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# MCW SCHOOL OF MEDICINE STRATEGIC PLAN

*December 2018*

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# MISSION: MEDICAL COLLEGE OF WISCONSIN (MCW)

*We are a distinguished leader and innovator in the education and development of the next generation of physicians, scientists, pharmacists and health professionals; we discover and translate new knowledge in the biomedical and health sciences; we provide cutting-edge, collaborative patient care of the highest quality and efficiency; and we improve the health of the communities we serve.*

# MCW AND OUR PARTNERS

*A student, an educator, a clinician, a scientist and a community leader. Alone, they can do many things, but together, they can accomplish so much more. The Medical College of Wisconsin brings together the most innovative minds in science, medicine, education and community engagement to solve the toughest challenges in health and society today. Academic medicine is at the core of what we do, bringing together scientists, physicians, and community members to fuel the continuous cycle of knowledge that's shaping the future of science and medicine.*



## Our Partners

The logo for Froedtert, consisting of the word "Froedtert" in white serif font on a blue rectangular background.



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# STRATEGIC PLAN EXECUTIVE SUMMARY

## Strategic Objectives

### Adult Clinical Delivery

Exceptional Care

Consumer-Guided Experience

Market Leadership

Extraordinary People

Business Transformation

*Froedtert /MCP*

### Pediatric Clinical Delivery

Preferred choice for pediatric specialty care

Best value for patients

*CHW/CSG*

### Community Engagement

Institutionalize community engagement

Develop innovative educational programs

Advance community engaged research

Grow Innovative community partnerships

Expand channels of communication

### Medical Education

Enhance student selection for great physicians

Implement competency-based curriculum

Optimize student supports

*MCW*

### Research

Broaden programs of strength

Expand translational research

Enrich the research culture

Innovate with engineering & data science

Enhance partnerships

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# CLINICAL DELIVERY - ADULT

## SUMMARY OF STRATEGIC OBJECTIVES

Froedtert & the Medical College of Wisconsin (F&MCW) will be the trusted leader by transforming healthcare and connecting communities to the best academic medicine

Strategic Objective	Summary of Strategies to Achieve Objective
<p><b>1) Exceptional Care:</b> To improve clinical/safety metrics and regional prominence in clinical trials</p>	<p>F&amp;MCW must demonstrate our commitment to passionately advocate for patients, relentlessly prevent harm, and remove barriers to receiving care. It is vital that we embrace technology and analytics to increase efficiency, eliminate waste, and continually improve the quality and safety of the care we provide.</p>
<p><b>2) Consumer-guided Experience:</b> To improve customer loyalty and access</p>	<p>F&amp;MCW must design future services from the outside in, guided by the needs of our current and potential consumers. Our digital roadmap is crucial to anticipating and understanding the expectations of an evolving marketplace and positioning ourselves to be the health network of choice.</p>
<p><b>3) Market Leadership:</b> To improve market position and increase the population served</p>	<p>F&amp;MCW has earned a position of strength in southeastern Wisconsin. As the surrounding environment continues to evolve, we believe that market leadership is an imperative for future success. This leadership must be demonstrated through our market position, our academic and clinical excellence and the geographic footprint of the markets we serve – directly and through collaborative partnerships.</p>



# CLINICAL DELIVERY - ADULT

## SUMMARY OF STRATEGIC OBJECTIVES

Froedtert & the Medical College of Wisconsin (F&MCW) will be the trusted leader by transforming healthcare and connecting communities to the best academic medicine

Strategic Objective	Summary of Strategies to Achieve Objective
<b>4) Extraordinary People:</b> To improve workforce engagement	Our success is fueled by extraordinary people – committed to our mission – who serve our patients, their families and our community. In the face of demographic changes and a highly competitive workforce environment, it will be essential for F&MCW to recruit, retain and develop the finest talent.
<b>5) Business Transformation:</b> To improve enterprise financial management and diversified revenue	To achieve our mission and vision, F&MCW must successfully execute a long-range financial plan. In order to accomplish this, we will transform the delivery of our care, create high value in the supporting business systems and diversify our revenue. This will position us to reinvest in our people, technology, and the evolving design of our services.

