

<p align="center">Goal 1: Create and Prepare the New Health Professionals for Minnesota</p>	<p align="center">AcademicHealthCenter UNIVERSITY OF MINNESOTA</p>
<p align="center">Strategic Objectives</p>	<p align="center">Strategic Initiatives</p>
<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, attitudes, and skills from other disciplines identified as necessary for the needs of 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 interprofessional team approach to individual and population health, such as:</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 Update curricula content 1.23 Provide interprofessional education opportunities 1.24 Reduce duplication of effort where it exists 1.25 Provide learning environments to support contemporary health professions curricular design. 1.26 Provide faculty development for incorporating evidence-based contemporary teaching and learning methodologies

2.0 -Develop new models for funding of health professional education:

- For core programs in AHC schools, for AHC interprofessional programs, and for programs with other schools of the University.
- For affiliated institutions and community education sites

1.3 Move more of the clinical and field experiences into community settings.

- 1.31 Develop rural and urban community health laboratories
- 1.32 Develop community models that also address a diverse ethnic, cultural and racial backgrounds.
- 1.33 Provide for faculty development

2.0 Update the strategic plans of schools and colleges in accord with the AHC strategic vision and plan

2.1 Develop comprehensive financial models, plans and budgets that:

- 2.10 Support financial planning
- 2.11 Support full cost allocation for each mission component
- 2.12 Support investment strategies and analysis of results
- 2.13 Support needed reporting functions
- 2.14 Becomes paperless

2.2 Develop a clear statement of the additional external funds needed to support core health professional education and research programs.

- 2.0 First professional
- 2.1 Graduate professional
- 2.2 Fellow

2.3 Develop a comprehensive plan for further administrative cost reductions

3.0 Monitor and assess the health professional workforce needs of Minnesota and adjust enrollments to meet those needs:

- Work with the state agencies, health systems and providers to determine the workforce needs of the state.
- 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
- Work with K-12 education programs to create an awareness of careers in the health professions

2.4 Work with community education sites to develop a clear financial need statement for their continued support of health professional education

2.5 Develop, implement and evaluate models of community partnerships in education

2.6 Develop new models that reduce the time and cost of health professional education

2.60 For Students

2.61 For Schools

2.62 For Others, e.g. payors

3.0 Establish a database of the state's current health professional workforce.

3.01 Directly for AHC programs

3.02 In partner for non-AHC programs

3.1 Establish a methodology for establishing, tracking and projecting the state's health professional workforce needs.

3.11 Directly for AHC programs

3.22 In partner for non-AHC programs

<p>4.0 Promote a culture of life-long learning for health professionals to:</p> <ul style="list-style-type: none"> • Prepare students, faculty and staff to be life-long learners • Support life-long learning of working health professionals 	<p>3.2 Adjust AHC student enrollments in response to the state's changing needs.</p> <p>3.20 Work with the Minnesota Dental Association and state agencies and health systems to adjust the class size in dentistry</p> <p>3.22 Work with the Minnesota Medical Association and state agencies and health systems to adjust the class size in medicine</p> <p>3.3 Evaluate the need for changes in the knowledge and skills taught in the educational 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 Evaluate the affects of student finances on the professional choices and geographic distribution of graduates of health professional programs.</p> <p>4.0 Promote anywhere-anytime learning for AHC students that:</p> <p>4.01 Creates a technology-enhanced learning infrastructure for AHC students</p> <p>4.02 Creates an educational network that connects classrooms, libraries, hospital and community training sites, faculty offices, and students at their homes.</p> <p>4.03 Supports faculty to use technology-enhanced learning methodologies</p>
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<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>4.1 Teach the use of information technology as part of the curriculum and pedagogy of health professional education.</p> <ul style="list-style-type: none"> 4.10 Electronic records 4.11 Distance learning 4.12 Electronic databases 4.13 Life-long learning <p>4.2 Develop an interdisciplinary laboratory to develop and provide health information tools for students and working health professionals.</p> <ul style="list-style-type: none"> 4.21 Develop new health information tools to promote life-long, anytime and anywhere learning. 4.22 Develop a bench-to-bedside to community interdisciplinary nexus that includes: <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 • Best practices for prevention and care delivery on line and with other forms of communication <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>
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6.0 Promote excellence in education

