

Goal 1: Create and Prepare the New Health Professionals for Minnesota

Strategic Objectives	Strategic Initiatives
<p>1.0 Develop and implement interdisciplinary health professional education opportunities that:</p> <ul style="list-style-type: none"> • Emphasize the core knowledge and skills of each AHC health professional discipline • Incorporate essential knowledge and skills from other disciplines identified as necessary for health promotion and care delivery • Provide experiential opportunities in all areas of health promotion and care • Provide experiential opportunities throughout Minnesota, including its diverse populations and cultures 	<p>1.0 Implement an interdisciplinary team approach to individual and population health around:</p> <ul style="list-style-type: none"> 1.01 Primary care 1.02 Care of the elderly 1.03 Chronic disease management 1.04 Preventive health and wellness <p>1.1 Engage the community of providers, employers and consumers in helping to define the changing competencies, knowledge, and skills required of health professionals in:</p> <ul style="list-style-type: none"> 1.11 The various components of the care delivery system 1.12 Other components of the health system, e.g. public health, health policy, insurance, and social services 1.13 Other aspects of the business of health <p>1.2 Re-evaluate current curricula and pedagogy</p> <ul style="list-style-type: none"> 1.21 Define core knowledge and skills of each profession 1.22 Integrate areas common to the health professions, e.g. aspects of basic science and clinical and population sciences 1.23 Update curricula content 1.24 Develop cross-training opportunities 1.25 Reduce duplication of effort where it exists 1.26 Assess the ability of the current campus and community learning environments to support contemporary health professions curricular design <p>1.3 Move more of the clinical and field experiences into community settings</p> <ul style="list-style-type: none"> 1.31 Develop rural and urban community health laboratories 1.32 Develop community models that also address a diversity of ethnic, cultural and racial backgrounds 1.33 Engage the community in planning, setting-up and evaluating these experiential education sites 1.34 Provide for faculty development <p>1.4 Implement an AHC Office of Interdisciplinary Education as a component of the Office of the Assistant Vice President for Education in the Health Sciences</p> <ul style="list-style-type: none"> 1.41 Develop a clear definition of the office’s scope of activities 1.42 Develop a clear definition of roles and responsibilities with AHC schools and programs 1.43 Develop the funding necessary to implement and sustain 1.44 Develop necessary advisory functions 1.45 Develop a center for interdisciplinary student learning
<p>2.0 Stabilize the funding of health professional education:</p> <ul style="list-style-type: none"> • For core programs in AHC schools, for AHC interdisciplinary programs, and for programs in other schools of the University • For affiliated institutions and community education sites 	<p>2.0 At the federal level:</p> <ul style="list-style-type: none"> 2.01 Educate Congress and the Minnesota delegation about the financial crisis in health professional education and the need to restore federal funding 2.02 Participate in national coalitions of health professional and higher education organizations to urge Congress to restore federal funding and to create new funding vehicles that permit health professional education in

	<p>non-hospital settings</p> <p>2.1 At the state level:</p> <p>2.11 Educate state government, local government, the private sector, and the public about the financial crisis in health professional education</p> <p>2.12 Build a coalition of public and private organizations to support increased state and private funding of health professional education and research</p> <p>2.13 Work with health care organizations and the private sector to increase their support of health professional education and research</p> <p>2.14 Implement an aggressive campaign to increase state support of health professional education and research</p> <p>2.2 Implement a broad based communication effort in support of health professional education and research funding</p> <p>2.21 Develop educational materials and databases</p> <p>2.22 Develop internal team and infrastructure to educate and communicate with internal and external constituencies</p> <p>2.23 Develop a comprehensive communications plan</p> <p>2.3 Stabilize the operating budget of the Medical School so that reserves are no longer used to support it</p> <p>2.30 Balance all operating accounts for FY 2000; keep them balanced going forward</p> <p>2.31 Institute all-funds budgeting</p> <p>2.32 Institute position control through the dean’s office</p> <p>2.33 Institute compacts with all departments</p> <p>2.34 Appeal to the legislature for the \$8 million needed to stabilize the operating budget</p> <p>2.35 Develop future areas of emphasis, growth, and investment</p> <p>2.36 Define and implement further administrative cost reductions</p> <p>2.37 Reallocate state funds to support education based on education work performed, using the methodology developed by the faculty and departments</p> <p>2.38 Reconsider and change timelines on dean’s commitments using the consultative framework under development</p> <p>2.39 Stabilize the clinical practice revenues; align growth areas with those of the Medical School</p> <p>2.40 Promote success in the University Campaign</p> <p>2.4 Within all AHC health professional schools</p> <p>2.41 Update the strategic plans of schools and colleges in accord with the AHC strategic vision and plan</p> <p>2.42 Develop comprehensive financial plans and budgets</p> <p>2.43 Develop a clear statement of the additional external funds needed to support core health professional education and research programs</p> <p>2.44 Develop a comprehensive plan for further administrative cost reductions</p> <p>2.45 Work with community education sites to develop a clear financial need statement for their continued support of health professional education</p> <p>2.5 Assess the needs and funding sources for funding education at affiliated institutions and community</p>
--	---