# CLINICAL DELIVERY - ADULT

## EXCEPTIONAL CARE

<b>Strategic Objective</b>	<p>1) F&amp;MCW must demonstrate our commitment to passionately advocate for patients, relentlessly prevent harm, and remove barriers to receiving care. It is vital that we embrace technology and analytics to increase efficiency and continually improve the quality and safety of the care we provide.</p>
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"> <li>• <b>1.1</b> – Ensure superior access to our services and support the continuum of care for our patients</li> <li>• <b>1.2</b> – Demonstrate high reliability in patient care</li> <li>• <b>1.3</b> – Accelerate progress toward eliminating health disparities, increasing quality of care and advancing diversity and inclusion in healthcare</li> <li>• <b>1.4</b> – Implement enterprise analytics to promote contemporaneous and predictive decision-making for clinical and translational care</li> <li>• <b>1.5</b> – Draw upon the strength of our leadership in academic medicine to deliver the best in patient care</li> <li>• <b>1.6</b> – Engage our patients and their families to design a patient-centric and personalized system of care that delivers superior value with a team-based care model, improved patient navigation, seamless care transitions, elevating patient voice in care, standardized evidence-based care and utilization, engaging patients through digital technology</li> <li>• <b>1.7</b> – Develop and implement a population health roadmap to improve the health status of people under our care while contributing to the overall health status of our community</li> <li>• <b>1.8</b> – Integrate access to a distributed model of clinical trials across the health network</li> <li>• <b>1.9</b> – Adopt and integrate technology and innovation throughout the health network in support of transformative changes in the practice of medicine</li> </ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"> <li>• Clinical quality and safety in the top 10% nationally</li> <li>• Medicare spend per beneficiary in the best 25% nationally</li> <li>• #1 in the region (WI, IL, MN) for clinical trials</li> </ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"> <li>• <b>Key Leaders:</b> Cathy Buck, Jonathon Truwit</li> </ul>

# CLINICAL DELIVERY - ADULT

## CONSUMER-GUIDED EXPERIENCE

<b>Strategic Objective</b>	<p>2) F&amp;MCW must design future services from the outside in, guided by the needs of our current and potential consumers. Our digital roadmap is crucial to anticipating and understanding the expectations of an evolving marketplace and positioning ourselves to be the health network of choice.</p>
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"> <li>• <b>2.1</b> – Establish a solid foundation upon which to build our consumer-guided experience including: smart distribution of services to deliver value to patients, consumer-centered scheduling, transparent pricing, billing and simplified payment ability</li> <li>• <b>2.2</b> – Develop and implement an approach to ensure consumer insights guide our care models, new product development and decision-making</li> <li>• <b>2.3</b> – Provide care without walls (e.g., virtual, telehealth) to facilitate convenience as defined by our consumers</li> <li>• <b>2.4</b> – Implement a direct-to-consumer retail pricing strategy for “shoppable” services</li> <li>• <b>2.5</b> – Make the experience easy across our health network by creating the roadmap for radical consumer access</li> <li>• <b>2.6</b> – Develop digital engagement and enhanced customer relationship management capabilities</li> <li>• <b>2.7</b> – Expand our capabilities outside healthcare through new and diverse partnerships</li> <li>• <b>2.8</b> – Position F&amp;MCW as a trusted health advisor throughout the consumer life cycle, connecting with people in ways that are meaningful to them</li> </ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"> <li>• #1 in Southeastern Wisconsin for consumer loyalty</li> <li>• 2 million unique lives touched</li> </ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"> <li>• <b>Key Leaders:</b> David Olson, Joseph Kerschner</li> </ul>

# CLINICAL DELIVERY - ADULT

## MARKET LEADERSHIP

<b>Strategic Objective</b>	<p>3) F&amp;MCW has earned a position of strength in southeastern Wisconsin. As the surrounding environment continues to evolve we believe that market leadership is an imperative for future success. This leadership must be demonstrated through our market position, our academic and clinical excellence and the geographic footprint of the markets we serve directly and through collaborative partnerships.</p>
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"> <li>• <b>3.1</b> – Leverage and invest in academic medicine as a differentiator, creating broader access to an academic level of care, be an essential player in the markets we serve through a comprehensive network of services, and define our value proposition and implement strategies to move all service lines to #1 or #2 market position</li> <li>• <b>3.2</b> – Develop and implement strategies to successfully engage in communities we serve, redesign emerging markets strategy with respect to evolving market demographics, and demonstrate engagement in new and current markets</li> <li>• <b>3.3</b> – Implement a geographic strategy that allows us to expand our scale</li> <li>• <b>3.4</b> – Strategically package and enhance current employer offerings and determine the role of the health plan and third-party administrator (TPA) strategy</li> <li>• <b>3.5</b> – Lead the market in consumer-directed digital access powered by Inception Health</li> <li>• <b>3.6</b> – Define the market, innovate and create a new growth engine for the future</li> </ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"> <li>• Overall position as the market leader or not less than #2 in markets served by defined assets</li> <li>• One-third of Southeastern Wisconsin population served</li> </ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"> <li>• <b>Key Leaders:</b> John Schreiber, Dean Thomas</li> </ul>

