

SIU School of Medicine Strategic Plan 2020 to 2025

Creating Our Future – Forever Forward *If it Ain't Broke, Make it Better*

Preface

For 50 years, the SIU School of Medicine has fulfilled its legislative mandate to assist the people of central and southern Illinois in meeting their health care needs. We have emphasized high quality programs in medical education, research, clinical care and regional outreach while we have trained over 9,000 physicians, physician assistants, scientists and scholars. Our philosophy and programs are also characterized by enduring partnerships with others who share our vision.

Health care and health care education are now in a time of rapid and accelerating change. New alliances and advances in technology are emerging at a pace that we have not before experienced. Opportunities and challenges abound. Throughout 2019, in the context of this rapid change, we engaged in a process to more precisely define our mission, vision and values, and to develop strategies that best allow us to seize the opportunities and surmount the challenges. In short, we gazed into the future to develop a plan to, in effect, create our future and to move us ever forward.

Our gaze has focused on the forces that influence the needs and desires of those around us – the people, communities and populations we serve.

1. *Our Region.* Our plan addresses a major initiative of the SIU System Board of Trustees. This initiative focuses on the unique nature of the geographic area in which we sit – an area with more than 2,500,000 people in a 40,000 square mile expanse, a distinctly rural area made up of the people in small urban areas, towns, and farms and the environment in which they exist. The vision of the Board is that the SIU System will develop a coordinated effort to unify the health services in this region, and that SIU will be known as the nation's leader in rural health care

assessment, education and delivery. We at the School of Medicine will be leaders in this effort.

2. *Global and National Forces.* Our plan has considered systemic elements that threaten the health of those we serve. Our healthcare system is fragmented and uncoordinated. Inequities in access to care, in the delivery of care, in education and in the work environment abound. Climate change poses the greatest potential long term threat to health. To address these elements, we envision a future with partnerships that are deeper and more effective. We believe that multilateral alliances of academic, private and government organizations will provide the best solutions.
3. *Fundamental Advances.* Our plan has considered the rapid advances in the understanding of the continuum of lifelong learning, in new research methodologies, in new models of clinical care, and in human-machine collaboration, artificial intelligence and other technological advances. We must embrace the advances of this new world, as we continue to emphasize personal and healing relationships.

Thus, our fundamental responsibility is two-fold. The first is based on our mission of social accountability to the people of central and southern Illinois, and is defined by our programs and partnerships. The second is based on our vision, “Better Health for All”, and is defined by our desire to advance the discipline of medicine to fulfill this vision.

The plan below will guide the SIU School of Medicine for the next five years. We will develop a work plan with tactics to fulfill the strategies. Yet even when these tasks are accomplished, our work will not be done. Given the rapidity of change, we will commit to the foresight and adaptability that is needed to best serve the people of our region, to improve the public health, and to advance the discipline of medicine.

Jerry Kruse, MD, MSPH
Dean and Provost, SIU School of Medicine

Mission

To optimize the health of the people of central and southern Illinois through education, patient care, research and service to the community

Vision

Better health for all

Values of the SIU School of Medicine

Discovery

We are committed to an environment of discovery in which innovation, scientific inquiry, application of knowledge and creative professional achievement flourish.
Our innovation, research and science aim to improve health and well-being.

Excellence

We are committed to excellence and continuous improvement in all we do.
We value rigorous assessment of outcomes and performance. We seek positions of leadership and influence to fulfill our mission and achieve our strategic goals.

Collaboration

We collaborate and partner with the community.
We partner with health systems, teaching hospitals, healthcare professionals, educational institutions, public health agencies, governmental agencies, private industry and others who seek to improve the health, healthcare and healthcare education.

Equity

We strive to be a just, fair, unbiased, and anti-racist organization.
We are committed to diversity in all elements of our workforce, and to an environment of inclusion for all. We will continuously evaluate our policies, procedures and practices to minimize all forms of overt, implicit and historically propagated systemic bias. We strive for equity in our relationships, hiring practices, teaching, research, access to care, delivery of care and partnerships.

Compassion

We create compassionate and healing environments for all.
Love for our communities and respect for the individual are reflected in our programs and patient care. Our compassion will be driven by honesty, integrity and equity in our actions.