	education sites
--	------------------------

<p>3.0 Monitor and assess the health professional workforce needs of Minnesota and adjust enrollments to meet those needs</p> <ul style="list-style-type: none"> • Work with the Minnesota Department of Health and the various health systems and providers to determine the workforce needs of the state • Directly monitor the need for the health professionals educated and trained through AHC programs • Partner with other public and private institutions that educate and train other components of the state’s health professional workforce to monitor those workforce needs 	<p>3.0 Establish a database of the state’s current health professional workforce</p> <ul style="list-style-type: none"> 3.01 Directly for AHC programs 3.02 In partnership for non-AHC programs <p>3.1 Establish a methodology for establishing, tracking and projecting the state’s health professional workforce needs</p> <ul style="list-style-type: none"> 3.11 Directly for AHC programs 3.12 In partnership for non-AHC programs <p>3.2 Adjust AHC student enrollments in response to the state’s changing needs</p> <ul style="list-style-type: none"> 3.21 Expand enrollments in nursing, pharmacy, medical technology, and rural dentistry in Fall 2002 3.22 Evaluate the need to increase enrollments in medical specialists and sub-specialists programs <p>3.3 Evaluate the need for changes in the knowledge and skills taught in the educational and training programs for health professionals</p> <p>3.4 Develop and implement recruitment programs for attracting students into, and promoting the diversity of, the health professions</p> <p>3.5 Develop new models that reduce the time and cost of health professional education</p>
--	--

<p>4.0 Promote a culture of life-long learning for health professionals to:</p> <ul style="list-style-type: none"> • Prepare AHC students to be life-long learners • Support life-long learning of working health professionals 	<p>4.0 Promote anywhere-anytime learning for AHC students that:</p> <p>4.01 Create a technology-enhanced learning infrastructure for AHC students (See Goal 6)</p> <p>4.02 Create an educational network that connects classrooms, libraries, hospital and community training sites, faculty offices, and students at their homes</p> <p>4.1 Teach the use of information technology as part of the curricula and pedagogy of health professional education</p> <p>4.2 Develop the Minnesota Health Information Laboratory, an interdisciplinary laboratory to develop and provide health information tools for working health professionals</p> <p>4.21 Develop new health information tools to promote life-long, anytime and anywhere learning.</p> <p>4.22 Develop a bench-to-bedside-to-community interdisciplinary nexus that includes:</p> <ul style="list-style-type: none"> • Evidenced-based information on-line for providers • Basic and translational science information for providers • Preventive health, wellness, integrative medicine, and best practices for prevention and care delivery on line and in other forms of communication
--	---