# CLINICAL DELIVERY - ADULT

## EXTRAORDINARY PEOPLE

Strategic Objective	4) Our success is fueled by extraordinary people – committed to our mission – who serve our patients, their families and our community. In the face of demographic changes and a highly competitive workforce environment, it will be essential for F&MCW to recruit, retain and develop the finest talent.
Strategies and Tactics	<ul style="list-style-type: none"> <li>• 4.1 – Differentiate the workplace through our reputation and connection to a nationally recognized academic medical center</li> <li>• 4.2 – Develop and implement an employee life-cycle strategy that attracts people and encourages them to stay, including recruitment, on-boarding, career development, and separation</li> <li>• 4.3 – Support the engagement of a diverse workforce through the implementation of a compensation philosophy that aligns incentives, provides market-competitive salaries and offers innovative benefits</li> <li>• 4.4 – Implement leading-edge strategies that support the well-being and resilience of our people</li> <li>• 4.5 – Strategically build our pipeline and collaborate across Froedtert, MCW and community partners to produce a future workforce</li> <li>• 4.6 – As a learning organization, collectively develop our talent – enabling us to better serve our patients and our community</li> <li>• 4.7 – Redesign the work we do –integrating technology and redefining roles – to support evolving care models and business transformation</li> <li>• 4.8 – Foster a culture of innovation and discovery to advance exceptional care. Be nimble in adopting advances developed both within and from outside F&amp;MCW</li> </ul>
Success Metrics	<ul style="list-style-type: none"> <li>• Workforce engagement in the top quartile nationally</li> </ul>
Accountabilities	<ul style="list-style-type: none"> <li>• <b>Key Leaders:</b> Eric Humphrey; Kimara Ellefson and Greer Jordan</li> </ul>

# CLINICAL DELIVERY - ADULT

## BUSINESS TRANSFORMATION

<b>Strategic Objective</b>	<p>5) To achieve our mission and vision, F&amp;MCW must successfully execute a long-range financial plan. In order to accomplish this, we will transform the delivery of our care, create high value in the supporting business systems and diversify our revenue. This will position us to reinvest in our people, technology, and the evolving design of our services.</p>
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"> <li>• 5.1 – Implement strategic cost-management through business restructuring and clinical transformation</li> <li>• 5.2 – Ensure a market-competitive rate structure to drive profitable growth</li> <li>• 5.3 – Demonstrate high reliability in all services – clinical and non-clinical – that we deliver</li> <li>• 5.4 – Expand risk-based contracts, especially under Medicare and Medicaid</li> <li>• 5.5 – Fully implement and expand the F&amp;MCW Clinically Integrated Network to maximize value-based revenue</li> <li>• 5.6 – Develop prioritization for philanthropy and grow philanthropic dollars</li> <li>• 5.7 – Define and execute a strategy to diversify our revenue streams in a competitive market</li> <li>• 5.8 – Leverage technology such as deep learning, artificial intelligence and robotics to supplement human capital</li> </ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"> <li>• Bond rating in the top 15% nationally (AA-)</li> </ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"> <li>• <b>Key Leaders:</b> Chris Kops, Scott Hawig</li> </ul>

# CLINICAL DELIVERY - PEDIATRIC

## SUMMARY OF STRATEGIC OBJECTIVES

MCW, Children's Specialty Group (CSG) and Children's Hospital and Health System (CHHS) will work to make Wisconsin kids the healthiest in the nation

Strategic Objective	Summary of Strategies to Achieve Objective
<b>6) Be the choice for pediatric specialty care</b>	MCW, CSG, and CHHS will continue to provide differentiated pediatric services and expanding their focus to include physical, mental, and social dimensions.
<b>7) Provide best value for pediatric specialty care</b>	MCW, CSG, and CHHS will expand their reach and provide a high-value network of services to children and families in the region.

# CLINICAL DELIVERY - PEDIATRIC

## PREFERRED CHOICE

Strategic Objective	6) Be the choice for pediatric specialty care.
Strategies and Tactics	<ul style="list-style-type: none"> <li>• <b>6.1</b> – Expand health focus to include physical, mental, and social dimensions – while continuing to provide unique, differentiated pediatric specialty services</li> <li>• <b>6.2</b> – Consumer-focused solutions providing the right mix of services to drive health outcomes</li> <li>• <b>6.3</b> – Provide outstanding pediatric specialty care in collaboration with a leading national children’s hospital and pediatric primary care network while discovering knowledge to enhance treatment for children battling illness and disease, including offering a wide range of clinical trials as therapeutic options.</li> </ul>
Success Metrics	<ul style="list-style-type: none"> <li>• Recruitment and retention of top-tier academic pediatric faculty</li> <li>• Demonstrate differential outcomes on overall child health and quality</li> <li>• Meet families’ and referring provider expectations on affordability and convenience, including access</li> </ul>
Accountabilities	<ul style="list-style-type: none"> <li>• <b>Key Leaders:</b> CSG CEO &amp; COO; CHHS CEO &amp; COO; MCW Dean, School of Medicine</li> </ul>



# CLINICAL DELIVERY - PEDIATRIC

## BEST VALUE

Strategic Objective	7) Provide best value for pediatric specialty care.
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"> <li>• 7.1 – Increase reach and scale of pediatric lives within the pediatric enterprise</li> <li>• 7.2 – Pediatric Enterprise governance by CHHS, MCW, CSG, and CMG leadership</li> </ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"> <li>• Attributed lives in Children’s Community Health Plan (CCHP), Children’s Medical Group (Primary Care)</li> <li>• Remain accessible to all families across all networks; participation with all health systems, employers, and payers</li> <li>• Financially viable academic pediatric specialty practice (Children’s Specialty Group (CSG))</li> <li>• Visits to CSG providers               <ul style="list-style-type: none"> <li>• Annual visits</li> <li>• New patient visits</li> </ul> </li> </ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"> <li>• <b>Key Leaders:</b> CSG CEO &amp; COO; CHHS CEO &amp; COO; MCW Dean, School of Medicine</li> </ul>

