

Texas Tech University Health Sciences Center
School of Medicine



Strategic Plan
2004

Mission Statement

The mission statement of the Texas Tech University Health Sciences Center School of Medicine is:

- TO PROVIDE the highest standard of excellence in higher education while pursuing continuous quality improvement;
- TO PROVIDE the highest quality clinical care for our region;
- TO STIMULATE the greatest degree of meaningful research; and
- TO SUPPORT faculty and staff in satisfying those whom we serve.

Vision Statement

The vision for the future is that by the year 2005, Texas Tech University Health Sciences Center School of Medicine...

- WILL BE the institution of choice for high quality students and
- WILL BE recognized as a premier medical school at both state and national levels.

Education

Goal 1: TO PROVIDE the highest standard of excellence in higher education while pursuing continuous quality improvement

Strategy 1.1: *Student Knowledge* - Instill exemplary and contemporary fund of knowledge in basic and clinical sciences essential to the practice of medicine.

Action 1.1.1: Continue the redesign of curriculum to promote interactive adult learning and evidence-based medicine throughout the medical student educational experience.

Outcome 1.1.1.1: Improved student performance on:

- Basic Science Block Exams and NBME Shelf Exams;
- Year 2 Integration and Analysis Team Learning Exercises;
- NBME Step I and Step II Exams.

Action 1.1.2: Develop workshops and seminars for faculty in various teaching formats and/or methodologies.

Outcome 1.1.2.1: Improved student performance on:

- Basic Science Block Exams and NBME Shelf Exams;
- Year 2 Integration and Analysis Team Learning Exercises;
- NBME Step I and Step II Exams.

Action 1.1.3: Improve the evaluation tools and feedback to course and clerkship directors regarding successful teaching and learning in the basic and clinical sciences.

Outcome 1.1.3.3: Increased “Fund of Knowledge” ratings on:

- Evaluations of student clerkship performance;
- Residency Program Director questionnaire which evaluates PGY-1 residents from the TTUHSC School of Medicine.

Action 1.1.4: Identify managers for the Genomics, Geriatrics, and Population Health Themes.

Outcome 1.1.4.1: Incorporation of the Genomics, Geriatrics, Nutrition, Medical Informatics, and Population Health Themes throughout the curriculum.

TTU System Strategic Impact

√	Growth		Diversity	√	People	√	Partnerships		Recognition
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TTUHSC Strategic Impact

	Research	√	Community Health		Health Disparities	√	Minority/Academics
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Strategy 1.2: Student Skill - Promote student excellence in all aspects of patient care, including verbal and written communication, physical examination, formulation of problems and differential diagnoses, and treatment planning.

Action 1.2.1: Identify Professionalism/Communication and Medical Informatics Theme Managers to implement recommendations from the Renaissance II Medical Education Summit Theme Team Report, May 2004.

Outcome 1.2.1.1: Incorporation of Professionalism and Communication and Medical Informatics Themes throughout the curriculum.

Action 1.2.2: Continue recruitment of an Education Evaluation Specialist in the Office of Curriculum.

Outcome 1.2.2.1: Hiring of an Education Evaluation Specialist in the Office of Curriculum

Action 1.2.3: Develop assessment tools for professionalism and communication and medical informatics.

Outcome 1.2.3.1: Establishment of assessments of professionalism and communication during clerkships.

Action 1.2.4: Continue vertical and horizontal integration of basic science and clinical medicine as established in the curriculum template developed during the Renaissance II Medical Education Summit.

Outcome 1.2.4.1: Implementation of a new anchored clinical experience track in Year 1 and 2 to strengthen skills in the taking of history and physical examination.

Outcome 1.2.4.2: Improved training in patient communication during the Neuropsychiatry clerkship and integrate communication skills into all other required clerkships.

Action 1.2.5: Expand use of various teaching formats to enhance self-directed learning and medical informatics.

Outcome 1.2.5.1: Use of medical informatics in the Year 4 capstone experience.

Action 1.2.6: Analyze student patient logs in all clerkships to identify adequate spectrum of clinical exposure and competency in procedures.

Outcome 1.2.6.1: Improved tracking of student performance on basic diagnostic and therapeutic procedures.

Action 1.2.7: Support the continued development of Objective Structured Clinical Examination (OSCE) programs for each required clerkship.

