



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER
School of Medicine™

Strategic Plan 2008

3601 4th Street, STOP 6207
Lubbock, Texas 79430
(806)743-3000



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER
School of Medicine™

Table of Contents

Purpose, Mission, and Vision

Strategic Goals and Essential Strategies

1. Leadership
2. Educational Program
3. Research Program
4. Patient Care
5. Community Involvement

Summary Table



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER
School of Medicine™

Purpose

The purpose of the Texas Tech University Health Sciences Center School of Medicine is to teach students, train residents, care for patients, and improve the practice of medicine.

Mission

To provide excellence in patient care, create a model teaching environment and strive to meet the primary and specialty care needs of the community, as we encourage scholarship and research among our faculty and students.

Vision

The School of Medicine will be recognized nationally as a top ranked medical school.



STRATEGIC GOALS AND ESSENTIAL STRATEGIES

1. To provide the **LEADERSHIP** necessary to achieve our mission, we strive to...

- a. Provide effective leadership at all levels and maintain well-designed organizational structures. Strategies include:
 - (1) Developing and maintaining clear lines of communication between the school administration, departmental administration, faculty, and staff.
 - (2) Pursuing feedback on the effectiveness of administration at all levels.
 - (3) Engaging the faculty in the composition and review of School of Medicine policies.

- b. Create a culture that encourages scholarly advancement of faculty and promotes personal and professional growth of all faculty, staff, and residents. Strategies include:
 - (1) Building consensus on the definition of scholarship and its significance to academic life.
 - (2) Promoting the importance of collective engagement of faculty in the processes of the school.
 - (3) Offering programs focused on developing the leadership ability of faculty, residents, and staff.
 - (4) Supporting faculty in the attendance of leadership conferences offered outside the school.
 - (5) Providing appropriate evaluation and feedback to faculty, residents, and staff to promote personal and professional development.

c. Operate the business of the School in an efficient manner to maximize financial, technological, and human resources where possible. Strategies include:

- (1) Identifying and implementing best practices at all levels within the school.
- (2) Establishing, organizing, and maintaining sound operational policies.

2. To provide the EDUCATIONAL PROGRAM necessary to achieve our mission, we strive to...

a. Recruit quality students that are well-equipped to meet the academic and personal demands of the medical education program. Strategies include:

- (1) Visiting Texas colleges and universities on an annual basis to personally recruit high quality premedical students.
- (2) Continuing the use of early acceptance programs for academically talented students from Texas Tech University, Angelo State University, West Texas A&M University, Austin College, and University of Texas at El Paso.
- (3) Conducting summer enrichment programs to include the Summer Premedical Academy and the Joint Admission Medical Program, strengthening the academic and personal credentials of participants and building closer relationships between TTUHSC and prospective students.
- (4) Inviting and interviewing the most qualified applicants.
- (5) Hosting receptions in cities across the state for students accepted to TTUHSC in conjunction with the Office of Development and the Alumni Association.
- (6) Offering academic scholarships to the most qualified and desirable students and seeking new scholarship funding.

b. Implement and execute a functional and dynamic curriculum that prepares students with the knowledge, skills, behaviors, and attitudes necessary to effectively provide medical care to increasingly diverse patient populations. Strategies include:

- (1) Maintaining an effective governance structure with clear links to the Office of Curriculum, the Educational Policy Committee, the Year 1 and 2 Education Operations Committee, and the Year 3 and 4 Clinical Education Operations Committee and including committed teachers in leadership positions.
- (2) Establishing clearly defined links to department chairs, regional leadership, and the Dean within the governing structure of the educational program.
- (3) Ensuring effective curriculum evaluation and educational leadership accountability related to student performance through the regular reporting of data from Year 1 and 2 Blocks, Year 3 Clerkships, and Year 4 required and elective rotations.
- (4) Performing regular evaluations of faculty performance and obtaining feedback from students related to classroom teaching and clinical experiences.
- (5) Strengthening faculty teaching abilities through periodic evaluation of curriculum and the offering of faculty development specific to education.
- (6) Developing innovative electives to enhance the student learning experience.
- (7) Maintaining continual awareness of national standards.