# COMMUNITY ENGAGEMENT

## SUMMARY OF STRATEGIC OBJECTIVES

MCW and its partners will improve the health of communities in Wisconsin and beyond by advancing the art and science of community engagement and making MCW a national leader in improving the health of the public

Strategic Objective	Summary of Strategies to Achieve Objective
<p><b>8) Institutionalize community engagement</b> within MCW by further developing infrastructural programs and systems across the institution</p>	<p>Using the Community Engagement Components Practical Model, we will work to further develop infrastructure programs and systems to support community engagement in all components, across the institution including: strategic planning, supportive tools and resources, training, recognition, evaluation, and tracking.</p>
<p><b>9) Strengthen professionals, academics, and community partners through innovative educational community engagement programs and events</b></p>	<p>Building on existing community engagement programs, training and events, we will develop educational offerings for community partners, faculty, staff, and students who wish to pursue both foundational and advanced understanding of community engagement, and we will partner with the community to develop certifications and credentialing that is of value to both academic and community partners locally, regionally, and nationally.</p>
<p><b>10) Leverage MCW's current position as a national leader in Community Engagement to further advance Community Engaged Research (CEnR)</b></p>	<p>We will continue to align with and invest in the institution's research mission. We will identify and partner with leading programs across the institution, further establish the institution's reputation as a leader in CEnR, and continue efforts in the most dynamic and innovative projects, especially those identified as critical to health equity and social determinants of health.</p>

# COMMUNITY ENGAGEMENT

## SUMMARY OF STRATEGIC OBJECTIVES

MCW and its partners will improve the health of communities in Wisconsin and beyond by advancing the art and science of community engagement and making MCW a national leader in improving the health of the public

Strategic Objective	Summary of Strategies to Achieve Objective
<b>11) Strengthen and grow community partnerships</b> through innovative and responsive action	We will continue deepening community partnerships, provide resources for fostering genuine partnerships across the institution and within the community, and build programs, policies, and procedures that enable the institution to be more nimble and versatile in providing benefits to community partners for their efforts to support projects, research, and other initiatives.
<b>12) Expand channels of communication and promote community-engaged dissemination</b> to increase understanding of MCW's community engagement mission	We will disseminate information and communicate about Office of Community Engagement's and institution-wide community engagement efforts through diverse and effective platforms and mediums, including bi-directional feedback from both internal and external constituencies.

# COMMUNITY ENGAGEMENT

## INFRASTRUCTURE FOR ENGAGEMENT

Strategic Objective	8) Institutionalize community engagement within MCW
Strategies and Tactics	<ul style="list-style-type: none"> <li>• <b>8.1 – Institutional Community Engagement Alignment:</b> Foster community engagement alignment throughout the institution</li> <li>• <b>8.2 – Community Engagement Dashboard:</b> Provide a digital platform to track community engagement more effectively across the institution               <ul style="list-style-type: none"> <li>• Engage five units in the School of Medicine to pilot the Community Engagement Dashboard and provide their feedback on its implications for enhancing their community engagement activities prior to finalizing the Dashboard for institution-wide use</li> </ul> </li> <li>• <b>8.3 – Community Engagement Curriculum and Policies:</b> Plan and support implementation of policies, curriculum, and programming that incorporate community engagement in student programs and education overall               <ul style="list-style-type: none"> <li>• Continue to work with Academic Affairs on creating a foundational community engagement orientation for all medical students (currently in early stages of this discussion). Develop plan to provide all medical students with basic knowledge of community engagement and selected students with more advanced community engagement programs</li> <li>• Continue to work with Global Health, UCH, and HSMP Pathways</li> <li>• Further discuss opportunities to engage with the Kern Institute</li> </ul> </li> <li>• <b>8.4 – Community Engagement Standardization and Certification:</b> Ensure best practices by standardizing and certifying community engagement competency consistently across the institution</li> </ul>
Success Metrics	<ul style="list-style-type: none"> <li>• Develop one foundational and one advanced community engagement program to be incorporated into medical student curriculum</li> <li>• Develop and implement a Dashboard platform with five MCW units</li> </ul>
Accountabilities	<ul style="list-style-type: none"> <li>• <b>Key Leaders:</b> Zeno Franco, Syed Ahmed, Leslie Ruffalo, and Sarah O'Connor</li> </ul>