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Glossary

1. SIU School of Medicine / SIU Medicine

To acknowledge the unity of purpose of our academic and clinical programs, the terms “SIU School of Medicine” and “SIU Medicine” will be used interchangeably in this document. In the appropriate contexts, “SIU School of Medicine” may refer to the totality of the functions of the organization, or, in a more limited sense, the academic function of the organization. In the appropriate contexts, “SIU Medicine” may refer to the totality of the functions of the organization, or, in a more limited sense, the clinical function of the organization.

2. Rural / Small Urban and Rural Area

Various definitions of the word “rural” abound. Recently, several entities have defined a new term, “small urban and rural”. For the purpose of SIU Medicine, “rural” and “small urban and rural” will be used interchangeably. Both terms refer to the distinctly rural area of central and southern Illinois, made up of the people in small urban areas, towns, and farms and the environment in which they exist. “Rural” describes the essence of the environments in the SIU Medicine region of accountability.

3. Anti-Racist / Anti-Racism

Anti-racism is the active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably. An anti-racist organization is one in which racism is actively opposed and in which justice and fairness are actively promoted.

4. Interprofessional Teams

Interprofessional teams are defined by a cohesive practice between professionals from different disciplines. This involves continuous interaction and knowledge sharing between professionals and which seeks to optimize the participation of the patient. An interprofessional team is made up of a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable. Effective interprofessional health care teams are be characterized by the following characteristics: 1) Members provide care to a common group of patients. 2) Members develop common goals for patient outcomes and work toward those

goals. 3) Appropriate roles and functions are assigned to each member, and each member understands the roles of the other members. 4) The team possesses a mechanism for sharing information. 5) The team possesses a mechanism to oversee the carrying out of plans, to assess outcomes, and to make adjustments based on the results of those outcomes.

5. Boyer's Model of Scholarship

These are the four types of scholarship defined by Ernest Boyer in 1990.

- Scholarship of Discovery - original research that advances knowledge (e.g., basic research)
- Scholarship of Integration - the synthesis of information across disciplines, across topics within a discipline, or across time (e.g., meta-analysis, interprofessional education, science communication)
- Scholarship of Application (also called the Scholarship of Engagement or Creative Professional Achievement) - the practical application of disciplinary expertise that aids society and produces results that can be shared with or evaluated by peers (e.g., new practice models, extension services, science diplomacy)
- Scholarship of Teaching and Learning - the systematic study of teaching and learning processes in a format that allows public sharing and the opportunity for application and evaluation by others.

6. Preventive, Reparative, and Regenerative Medical Research

The SIU School of Medicine values the breadth of research, including traditional definitions, Boyer's model of scholarship, translational research, and preventive, reparative and regenerative research.

- Preventive research involves study of the composite of measures of disease prevention, including behavioral modifications, pharmacologic manipulation of physiology and cell or tissue modulation. This definition does not encompass the epidemiologic definition of the levels of prevention.
- Reparative research is the study of restoration of tissues and organs rendered dysfunctional through physical, biochemical or pharmacological alterations of tissues to optimize form and function.
- Regenerative research is the study of the restoration of normal physiology and anatomy through cell-based, biomedical-based, or molecular-based tissue engineering.

7. Triple Aim plus One

This concept was developed at the SIU School of Medicine, and builds on the Triple Aim articulated by the Institute for Health Improvement in 2007. The Triple Aim plus One defines the commitment of SIU Medicine to systems that are effective, efficient, equitable and enjoyable for our patients, our learners, and in our relationships with colleagues. For patients, this means that we strive for better population-based outcomes, lower per capita cost of care, access for all and equitable delivery of care, and care that is more enjoyable for both patients and those who deliver the care.

8. Health Care Desert / Medical Desert

A medical desert is defined as a populated region more than 60 minutes away from the nearest acute-care hospital. Health care deserts are more loosely defined as areas in which primary health care services are not readily available.

9. Medically Underserved Areas (MUA)

MUAs are areas or populations designated by the federal government (HRSA) as having too few primary care providers, high infant mortality, high poverty or a high elderly population. The definition is complex and detailed maps are available.

10. Health Professions Shortage Areas (HPSA)

HPSAs are areas designated by the federal government (HRSA) as having shortages of primary medical care, dental or mental health providers and may be geographic (a county or service area), a population (e.g. low income or Medicaid eligible) or facilities (e.g. federally qualified health center or other state or federal prisons). The definition is complex and detailed maps are available.

