

Vision 2020 Update: April 2015

Tulane Medicine

Discover Learn Heal

Dear Colleagues, Supporters and Friends of Tulane

At the last update, we shared the Tulane University School of Medicine missions to *discover, learn and heal*. With our long-term vision to be a distinctive, preeminent research-intensive medical school transforming health through discovery, lifelong learning, and patient-centered health care, we are targeting 5 strategic areas to distinguish the school regionally and nationally while continuing the excellent work already underway in research, education and clinical care. I am pleased to share with you an executive summary regarding our strategic plan:

<http://issuu.com/tulaneuniversity/docs/somstrategicplan2015-02-13forweb/1>

Over the last several months, working groups at the School of Medicine have begun to chart the course for action with respect to implementing the strategic goals and our enterprise-wide initiatives. We have received additional feedback from faculty, potential partners, alumni and friends of Tulane which is guiding our efforts to ensure success. Progress has been made on several fronts:

Enterprise-wide initiatives

- **Accountability:** communicating regarding responsibilities and expectations in annual faculty reappointment letters; holding strategic meetings with department chairs to foster high productivity; adopting and distributing updated criteria for faculty appointment and promotion which align with the school's mission
- **Strategic partnerships:** Forging new and enhancing existing partnerships with the SPHTM, SSE, School of Business that foster innovations in research and education; increasing alignment between Tulane SOM and HCA; establishing a business development office to foster innovative collaborations and new discoveries; developing new initiatives with the Schools of Liberal Arts, Social Work, and Law to explore possibilities revolving around medical ethics
- **Communications:** Increasing visibility with the development of "Departmental and Center Snapshots" highlighting accomplishments of key departments and centers in the SOM (<http://tulane.edu/som/faculty-affairs/strategic-planning/department-highlights-index.cfm>); showcasing expertise in infectious diseases with the Ebola Outbreak. http://tulane.edu/news/newwave/022715_rapid_ebola_test.cfm
- **Infrastructure:** Acquiring new small animal imaging technology and continuing renovations of research space; appointing a co-director of the BMS program

With respect to our strategic goals, we have made progress on the following:

GOAL 1: EXPAND TRANSLATIONAL RESEARCH

Over the last several months, we have hired a new clinical trials unit administrator, initiated a business development office, named a new co-director of our biomedical sciences training program, outlined a plan for recruiting translational investigators and filling endowed chairs. Centers of Biomedical Research Excellence (COBREs) out of the SOM have reached across schools to develop junior faculty; prominent

examples are the Hypertension and Renal COBRE, Cancer Genetics COBRE, and the Aging Center COBRE that include faculty from other schools.

GOAL 2: ENHANCE THE VALUE OF TULANE SOM FOR LIFE-LONG LEARNING

Since the last update, we have initiated the phase-in of the Learning Academies, secured major scholarship commitments for our students, finalized the a new 4-year MD/MBA program through collaboration between the SOM and the Business School, and identified departmental liaisons to foster career mentoring and guidance for our students and trainees

GOAL 3: EXPAND THE CLINICAL ENTERPRISE AND ALIGN WITH HOSPITAL STRATEGIES

Progress on this goal has been made in creating a network of affiliated primary care physicians by offering professional services and tools, expanding University employee and family utilization of Tulane health services; establishing an Employee “hot line” for appointments; completing the move of Pediatrics to Lakeside and allowing expansion of private rooms downtown; continuing work with the Gulf South Quality Network

GOAL 4: LEAD IN DESTINATION PROGRAMS-CLINICAL AND RESEARCH

We remain engaged with our hospital partner to expand and enhance key clinical programs in neurosciences, oncology, and transplant. Recruitments are ongoing in these areas and others. There is continued interest in and enthusiasm for the opportunities with the Golding Center for Culinary Medicine

GOAL 5: DELIVER THE HIGHEST QUALITY, GREATEST VALUE HEALTHCARE

With our long-term commitment to quality and value, we are working closely with HCA to deliver on this commitment. Over the last six months at Tulane Health System, a new full time chief medical officer has been hired, significant strides in our quality metrics have been made, and a new quality committee structure has been established.

To further develop our strategic goals and achieve our mission by 2020, we are developing two broad proposals for the upcoming capital campaign that encompass several of our strategic goals and lay the groundwork for Tulane SOM as a distinctive school of medicine: a comprehensive clinical research center and an institute for innovations in health care delivery and population health. In building a comprehensive clinical research center, we envision not only a state-of-the-art facility to perform clinical studies, but also an environment that readily welcomes patients to comfortably participate in trials. An essential part of this proposal will be the recruitment, retention, and development of a new cadre of talented young investigators who are provided adequate protected time and mentoring to gain independence in their studies. The center will provide training and tools such as biostatistics, bioinformatics, population genetics, and study design methods as investigators need to expand their scientific approaches. The institute for innovations in health care delivery and population health is envisioned to coalesce several evolving national trends in health care delivery and our own advances in approaching population health. Examples include a “medical home” embedded within communities, understanding of health disparities and inequities, real-time physician feedback on quality. This work will also address social and behavioral determinants of health, gene-environment interactions, nutrition, and health policies. This will be accomplished through collaborations with our University colleagues in

public health, social work, law, business, and science and engineering, strategic partnerships with our hospital, healthcare insurers, industry partners, and engagement of our patients.

We continue to monitor our progress and modify our roadmap as needed to achieve the end goal—a distinctive Tulane School of Medicine. Our success will be reflected in a variety of ways including increases in grants awarded, publications and scholarly products, SOM ranking, student and resident satisfaction, faculty and alumni engagement, patient satisfaction, clinical volumes, and improved quality metrics. Please continue to share your ideas and insights with the members of the implementation team (feedback links available on the Vision 2020 website---<http://tulane.edu/som/strategic-planning/index.cfm>) or Dr. Tonette Krousel-Wood, Vision 2020 Strategic Planning Chair at mawood@tulane.edu). We want to hear from you!

I look forward to continuing to work with you as we further develop, implement, and monitor our plan. Thank you for your continued support of the Vision 2020 Strategic Planning Initiative for the School of Medicine.

Sincerely,

A handwritten signature in black ink, appearing to read "Lee Hamm" with a small flourish at the end.

Lee Hamm MD
Senior Vice President and Dean
Tulane School of Medicine