Outcome 1.2.7.1: Continued expansion of OSCE program in each clerkship to promote the integration of basic science and clinical medicine at the level of patient care

Action 1.2.8: Develop a capstone experience in the 4th Year to promote and assess the integration of basic sciences into clinical medicine in an interactive patient-oriented format, and consider the development of a 4th Year capstone OSCE.

Outcome 1.2.8.1: Capstone experience developed in 4th year to promote and assess the integration of basic sciences into clinical medicine in an interactive patient-oriented format.

TTU System Strategic Impact

√	Growth	√	Diversity	√	People		Partnerships		Recognition
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TTUHSC Strategic Impact

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Strategy 1.3: Student Attitudes and Behavior – Model professional behaviors and ethical standards of a skilled and competent physician.

Action 1.3.1: Increase recruitment of an ethnically diverse student body.

Outcome 1.3.1.1: Increased diversity of ethnicity in the student body.

Action 1.3.2: Expand cultural competency training.

Outcome 1.3.2.1: Incorporation of Cultural Competence and Professionalism/Communication Themes throughout the curriculum.

Outcome 1.3.2.1: Faculty evaluation of Cultural Competence and Professionalism/Communication during rotations and the Year 4 capstone experience.

Action 1.3.3: Pursue the establishment of a basic competence requirement in Medical Spanish for all students.

Outcome 1.3.2.1: A basic competency requirement in Medical Spanish is established for all students

Action 1.3.4: Develop improved evaluation tools for faculty assessment of student attitudes and behaviors.

Outcome 1.3.4.1: The incorporation of patient feedback into student assessments on all required clerkships.

Outcome 1.3.4.2: Improved feedback regarding attitudes and behaviors on the Residency Program Director questionnaire which evaluates PGY-1 residents from the TTUHSC School of Medicine.

Outcome 1.3.4.3: Improved ratings in ethics training on the AAMC 4th Year Exit Survey.

Action 1.3.5: Create curricular content through the Population Health Theme addressing health care delivery systems and the social nature of health care and health care teams.

Outcome 1.3.5.1: Curricular content is added that addresses health care delivery systems and the social nature of health care and health care teams.

TTU System Strategic Impact

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TTUHSC Strategic Impact

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Research

Goal 2: TO STIMULATE the greatest degree of meaningful research

Strategy 2.1: Triple extramural research funding by 2010 (from \$6.4M to \$19.2M per year)

Action 2.1.1: Increase peer reviewed, extramural research funding to basic scientists to an average of \$100K direct costs/faculty/year.

Outcome 2.1.1.1: Track funding received in comparison to expectation for research on all regional campuses, per discipline, as performance measure.

Action 2.1.2: Increase extramural research funding to clinical faculty to an average of \$55K direct costs/faculty/year.

Outcome 2.1.2.1: Track funding received in comparison to expectation for research on all regional campuses, per discipline, as performance measure.

TTU System Strategic Impact

√	Growth		Diversity		People	√	Partnerships	√	Recognition
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TTUHSC Strategic Impact

√	Research	√	Community Health	√	Health Disparities		Minority/Academics
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Strategy 2.2: Increase non peer reviewed research funding to \$40K per SOM faculty member (clinical + basic)/year.

Action 2.2.1: Establish aggressive fund raising campaign through TTUHSC Office of Development to identify and secure private sponsors and funding for HSC research (clinical + basic).

Action 2.2.2: Obtain federal line items to support areas of existing strength as defined in TTUHSC 1998 Research Strategic Plan.

TTU System Strategic Impact

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TTUHSC Strategic Impact

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Strategy 2.3: Improve research infrastructure and equipment

Action 2.3.1: Improve infrastructure through core facilities.

Outcome 2.3.1.1: Increased efficiency among campuses in research efforts through more adequate space and advanced equipment.

Action 2.3.2: Develop institutional space policy.

Outcome 2.3.2.1: Increased efficiency among campuses in research efforts through more adequate space and advanced equipment.

Action 2.3.3: Develop a faculty committee under the direction of the Associate Dean for Research and Graduate Studies to:

- o Assess the equipment and infrastructure needs by department at each campus.
- o Develop long range core equipment plan that anticipates new technology.

Outcome 2.3.3.1: Increased efficiency among campuses in research efforts through more adequate space and advanced equipment.