GOAL 1: EDUCATION

Revolutionize Health Care Education

Strategic Need:

The current health care environment is characterized by poor population-based health care outcomes, high costs for health care and health care education, scarcity of health care professionals in small urban and rural environments, and a chronic mismatch between health care resources and essential population health needs. The future calls for new models of care built on interprofessional coordination and teamwork. This environment will demand innovative education to train healthcare professionals with progressive skill sets, which begin in childhood and continue through one's career. A bold new educational model will require state-of-the-art educational practices, including virtual and experiential active learning, evidence-based curricula and assessments, and greater emphasis on critical thinking and clinical reasoning. The SIU School of Medicine must capitalize on its international excellence in education innovation to lead the development of the new models.

SIU Medicine will:

- 1.1 Address integrated education across the spectrum of traditional and non-traditional health care workers and professionals.
- 1.2 Define competence, skills and attitudes for each stage of the educational continuum.
- 1.3 Develop a leading-edge training center that:
 - a) emphasizes the continuum of healthcare professional careers from childhood through professional life,
 - b) uses the train-the-trainer model to become a training hub for educators across the continuum and around the globe,
 - c) develops curricula, assessment tools, and other training materials that are founded on evidence-based principles of knowledge acquisition,
 - d) adopts state-of-the-art technologies to deliver education,
 - e) adapts training in response to technological advances, for example, robotics, telemedicine, and human-machine interaction, and
 - f) is mindful of diversity and equity in learner recruitment and retention, curricula, assessment and program evaluation.

- 1.4 Evaluate the need for and feasibility of new organizational structures to support innovation in training, such as a Southern Illinois Health Sciences and Public Health University, a School of Rural Public Health, a Southern Illinois University Health Sciences High School, and rural skills fellowships.
- 1.5 Develop pedagogical environments that integrate all learners into the SIU School of Medicine culture.
- 1.6 Support interprofessional education in exemplary practices in which learners and teachers function in interprofessional teams.
- 1.7 Educate health professions students in the current and emerging trends of the economics and business of medicine.
- 1.8 Develop enduring partnerships within the SIU system and across the region to allow for significant experiential learning.
- 1.9 Provide incentives for learning specialists and experiential educators to deliver extraordinary results.

GOAL 2: WORKFORCE

Develop the Healthcare Workforce of the Future

Strategic Need

As technology advances, care delivery models evolve, and the demographics, desires and expectations of society change, health professions' educational institutions must adapt to train a diverse workforce appropriate in number and balanced in terms of specific career tracks and medical specialties. These institutions must collectively produce both the workforce and the care models that improve outcomes, lower cost, assure equity in both access and care delivery, and improve the experience for patients and healthcare workers. They must also produce the next generation of scientists who discover new knowledge and breakthrough applications to meet these critical goals.

SIU Medicine will:

- 2.1 Access national and regional data, and generate our own, to address future workforce needs and demands.
- 2.2 Continue to identify, recruit and train the physicians, physician assistants, scientists and community health workers needed for a balanced and effective healthcare workforce.
- 2.3 Build on our success to develop new innovative training programs for other traditional and non-traditional health care workers, such as programs in nursing, physical and occupational therapy, complementary and alternative medicine.
- 2.4 Develop new organizational structures to support workforce needs, such as an offices to support the development of mental health professionals or rural health professionals.
- 2.5 Systematically attract and retain diverse learners, faculty members, and staff members.
- 2.6 Prepare our graduates for any traditional or emerging career opportunities available to them, including positions in clinical practice, education, research, community service, leadership and administration, and emerging healthcare roles.

GOAL 3 - RESEARCH

Advance Research and Scholarship

Strategic Need

New knowledge, methods, and innovative strategies are required to advance earlier detection, better treatment, improved resilience and the prevention and cure of medical conditions that afflict our population. Improvement in data analytics and more multidisciplinary input are needed to sustain advances in all areas of research. Robust institutional scholarly activity will attract and retain the best and brightest faculty members, researchers and trainees, and will be attractive to those who might seek our care. SIU Medicine must invest in tools and technologies to advance research and better engage our faculty, the staff and trainees in scholarly pursuits across the continuum of research, from discovery through application.

