

SOM 2020-2025 Strategic Plan for Sustainability - Implementation Plan - Updated Nov. 2021

Strategic Imperative	Strategies	Tactics	Responsible Party	Timeline	Progress/Status	Notes
Regularize and modestly grow education programs	A. Standardize GME agreements with partners and transition residencies to UCR-sponsorship.	1)As GME agreements are renewed, negotiate for consistent terms 2) Evaluate existing partnerships for interest/willingess to transition to UCR sponsorship 3) Create all new programs as UCR sponsored residencies	V. Ortiz R. Gulati Department Chairs	Ongoing through 2025	Progressing	It is not realistic that many existing partners will "transition" their programs to UCR sponsorship. As an alternative tactic seek to ensure all new programs are UCR sponsored and individually evaluate and improve existing relationships.
	B. Strengthen and grow GME programs with partners organically and through Rural Training Track expansion.	1) Identify rural training track opportunities 2) Approach partners and develop opportunities as possible	R. Gulati Department Chairs	Ongoing through 2025	Progressing	
	C. Develop new programs with GME-naïve hospitals.	1) Pursue development of programs with St. Bernadines (e.g. Anesthesiology, Family Medicine, etc.)	R. Pai R. Gulati	Ongoing through 2025	Progressing	Family Medicine residency completed Anesthesiology underway
	D. Integrate and expand innovative learning technologies into the curriculum.	1) Outfit PBLs with Owls for hybrid settings 2) Incorporate new on line resources 3) Open and integrate new Center for Simulated Patient Care	B. Willis P. Joo B. Ford	FY2022	Progressing	
	E. Begin planning for new education building.	1) Complete space programming with AECOM (FY2020) 3) Develop and execute RFP design-build process (FY2021) 4) Construction and Move-in (through FY2023)	Campus Design and Construction SOM Education Building II Workgroup C. Carolina	FY2023	Progressing	Groundbreaking ceremony complete 10/21
	F. Enhance clerkship coordination and oversight.	1) Create subunit devoted continuous quality improvement (overall UME) 2)Reorganize the structure of clinical clerkship oversight and support to provide more comparability and oversight across clinical affiliate sites 3) Enhance the provision of faculty development for both residents and faculty at our clinical affiliate sites 4) Add clinical sites in UCR Health	B. Willis P. Joo R. Tyrrell	Ongoing through 2025	Progressing	
	G. Launch MPH program, plan for MD-PhD program and expand MS enrollment.	1) Obtain campus and academic senate approval for MPH program for launch in FY2023 or FY2024 2) Develop degree curriculum in coordination with other relevant Schools (e.g. Public Policy, CHASS, etc.)	M. Wolfson	Ongoing through 2024	Progressing	
Strengthen the clinical enterprise and prepare for long term partnerships	A. Optimize existing clinical service capacity through marketing, new payor contracts and enhanced productivity.	1) Implement productivity metrics and MGMA 2) Complete review of payor contract and renegotiation where appropriate 3) Evaluate clinic sites for space/productivity opportunities	S. Augustine Department Chairs M. Aldana D. Larsen (and UCR Health COO)	Ongoing through 2025	Progressing	
	B. Explore opportunities to provide clinical services through an FQHC structure.	1) Pursue partnership with City of Riverside to open Hulen Place clinic - FQHC look alike opportunity 2) Apply for and secure grants to support funding 3) Complete design and renovation of space 4) Open clinic in spring 2022	C. Carolina D. Larsen	Ongoing through Mar 2022	Progressing	Previously completed consulting engagment on securing FQHC status, with advice to first secure FQHC look alike opportunity
	C. Jointly develop clinical opportunities in the IE in partnership with Southern California UC health systems.	1) UC Cancer Consortium partnership: advance the discussion and opportunities	D. Larsen	Ongoing	Progressing	
	D. Strengthen relationship with VA by submitting bidding on CBOC contract and exploring other partnership opportunities.	1) Apply for and submit VA CBOC RFP	D. Larsen (and UCR Health COO)	FY20	Not achieved	Completed extensive 300 page RFP application in Winter 19/20 but did not win the contract. Determined to refocus on other non VA partnerships for now.