Action 2.3.4: Promote Division of Clinical Research (DCR) as core facility.

Outcome 2.3.4.1: Centralized clinical research efforts among all TTUHSC campuses.

Action 2.3.5: Develop clinical research training center as a function of the DCR.

Outcome 2.3.5.1: Centralized clinical research efforts among all TTUHSC campuses.

Action 2.3.6: Develop training for staff, data managers, faculty and students.

Outcome 2.3.6.1: Centralized clinical research efforts among all TTUHSC campuses.

Action 2.3.7: Examine feasibility of hiring specialist in billing office to handle clinical trials.

Outcome 2.3.7.1: Centralized clinical research efforts among all TTUHSC campuses.

Action 2.3.8: Renovate current Lubbock campus clinic space for research.

Outcome 2.3.8.1: Increased efficiency among campuses in research efforts through more adequate space and advanced equipment.

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Strategy 2.4: Promote faculty development for research

Action 2.4.1: Support faculty development through mentoring, training, and collaboration between clinicians and basic scientists.

Outcome 2.4.1.1: Increased number of federal and external proposals submitted by faculty

Action 2.4.2: Develop internal review panel for scientific review before submission for seed grants and IRB submissions.

Outcome 2.4.2.1: Increased number of federal and external proposals submitted by faculty

Action 2.4.3: Assist faculty with the submission of NIH training grants.

Outcome 2.4.3.1: Increased number of federal and external proposals submitted by faculty

Action 2.4.4: Acquire non clinical funding and release time to allow clinical faculty to conduct research.

Outcome 2.4.4.1: Increased number of federal and external proposals submitted by faculty

Outcome 2.4.4.2: Track use of release time and external funding to support clinical research.

Action 2.4.5: Develop institutional research expectations for all faculty on departmental basis (e.g. Internal Medicine: 50/25/25% clinical practice/research/teaching overall ratio).

Outcome 2.4.5.1: Increased number of federal and external proposals submitted by faculty

Outcome 2.4.5.2: Standardized evaluations to assess productivity and benchmarks.

Outcome 2.4.5.3: Track institutional research funding goals as performance measure in annual reviews.

Outcome 2.4.5.4: Track use of release time and external funding to support clinical research.

Action 2.4.6: Increase funding to support increased use of Faculty Development Leave Program.

Outcome 2.4.6.1: Increased number of federal and external proposals submitted by faculty

Action 2.4.7: Identify opportunities to increase grant productivity levels of researchers through an incentive mechanism.

Outcome 2.4.7.1: Increased number of federal and external proposals submitted by faculty

Outcome 2.4.7.2: Standardized evaluations to assess productivity and benchmarks.

Outcome 2.4.7.3: Track institutional research funding goals as performance measure in annual reviews.

Action 2.4.8: Promote clinical research methods course for faculty and staff.

Outcome 2.4.8.1: Increased number of federal and external proposals submitted by faculty

Action 2.4.9: Promote electives at each campus in research with an annual competition for best student research project.

Outcome 2.4.9.1: Increased number of federal and external proposals submitted by faculty

Action 2.4.10: Expand efforts emphasizing opportunities for medical students to become involved in research efforts through summer research programs and/or the M.D./Ph.D. program.

Outcome 2.4.10.1: Increased number of federal and external proposals submitted by faculty

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TTUHSC Strategic Impact

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Strategy 2.5: Improve the systems and methods used to obtain and maintain research funding.

Action 2.5.1: Increase efficiency in the processing of grants through the Office of Sponsored Programs.

Outcome 2.5.1.1: Grant funding survey to be distributed to faculty.

Outcome 2.5.1.2: Increased external funding for research.

Action 2.5.2: Assist faculty with the submission of NIH training grants.

Outcome 2.5.2.1: Grant funding survey to be distributed to faculty.

Outcome 2.5.2.2: Increased external funding for research.

Action 2.5.3: Coordinate efforts with the TTUHSC Office of Development to increase emphasis on raising funds for research endowed chairs.

Outcome 2.5.3.1: Increased external funding for research.

Action 2.5.4: Continue to pursue intellectual property development through joint TTU/TTUHSC Intellectual Property Office.

Outcome 2.5.4.1: Increased external funding for research.

Action 2.5.5: Develop grant facilitator in the Office of Research.