5.2 Provide effective incentive programs for recruitment and retention of faculty.

5.21 Strengthen faculty development opportunities

5.22 Improve faculty income and benefits to be competitive with other institutions

5.23 Strengthen entrepreneurial opportunities for faculty

5.3 Develop an effective system of mentoring.

5.4 Reposition the Masters in Health Administration program

6.0 Incorporate into the promotion and tenure process for faculty

6.01 Promote the scholarship of teaching and learning

6.02 Incorporate best-evidence and best-practice into teaching

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.</p>	<p>AcademicHealthCenter UNIVERSITY OF MINNESOTA</p>
<p>Strategic Objectives</p>	<p>Strategic Initiatives</p>
<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 physician scientists • Revitalize the clinical research program • Restore the capacity to perform research 	<p>1.0 Refresh the plan for hiring the brightest and the best that:</p> <ul style="list-style-type: none"> • 1.01 Define focused areas of interest; numbers of researchers needed; school, department, program location; and hiring timelines • 1.02 Identify resources needed for recruitment including space, money, core facilities, and staff • 1.03 Delineate the actions required to secure funding <p>1.1 Promote the productivity of translational research and clinical science</p> <ul style="list-style-type: none"> • 1.11 Increase the hiring of clinician scientists and of physicians who perform clinical trials • 1.12 Implement the Office of the Vice President for Clinical Sciences(AVPCS) <ul style="list-style-type: none"> ○ 1.121 Develop and implement plan for revitalization of clinical research, using the Taskforce Report. ○ 1.122 Promote and recognize clinical scholarship

2.0 Promote the performance of research.

- 1.13 Improve the output performance of the translational “pipeline”
 - 1.131 Develop a management plan
 - 1.132 Develop and monitor metrics
- 1.14 Complete Translational Research Facility

2.0 Develop models and mechanisms for protecting time for faculty to perform research.

2.1 Develop mechanisms and funding sources to reduce the dependence on clinical work and revenue for clinician scientists

2.2 Increase national recognition of research performance

- 2.21 Communications plan
- 2.22 Membership into such organizations as National Academy of Sciences/Medicine, Howard Hughes Medical Institute.

2.3 Develop plan for meeting continued research space needs and for supporting clinical research

2.4 Support the development of interprofessional grants and “big grants”

2.5 Promote the development of intellectual property

4.2 Invest in key support areas, e.g. proteomics, bioinformatics, training of physicians to perform clinical research

4.3 Secure the required funding to revitalize the clinical sciences

4.4 Finish development and implementation of the Clinical Precinct Plan

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| | <ul style="list-style-type: none">• 4.15 Building Blocks for Health/Closing the Health Disparity Gap |
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<p>Goal 4: Develop and provide new models of health promotion and care for Minnesota.</p>	<p>AcademicHealthCenter UNIVERSITY OF MINNESOTA</p>
<p>Strategic Objectives</p>	<p>Strategic Initiatives</p>
<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 research • Use preventive health, wellness and integrated medicine as well as traditional, allopathic approaches. • Provide high quality service to patients and referring practitioners • Utilize quality improvement technologies 	<p>1.0 Enhance the performance of University Minnesota Physicians</p> <ul style="list-style-type: none"> • Develop new business models for enhancing service to patients and clinical revenues • 1.01 Increase market share at FUMC • 1.02 Implement evidence-based and best practices leading to enhanced value of care • 1.03 Promote the education and training of the next generation of health professionals in the new models of prevention and care delivery • 1.04 Develop and implement a quality improvement process • <p>1.1 Develop interprofessional practice clinics and sites</p> <p>1.2 Develop and implement revised practice plans for each of the AHC Schools</p> <ul style="list-style-type: none"> • 1.20 Meet the mission of training the next generation • 1.21 Are part of a financial plan for the school • 1.22 Foster clinical research • 1.23 Facilitate interprofessional practice • <p>1.3 Develop plans to 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"> • 1.40 Provide patient centered care

2.0 Develop and incubate novel interprofessional models of health promotion and care

3.0 Enhance and sustain Fairview-University Medical Center as an academic health center that is a destination for patients and providers and serves the community it is located in.