<p>5.0 Provide for the next generation of academic health science faculty:</p> <ul style="list-style-type: none"> • In basic sciences and graduate student education • For clinical sciences and professional student education • In translational science 	<p>5.0 Develop a long-range plan and program to assure the AHC has faculty of adequate numbers and quality to maintain its education and research programs</p> <p>5.1 Strengthen existing programs with successful track records of educating physician-scientists such as the MD-PhD program</p> <p>5.2 Provide effective incentive programs for recruitment and retention of faculty</p> <p>5.21 Strengthen faculty development opportunities</p> <p>5.22 Improve faculty income and benefits to be competitive with other institutions</p> <p>5.23 Strengthen entrepreneurial opportunities for faculty</p> <p>5.3 Develop an effective system of mentoring</p>
<p>6.0 Promote excellence in education</p>	<p>6.0 Incorporate into the promotion and tenure process for faculty</p> <p>6.1 Develop an incentive and reward program that values education and rewards excellence</p>

Goal 2: Sustain the Vitality and Excellence of Minnesota’s Health Research

Strategic Objectives	Strategic Initiatives
<p>1.0 Increase the hiring of faculty performing research</p> <ul style="list-style-type: none"> • Hire the brightest and the best • Increase the emphasis on hiring physician scientists 	<p>1.0 Develop a plan for hiring the brightest and the best that:</p> <ul style="list-style-type: none"> 1.01 Defines areas of interest; numbers of researchers needed; school, department, and program locations; and hiring timelines 1.02 Identifies resources needed for recruitment including space, money, core facilities, and staff 1.03 Delineates actions required to secure funding <p>1.1 Promote the productivity of translational science</p> <ul style="list-style-type: none"> 1.11 Increase the hiring of clinician scientists 1.12 Monitor and improve the performance of the translational “pipeline” within which innovation moves to new therapeutics <p>1.2 Define and promote areas of interscholastic research</p>
<p>2.0 Promote the performance of research</p>	<p>2.0 Develop models and mechanisms for protecting time for faculty to perform research</p> <p>2.1 Develop mechanisms and funding sources to reduce the dependence on clinical work and revenue for clinician scientists</p> <p>2.2 Strengthen incentives and rewards including:</p> <ul style="list-style-type: none"> 2.21 Financial incentives and rewards 2.22 Recognition events and awards 2.23 Nominations for national awards and recognition, such as the National Academy of Sciences and the Howard Hughes Medical Institute <p>2.3 Develop methods to evaluate and support new and emerging areas of research and innovation</p> <ul style="list-style-type: none"> 2.31 Make appropriate use of expert, external advisory groups
<p>3.0 Promote excellence in research</p>	<p>3.0 Develop tools and metrics for assessing and promoting the quality of research, such as:</p> <ul style="list-style-type: none"> 3.01 Research quality assessment tool(s) for use in hiring, performance assessment, and other processes 3.02 Performance metrics for individuals, programs, and schools that are a factor in allocating resources for research support <p>3.1 Promote the use of objective quality metrics for research performance in decisions about promotion, tenure, and post-tenure review</p> <ul style="list-style-type: none"> 3.11 Work with faculty governance system 3.12 Work with each school to incorporate these metrics into 7.12 statements

<p>4.0 Improve the administrative support of research</p>	<p>4.0 Invest in high quality research space and equipment</p> <p>4.1 Develop a database of faculty, common research equipment, areas and programs of active research, internal grant funds, and other data useful to researchers</p> <p>4.2 Assist faculty in the preparation of proposals and the navigation of research regulatory functions</p> <p>4.3 Provide programs that promote and support interdisciplinary research</p> <p>4.4 Assure that appropriate resources are available to support evolving areas of research interest</p>
--	--

Goal 3: Expedite the dissemination and application of new knowledge into the promotion of health and delivery of health care in Minnesota

