Baylor College of Medicine

Department of Medicine Strategic Plan 2017

The Department of Medicine (DOM) at Baylor College of Medicine (BCM) is the professional home of more than 1000 faculty (including 542 full time faculty), 421 trainees, and approximately 500 staff and students distributed across 12 Sections. The breadth and depth of our DOM is considerable: we have campus sites at Baylor St Luke’s Medical Center (BSLMC), Michael E DeBakey VA Medical Center (MEDVAMC), Harris Health, Texas Children’s Hospital, Pavilion for Women, and close associations with a number of interdisciplinary centers, programs and organized research units. We appreciate our achievements in discovery, patient care, and medical education and training.

DOM at BCM has been engaged in a strategic planning process. Our ambitious goal is to make the DOM a recognized leader in each of our mission areas: scientific discovery and research, patient clinical care, and medical education and training. With this plan, we are challenging ourselves to do more, go farther, and be better.

We plan to achieve more scientific breakthroughs and create more knowledge; to provide more excellent clinical services in new and better ways, including patient centered care, population health and precision medicine; to educate, train and recruit high-quality talent more effectively; and to contribute more to the many communities we serve. This plan—to grow our scientific discovery and research, clinical care programs, and medical education and training, but also to focus on quality, nurture and develop our people—is going to be the focus for the next five years. We will measure our progress in each of the outlined initiatives as we move toward the achievement of our goals. The plan will form the framework for subsequent Section-specific strategic plans.

VISION

To become a destination academic community that promotes discovery and education to improve the health of individuals and populations through science, clinical practice, education and service.

    Research: Become BCM’s leading engine of scientific discovery, translation and implementation to advance health.

    Patient Care: Provide the highest quality clinical service that employs and integrates patient-centered care, population health, precision medicine and wellness principles, and is the first choice for patients and referring providers.

    Education: Be recognized as innovators in education and training of students, trainees and health professionals, attracting and developing the next generation of leaders in medicine.

MISSION

The DOM creates and applies knowledge through research, scientific discovery, and medical education and training locally and globally; all done with innovation and compassion to advance health and wellness.
CORE VALUES

- **Respect**
  - We promote and support diversity, inclusion and equity
  - We value our colleagues and ourselves as the Department’s most valuable assets
  - We earn the loyalty of those we serve through our commitment

- **Integrity**
  - Honesty, ethics and openness guide our interactions
  - We practice transparent analysis of our policies, process, procedures and decisions
  - We are accountable for our duties, tasks and actions

- **Innovation**
  - We lead through visionary innovation and creativity
  - We foster a healthy culture of change
  - We turn vision into action

- **Teamwork**
  - We form mutually beneficial partnerships within and outside the DOM to achieve results
  - We look past ourselves to focus on the impact of our actions
  - We recognize all who contribute to our work
  - We advance our vision and priorities through cohesive and productive interdisciplinary and interprofessional teams

- **Excellence**
  - We lead BCM and the field in our core missions
  - We focus on quality, timeliness and value
  - We commit to continuous quality improvement (QI) for outstanding outcomes

STRATEGIC PRIORITIES

I. **People**
   
a. Improve communication within DOM across leadership, management, faculty, trainees and staff.
   
b. Improve communication between DOM BCM leadership and administration as well as other departments and centers.
   
c. Invest in and reward professional development, mentoring and career advancement of DOM’s people.
   
d. Create a culture in which diversity, inclusion, civility, collegiality, and professionalism are valued and exhibited through actions, incentives and accountability.
   
e. Ensure that fair and easily understood rewards are implemented, particularly compensation that reflects the scope and quality of work.
   
f. Recruit, engage, and invest in an innovative workforce that promotes development of interdisciplinary teams across all DOM and BCM.
   
g. Create pathways to recruit, advance and reward excellent scholarly clinicians throughout BCM-DOM.
   
h. Develop a robust faculty and staff development and feedback program.
II. Research

a. Increase DOM extramural research funding and elevate its national rank in the Blue Ridge Institute for Medical Research ranking to better than 30 in the next five years.

   • Maintain and expand our extramural funding base through innovative discovery.
   • Establish a model to support and sustain research faculty across their entire careers and in a rapidly changing funding environment.
   • Create a system to support funding for junior faculty.
   • Enhance collaboration and interdisciplinary research.
   • Improve our clinical research including clinical trials administrative infrastructure.
   • Develop disease and section-specific biorepositories.

b. Create a new research ecosystem that uses resources across DOM and the larger BCM to accelerate collaboration, innovation, quality and impact of all research from curiosity-driven basic discovery to population and implementation sciences.