- 1.41 Improve business practices
- 1.42 Improve facilities, patient services, and patient support systems
- 1.43 Support strategic program development

2.0 Develop and pilot model programs for:

- 2.01 Interprofessional primary care
- 2.02 Interprofessional care of the elderly
- 2.03 Interprofessional care of chronic disease
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2.1 Evaluate the outcome of each of these efforts

2.10 As a learning exercise

2.11 As a basis for communicating the experiences

3.0 Work with Fairview to:

- 3.00 Enhance market share
- 3.01 Effectively manage the clinics
- 3.02 Build a new clinic facility
- 3.03 Build a new pediatrics hospital and clinic
- 3.04 Build economically successful partnerships that support the mission of the health professional schools
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3.1 Work with Fairview to capture the value inherent in being a cutting-edge clinical/translational research institution.

3.2 Develop and implement a plan to phase out the bucket

3.3 Develop and implement an education plan with Fairview Health System

4.0 Expand and strengthen our affiliations with all of the state's health systems and providers.

4.0 Promote appropriate relationships with provider systems throughout the state, consistent with the AHC's education and research mission.

4.1 Implement the Greater Minnesota Strategy for health professional workforce

4.2 Improve relationships with health providers throughout the state and the communities in which they work in.

4.3 Develop and deploy information technologies to enhance the relationships with health providers and provider systems.

	2.1 Expand experiential education opportunities in
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- 2.10 Ethnically, culturally, and racially diverse communities
- 2.11 Underserved populations in urban and rural Minnesota

<p>Goal 6: Use information technology to transform how we educate, conduct research and provide service to individuals and communities in Minnesota.</p>	<p>AcademicHealthCenter UNIVERSITY OF MINNESOTA</p>
<p>Strategic Objectives</p>	<p>Strategic Initiatives</p>
<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 • Enhance the quality and effectiveness of learning <p>2.0 Make health information accessible</p> <ul style="list-style-type: none"> • Disseminate the latest scientific information • To assist in assessing care delivery and the effectiveness of programs to promote health • To serve as a resource to policy makers 	<p>1.0 Work with Biomedical Library to help develop its strategic vision and plan</p> <p>1.1 Continue development of AHC digital services to support:</p> <ul style="list-style-type: none"> • 1.10 Distance Education • 1.11 Technology enhanced learning • 1.12 Life-long learning • 1.13 Faculty development • 1.14 Administrative services • 1.15 Clinical service <p>1.2 Integrate with University digital services to:</p> <ul style="list-style-type: none"> • 1.20 Implement new backbone • 1.21 Implement privacy upgrades • 1.22 Implement security upgrades • 1.23 Implement performance/capacity enhancements <p>2.0 Partner with public and private organizations to develop databases, such as:</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 Clinical research database <p>2.1 Assist UPlan in its efforts to educate and inform the University community in matters of health improvement.</p>

3.0 Use information technology to facilitate research collaboration and improve our competitiveness in health sciences research.

2.2 Interfacing with University Extension Services to make health information readily accessible to people

- 2.20 Partnerships with Extension Regions
- 2.21 AHEC communications and partnerships

2.3 Effectively use health information web-sites and portals such as:

- 2.30 Center for Infectious Disease Research and Policy
- 2.31 Center for Food Safety
- 2.32 Comprehensive Cancer Center
- 2.33 AHC and UPlan communications
- 2.34 UMP and Fairview Health Services

3.0 Continue the development of bioinformatics as a discipline and as a service

3.1 Foster the use of Internet II in the Mayo-University partnership

3.2 Develop a clinical research database with FHS

<p>5.0 Develop a resource plan for each college for meeting its mission</p> <p>6.0 Strengthen the evaluation of administration, faculty and staff performance</p>	<p>5.0 Develop a financial model for each school</p> <p>5.1 Develop a financial model for the AHC</p> <p>6.0 Develop evaluation and reward systems that promote education, outreach and clinical scholarship</p>
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