Strategic Objectives	Strategic Initiatives
<p>1.0 Strengthen the connections between the Academic Health Center and the community in the generation of new biomedical technology and services</p>	<p>1.0 Support processes that recognize innovation and assist inventors to disclose and subsequently develop and dispose of the technology 1.01 Further develop the Research Services Organization 1.02 Strengthen the translational pipeline from bench research to clinical trials 1.03 Revitalize the Biomedical Engineering Institute 1.04 Develop, build support for, and implement the Biomedical Innovation and Commercialization Initiative</p> <p>1.1 Improve communication and strengthen working relationships between the AHC and the community 1.11 Develop a directory of researchers and biomedical companies 1.12 Participate in trade shows 1.13 Promote MBNET, an electronic directory of researchers and biomedical companies</p> <p>1.2 Develop tools to measure and evaluate success in generating new biomedical technology and services</p>
<p>2.0 Foster the state’s economy through sustaining a healthy work force</p>	<p>2.0 Partner with public agencies and private health providers to develop a comprehensive database on the health of Minnesotans</p> <p>2.1 Monitor and regularly assess the effectiveness of the state’s prevention and care delivery systems</p> <p>2.2 Provide excellence in health services to all Minnesotans 2.21 Develop new models of interdisciplinary primary care, care of the elderly and chronic disease management. 2.22 Enhance faculty practice and outreach</p>
<p>3.0 Serve as an objective source of information for policy-makers and an advocate on health policy</p>	<p>3.0 Strengthen the Clinical Outcomes Research Center</p> <p>3.1 Promote the National Institute for Health Policy</p> <p>3.2 Prepare an annual report on the state of health and healthcare delivery in Minnesota</p> <p>3.3 Serve as a resource for integrative medicine</p> <p>3.4 Establish consolidated health databases, such as a: 3.41 Comprehensive evidenced-based medicine database 3.42 Health status database 3.43 Consolidated transplant database</p> <p>3.5 Develop and evaluate new interdisciplinary models of prevention and care delivery</p>

<p>4.0 Provide knowledge and technical assistance to communities</p>	<p>4.0 Increase connections with health providers through effective information systems</p> <p>4.1 Strengthen outreach and service programs to assist communities in identifying and solving their problems, such as:</p> <ul style="list-style-type: none"> 4.11 Community-University Health Care Center 4.12 Community-University Partnership in Education and Services 4.13 Rural Health Training School 4.14 Experiential Learning Program in Pharmacy 4.15 Rural Dentistry Initiative 4.16 University Extension
---	--

Goal 4: Develop and provide new models of health promotion and care for Minnesota

Strategic Objectives	Strategic Initiatives
<p>1.0 Promote/enhance strong, integrated, interdisciplinary clinical practices that:</p> <ul style="list-style-type: none"> • Are supported by cutting-edge bench-to-bedside-to-community research • Use preventive health, wellness and integrated practices as well as traditional, allopathic approaches • Provide high quality service to patients and referring practitioners 	<p>1.0 Improve the performance of University Minnesota Physicians</p> <ul style="list-style-type: none"> 1.01 Align the practice plan with the Medical School’s long range educational and research plans 1.02 Stabilize revenue generation in support of the Medical School 1.03 Develop and implement an integrated operational model 1.04 Clarify roles and responsibilities within UMP and between UMP and the Medical School’s academic departments 1.05 Stabilize the clinical workforce at a level consistent with the mission, revenue needs, and the education and research needs of FUMC 1.06 Implement a plan of assessing and responding to the needs of patients and referring practitioners 1.07 Improve the service functions of the practice to patients, referring providers, and members 1.08 Develop and implement plans to own and operate its own clinics in an appropriate facility <p>1.1 Fully implement an interdisciplinary and integrated practice in the primary care clinic</p> <p>1.2 Review and appropriately adjust the practice component of each health professional school</p> <p>1.3 Develop plans to positively and successfully leverage the clinical practice of all the health professional schools in the health care marketplace</p> <p>1.4 Invest in the clinical practices to:</p> <ul style="list-style-type: none"> 1.41 Improve business practices 1.42 Improve facilities 1.43 Improve patient services and patient support systems 1.44 Support strategic program development
<p>2.0 Develop and incubate novel interdisciplinary models of health promotion and care</p>	<p>2.0 Develop and pilot model programs for:</p> <ul style="list-style-type: none"> 2.01 Interdisciplinary primary care 2.02 Interdisciplinary care of the elderly 2.03 Interdisciplinary care of chronic disease 2.04 Fully implementing an interdisciplinary and integrated practice in the primary care clinic
<p>3.0 Enhance and sustain Fairview-University Medical Center as a world-class, flagship center</p>	<p>3.0 Work with Fairview to:</p> <ul style="list-style-type: none"> 3.01 Correct and improve operational issues inside FUMC 3.02 Improve services to physicians 3.03 Clarify and expedite decision-making processes, particularly as they affect the faculty’s ability to perform education and research 3.04 Improve the functioning of the Coordinated Management Council (CMC)

