



University of Colorado Denver

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The practice of medicine changes for the better even as we speak.

A new world of genetic medicine opens before us with the promise of effective treatments for age old diseases like cancer. Physicians can now provide less invasive treatment that return patients to home and work faster than ever before. And our new focus on moving scientific discoveries from the research laboratory bench to the clinical bedside quickens the pace of medical innovation. These make up only a few of the exciting opportunities before us.

Our new facilities at the new Anschutz Medical Campus open growth possibilities for the School of Medicine that we could only dream about a few years ago. New and continuing partnerships with our parent University of Colorado Denver and with our major affiliates, including University of Colorado Hospital and The Children's Hospital already located on the new Campus, as well as with the Department of Veterans Affairs Medical Center, Denver Health Medical Center and National Jewish Medical and Research Center set the stage for hastening our growth.

The opportunities before us both engage our imaginations and challenge our abilities to bring the School of Medicine into the very top echelon of America's medical schools. This includes increasing our research capabilities and resources, providing our patients with leading edge medical care, engaging our communities in the bioscience enterprise, and in serving as the beacon of knowledge and training for the doctors of tomorrow.

The Strategic Plan for the School of Medicine, emanating from our faculty and our partners, addresses the oncoming phase of exciting growth. Like all plans, it is both an invitation to the future and a work of continuing progress.

Let us share the excitement, and the fun, as we grow into our new Campus and our future.

Sincerely,

Richard D. Krugman, MD
Vice Chancellor for Health Affairs and
Dean, School of Medicine

University of Colorado Denver School of Medicine

Strategic Plan 2008-2020

VISION

The University of Colorado Denver School of Medicine will accelerate its growth at the new Anschutz Medical Campus from its status as the premier medical school in Colorado and the western region to its place in the top ten percent of American medical schools by the year 2020.

VALUES

The University of Colorado Denver School of Medicine works actively to:

- Advance science through research on the biological mechanisms that underlie illness,
- Improve both the medical care and science of the uniquely human components of health and disease,
- Provide specialized and personalized medical care in an efficient environment,
- Support positive wellness and clinical prevention programs that promote health across the lifespan and lower early mortality,
- Transmit a high level of primary and specialty clinical expertise to the coming generations of health professionals,
- Provide a welcoming, challenging, and diverse atmosphere of growth for those who answer the call to careers in health science and service,
- Develop a diverse funding portfolio that provides the means to develop, attract, and retain nationally competitive research faculty members,
- Advance competitive medical research productivity through increased external support for innovative research ideas,

- Enhance the cooperative relationships with affiliate hospitals toward common goals in education, research, and clinical care,
- Develop a common infrastructure with the affiliate institutions on the new Anschutz Medical Campus to improve the efficient use of joint resources,
- Expand scholarly collaborations across disciplines within the School of Medicine that stimulate research innovation and increase competitive research funding,
- Support productive faculty and institutional collaborations with its sister Schools within the University of Colorado Denver to maximize bioscience research potential,
- Expand productive working relationships with local communities outside the University but within the state and region, whether for clinical, teaching, or research efforts,
- Pursue entrepreneurial development both in education and in research through collaborations with the private business communities in Colorado and the western region,
- Further improve working relationships with State and federal government entities to provide direct investment and support for research and education, and
- Build collaborative relationships with medical schools and universities around the globe to enhance mutual growth in medical expertise, scholarship and stature.

DIVERSITY VALUES STATEMENT

The University of Colorado Denver School of Medicine believes that diversity is a value that is central to its educational, research, service and health care missions. Therefore, the SOM is committed to recruiting and supporting a diverse student body, faculty and administrative staff. The SOM adopts a definition of diversity that embraces race, ethnicity, gender, religion, socioeconomic status, sexual orientation and disability. The definition of diversity also includes life experiences, record of service and employment and other talents and personal attributes that can enhance the scholarly and learning environment.

The SOM shall strive to admit qualified students and appoint qualified residents, fellows, faculty, staff and administrators who represent diversity.

The SOM also shall develop programs that are designed to: Promote the academic advancement and success of minority students, house officers and faculty; enhance cultural and diversity instruction throughout the curriculum; break down racial and ethnic stereotypes and promote cross-cultural understanding; and promote unexplored research agendas and new areas of scholarship.

The SOM's diversity programs also seek to enhance diversity and cultural competency in the health care workforce, improve access to health care for poor, minority and under-served populations and, ultimately, eliminate racial, ethnic and socioeconomic disparities in health and health services.

The SOM will work with all departments and programs within the SOM, and with other University of Colorado campuses and their leaders, to achieve the goals outlined above and to promote a culture of inclusiveness, respect, communication and understanding.