Outcome 2.5.5.1: Increased external funding for research.

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Strategy 2.6: Improve the management and oversight of research projects.

Action 2.6.1: Strengthen research administration infrastructure.

Outcome 2.6.1.1: Improved communication and management of research studies.

Outcome 2.6.1.2: Improved compliance with regulatory standards through compliance audits, personalized guidance to investigators and research staff, and required training.

Action 2.6.2: Monitor regulatory guidelines and update TTUHSC policies to maintain compliance.

Outcome 2.6.2.1: Improved communication and management of research studies.

Outcome 2.6.2.2: Improved compliance with regulatory standards through compliance audits, personalized guidance to investigators and research staff, and required training.

Action 2.6.3: Develop quality assurance program for monitoring of approved research.

Outcome 2.6.3.1: Improved communication and management of research studies.

Outcome 2.6.3.2: Improved compliance with regulatory standards through compliance audits, personalized guidance to investigators and research staff, and required training.

Action 2.6.4: Develop procedures for departmental oversight of research programs.

Outcome 2.6.4.1: Improved communication and management of research studies.

Outcome 2.6.4.2: Improved compliance with regulatory standards through compliance audits, personalized guidance to investigators and research staff, and required training.

Action 2.6.5: Revise Research website to provide information regarding research requirements, regulations, and institutional policies for better access to faculty.

Outcome 2.6.5.1: Improved communication and management of research studies.

Outcome 2.6.5.2: Improved compliance with regulatory standards through compliance audits, personalized guidance to investigators and research staff, and required training.

Action 2.6.6: Continue to implement Internet Research Information System (iRIS) on all campuses to enhance maintenance of research projects and improve maintenance of IRB records.

Outcome 2.6.6.1: Improved communication and management of research studies.

Outcome 2.6.6.2: Improved compliance with regulatory standards through compliance audits, personalized guidance to investigators and research staff, and required training.

Outcome 2.6.6.3: Centralization of research project maintenance through mandatory use of iRIS on all campuses.

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Strategy 2.7: Promote expectation of ethical conduct by researchers.

Action 2.7.1: Develop and communicate policies regarding research policies and good clinical practice.

Outcome 2.7.1.1: Expansion of available resources for research staff through user-friendly website.

Outcome 2.7.1.2: Established TTUHSC Operating Policies promote awareness of research standards and expectations.

Outcome 2.7.1.3: Increased availability of educational tools addressing relevant topics.

Action 2.7.2: Develop / revise websites for Office of Research, Institutional Review Boards, Human Research Protection Office and Sponsored Programs.

Outcome 2.7.2.1: Expansion of available resources for research staff through user-friendly website.

Outcome 2.7.2.2: Established TTUHSC Operating Policies promote awareness of research standards and expectations.

Outcome 2.7.2.3: Increased availability of educational tools addressing relevant topics.

Action 2.7.3: Required training and certification by researchers involved in human subjects research.

Outcome 2.7.3.1: Established TTUHSC Operating Policies promote awareness of research standards and expectations.

Outcome 2.7.3.2: Increased availability of educational tools addressing relevant topics.

Action 2.7.4: TTUHSC Operating Policy changes relating to Research:

- Faculty Status Guidelines for Conduct of Clinical Research 73.08
- Residual Funds 50.34
- Faculty Development Leave of Absence 60.02
- Research Involving Human Subjects 73.06
- Financial Conflict of Interest (Ethics Policy 10.08)

Outcome 2.7.4.1: Established TTUHSC Operating Policies promote awareness of research standards and expectations.

Action 2.7.5: Verification of Credentials and Licensure of research personnel.

Action 2.7.6: Updated Institutional Review Board (IRB) Policies and Procedures:

- Reporting policies to federal regulatory agencies.
- Policy for reporting serious adverse events.

Outcome 2.7.6.1: Revised IRB Policies and Procedures provide increased guidance.

Action 2.7.7: Develop education opportunities to promote ethical conduct in research.

Outcome 2.7.7.1: Established TTUHSC Operating Policies promote awareness of research standards and expectations.

Outcome 2.7.7.2: Increased availability of educational tools addressing relevant topics.

TTU System Strategic Impact

	Growth		Diversity	√	People		Partnerships		Recognition
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TTUHSC Strategic Impact

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Patient Care

Goal 3: • TO PROVIDE the highest quality clinical care for our region

Strategy 3.1: Quality Service- Deliver the highest quality service to patients and other healthcare providers.