	<p>3.1 Work with Fairview to capture the value inherent in being a cutting-edge clinical/translational research institution</p> <p>3.2 Finish implementation of the education and research accounting bucket at Fairview-University Medical Center</p> <p>3.21 Complete reconciliation of departmental costs</p> <p>3.22 Assure new cost formulas and previous cost reductions at FUMC are incorporated into the model</p> <p>3.23 Finish system development and production work</p> <p>3.24 Officially begin operation of the bucket</p> <p>3.25 Agree with Fairview on the FUMC education and research budget for Fairview’s 2000 fiscal year</p> <p>3.3 Implement the joint development areas agreed on by the AHC and Fairview/FUMC:</p> <p>3.31 Clinical Oncology</p> <p>3.32 Orthopedics</p> <p>3.33 Complementary Care Clinic</p> <p>3.34 Management of FUMC Clinics</p> <p>3.35 Integrated Transplant Database</p> <p>3.36 Joint Funding Awards</p>
<p>4.0 Expand and strengthen our affiliations with all of the state’s health providers</p>	<p>4.0 Develop guidelines for clinical relationships with Fairview and non-Fairview provider systems</p> <p>4.1 Promote appropriate relationships with provider systems throughout the state, consistent with the AHC’s education and research mission</p> <p>4.2 Develop and implement a coordinated approach to the education and training of rural health practitioners and development of practice models</p> <p>4.3 Improve relationships with health providers throughout the state and the communities in which they work</p> <p>4.4 Develop and deploy information technologies to enhance the relationships with health providers and provider systems</p>

Goal 5: Reduce health disparities in Minnesota and address the needs of the state’s diverse populations

Strategic Objectives	Strategic Initiatives
<p>1.0 Enhance diversity within the health professional schools</p>	<p>1.0 Implement the recommendations of the AHC task force on diversity:</p> <ul style="list-style-type: none"> 1.01 Develop and implement a plan to recruit and retain a more diverse faculty 1.02 Develop and implement a plan to recruit and retain a more diverse student body 1.03 Develop and implement a plan to recruit and retain a more diverse administrative staff <p>1.1 Develop new approaches for recruitment of students into the health professions:</p> <ul style="list-style-type: none"> 1.11 From undergraduate schools 1.12 From grades 5 through 12 <p>1.2 Promote research on the impact of diversity on:</p> <ul style="list-style-type: none"> 1.21 Promotion of health 1.22 Response to treatment interventions 1.23 Understanding of health and illness <p>1.3 Support research on the unique problems of:</p> <ul style="list-style-type: none"> 1.31 Underserved populations in rural Minnesota 1.32 Underserved populations in urban Minnesota

<p>2.0 Teach health professional students the skills to care for and promote the health of individuals from diverse ethnic, cultural, and racial backgrounds.</p>	<p>2.0 Promote an understanding of culture and spirituality in health through:</p> <ul style="list-style-type: none"> 2.01 Development of the student curriculum 2.02 Promoting the graduate minor in the Center for Spirituality and Healing 2.03 Forming partnerships with other non-AHC programs, such as anthropology, psychology, and sociology <p>2.1 Expand experiential education opportunities in</p> <ul style="list-style-type: none"> 2.11 Ethnically, culturally, and racially diverse communities 2.12 Underserved populations in urban and rural Minnesota
--	--

Goal 6: Use Information Technology to Transform How We Educate, Conduct Research, and Provide Service to Individuals and Communities in Minnesota