# COMMUNITY ENGAGEMENT

## PROGRAMS AND EVENTS

Strategic Objective	<p>9) Strengthen professionals, academics, and community partners through innovative educational community engagement programs and events.</p>
Strategies and Tactics	<ul style="list-style-type: none"> <li>• <b>9.1 – Education and Community Engagement Integration:</b> Strengthen community engagement educational programming, in consultation and partnership with departments, programs, and regional campuses. Identify opportunities for integrating community engagement into offerings for students, staff, faculty, and community partners. Build upon connections with others within Southeast Wisconsin including Marquette University, University of Wisconsin-Milwaukee, members of the Regional Community Engagement Network (RCEN), and the Kern Institute</li> <li>• <b>9.2 – Immersion Program:</b> Develop a community-partnered educational and experiential learning program for researchers seeking more experience in community engagement</li> <li>• <b>9.3 – MCW-focused Community Engagement Certificate Program:</b> Develop a robust community engagement certificate program to attract post-undergraduate students and other professionals seeking formal education and expertise in community engagement</li> <li>• <b>9.4 – Community-focused Community Engagement Certificate Program:</b> Collaborate with community partners and other academic institutions to develop professional trainings and certifications in community engagement</li> </ul>
Success Metrics	<ul style="list-style-type: none"> <li>• Implement annual Immersion Program to immerse researchers in community setting(s), moving gradually from regional, to national, to international researchers participating in the program</li> <li>• Implement a transcriptable certificate program in community engagement</li> </ul>
Accountabilities	<ul style="list-style-type: none"> <li>• <b>Key Leaders:</b> Leslie Ruffalo, David Nelson, Jessica DeSantis, Syed Ahmed</li> </ul>

# COMMUNITY ENGAGEMENT

## LEADERSHIP IN COMMUNITY ENGAGED RESEARCH

Strategic Objective	10) Leverage MCW's current role as a national leader in community engagement to further advance Community Engaged Research (CEnR).
Strategies and Tactics	<ul style="list-style-type: none"> <li>• <b>10.1 – Internal partnership growth:</b> Develop and nurture internal partnerships to foster departmental and programmatic alignment with community engagement</li> <li>• <b>10.2 – Regional and National Initiatives:</b> Build MCW's visibility as a national leader and convener for community engagement. Pursue collaborative projects with regional and national institutions and community partners               <ul style="list-style-type: none"> <li>• Leverage existing relationships with national/international and regional organizations (specific list available)</li> </ul> </li> <li>• <b>10.3 – Community Engaged Scholars Mentoring Network Program:</b> Establish a network of community-engaged scholars to foster collegiality, visibility, and mentorship of community engagement. Provide coaching and peer mentoring opportunities. Identify a procedure to highlight community-engaged scholars               <ul style="list-style-type: none"> <li>• Gradually expand the network to regional and national connections. Presently we are focused on mentoring MCW faculty mentees from 10 MCW units and two MCW campuses, as well as the Director of Community Engagement at Marquette University. The six MCW mentors represent four MCW units. Our goal is to expand the network further with regional and national connections</li> </ul> </li> <li>• <b>10.4 – Community Engaged Research Think Tank:</b> Launch and sustain a CEnR think tank for academic and community partners across disciplines to promote the exchange of ideas, foster innovation, and advance CEnR. Leverage national and international connections with organizations and groups</li> </ul>
Success Metrics	<ul style="list-style-type: none"> <li>• Offer three training programs in research methods and best practices in CEnR by leveraging MCW, regional, national, and international connections with organizations and groups involved in community engagement</li> <li>• Expand Community Engaged Scholars Mentoring Network by 10% annually</li> </ul>
Accountabilities	<ul style="list-style-type: none"> <li>• <b>Key Leaders:</b> Syed Ahmed, David Nelson, Zeno Franco, Tiffiney Gray</li> </ul>

# COMMUNITY ENGAGEMENT

## STRENGTHEN AND GROW COMMUNITY PARTNERSHIPS

Strategic Objective	11) Strengthen and grow community partnerships through innovative and responsive action.
Strategies and Tactics	<ul style="list-style-type: none"> <li>• <b>11.1 – Community Engagement Liaison Services:</b> Expand, manage and better facilitate community partner relationships for faculty and staff across MCW. Launch Community Partner Forum as expansion of MCW Community Engagement Liaison Program</li> <li>• <b>11.2 – Community Partner Management Resources:</b> Provide MCW faculty and staff involved in community engagement projects with tools for best practices in community partner management that align with MCW policies and values</li> <li>• <b>11.3 – Community Partner Recognition and Reciprocity:</b> Provide community partners with recognition and reciprocity they value from the institution</li> <li>• <b>11.4 – Community Partner-in-Residence:</b> Host community partner-in-residence to serve as a liaison and strengthen partnership forts</li> </ul>
Success Metrics	<ul style="list-style-type: none"> <li>• Develop a signature program that elevates and provides benefits to at least two known, long-term, established partners of the institution</li> <li>• Offer at least two capacity-building workshops annually, including: introduction to community-academic partnerships, policy and advocacy in community engagement, grant writing, and proposal development strategies</li> </ul>
Accountabilities	<ul style="list-style-type: none"> <li>• <b>Key Leaders:</b> David Nelson, Leslie Ruffalo, Sarah O'Connor, Syed Ahmed</li> </ul>