The SOM will support the goals of the University's Vision 2020, that seek to develop a University culture in which diversity and academic excellence are seen as inter-dependent.

PROFESSIONALISM VALUES STATEMENT

A climate of respect, civility and cooperation among students, residents and fellows, faculty, administrators and staff is essential to achieving excellence in research, education, clinical care and university and community service. Therefore, the University of Colorado Denver School of Medicine places a high priority on professionalism.

Under the umbrella of professionalism lies an extended set of responsibilities that includes civil and courteous behavior, respect for teachers, students, supporting staff and colleagues, open and honest communication, respectful dissent, support for the School's missions and active and timely participation in education and mentoring activities.

In all interactions with students, residents, fellows and patients and their families, faculty are expected to demonstrate the core attitudes and behaviors that reflect the traditions of the profession of medicine and society's trust. These include: compassion; respect for patients' privacy and dignity; altruism in patient care and in the pursuit and application of knowledge; empathy; accountability; punctuality; sensitivity and responsiveness to patients' age, culture, gender, ethnicity and disabilities; and responsiveness to society's needs.

Faculty members are also expected to exhibit the characteristics of good academic and institutional citizenship by contributing to the teaching, service and administrative activities of their department and the School.

Faculty members are expected to maintain a high level of scientific or clinical competence, as judged by their peers, and to demonstrate a dedication to life-long learning. Faculty are expected to critically analyze, and avoid, activities that suggest a conflict of interest with their role as a clinician, scientist or educator.

Faculty must also adhere to the highest standards of academic honesty and integrity. For example, truthfulness, completeness and accuracy are essential elements in medical and scientific writings, in representations of effort and in medical record documentation.

Although these qualities and behaviors may be more difficult to evaluate than research, scholarship, teaching and other traditional measures of academic performance, they are critical to the missions of the School of Medicine.

MISSION

The mission of the University of Colorado Denver School of Medicine is to provide Colorado, the nation and the world with programs of excellence in:

Education – through the provision of educational programs to medical students, allied health students, graduate students, graduate medical education residents and fellows, practicing health professionals and the public at large...

Research – through the development of new knowledge in the basic and clinical sciences, as well as in health policy and health care education...

Clinical care – through state-of-the-art clinical programs which reflect the unique educational environment of the University, as well as the needs of the patients it serves, and...

Community service – through sharing the School's expertise and knowledge to enhance the broader community, including our affiliated institutions, other health care professionals, alumni and other colleagues, and citizens of the state.

Strategic Plan 2008-2020

EDUCATION

The University of Colorado Denver, School of Medicine is dedicated to preparing health care professionals at all levels and in all programs who will serve the public by aspiring to excellence in patient care, education, research, and community service.

The University of Colorado Denver, School of Medicine provides graduates with the foundation for a lifetime of continuous learning. Our graduates practice scientific and humanistic medicine and possess the skills to provide excellent, empathetic and compassionate patient care. Our graduates participate in the advancement and teaching of new knowledge. They are professionally competent, as perceived by University faculty members, patients, and as measured by formal external evaluation systems.

Graduates in each of our School of Medicine programs -- the MD degree program, the Medical Scientist Training Program, Physical Therapy Program, Child Health Associate/Physician Assistant Program, Graduate Medical Education program, and Continuing Medical Education program -- collaborate with health care professionals from within and across their own disciplines to promote, maintain and improve the health of individuals, communities and patient populations, recognizing and respecting the multicultural values of those they serve.

For the educational goals listed below, “**learner**” refers to learners in all University of Colorado Denver, School of Medicine programs (MD degree program, Medical Scientist Training Program, Physical Therapy, and Child Health Associate/Physician Assistant programs) and at all levels of education to include Undergraduate Medical Education (UME), Graduate Medical Education (GME) and Continuing Medical Education (CME).

Goal 1.0 Educate and prepare outstanding health care providers who can excel in collaborative multidisciplinary inter-professional health care teams; can demonstrate their knowledge of core concepts and principles of the biomedical and psychosocial/behavioral sciences; use clinical and research evidence in clinical decision making; practice prevention as well as the treatment of illness and disease; are excellent clinical decision makers; and who come from diverse backgrounds and are culturally sensitive and psychosocially aware of themselves, their colleagues, their patients, and their community.

Objective 1.0.1 Learners will provide outstanding patient care by identifying and prioritizing patients’ problems, formulating appropriate differential diagnoses, developing appropriate plans for treatment and/or management, instituting appropriate treatment and/or management plans, and providing meticulous follow-up.

Objective 1.0.2 On a regular basis, learners will self-evaluate their own patient care practices in order to better provide high quality, safe, ethical and legal patient care.