Strategic Objectives	Strategic Initiatives
<p>1.0 Integrate information technology into the education of our students to:</p> <ul style="list-style-type: none"> • Make possible “anywhere, anytime” learning • Enable life long learning 	<p>1.0 Create a central steering group to lead and coordinate the AHC-wide development and use of information technology</p> <ul style="list-style-type: none"> 1.01 Coordinate with University developments 1.02 Coordinate with Biomedical Library <p>1.1 Establish an AHC digital development institute that promotes educational applications of information technology and supports the education of faculty, staff, students and the community in their use</p> <ul style="list-style-type: none"> 1.11 Coordinate with University developments 1.12 Coordinate with Biomedical Library
<p>2.0 Make health information accessible to:</p> <ul style="list-style-type: none"> • Disseminate the latest scientific information • Assist in assessing care delivery and the effectiveness of programs to promote health • Serve as a resource to policy makers 	<p>2.0 Partner with public and private organizations to develop databases, such as a:</p> <ul style="list-style-type: none"> 2.01 Health workforce database 2.02 Health status database 2.03 Evidence-based medicine database 2.04 Consolidated transplant database <p>2.1 Develop new health information tools for working health professionals</p> <ul style="list-style-type: none"> 2.11 Establish an interdisciplinary laboratory coordinated with University initiatives, to develop new electronic tools that integrate bench to bedside to community information about health care and promotion
<p>3.0 Use information technology to facilitate research collaboration and improve our competitiveness in health sciences research</p>	<p>3.0 Make strategic investments in information technology to support health sciences research, including:</p> <ul style="list-style-type: none"> 3.01 Increased use of Internet 2 3.02 Development and use of new information technology such as visualization, anatomical mapping, simulation and model building 3.03 Development of bioinformatics to support the University’s molecular and cellular biology research

Goal 7: Build a culture of service and accountability to Minnesota

Strategic Objectives	Strategic Initiatives
<p>1.0 Successfully develop and implement a shared vision for the AHC</p>	<p>1.0 Complete development of the shared vision for the AHC</p> <p>1.1 Translate the shared vision into a strategic plan</p> <p>1.2 Prioritize the shared strategic plan</p> <p>1.3 Implement the shared, prioritized strategic plan through:</p> <ul style="list-style-type: none"> 1.31 Annual compact process 1.32 Biennial legislative requests 1.33 Internal reallocations 1.34 Developing metrics and monitoring progress 1.35 Maintaining very open communication with all constituents and stakeholders, both internal and external

<p>2.0 Strengthen faculty governance</p>	<p>2.0 Continue to develop the AHC Faculty Consultative Committee, its Finance and Planning subcommittee, Faculty Affairs subcommittee, and the Faculty Assembly</p> <p>2.1 Strengthen collegiate level governance by:</p> <ul style="list-style-type: none"> 2.11 Reviewing school constitutions and bylaws 2.12 Reviewing role of faculty governance in the compact process 2.13 Incorporating review of faculty governance process in annual performance reviews of deans
<p>3.0 Continue development of academic administrators</p>	<p>3.0 Develop clear roles and responsibilities for deans and for department, division and program heads</p> <p>3.1 Establish clear performance expectations and an annual review process for deans and for department, division, and program heads</p> <p>3.2 Establish clear performance expectations for internal and external service functions</p> <p>3.3 Provide enhanced opportunities for skills development of academic administrators</p>

<p>4.0 Analyze the resource needs of each college that are necessary to meet its mission</p>	<p>4.0 Develop strategic vision and goals for each college</p> <p>4.1 Refresh compacts on an annual basis</p> <p>4.2 Develop an all-funds approach to resource allocation and the generation of new resources at the:</p> <p>4.21 AHC level</p> <p>4.22 School level</p>
<p>5.0 Strengthen the evaluation of faculty and staff performance</p>	<p>5.0 Ask the AHC consultative bodies to review collegiate/departamental procedures for annual performance reviews, salary setting, and post-tenure reviews</p> <p>5.1 Develop common policies, procedures, and metrics for evaluating and recognizing all aspects of performance and for setting salaries</p> <p>5.2 Develop expectations for service to communities and constituents</p>