	E. Initiate process to identify long-term strategic health system partners.	1) Implement the partnership with Riverside Community Hospital to provide primary care for ED patients without a PCP 2) Engage consultant to assist with evaluation of long term primary partner or hospital ownership	D. Deas D. Larsen L. Reimann	RCH partnership completed Consultant ongoing through Dec. 2022	Progressing	
Increase research and deepen commitment to clinical and population health research	A. Strengthen alignment of research, education and clinical missions by pursuing joint hires and appointments and pursuing the development of integrated clinical and research centers of excellence.	1) Establish HDR @ UCR (NIH funded center) 2) Implement mini-grant program to fund community based research projects 3) Engage in outreach/training with clinical faculty on clinical and translational research	D. Lo	Ongoing through FY25	Progressing	
	B. Provide PhD trainees with translational and clinical research opportunities.	1) Establish clinical graduate student research program supporting joint research and training opportunities between Biomedical Sciences and Clinical Sciences divisions 2) Establish School of Medicine Dean's Postdoc to Faculty Fellowship Award 3) Create SOM Collaborative Seed Grant	D. Lo M. Carson	FY21-22	Completed	
Embark on a UCR SOM-led campaign of strategic philanthropy	A. Assemble an accountable team to create infrastructure to identify, create and manage all external funding opportunities.	Deferred during the pandemic the hire that would advance this strategy. Will re-evaluate in FY23 budget	L. Reimann E. Yohannes	Ongoing through FY25	Delayed	
	B. Define funding opportunities and campaign objectives.	1) Engage Martz and Lundy consultants to evaluate SOM-specific campaign potential.	E. Yohannes	FY21	Completed	Assessment did not recommend an SOM specific campaign following so closely on the end of the University wide campaign. Refocused on specific donor groups and on opportunities for campaign linked to SOM new building opening and 10 year anniversary.
	C. Conduct assessment to identify potential individual, corporate and foundation funders and define funding capacity.	1) Identify, research and prioritize corporate and foundation prospects 2) develop and implement outreach plan	E. Yohannes	Ongoing	Progressing	Have already identified and submitted proposals for UniHealth (\$600K) and others are in progress
	D. Define targets for the strategic philanthropy campaign.	See B. 1 above				
	E. Design and launch a strategic philanthropy campaign.	1) Re-define SOM campaign to focus on student success, corporate/foundations, and to leverage 10th anniversary and new building opening in calendar 2023 2) Create and implement advancement and PR campaign for 10th anniversary and new building grand opening	E. Yohannes L. Reimann	Ongoing through FY23	Progressing	
Improve our ability to execute on our plans	A. Implement a strategic relationship management approach to hospital partnerships and designate a dedicated role at the leadership level.	1) Name UCR Health CEO, GME Assoc Dean and UME Sr. Assoc Dean as core contact team 2) Implement regular schedule of contacts and coordination across clinical, UME and GME issues	D. Larsen R. Gulati B. Willis	Ongoing	Progressing	
	B. Implement continuous process improvement training and tools for faculty and staff.	1) Implement new process improvement workflows across business units	All unit leaders	Ongoing	Progressing	
	D. Continue to seek augmented operating funds from state sources which are needed to fulfill our mission.	1) Secure \$100M state funding for new SOM education building 2) Secure additional operating funding to allow the SOM to secure its current class size and grow to 500 total students in the future 3) Pursue additional state funding to secure clinical training platform and future delivery models.	D. Deas M. Aldana Dept and Unit leaders as needed D. Larsen L. Reimann	Ongoing	Completed	Sinced 2019 have secured \$100M in funding for the new education building, \$25M in additional operating funds annually, and \$35M in one-time funds.
Increase and diversify the physician workforce and address the shortage of physicians in the region	i. Recruit and train a diverse workforce and student body	1) Develop and resource the DEI Committee at the SOM 2) Anti racism and Social Justice threads in curriculum 3) Center for Healthy communities engagement 4) Faculty development programs	D. Deas B. Brown T. Cooper M. Wolfson/M. Burroughs R. Tyrrell	Ongoing	Progressing	