Objective 1.0.3 Learners will demonstrate compassionate treatment of patients and respect for their privacy and dignity.

Objective 1.0.4 Learners will communicate effectively, both orally and in writing with patients, patients’ families, colleagues, and other members of the inter-professional health care team with whom they must exchange information in carrying out their responsibilities.

Objective 1.0.5 Learners will demonstrate knowledge of the basic principles of clinical and translational research, including how such research is conducted, evaluated, explained to patients, and applied to patient care.

Objective 1.0.6 Learners will demonstrate knowledge of the biomedical and psychosocial and behavioral science principles that underlie the current understanding of normal human development, behavior, function, aging, and disease. They will apply these principles in the discussion of health maintenance and common disease processes and in the evaluation and management of patient illness.

Objective 1.0.7 Learners will demonstrate an understanding of the scientific basis and appropriate interpretation of common diagnostic methods.

Objective 1.0.8 Learners will demonstrate the ability to critically analyze and apply medical outcome data for solving clinical problems and making decisions that are relevant to the care of individuals and populations and evaluating the effect of system issues on the safe practice of medicine.

Objective 1.0.9 Learners will use evidence-based clinical decision making to decide whether to accept new findings, therapies, and technologies for incorporation into medical practice.

Objective 1.1.0 Learners will demonstrate an understanding of basic strategies for promoting health and preventing disease and apply this understanding to patient care.

Objective 1.1.1 Learners will demonstrate an understanding of and respect for cultural differences in communication with, treatment of, and management of patients.

Goal 2.0 Educate health care professionals who will serve the community at all levels -- locally, nationally, and globally with a strong commitment to serve the underserved.

Objective 2.0.1 Learners will demonstrate a commitment to serve the community locally, nationally, or globally.

Objective 2.0.2 Learners will demonstrate a commitment to advocate for access to health care for members of traditionally underserved populations.

Objective 2.0.3 Learners will have the opportunity to participate in a community service activity during their training.

Goal 3.0 Develop a community of scholars who will be life-long learners and teachers.

Objective 3.0.1 Learners will demonstrate an appreciation for the role and importance of scholarship in the advancement of knowledge to combat disease and promote health of individual patients, in the community, and the population as a whole.

Objective 3.0.2 Learners will have the opportunity to participate in a mentored scholarly activity, for example basic science, clinical, translational, public health, or social science research.

Objective 3.0.3 Learners will demonstrate through laboratory or other practical opportunities the application of scientific method, observation, and critical analysis of data.

Objective 3.0.4 Learners will demonstrate a commitment to and skill in teaching and learning from colleagues, other members of the health professions, and their patients.

Objective 3.0.5 Learners will recognize the need to engage in self-directed and lifelong learning to stay abreast of scientific advances.

Objective 3.0.6 Learners will pursue careers throughout the spectrum of health care, including patient care, basic and translational research, administration, health policy, and education.

Goal 4.0 Educate health care professionals in an environment that takes into account the needs of the individual learner and patient while still considering the needs of the population.

Objective 4.0.1 Learners will practice relationship-centered care.

Objective 4.0.2 Learners will demonstrate knowledge of the use of individualized genomic patient care.

Objective 4.0.3 Learners will be able to apply the principles of population-based medicine and public health to the care of individual patients.

Objective 4.0.4 Learners will participate in continuous self-evaluation of their learning and seek out feedback and counseling to develop individualized learning plans to optimize learning throughout their training.

Goal 5.0 Educate health care professionals to increase health and wellness for all – themselves, their patients, their community, and the world.

Objective 5.0.1 Learners will engage in practices to promote and maintain self well-being and physical and mental health.

Objective 5.0.2 Learners will demonstrate an understanding of their role in addressing the medical consequences of common societal problems.

Objective 5.0.3 Learners will skillfully discuss sensitive issues with patients and their families in an effective, compassionate, and non-judgmental manner.

Objective 5.0.4 Learners will inform patients and their families about health and illness in a way that is clear and appropriate to their needs, including counseling on prevention and psychosocial issues.

Goal 6.0 Promote a safe learning environment where learners, faculty, and staff can express divergent views to produce and maintain a climate of inquiry and inclusion.

Objective 6.0.1 Learners, faculty members, and staff will act in an ethically responsible manner, displaying integrity, honesty, and appropriate boundaries with peers, patients, patients' representatives, and colleagues.

Objective 6.0.2 Learners, faculty members, and staff will recognize and appropriately address biases in themselves and others based on age, gender identity, disability, sexual orientation, and cultural and ethnic differences.

Goal 7.0 Develop and implement innovative curricular programs that are multidisciplinary and interprofessional that integrate content across disciplines and level of learner.