c. Support students in the achievement of their academic and professional goals by establishing mechanisms and services that aid students with facing the challenges of completing a medical education. Strategies include:

- (1) Fostering effective communication between students, faculty, residents, staff, and administration in order to promote student success in the curriculum and student satisfaction with their medical education.
- (2) Facilitating the use of institutional and personal resources in an optimal fashion to assist students in maintaining a healthy and balanced personal life while meeting the demands of a medical education.

- (3) Ensuring students are familiar with School of Medicine policies and available options in the event a student becomes subject to action under these policies.

3. To provide the **RESEARCH PROGRAM** necessary to achieve our mission, we strive to...

- a. Assist faculty in the development and sustainment of scholarly and research endeavors that enhance scientific knowledge and contribute to the provision of health care and the teaching of medicine. Strategies include:
 - (1) Providing bridge grant programs to support investigators between funding.
 - (2) Striving to provide time for clinical faculty to pursue research endeavors.
 - (3) Offering workshops on writing grant proposals and utilizing grant-proposal consultants for individual cases.

- b. Advance research programs within the school through internal and external collaboration, recruitment of NIH-funded researchers, and comprehensive long-term planning. Strategies include:
 - (1) Seeking to recruit new faculty with existing NIH funding or strong potential for obtaining NIH funding in the near future.
 - (2) Providing adequate laboratory space and start-up packages that are nationally competitive.
 - (3) Providing core laboratory facilities available for use by faculty throughout the School of Medicine.
 - (4) Evaluating the use of endowed chairs/professorships and ensuring their effective assignment to achieve desired results.
 - (5) Managing a clinician/basic scientist seed grant program to foster translational research.
 - (6) Encouraging and supporting collaborative efforts with external research entities and across disciplines within the TTUHSC.
 - (7) Supporting the establishment of research centers of excellence and research institutes highlighting areas of excellence.

4. To provide the **PATIENT CARE** necessary to achieve our mission, we strive to...

a. Provide quality medical care that meets and exceeds nationally recognized standards for patient safety. Strategies include:

- (1) Aligning quality measures with national trends and regulatory and/or accreditation standards.
- (2) Improving communication with faculty and staff regarding quality standards and expectations.

b. Create an environment of clinical care focused on developing patient loyalty and improving patient satisfaction. Strategies include:

- (1) Training supervisors on best practices and supporting the implementation of these practices within the clinics.
- (2) Improving the communication with faculty and staff regarding current patient satisfaction ranking and potential initiatives for improvement.
- (3) Seeking to communicate with patients in effective and compassionate ways.
- (4) Having standards for telephone helpfulness and timeliness of returning phone calls and measuring compliance.

c. Maintain a position of financial strength that allows for the continued growth of the School of Medicine. Strategies include:

- (1) Continually examining and improving operational effectiveness in the Business Office and within each clinic.
- (2) Maximizing the effectiveness of coding and reimbursement.
- (3) Implementing departmental cost accounting.
- (4) Improving communication regarding financial matters and transparency among all involved parties.

d. Develop business initiatives that strengthen the Texas Tech Physicians' name recognition, access, and patient service across West Texas. Strategies include:

- (1) Increasing the capacity for patient care through business efficiencies and seeking to attain appropriate staffing levels where needed.
- (2) Improving the patient payor mix.
- (3) Investigating and pursuing the feasibility of expanding the clinical operation to new geographic areas.