SIU Medicine will:

- 3.1 Develop a technology and data analytics infrastructure to support research.
- 3.2 Value the four types of scholarship: the scholarship of discovery, the scholarship of education, the scholarship of integration and the scholarship of application.
- 3.3 Extend recognized leadership in focused areas of preventive, reparative, and regenerative medical research.
- 3.4 Capitalize on and expand our international reputation in medical education innovation and research.
- 3.5 Expand the scholarship of application, in which new methods of care are created, implemented, evaluated and disseminated.
- 3.6 Collaborate within the SIU system and with outside partners to advance the research mission.
- 3.7 Invest in programs to facilitate entrepreneurship, patent development and technology transfer.

GOAL 4: CARE DELIVERY

Improve Population Health and the Value of Clinical Care

Strategic Need

To optimize patient outcomes and population health in our communities, and as healthcare models transition from fee-for-service to value-based reimbursement, clinical services must deliver exceptional value to individuals and communities. Keys to this value are the engagement of patients, staff members and health professionals; the skillful delivery of services by interprofessional teams; a commitment to address the complex social determinants of health; and, the identification and care of those most vulnerable. It is imperative that we develop and implement innovative new models of care delivery, interprofessional care, and compensation that reflect the elements of the Triple Aim plus One – models that are effective, efficient, equitable and enjoyable for all. Finally, given the pervasive mental health needs of our communities, the scarcity of mental health resources, and the strong interconnectivity between sound mental health and overall health outcomes, a particular emphasis on mental health is imperative.

SIU Medicine will:

- 4.1 Provide excellent, accessible, affordable, culturally competent and comprehensive health care, and serve as a secondary and tertiary referral center for central and southern Illinois and beyond.
- 4.2 Embrace value-based care and continue the process of system-wide transformation to prepare for it.
- 4.3 Improve the experience for patients, staff members, learners and healthcare professionals in all phases of SIU Medicine practice.
- 4.4 Develop and implement new models of interprofessional practice and expand the use of interprofessional health care teams.
- 4.5 In the spirit of the scholarship of application, develop, implement and assess new models of care delivery.
- 4.6 Implement new metrics for clinical excellence and productivity that reflect the elements of the Triple Aim plus One.
- 4.7 Develop a clinical compensation model that provides better incentives for effective and efficient care; rewards productivity and quality; rewards equity in the delivery of

care; encourages academic achievement; supports recruitment and retention; and supports new models of care.

- 4.8 Use our core clinical strengths and historic commitment to social accountability to improve health and healthcare in small urban and rural areas.
- 4.9 Strengthen existing relationships and develop new ones to address the needs of people and communities in health care deserts, medically underserved areas, and health professional shortage areas.
- 4.10 Expand services for mental and behavioral health and wellness.
- 4.11 Assure diversity and an environment of inclusion in all elements of the clinical enterprise.
- 4.12 Develop an infrastructure for business intelligence and data analytics that supports clinical functions.

GOAL 5: WORK ENVIRONMENT

Create an Effective, Efficient, Diverse and Inclusive Work Environment

Strategic Need

Competitiveness, stress, and rapid change are among the powerful factors that undermine the goal of a healthy, happy, engaged and inclusive work culture. At all levels, institutions often fail to deal effectively with systemic problems such as bias, inequitable treatment and communication gaps. Many struggle with inefficient and outdated hiring and advancement processes, bureaucratic inefficiencies, and loss of personal autonomy. Left unchecked, these issues lead to medical errors, job dissatisfaction, decreased productivity, mental and physical health problems, group dysfunction, and poor learning. A comprehensive and integrated approach is needed to address these challenges. SIU Medicine must address adverse systemic issues, enhance resilience, foster personal and professional growth, and promote wellness for all personnel.

SIU Medicine will:

- 5.1 Continue to advance a vital, forward-thinking, mission-driven culture.
- 5.2 Develop a diverse and inclusive workforce, promote equitable treatment, and revise governance structures and policies to support equity across the organization.
- 5.3 Become an organization that fully embraces and promotes equity and inclusion in race, ethnicity, gender, sexual orientation and socio-economic status.
- 5.4 Identify, address and minimize overt and implicit bias.
- 5.5 Become an anti-racist organization.
- 5.6 Develop efficient, effective, transparent and coordinated processes for hiring and advancement.
- 5.7 Identify and eliminate systemic inefficiencies and needless waste of time that contribute to employee malaise and burnout.
- 5.8 Engage staff members in the development and evaluation of new programs and services.
- 5.9 Increase communication among all parties within the organization.
- 5.10 Invest in programs for personal and professional growth and wellness for all employees.
- 5.11 Recognize the contribution and hard work of employees in all categories and at all levels.