Objective 7.0.1 Faculty members will collaborate within and across departments and educational programs on the development and implementation of multidisciplinary integrated curricula.

Objective 7.2 Faculty members will collaborate on the development and implementation of educational programs that include multiple levels of learners.

Goal 8.0 Optimize the support of teaching and scholarship of learning at all levels, in all programs, and at all teaching sites.

Objective 8.0.1 Provide the means for an effective educational infrastructure to foster, disseminate, and reward learning innovations and outstanding educational practices across all educational programs at all educational sites.

Objective 8.0.2 Implement faculty development programs to enhance the use of quality educational research in the development and implementation of high-quality teaching.

Objective 8.0.3 Implement faculty development programs to provide educational opportunities to faculty members, fellows, residents, and students to enhance and develop skills as teachers and educational leaders.

Objective 8.0.4 Implement faculty development programs to provide training and resources to enhance faculty scholarship of teaching and learning.

Goal 9.0 Continually develop and pursue internal and external resources to support ongoing efforts to develop, implement, and study innovative educational programs and to recruit the best learners, faculty members, and staff for the School of Medicine.

Objective 9.0.1 Secure gifts and grants to increase the number of scholarships available to learners.

Objective 9.0.2 Secure gifts and grants to support the development and scholarship of innovative educational programs.

Objective 9.0.3 Provide adequate state appropriations and tuition support to ensure that faculty can dedicate sufficient time and effort to deliver a world-class educational experience.

Objective 9.0.4 Learners will represent the cultural, ethnic, and gender identity diversity of the nation.

Objective 9.0.5 Recruit and retain an ethnically diverse teaching faculty and staff.

Objective 9.0.6 Improve support for clinical preceptors and other volunteer faculty across the state.

Objective 9.0.7 Offer seed grants to support the development and study of leading-edge educational programs.

Objective 9.0.8 Increase overall funding to support educational programs and regularly review for adequacy of funding that allows the University of Colorado Denver School of Medicine to pursue and attain national prominence in medical education.

RESEARCH

The research mission of the University of Colorado Denver School of Medicine is to provide Colorado, the nation and with the world with programs of excellence in Research through the development of new knowledge in the basic and clinical sciences, as well as in health policy and health care education. The School of Medicine Research Strategic Plan for 2008-2020 represents the product of extensive faculty input into content, framing by research leaders, and vetting and re-vetting by a thoughtful process focused on how to best strengthen the quality and quantity of research across the breadth of the School's research enterprise. Its overall goal was directed and clear: to establish the School as a premier biomedical research institution in the US. The following plan represents the current status and future directions previously outlined in the 2003 SOM Strategic Plan and alignment with the 2008-2020 University of Colorado Denver Strategic Plan.

FISCAL AND PUBLIC SUPPORT: Increase the level of support for research coming from public, private, and industrial sources.

Goal 1.1 Increase funding for the research mission from all sources (public, private, and philanthropic).

Objective 1.1.1 Advocate for an increased financial commitment from the State for the research mission based on proven economic impact.

Objective 1.1.2 Develop corporate partners for research

Objective 1.1.3 Establish a "bridge fund" to support principal investigators during project funding breaks.

Objective 1.1.4 Expand the Development Office/Foundation fundraising activities related specifically to the research mission.

Objective 1.1.5 Foster linkages among faculty, potential donors, and the CU Foundation Office.

Objective 1.1.6 Create an endowment for research that will support faculty and increase quality and growth of the School's research enterprise

Goal 1.2 Leverage the capabilities of the CU Technology Transfer Office to increase the generation of transferable intellectual property and patents

Objective 1.2.1 In conjunction with the campus Technology Transfer Office, strengthen faculty participation in and success with technology transfer and patenting.

Goal 1.3 Expand relationships with community boards and groups who can influence public support for research and collaborate in efforts to translate those discoveries into the community.

Objective 1.3.1 Seek philanthropic support/to support specific community interests that are linked to centers and institutes.

Objective 1.3.2 Communicate with and educate stakeholders about the value of our research and creative work in order to build an appreciation for our contributions globally

Objective 1.3.3 Develop and disseminate consistent and coordinated messages for initiatives relating to discovery, innovation, and creativity initiatives

Objective 1.3.4 Expand public relations and media relations reach internationally

Goal 1.4 Expand relationships with industry.

Objective 1.4.1 Maximize the potential of the Bioscience Park adjacent to the AMC, especially the Fitzsimons BioBusiness Partners.

Objective 1.4.2 Facilitate the transition of discovery to the marketplace by developing relationships with business enterprises.

BASIC AND CLINICAL SCIENCE RESEARCH AND SERVICE: Conduct outstanding research and enhance world-class health care programs to achieve recognition as one of the best academic health centers in the nation.