   • Become a leading department for data-intensive science, developing new models, methodologies and resources for collection, management and analysis of large scientific, clinical and administrative datasets.
   • Become leaders in integrating discoveries in the genome, microbiome and other “omic” technologies into clinical and translational research.
   • Enhance and promote the development of physician scientists, beginning with medical students, residents, fellows and junior faculty.

III. Clinical Care

a. Achieve recognition by designing and implementing innovative models of care delivery and financing aimed at improving the health of individuals and populations, enhancing quality and reducing costs.

   • Promote a culture that embraces, expects, and rewards the delivery of patient-centered care at all practice pavilions in BCM-DOM.
   • Develop several multidisciplinary clinical care teams that incorporate physical and mental wellness into patient care.
   • Support the innovation and implementation of population health management.
   • Lead BCM in integrating precision medicine principles leveraging BCM’s strengths in the genome, microbiome and other “omic” technologies into clinical and translational research.

b. Serve as the tertiary and quaternary provider of choice for patients in Houston, the Gulf Coast region and Texas.

c. Enhance academic advancement by aligning clinical expectations with academic priorities including Quality Improvement.

d. Embrace the diversity of our patient populations and strive to eliminate disparities in the process, delivery and outcomes of care across DOM practice pavilions.

   • Actively seek to improve the health of people in Harris County, Michael E DeBakey VA Medical Center and our Clinically Integrated Network.
IV. **Quality**

a. To ensure DOM is at the forefront of innovative and effective healthcare delivery and proactive when demonstrating the performance and value of our healthcare services.
   - Optimize health care by identifying and reducing unnecessary variation in utilization and quality.
   - To lead in the application of performance measures and their link to value and value-based metrics.

b. Develop a healthcare improvement and innovations training curriculum for DOM clinical faculty and trainees.

c. Establish a DOM Quality Academy that will provide opportunities for DOM faculty to receive QI training, conduct mentored-QI projects, and improve the quality of healthcare delivered within DOM and BCM.

V. **Education**

a. Enhance the culture and competencies of teaching and learning across the Department of Medicine.
   - Build an effective culture for learning, education and training across all BCM member organizations, leverage BCM’s infrastructure, and facilitate interprofessional educational programs.
   - Ensure that medical training and education at DOM are transformative as reflected by curricula that emphasize cutting-edge science, wise use of technology, and avoidance of unnecessary medical tests and procedures.
   - Ensure that medical education at DOM is transformative, as reflected by methods of instruction that are creative, innovative, and take advantage of from the benefits of collaboration.

b. Develop a robust system to monitor the progress and accomplishments of those enrolled in, and those who are graduates of our medical school, residency and postdoctoral programs to ensure that individuals who receive a BCM education are among the most creative and outstanding leaders in medicine.

c. Enhance the quality and reputation of the internal medicine residency program with the goal of becoming a top-15-ranked program in the next five years.
   - Create a model for global dissemination of DOM programs in medical and graduate medical education, to include distance learning via online educational programs.
   - Increase interest among BCM medical students in careers in internal medicine and its specialties.
   - Expand opportunities and mentorship for career development in academic medical education.
   - Provide training in population health, precision medicine, and QI.

d. Enhance the quality and reputation of all the specialty fellowship programs by incorporating special tracks in research and or focused clinical disciplines within the specialty.
VI. **Administration**

a. Create suitable physical and virtual spaces to facilitate the implementation of the strategic plan of DOM.

b. Emphasize the continual purposeful improvement of the image of DOM, faculty, staff, and trainees throughout BCM and beyond.

c. Develop succession planning within DOM with the goal of developing the next generation of leaders and ensuring expanded governance.

d. Ensure that DOM financial operations, performance indicators and results support the strategic priorities.

e. Identify new, and expand existing, sources of revenue and implement operating efficiencies consistent with the strategic mission, with a commitment to reducing health care costs.

f. Establish a transparent financial reporting system available to and understood by all BCM-DOM constituencies to create the most transparency possible.

g. Strengthen the DOM administrative team to optimize financial performance and operations.

h. Determine and provide proper data, IT, and resources for the implementation of the DOM strategic plan.

i. Develop bundled payment program features germane to the DOM.