5. To provide the **COMMUNITY INVOLVEMENT** necessary to achieve our mission, we strive to...

a. Implement public relations and marketing initiatives that improve public awareness of the School of Medicine mission and the contributions of Texas Tech Physicians to the health of the region. Strategies include:

- (1) Building strong relationships with referring physicians, teaching hospitals, and the media.
- (2) Developing creative campaigns that present a rounded picture of benefits the medical school brings to the community from an economic impact to patient care.

b. Attempt to meet the best interests of the communities in which the School of Medicine serves through collaborative programs and provision of quality medical care. Strategies include:

- (1) Incorporating public service into the performance evaluation, tenure, and promotion processes of faculty.
- (2) Sponsoring initiatives and events that promote a healthier community.
- (3) Encouraging students to become involved in service projects and initiatives that serve the community.

Summary Table

Principle Focus	Strategic Goal	Essential Strategy
1. Leadership		
	a. Effective leadership and organizational structure	<ul style="list-style-type: none"> (1) Developing and maintaining clear lines of communication (2) Pursuing feedback on effectiveness (3) Engaging the faculty in the composition/review of policies
	b. Scholarly advancement and promotion of personal/professional growth	<ul style="list-style-type: none"> (1) Building consensus on the definition of scholarship (2) Promoting the importance of collective faculty engagement (3) Offering leadership programs (4) Supporting faculty attendance at leadership conferences (5) Providing appropriate evaluation and feedback
	c. Operate business in an efficient manner	<ul style="list-style-type: none"> (1) Identifying and implementing best practices (2) Establishing, organizing, and maintaining sound policies
2. Educational Program		
	a. Recruitment of quality students	<ul style="list-style-type: none"> (1) Visiting Texas colleges and universities (2) Continuing the use of early acceptance programs (3) Conducting summer enrichment programs (4) Inviting/interviewing the most qualified applicants (5) Hosting receptions across the state (6) Offering scholarships
	b. Functional and dynamic curriculum	<ul style="list-style-type: none"> (1) Maintaining an effective governance structure (2) Establishing clearly defining links to leadership (3) Ensuring effective curriculum evaluation and accountability (4) Performing faculty evaluations and obtaining student feedback (5) Strengthening faculty teaching abilities (6) Developing innovative electives (7) Maintaining awareness of national standards
	c. Student support services	<ul style="list-style-type: none"> (1) Fostering effective communication (2) Facilitating use of institutional/personal resources (3) Ensuring familiarity with policies and available options

Principle Focus	Strategic Goal	Essential Strategy
3. Research Program		
	a. Development and sustainment of scholarly and research endeavors	<ul style="list-style-type: none"> (1) Providing bridge grant programs (2) Providing time for research interests (3) Offering support/workshops on writing grant proposals
	b. Collaboration, recruitment, and long-term planning	<ul style="list-style-type: none"> (1) Recruiting faculty with existing or potential NIH funding (2) Providing adequate laboratory space and start-up packages (3) Providing core laboratory facilities (4) Evaluating the use endowed chairs (5) Managing a clinician/basic scientist seed grant program (6) Supporting the establishment of research centers and institutes
4. Patient Care		
	a. Quality and safety of medical care	<ul style="list-style-type: none"> (1) Aligning quality measures with regulations/standards (2) Improving communication regarding standards/expectations
	b. Patient satisfaction	<ul style="list-style-type: none"> (1) Training and implementing best practices (2) Improving communicating regarding satisfaction and initiatives (3) Communicating with patients in effective/compassionate ways (4) Having telephone standards and measuring compliance
	c. Financial strength	<ul style="list-style-type: none"> (1) Continually examining and improving operational effectiveness (2) Maximizing coding and reimbursement (3) Implementing departmental cost accounting (4) Improving communication regarding financial matters
	d. Business initiatives	<ul style="list-style-type: none"> (1) Increase patient care capacity (2) Improving patient payor mix (3) Expanding the clinical operation where feasible

Principle Focus	Strategic Goal	Essential Strategy
5. Community Involvement		
	a. Public relations and marketing initiatives	<ul style="list-style-type: none"> (1) Building relationships with physicians, hospitals and media (2) Developing creative campaigns
	b. Community interests	<ul style="list-style-type: none"> (1) Incorporating public service into evaluation and promotion (2) Sponsoring community initiatives (3) Encouraging student involvement