Goal 2.1 Expand existing areas of strength (especially in areas of collaborative, interdisciplinary work) in research.

Objective 2.1.1 Increase the quality and quantity of funded research.

Objective 2.1.2 Identify at least five areas of strength to foster/maintain (e.g., Clinical/Translational Research), research in teaching and learning, sustainability, behavioral sciences.

Objective 2.1.3 Identify resources to foster/maintain areas of strength.

Objective 2.1.4 Increase state funding commitment for research and creative work through demonstrated impact and return on investment.

Objective 2.1.5 Publish/Market/Promote research strengths internally/externally.

Goal 2.2 Be a global leader in the translation/application of discovery for societal good.

Objective 2.2.1 Maximize Clinical/Translational Research involving the affiliate hospitals, Colorado Clinical and Translational Sciences Institute (CCTSI), and academic programs at AMC and on the Denver campus.

Objective 2.2.2 Support local/global community-based research.

Objective 2.2.3 Establish partnerships for sharing and application of knowledge (community outreach).

Objective 2.2.4 Communicate/Educate/Demonstrate value in discovery efforts to stakeholders and brand/market those activities.

Goal 2.3 Maximize the application of research activities to meet community needs.

Objective 2.3.1 Fully implement the Colorado Clinical and Translational Sciences Institute (CCTSI).

Objective 2.3.2 Obtain input from communities as to their needs and ascertain which of those needs match areas of research strength.

Objective 2.3.3 Identify opportunities for additional research that will fill gaps identified as community needs that cannot currently be met.

Objective 2.3.4 Expand affiliations with hospitals and health care organizations to foster professional exchange and research

Goal 2.4 Expand research and community-based programs to reduce disparities (e.g., program for improving the health of American Indian/Alaskan Natives; Latino/a Research & Policy Center; Center for African American Health; Global Nutrition; educational achievement gaps).

Goal 2.5 Extend the application of knowledge through service outreach to underserved communities.

RESEARCH FACULTY AND PRODUCTIVITY: Increase the quality and quantity of the basic, clinical, and translational research workforce in the School of Medicine.

Goal 3.1 Recruit/retain the outstanding, diverse research workforce necessary to achieve a global reputation for discovery.

Objective 3.1.1 Establish funding for faculty and staff recruitment (succession planning), particularly in strategic areas of growth.

Objective 3.1.2 Establish a plan to promote retention (competitive salary, resources, professional development, mentoring, positive work environment, good support infrastructures).

Objective 3.1.3 Establish incentives for continued participation in the teaching/learning community as part of a phased retirement of productive mature faculty.

Objective 3.1.4 Redefine criteria for high performance and reward high performance in discovery, creativity, and innovation.

Objective 3.1.5 Establish programs to foster faculty success (e.g., provide structured mentoring) and loyalty, including seed funding for junior research faculty.

Goal 3.2 Increase the quantity and strengthen the quality of Ph.D. graduate students.

Objective 3.2.1 Increase financial support for graduate student programs.

Objective 3.2.2 Introduce a focus on interdisciplinary collaboration into the training process for Ph.D. students.

Objective 3.2.3 Provide support for obtaining and sustaining training grant awards.

Goal 3.3 Develop mechanisms for support of the professional education, development, recognition, and appropriate promotion of research support staff.

Goal 3.4 Increase the number of biostatisticians on faculty to ensure quality and competitiveness in basic research, patient-oriented research, population studies, and grant applications.

INFRASTRUCTURE: Strengthen the infrastructure for research to allow optimal pursuit of research.

Goal 4.1. Develop mechanisms to optimize research collaboration and communication.

Goal 4.2 Make the SOM research enterprise a leader in the development and upgrade of core research facilities and programs.

Objective 4.2.1 Provide ongoing annual funding for these purposes.

Goal 4.3 Continue mechanisms for long-range and strategic planning for research and for optimal utilization of campus resources.

Objective 4.3.1 Continue the Strategic Initiative Review Committee (SIRC) for the evaluation of new and renewing proposals for multi-year programmatic support for new research initiatives from the Academic Enrichment Fund (AEF)

Objective 4.3.2 Continue the Research Advisory Committee (RAC) as an assessment mechanism that continually reviews programmatic needs, programmatic changes, and facility requirements.

Goal 4.4 Maintain effective compliance programs to ensure stewardship of the resources for research.

Objective 4.4.1 Ensure participation in compliance education programs by all appropriate faculty, staff, and learners.