# COMMUNITY ENGAGEMENT

## EXPAND CHANNELS OF COMMUNICATION AND DISSEMINATION

<b>Strategic Objective</b>	12) Expand channels of communication and promote community-engaged dissemination to increase understanding of MCW's community engagement mission.
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"><li>• <b>12.1 – Feedback Systems:</b> Obtain feedback from community and academic partners to assess impact and perceptions of community engagement efforts</li><li>• <b>12.2 – Diverse Dissemination Methods:</b> Diversify and promote innovative dissemination methods for projects and programs. Partner with community-engaged coalitions to advocate and scale-up our efforts</li><li>• <b>12.3 – Telling Our Story:</b> Identify and create stories that advance MCW's Community Engagement mission and bring awareness about MCW's community-engaged commitments and activities</li><li>• <b>12.4 – Conferences:</b> Provide opportunities for bidirectional dialogue among faculty, staff, students, and community partners</li></ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"><li>• Establish a taskforce on communication and dissemination with representation that includes the Office of the Dean, School of Medicine, and the Communications Office</li><li>• Convene two conferences annually tailored to researchers and community partners with the opportunity to meet and find areas of common interest, discuss community issues, and develop future collaborations</li></ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"><li>• <b>Key Leaders:</b> Sarah O'Connor, Erika Petterson, Kelsey Heindel, Syed Ahmed</li></ul>



# MEDICAL EDUCATION

## SUMMARY OF STRATEGIC OBJECTIVES

MCW and its partners will prepare medical students to become the best physicians of tomorrow with a spirit of continuous learning and the skills to adapt to whatever may come next in medical discoveries and best practices, as well as in the business side of practicing medicine

Strategic Objective	Summary of Strategies to Achieve Objective
<b>13) Medical Student Selection:</b> We seek students who have compassion, resiliency, and other personal characteristics to be great physicians.	Define the characteristics of the type of student(s) we wish to graduate, delineate how these traits would be exhibited, develop screening and selection methods that will select these students, and develop measurement tools to verify that we fulfill our vision for the type of students that we hope to graduate.
<b>14) Medical School Curriculum:</b> We will provide an evolving curriculum that offers content through multiple learning modalities to ensure that all students achieve the basic competencies to be successful physicians.	Implement a competency-based curriculum that allows for continuous assessment of all competencies in every year of medical school and ensures that students attain the MCW Global Competencies by the completion of their medical school training.
<b>15) Medical Student Services:</b> Academic Affairs will provide resources that support and foster life-long self-development of students' personal and professional skills.	Improve the quality and breadth of student services and develop approaches to ensure that students from all MCW Schools receive the necessary support to further their professional and personal development.

# MEDICAL EDUCATION

## MEDICAL STUDENT SELECTION

Strategic Objective	13) We seek students who have compassion, resiliency, and other personal characteristics to be great physicians.
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"><li>• <b>13.1</b> – Achieve consensus by the faculty and medical school leadership regarding the key attributes that we want in our student body</li><li>• <b>13.2</b> – Develop a screening process that includes those attributes, which are not measured beyond academic success (i.e., MCAT and GPA)</li><li>• <b>13.3</b> – Standardize the applicant screening process so that each applicant is assessed in a fair and reproducible fashion regarding of who is conducting the screening</li><li>• <b>13.4</b> – Adopt our interview process so that non-academic attributes we feel are important as assessed and valued</li><li>• <b>13.5</b> – Move to a group interview setting to reduce personal bias and standardize our applicant assessment process</li></ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"><li>• Define the characteristics of the type of student(s) we wish to graduate</li><li>• Delineate how these traits would be exhibited</li><li>• Develop screening and selection methods that will select these students</li><li>• Develop measurement tools to verify that we fulfill our vision for the type of students we hope to graduate</li></ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"><li>• <b>Key Leaders:</b> Jane Machi</li></ul>

# MEDICAL EDUCATION

## MEDICAL SCHOOL CURRICULUM

Strategic Objective	14) We will provide an evolving curriculum that offers content through multiple learning modalities to ensure that all students achieve the basic competencies to be successful physicians.
Strategies and Tactics	<ul style="list-style-type: none"><li>• <b>14.1</b> – Design our medical school curriculum so that all of the MCW Competencies are taught and assessed in every year of the curriculum</li><li>• <b>14.2</b> – Recognize that students learn differently and create teaching methods and applications that will work for students with various learning styles</li><li>• <b>14.3</b> – Develop team-based skills based on IPE experiences to satisfy the competency that students can work in inter-professional teams</li><li>• <b>14.4</b> – Identify and/or develop appropriate assessment systems for each competency that may be independent of a student’s performance in a particular domain or course</li><li>• <b>14.5</b> – Assure that each competency (e.g., communication) is assessed continuously over time throughout all the years of a student’s education</li><li>• <b>14.6</b> – Examine the MCW medical student grading system to determine a method that is most aligned with a competency-based approach to education</li></ul>
Success Metrics	<ul style="list-style-type: none"><li>• Implement a competency-based curriculum that allows for continuous assessment of all competencies in every year of medical school and ensures that students attain the MCW Global Competencies by the completion of their medical school training</li></ul>
Accountabilities	<ul style="list-style-type: none"><li>• <b>Key Leaders:</b> Travis Webb, Sally Twining, and Bipin Thapa</li></ul>