Action 3.1.1: Recruit qualified physicians and residents to include minorities representative of respective campuses.

Outcome 3.1.1.1: Increased diversity of faculty ethnicity

Action 3.1.2: Recognize physician/staff service through awards and special augmentation systems, e.g., productivity-based pay plan, etc.

Outcome 3.1.2.1: Mechanisms developed to recognize physicians/staff

Action 3.1.3: Offer development opportunities to improve:

- Clinical skills and knowledge;
- Patient communication skills;
- Adherence to administrative procedures.

Outcome 3.1.3.1: Positive clinical outcomes for patients.

Action 3.1.4: Develop activities to improve referral patterns/consultations to include:

- Marketing;
- Positive personal relationships with referring providers;
- Improved access for referred patients;
- Follow-up to referring providers.

Outcome 3.1.4.1: Improved referral patterns (internal/external).

Outcome 3.1.4.2: Positive clinical outcomes for patients.

Outcome 3.1.4.3: Increased patient satisfaction ratings.

Action 3.1.5: Coordinate with affiliated teaching facilities to perform a medical service needs analysis.

Outcome 4.1.5.1: Development of appropriate services lines.

TTU System Strategic Impact

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TTUHSC Strategic Impact

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Strategy 3.2: Practice Plan Management - Improve management, efficiency, and performance of MPIP.

Action 3.2.1: Continually identify and implement best practices in clinical operations.

Outcome 3.2.1.1: Consistent improvement of financial performance concurrent with clinical performance.

Action 3.2.2: Improve cash collections and control expenses in each department.

Outcome 3.2.2.1: Consistent improvement of financial performance concurrent with clinical performance.

Outcome 3.2.2.2: Establishment of a three-month operating reserve for each department.

Action 3.2.3: Obtain an electronic medical records (EMR) system following a review and analysis of available EMR systems which can be integrated with primary teaching hospital information technology platforms.

Outcome 3.2.3.1: Development of a functional EMR system.

Action 3.2.4: Monitor compliance with MPIP By-Laws.

Outcome 3.2.4.1: Adherence to MPIP By-Laws at each campus.

Action 3.2.5: Identify nationally-recognized standards and develop policies/procedures, organization structure, and resource commitment to achieve benchmarks.

Outcome 3.2.5.1: Meet or exceed nationally-recognized benchmarks for efficient academic business practices.

Action 3.2.6: Develop a local marketing strategy that supports the TTUHSC vision and mission.

Outcome 3.2.6.1: Increased market presence in West Texas.

Action 3.2.7: Enhance communication strategies throughout the clinical operation.

Outcome 3.2.7.1: Improved communication mechanisms as evidenced by reduced rework.

TTU System Strategic Impact

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TTUHSC Strategic Impact

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Strategy 3.3: *Future Growth and Development* - Enhance the clinical contribution of the School of Medicine throughout the TTUHSC service area.

Activity 3.3.1: Continued development of facilities to meet the patient care needs of the communities served.

Outcome 3.3.1.1: Increased number of affiliation agreements with hospitals and community clinics in rural communities.

Outcome 3.3.1.2: Establishment of easily accessible, convenient, and user-friendly clinical facilities.

Activity 3.3.2: Evaluate potential for increasing rural community partnerships, e.g., telemedicine services, school health, etc.

Outcome 3.3.2.1: Increased number of affiliation agreements with hospitals and community clinics in rural communities.

Activity 3.3.3: Pursue additional development of beneficial partnerships with managed care organizations.

Outcome 3.3.3.1: Improved market share.

Activity 3.3.4: Continue to market the benefits of health care provided by academic healthcare providers.

Outcome 3.3.4.1: Improved market share.

Activity 3.3.5: Conduct market analyses in respective communities to improve access to patient populations and develop collaborative relationships with communities, hospitals, and/or agencies to address medically underserved areas.

Outcome 3.3.5.1: Improved market share.

Activity 3.3.6: Develop systematic support to assist faculty in obtaining and performing clinical trials and translational research.

Outcome 3.3.6.1: Continued increase in clinical trial and translational research projects on each campus.

TTU System Strategic Impact

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TTUHSC Strategic Impact

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