CLINICAL CARE

The University of Colorado Denver School of Medicine Clinical Care Strategic Plan for 2008-2020 represents the priorities and strategic directions outlined in the 2008 University Physicians Incorporated (UPI) and the University of Colorado Hospital (UCH) Strategic Plan, The Children's Hospital 2008 Strategic Plan, and alignment with the 2008-2020 University of Colorado Denver Strategic Plan. The School of Medicine Clinical Care mission is to provide Colorado, the nation and the world with programs of excellence in Clinical Care through state-of-the-art clinical programs. By 2020, the School of Medicine clinical enterprise will be nationally renowned for providing interprofessional, multispecialty, comprehensive, high-quality, evidence-based, service-driven, patient-centered specialty, primary and preventive health care services at UC Denver and its clinical partners to international, national, statewide and community-based patients; providing signature health care programs at UC Denver that are recognized internationally, nationally, statewide and within the community; attracting, recruiting and retaining a diverse and representative health care workforce with preeminent faculty and high-quality staff, health professional students, graduate medical education residents and fellows at UC Denver; and for building collaborative health care service partnerships and relationships among UC Denver, clinical affiliates and external partners throughout Colorado and the world.

INTERPROFESSIONAL, INTEGRATED, MULTI-SPECIALTY SERVICES: Offer interprofessional, comprehensive, high-quality, evidence-based, service-driven, patient-centered specialty, primary and preventive health care services at UC Denver and its clinical partners to international, national, statewide and community-based patients

Goal 1.1

Engage various communities in identifying patient needs, prominent health care issues and requisite health care service provision

Objective 1.1.1

Develop systems to improve communication between School of Medicine and its patient base

Goal 1.2

Provide the range of primary, secondary, tertiary, quaternary and preventive care required to address the needs of an increasingly diverse patient population

Objective 1.2.1

Develop integrated, interdisciplinary professional teams of health care providers

Objective 1.2.2

Ensure the level of resources required for clinical coverage to be predictable and supportive of patient needs

Objective 1.2.3

Enhance the cultural competence of health care providers and the School of Medicine

Goal 1.3

Provide patient-centered integrated health care service, especially as it relates to referrals, scheduling and follow-up

Objective 1.3.1

Seamlessly transition patients through the various stages of health care

Objective 1.3.2

Establish new multi-disciplinary programs focused on patient-centered care and outcomes

Objective 1.3.3

Ensure routine communication between all individuals involved in patient care with respect to strategic, professional, financial and operational issues

Goal 1.4

Review and refine clinical operating efficiency benchmarks and standards of care to assure continuous quality improvement

Objective 1.4.1

Monitor and assess operational and patient care outcomes

Objective 1.4.2

Continue to design, implement, and refine standardized treatment protocols

Goal 1.5

Through alliances with our clinical affiliates, business, and industry, develop and employ leading edge, cost-effective information technology systems that advance and support clinical care, education and research

Objective 1.5.1

Establish systems that support, upon patient release of information, an electronic medical record across all affiliated health care practices

Objective 1.5.2

Ensure that the information technology systems developed by the University are consistent with those related to the provision of clinical care

Objective 1.5.3

Develop and enhance systems that enable patients to interact with clinical operations

CLINICAL FACULTY AND PRODUCTIVITY: Attract, recruit and retain preeminent faculty and high-quality staff, health professional students, residents and fellows.

Goal 2.1

Develop innovative faculty recruitment strategies and retention incentives

Objective 2.1.1

Recruit and retain faculty that are service-oriented clinicians and health care providers

Objective 2.1.2

Recruit and retain faculty with international and national reputations

Objective 2.1.3

Provide career development programs for residents and fellows, as well as junior and mid-career faculty

Objective 2.1.4

Determine strategies to attract and promote graduate level and residency program graduates to apply for faculty appointments, such as the subsidization of educational loan repayments, tuition benefits for children, and child care on campus

Goal 2.2

Encourage the School of Medicine departments to recruit and retain faculty with a career commitment to providing clinical care in an educational setting

Objective 2.2.1

Strengthen linkages between clinical teaching/work productivity, compensation and promotion

Objective 2.2.2

Bolster mentoring programs for new clinical faculty

Objective 2.2.3

Identify resources to enable 'protected time' for academic scholarship

Goal 2.3

Proactively attract and retain a high-quality staff

Objective 2.3.1

Develop innovative recruitment and retention incentives for staff

Objective 2.3.2

Regularly assess employee satisfaction through the utilization of standardized survey tools

Goal 2.4

Enhance faculty and staff expertise through professional development programs

Objective 2.4.1

Create a plan to address workforce needs resulting from the impending retirement of faculty and staff

Objective 2.4.2

Create programs that provide recognition and financial rewards for faculty and staff who serve as positive role models

Objective 2.4.3

Activate and support professional mentoring programs

Goal 2.5

Provide for the sustainable recruitment of high-quality health professional students that balance Colorado's demographic characteristics and health care needs