# MEDICAL EDUCATION

## MEDICAL STUDENT SERVICES

<b>Strategic Objective</b>	<b>15) Academic Affairs will provide resources that support and foster life-long self-development of students' personal and professional skills.</b>
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"><li>• <b>15.1</b> – Create a student-learning and student-center approach wherein students from all schools and all campuses can receive access to key information and services</li><li>• <b>15.2</b> – Provide online access to key services 24/7 through a centralized website</li><li>• <b>15.3</b> – Develop a more robust student academic support team that can provide learning assessment for all students in all schools and coordinate tutoring and remediation</li><li>• <b>15.4</b> – Expand student health and wellness services and improve programs for students at regional campuses and MCW students in all Schools</li></ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"><li>• Improve the quality and breadth of student services and develop approaches to ensure that students from all MCW schools receive the necessary support to further their professional and personal development</li></ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"><li>• <b>Key Leaders:</b> Carol Tsao</li></ul>

# RESEARCH PROGRAM

## SUMMARY OF STRATEGIC OBJECTIVES

MCW and its partners will develop research programs of distinction and create a rich and supportive research support ecosystem that promotes the next generation of biomedical research

Strategic Objective	Summary of Strategies to Achieve Objective
<p><b>16) Broaden and grow current MCW research programs of strength</b></p>	<p>MCW has existing programs of strength – including cancer, cardiovascular disease, child health, neurosciences, and the Center for International Blood and Marrow Transplant Research (CIBMTR) – and sees an opportunity for growth of these programs, in close collaboration with MCW’s clinical partners, to achieve additional research sponsorship and commercial partnerships.</p>
<p><b>17) Enhance translational research impact and expand clinical trials portfolio</b></p>	<p>Improving MCW’s research impact and clinical trial portfolio will require streamlined clinical and translational research infrastructure efficiencies. Given MCW’s size, it has the potential to be nimble and try new, creative solutions that have a major impact on the quality and productivity of MCW translational research and clinical trials.</p>
<p><b>18) Innovate at the convergence of medicine and engineering and medicine &amp; data science</b></p>	<p>Marquette and MCW’s new joint Department of Biomedical Engineering represents a significant opportunity for leadership at the convergence of engineering and medicine. By creating a research-intensive data science initiative, MCW has the opportunity to advance data science as a true scientific discipline and to support ongoing research throughout the institution. With appropriate investment, MCW can place itself in the upper echelon of organizations building data science academic capability.</p>

# RESEARCH PROGRAM

## SUMMARY OF STRATEGIC OBJECTIVES

MCW and its partners will develop research programs of distinction and create a rich and supportive research support ecosystem that promotes the next generation of biomedical research

Strategic Objective	Summary of Strategies to Achieve Objective
<p><b>19) Enrich the MCW research culture</b> to attract and retain best-in-class talent</p>	<ul style="list-style-type: none"><li>• The ability to recruit, develop, and retain faculty and staff talent is essential to successfully growing a research portfolio that meets MCW's aspirations for a collaborative “systems” approach to scientific discovery and translation.</li></ul>
<p><b>20) Enhance MCW's partnerships</b> on campus and in the community</p>	<ul style="list-style-type: none"><li>• Successful implementation of the research program strategy will require careful coordination and support from MCW's clinical partners: Froedtert Health, Children's Hospital of Wisconsin, and the Zablocki Veteran's Administration (VA). MCW is also committed to be present, to listen and to collaborate with the community as partners to overcome the unique challenges facing Milwaukee.</li></ul>

# RESEARCH PROGRAM

## BROADEN AND GROW CURRENT RESEARCH

Strategic Objective	16) Broaden and grow current MCW research programs of strength.
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"><li>• <b>16.1.</b> – Implement the Cancer Center strategy and achieve National Cancer Institute designation</li><li>• <b>16.2.</b> – Implement program development and growth plans in neurosciences, cardiovascular disease, and child health research as priority emphasis areas</li><li>• <b>16.3.</b> – Pursue targeted NIH portfolio growth strategy focused on U, P, and T grants</li><li>• <b>16.4.</b> – Expand disparities and population/public health research in the community</li><li>• <b>16.5.</b> – Develop and implement a strategic growth plan for CIBMTR</li></ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"><li>• Achieve NCI designation for the MCW Cancer Center</li><li>• Increase clinical trials across cancer, neuroscience, child health, and cardiovascular health – inclusive of underrepresented populations</li><li>• Obtain additional extramural funding, specifically U, P, and T NIH grants</li><li>• Increase the scope and volume of research activities with commercial partners</li></ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"><li>• Dean, School of Medicine</li><li>• Senior Associate Dean for Research, School of Medicine</li><li>• Directors of Neuroscience Research Center, Cardiovascular Research Center, and Child Research Institutes with support from related Department Chairs/Division Chiefs</li><li>• Chief Scientific Director, CIBMTR</li><li>• Director of Cancer Center</li></ul>