5.12 Instill a pervasive culture of professionalism across the organization.

GOAL 6: PARTNERSHIPS

Cultivate Productive External Relationships

Strategic Need:

SIU Medicine will continue to embrace its role as a community-based medical school. We understand that our mission and goals can be realized only if we have effective sustainable partnerships, including those with teaching hospitals, community healthcare professionals, health systems, and public health agencies. We must also creatively consider partnerships with other governmental and non-governmental agencies, private industry, individuals, foundations, and organizations that address the social determinants of health. These relationships must be of mutual benefit to SIU Medicine, our patients and the collaborating organizations.

SIU Medicine will:

- 6.1 Develop and strengthen relationships with traditional and non-traditional external partners.
- 6.2 Expand our region of social accountability to include the 88 southernmost counties of the State of Illinois, and explore models that will align the health professions institutions in the expanded region.
- 6.3 Strengthen and build new relationships with hospitals, health systems, and community-based healthcare professionals and agencies.
- 6.4 Align with local, state, and federal governmental agencies to create new programs that serve both traditional and new populations, and produce sustainable sources of revenue.
- 6.5 Develop multilateral alliances with government, public, private, industrial, healthcare and academic entities.
- 6.6 Explore opportunities for international collaboration and partnerships.
- 6.7 Advocate at the local, state and national levels for policies and programs that improve health, healthcare, education, research and equity in our region.
- 6.8 Expand philanthropy to support SIU Medicine programs and the health of our communities.

GOAL 7: STEWARDSHIP

Optimize Organization, Infrastructure and Finance

Strategic Need

With the acceleration of change in medical education, research, the delivery of healthcare and the management of population health, it is imperative that SIU Medicine has state-of-the-art facilities and information systems, an adaptable and effective organizational structure, and a robust system of data analytics. Changes in organizational structure and advances in technology must be embraced while caring, healing relationships endure. Financial health and wise use of assets must be assured as resources are integrated across mission areas.

SIU Medicine will:

- 7.1 Balance the clinical, educational, research and service missions to maintain both mission fulfillment and a sound financial position.
- 7.2 Develop a diversified portfolio of external sources of revenue to strengthen the financial position across the organization.
- 7.3 Design the organizational structure to prepare for the future and optimize mission fulfillment, resilience for change, future readiness and resource utilization.
- 7.4 Establish new programs to support technology transfer, patent revenue and entrepreneurship across our mission areas.
- 7.5 Design and implement a new integrated compensation model for the clinical, educational, research and community outreach enterprises.
- 7.6 Invest in technology and expand data resources to access, deliver and analyze information, with maximum efficiency and security.
- 7.7 Enhance the information technology environment to improve the effectiveness and efficiency of information resources, information services, electronic records and clinical data systems.
- 7.8 Develop a robust and secure infrastructure for data analytics that supports business functions.
- 7.9 Utilize emerging technologies, such as artificial intelligence, human-machine collaboration and virtual reality.
- 7.10 Develop a long-term facilities plan that supports essential functions and communicates our vitality and vision.

GOAL 8: THE MESSAGE

Tell a Clear, Unified and Compelling Story

Strategic Need

There is a broadly understood need for a unified and trusted brand in highly complex, and often confusing, environments. We need to assert control over how our identity and brand are perceived. Otherwise, outside forces will do it for us – and not necessarily to our benefit. We have a great story to tell in terms of our educational, research and clinical excellence. Our SIU Medicine story must be known internally, locally, nationally, and internationally, and promoted consistently and expertly.

SIU Medicine will:

- 8.1 Build an integrated brand vision.
- 8.2 Create a sense of community pride and ownership in the SIU Medicine brand.
- 8.3 Cultivate and promote core strengths in small urban and rural health, prioritizing social accountability.
- 8.4 Capitalize on our existing talent and our national and international reputations in education, research, clinical care and social accountability.
- 8.5 Develop and enhance our reputation across all research areas.
- 8.6 Promote a culture that both embraces advances in technology and emphasizes compassion and empathy.
- 8.7 Sustain and strengthen our positive reputation in the community by being the provider and employer of choice.
- 8.8 Develop messaging architecture to engage with key audiences.
- 8.9 Expand and enhance our brand presence – internally, locally, nationally and internationally.

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Excellence

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Collaboration

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