Objective 2.5.1

Target underrepresented groups through outreach activities

Objective 2.5.2

Develop longitudinal systems that track elementary, middle school, high school and college participants in pipeline programs

Objective 2.5.3

Ensure that UC Denver School of Medicine offers a nurturing environment for people of diverse backgrounds

Goal 2.6

Continually improve the environment of professional practice wherein faculty, residents, fellows, students and staff are dedicated and supported in improving patient outcomes

Objective 2.6.1

Ensure that the provision of health care is of the highest standard

Objective 2.6.2

Increase the level of professionalism and respect among colleagues

Goal 2.7

Promote an institutional climate of inclusiveness, respect and understanding

Objective 2.7.1

Ensure effective communication and ownership of values and strategy at all levels

Objective 2.7.2

Promote diversity in health care leadership positions

CLINICAL RESEARCH: Conduct outstanding research and enhance world-class health care programs to achieve recognition as one of the best academic health centers in the nation.

Goal 3.1

Become a top-tier resource in basic science research and in translating scientific discovery into clinical practice

Objective 3.1.1

Pioneer, through translational research, the elimination of health and health care disparities; the cure, prevention, and amelioration of disease; and the development of systems to enhance health and wellness

Objective 3.1.2

Create an environment that enables the School of Medicine to achieve regional and national distinction as a provider of clinical trials

Objective 3.1.3

Provide the resources necessary to secure the implementation and long-term success of the Colorado Clinical and Translational Sciences Institute

Objective 3.1.4

Develop a one-stop point of reference for individuals interested in clinical trial participation

Objective 3.1.5

Strengthen the School of Medicine role as a disseminator of evidence-based best practices to the health care community

Objective 3.1.6

Strengthen and streamline the research infrastructure and ensure adequate resources in support of core research activities, inclusive of requisite facilities and equipment

Objective 3.1.7

Augment base funding support for research faculty

Objective 3.1.8

Increase extramural funding for multidisciplinary research training programs

Objective 3.1.9

Expand research education and training opportunities for undergraduate and graduate students to participate in biomedical and clinical research

Goal 3.2

Transform scientific discovery into clinical practice

Objective 3.2.1

Enhance programs that will attract venture capital

Objective 3.2.2

Remove obstacles that hinder biotechnology knowledge transfer to the private sector

SERVICE LINE PRIORITIZATION: Provide signature health care programs that are recognized internationally, nationally, statewide and within the community

Goal 4.1

Be identified as the highest quality, most efficient health care provider in the Western Region

Objective 4.1.1

Innovate in the development and application of evidence-based medicine

Objective 4.1.2

Provide evidence-based medicine and health care that produces more efficient service

Goal 4.2

Develop, nurture and sustain clinical programs that enhance national preeminence and global stature

Objective 4.2.1

Increase the number of clinical programs that are nationally recognized

Objective 4.2.2

Increase the number of programs represented in national rankings, such as the *U.S. News & World Report*

Objective 4.2.3

Sustain support provided for the continued excellence and growth of clinical programs already recognized nationally and internationally

Goal 4.3

Incorporate global perspectives within the health care services offerings

Objective 4.3.1

Establish linkages with respected international, national, statewide and community hospitals/health care organizations so as to foster educational/professional exchanges and research

Objective 4.3.2

Determine the needs of specific international, national, statewide and community markets and assess the gap in service offerings

Objective 4.3.3

Promote health care service and telemedicine offerings to international, national, statewide and community markets

OFF-CAMPUS NETWORK DEVELOPMENT: Broaden the access and availability of health care, prevention and health promotion services to address local needs

Goal 5.1

Broaden the availability of health care to all individuals in need to the extent resources allow

Objective 5.1.1

Establish a comprehensive approach in advocating for the provision of health care to the poor and underserved within the state

Objective 5.2.2

Develop coalitions and public/private funding partnerships in order to provide comprehensive care to the poor and underserved

Goal 5.2

Develop reciprocal partnerships with international, national, statewide and community health care providers through the sharing of clinical and practice expertise

Objective 5.2.1

Assess current partnerships and identify additional target areas

Goal 5.3

Create processes to identify partners for collaboration

Objective 5.3.1

Develop health care partners in targeted areas of expansion

Objective 5.3.2

Establish joint ventures with physician and health care provider groups in targeted areas of expansion

Objective 5.3.3

Work with the regional Colorado Area Health Education Centers (AHEC) to expand clinical rotations in rural and underserved areas within the State

COMMUNITY SERVICE

The University of Colorado Denver School of Medicine Community Service Strategic Plan 2008-2020 represents an alignment with the 2008 University of Colorado Denver Strategic Plan. The School of Medicine Community Service mission is to provide Colorado, the nation and the world with programs of excellence in Community Service through sharing the School's expertise and knowledge to enhance the broader community, including our affiliated institutions, other health care professionals, alumni, and other colleagues, and citizens of the state. Community service is central to goals such as eliminating health disparities and improving the health and economic vitality of communities. Community Service and Engagement engages the partnerships of the School of Medicine to address and solve challenges facing communities through collaboration with these communities. By 2020, the University of Colorado School of Medicine should be seen as an indispensable partner, an internationally-recognized source of expertise, a committed player with a proven track record of success in advancing the greater goals of the communities we serve, and a demonstrated leader in living the values we proclaim.