# RESEARCH PROGRAM

## ENHANCE TRANSLATIONAL RESEARCH AND EXPAND CLINICAL TRIALS

Strategic Objective	17) Enhance translational research impact and expand clinical trials portfolio.
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"><li>• <b>17.1.</b> – Implement the planned basic science recruitment strategy, emphasizing priority opportunity areas</li><li>• <b>17.2.</b> – Optimize the MCW translational research infrastructure, specifically the Clinical and Translational Science Institute of Southeastern Wisconsin (CTSI) and Genomic Sciences and Precision Medicine Center (GSPMC)</li><li>• <b>17.3.</b> – Enhance the clinical trials management infrastructure and streamline coordination between MCW and its clinical affiliates</li><li>• <b>17.4.</b> – Expand impactful clinical trials in cancer, cardiovascular health, neurosciences, and broadly in child health</li></ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"><li>• Recruit additional basic science faculty in priority research areas</li><li>• Reduce the current MCW average approval time</li><li>• Improve the timeliness of research administrative functions, such as grants and contracts negotiations</li><li>• Enhance the capacity to handle more complex and multi-institutional clinical trials</li></ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"><li>• Dean, School of Medicine</li><li>• Senior Associate Dean for Clinical and Translational Research (CTSI Director), Senior Associate Dean for Research and Senior Associate Dean for Research – Cancer Center</li><li>• Clinical Chairs and Center Directors</li></ul>



# RESEARCH PROGRAM

## INNOVATE CONVERGENCE OF MEDICINE, ENGINEERING, AND DATA SCIENCE

Strategic Objective	18) Innovate at the convergence of medicine & engineering and medicine & data science.
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"><li>• <b>18.1.</b> – Implement a research-intensive data science initiative:<ul style="list-style-type: none"><li>• Organizing structure</li><li>• Faculty recruitment</li><li>• Programmatic support</li><li>• Training programs</li><li>• “Service” model</li></ul></li><li>• <b>18.2.</b> – Initiate biomedical engineering recruitment strategy under the new Department Chair and integrate the joint Department more fully into MCW focus areas, including neurosciences, orthopedics, cardiovascular health, surgery, and child health</li><li>• <b>18.3.</b> – Pursue new funding opportunities and engage more fully with industry through expanded commercialization activities</li></ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"><li>• Form an academic unit for Data Science at MCW to enhance these capabilities at MCW</li><li>• Complete of an initial research plan for MCW-Marquette joint Department of Biomedical Engineering</li><li>• Recruit additional core faculty for the Institute of Data Science and joint Department of Biomedical Engineering</li><li>• Implement recommendations from 2017 Office of Technology Development External Review Report</li></ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"><li>• Dean, School of Medicine</li><li>• Senior Associate Dean for Research, School of Medicine</li><li>• Department Chair of Biomedical Engineering and to be hired leadership of Data Science academic unit</li></ul>

# RESEARCH PROGRAM

## ENRICH THE MCW RESEARCH CULTURE TO ATTRACT AND RETAIN TALENT

Strategic Objective	19) Enrich the MCW research culture to attract and retain best-in-class talent.
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"><li>• <b>19.1.</b> – Streamline and improve MCW faculty recruitment and onboarding processes</li><li>• <b>19.2.</b> – Enhance access to high-quality graduate students for research labs and promote research opportunities for interested medical students</li><li>• <b>19.3.</b> – Enhance tools to broadly promote collaboration and team science</li><li>• <b>19.4.</b> – Enhance mentorship and professional development resources and processes for faculty across MCW</li><li>• <b>19.5.</b> – Actively promote diversity and inclusion programs across MCW research initiatives</li></ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"><li>• Institute a new faculty recruitment and onboarding system</li><li>• Successful submission of new collaborative grants and sponsored projects</li><li>• Documented improvements in faculty satisfaction, particularly early/mid-career faculty</li><li>• Increase representation of female and minority investigators in leadership positions and on internal committees</li></ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"><li>• Dean, School of Medicine</li><li>• Senior Associate Dean for Research, School of Medicine</li><li>• MCW Department Chairs</li><li>• Senior Associate Dean for Faculty Affairs, School of Medicine</li></ul>

# RESEARCH PROGRAM

## ENHANCE MCW'S PARTNERSHIPS ON CAMPUS AND IN THE COMMUNITY

Strategic Objective	20) Enhance MCW's partnerships on campus and in the community.
<b>Strategies and Tactics</b>	<ul style="list-style-type: none"><li>• <b>20.1</b> – Develop a research development roadmap with MCW's clinical affiliates to advance the strategic plan<ul style="list-style-type: none"><li>• <u>Froedtert</u>: Service line and clinical research growth</li><li>• <u>CHW</u>: Service line and clinical research growth</li><li>• <u>VA</u>: Opportunities in health services, neurosciences, behavioral health</li><li>• Link FH, CHW, VA, and BCW and pursue campus-wide initiatives</li></ul></li><li>• <b>20.2</b> – Pursue community engagement and partnership efforts, particularly for underserved and at-risk populations, e.g., FQHCs</li></ul>
<b>Success Metrics</b>	<ul style="list-style-type: none"><li>• Create and implement a specific research development roadmap among MCW, Froedtert, CHW, and the VA to facilitate the MCW research strategic plan</li><li>• <i>See the Community Engagement section for additional information about community outreach-specific metrics</i></li></ul>
<b>Accountabilities</b>	<ul style="list-style-type: none"><li>• Dean, School of Medicine</li><li>• Senior Associate Dean for Community Engagement</li></ul>