve efficiency. | Operational Effectiveness

Sustainability

Strategic Collaboration | 1—3 years |
| 10 | **Build a strong foundation and alumni outreach for philanthropic growth and development**
Diversification of the revenue portfolio is important for the advancing the mission of our organization and philanthropic growth is important for key strategic initiatives
Tactics:

• Establish multiple endowed professorships over the next 3 years

• Create support for programmatic development for COR focused on health disparities research; Center for Wellbeing; and basic science research

• Engage community, philanthropic support and governmental advocacy for new clinical case models of care

• Develop and execute on a comprehensive advancement plan that includes alumni and grateful-patient giving

• Develop a process to maintain ongoing engagement with alumni to enhance recruitment and retention in the region | Sustainability

Operational Effectiveness | 3—5 years |

SP	Strategic Priorities	Additional Metrics
	Appendix D **Strategic Priorities and Metrics**	
1	Enhance and grow medical education programs through transformative innovation, collaboration, and stakeholder engagement	• New GME programs developed: special tracks and programs for UGME • Student competence in use of technology and telehealth • Community outreach activities • Metrics on advocacy outcomes that tie to educational metrics
2	Foster a positive, inclusive work and learning experience for UICOMP employees and learners	• Burnout inventory • Workshops offered through the Center for Wellbeing • Diversity scorecard • Number of programs that has community partnerships • Number of student scholarships established • Satisfaction with career and mentoring
3	Advance research and scientific discovery in key areas like cancer, neurosciences, population/clinical effectiveness research, and educational research	• Number of research grant awards • Number of research publication • Number of ARCHES grants awarded • Faculty development programs offered and faculty participation • Research participation by students and residents
4	Create a sustainable funding model for supporting research in areas such as health equity and health disparities research	• Number of grants • Number of collaborations established • Participation in faculty development opportunities • Engagement of learners in health disparities research
5	Build new community partnerships and strengthen existing partnerships to promote health equity and health of the community we serve	• Identification of gap areas/building outcome metrics to measure improvements • Clinical care metrics/other metrics
6	Develop interdisciplinary and inter-organizational programs to provide high-quality care to patients in specific niche areas	• Number of interdisciplinary programs developed

7	Recruit and retain diverse faculty, staff and learners to UICOMP	• Faculty development sessions offered • Success metrics in faculty recruitment • Diversity Scorecard (specifically # of Black/African-American males) • Number of scholarships established • AAMC/GME/EEO reports
8	Develop and promote a distinct brand for UICOMP in the region	• Social media engagement metrics
9	Create a streamlined and efficient operating structure	
10	Build a strong foundation and alumni outreach for philanthropic growth and development	• Number of endowed professorships established • Alumni engagement metrics