COMMUNITY RELATIONSHIPS AND PARTNERSHIPS: Expand local, regional, national, and global partnerships with businesses, government, educational, health care providers, cultural and non-profit institutions.

Goal 1.1 Reach out to communities located in the city, state and beyond by providing authentic and meaningful services and mutually beneficial, sustainable co-relationships.

Objective 1.1.1 Engage communities of interest in meaningful conversations about challenges and opportunities in the community and how the School of Medicine can have a positive impact on change for the good of all.

Objective 1.1.2 Assess community perceptions about the School of Medicine longitudinally, share the data internally and externally, and incorporate what is learned to improve engagement practices.

Objective 1.1.4 Work with community organizations that are focused on improving the health of communities.

Objective 1.1.5 Work with appropriate business groups who can assist with our pipeline efforts to bring students, residents and fellows into the workforce.

Goal 1.2 Expand relationships with community boards and groups who can influence public support for research and collaborate in efforts to translate those discoveries into the community.

Objective 1.2.1 Seek philanthropic support/to support specific community interests that are linked to centers and institutes.

Goal 1.3 Expand relationships with industry.

Objective 1.3.1 Maximize the advantages of the Bioscience Park adjacent to the AMC, especially the Fitzsimons BioBusiness Partners.

Objective 1.3.2 Facilitate the transition of discovery to the marketplace by developing relationships with business enterprises.

Goal 1.4 Leverage the strong and growing alumni/ae base.

Objective 1.4.1 Involve alumni in the recruitment of superior students.

Objective 1.4.2 Involve alumni in sharing their expertise with Learners in multiple ways.

Objective 1.4.3 Involve alumni in helping students in career development and placement.

Objective 1.4.4 Involve alumni in increased giving.

COMMUNITY-BASED EDUCATION, RESEARCH AND CLINICAL CARE: Advance community-campus partnerships as a strategy for improving health professions education, civic responsibility and the overall health of communities.

Goal 2.1 Integrate community engagement and service more fully into the teaching and learning experience.

Objective 2.1.1 Advance service-learning as an integral ingredient within the curriculum and teaching experience in a multi-disciplinary manner.

Objective 2.1.2 Establish life-long relationship with graduates so that they see the School of Medicine as their continuing source of education and training.

Objective 2.1.3 Recruit, recognize and continually support community health professionals in the teaching of students to capitalize on their experiences and perspectives.

Goal 2.2 Deliver educational programs across the state and around the world, leveraging the considerable strengths in distance education and telemedicine.

Objective 2.2.1 Partner with the Area Health Education Centers (AHECs) to create state-wide multi-modal educational centers to serve Colorado's educational needs.

Objective 2.2.2 Expand, coordinate, and market academic programs through distance learning, hybrid learning, and telemedicine learning.

Goal 2.3: Engage communities in the research process through partnerships with the School of Medicine, as articulated by the Institute of Medicine, the Centers for the Disease Control and Prevention (CDC), Research!America, Partnership for Prevention, the Public Health Foundation and others.

Goal 2.4: Engage communities in identifying health and wellness needs, prominent health care issues and requisite health care service provision

Goal 2.5 Recognize, reward and promote the community service accomplishments of the School of Medicine faculty, students, residents, fellows, and staff regionally, nationally and internationally.

Objective 2.5.1 Align the faculty teaching workload and the reward system with institutional goals and objectives for clinical service.

Objective 2.5.2 Develop a system to identify, develop and sustain good practices in community service across the institution.

Goal 2.6 Provide communities across Colorado, and eventually beyond its borders, outreach education programs such as the CU Mini Med School and others based on its model, whose purpose is to increase patient-provider communication, and help citizens assume more responsibility for their own wellness.

Objective 2.6.1 Develop a distributed Mini Med School program specifically designed for rural and underrepresented minority high school students, with the aim of increasing the numbers of these students who choose professional health care careers.

Objective 2.6.2 Involve medical and other health sciences learners as an integral part of these outreach programs, including mentorship of rural and underrepresented minority high school students.