

RWJMS Strategic Plan 2016-2021



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Introduction

- Robert Wood Johnson Medical School (RWJMS) is a vibrant medical school integrated within Rutgers, The State University of New Jersey and specifically Rutgers Biomedical and Health Sciences (RBHS), which has greatly impacted the healthcare landscape within Rutgers University, throughout New Jersey, and beyond. Supported by a bold and far-reaching strategic plan, the RBHS road map calls for each of its schools to engage their constituents and put forth an integrating plan that supports not only the RBHS strategic plan, but also the Rutgers University strategic plan upon which all units will fully engage and support for maximum benefit to the faculty, students, staff, and residents of the State of New Jersey. RWJMS's integration with RBHS and Rutgers University creates an environment of limitless opportunity where partnerships and synergies abound.

Introduction (continued)

- The RWJMS experience today has grown significantly from the school that was originally formed as Rutgers Medical School in 1961 with a grant from the Kellogg Foundation. Today, RWJMS, in partnership with Robert Wood Johnson University Hospital (RWJUH), part of the newly formed RWJBarnabas Health System and the school's principal affiliate, comprises a leading, nationally distinguished academic health center. However, the fast pace of change in the current healthcare environment calls for even greater partnerships between academia, community hospitals, and practitioners. That national call to action will play a large role in RWJMS's strategic planning efforts as the medical school strives to become the academic engine driving a new healthcare paradigm in New Jersey along with the integration of RBHS with the RWJBarnabas Health System.

Introduction (continued)

- Our goals over the next five years are to leverage the impressive size and scope of the evolving integration of RBHS with the RWJBarnabas system, to create one of the nation's premiere university-based academic health systems dedicated to improving human health and providing high value healthcare, and to realize our vision while improving operational efficiency through interdisciplinary collaboration and creating a unique healthcare brand.

Organizational Direction

RWJMS Mission

Robert Wood Johnson Medical School is dedicated to transforming health care for New Jersey and the nation through innovation and excellence in education, discovery, and patient and family-centered care and addressing the health of our diverse community

RWJMS Vision 2016-2021

Robert Wood Johnson Medical School will become the academic engine driving a new healthcare paradigm in New Jersey and the state's first and largest academic, patient-centered, high-value health care system

Organizational Direction (continued)

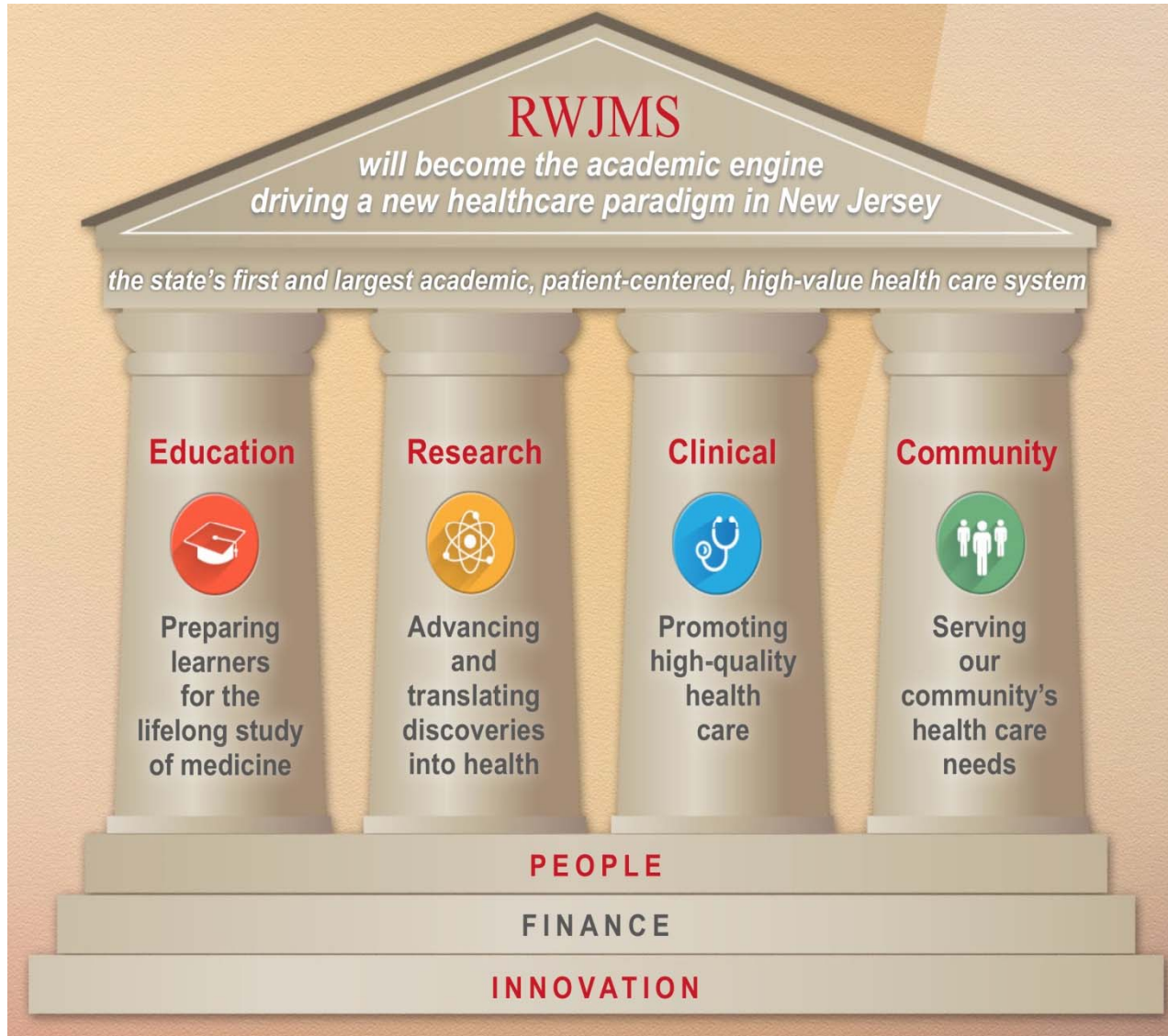
RWJMS Values

- **R**espect, dignity, and humanism for the diverse community we serve
- **W**ellness and resilience
- **J**oining learners hand-in-hand with care delivery
- **M**aking patients first with safe, compassionate, high-quality care
- **S**cience to advance

Alignment with RBHS

RWJMS is strategically organized around its four missions that align with Rutgers Biomedical and Health Sciences (RBHS):

- **Education**: The RBHS strategic plan outlines seven educational initiatives that serve as foundational elements for the RWJMS Strategic Plan
- **Basic and Clinical Research**: Supports the RBHS call for innovation and collaboration
- **Clinical**: The Robert Wood Johnson Medical Group is helping to lead the creation of a statewide interprofessional clinical enterprise developed by RBHS
- **Community and Global Health**: Robust programs at RWJMS fully support the RBHS emerging signature program in community health and health systems



Note: people, finance, and innovation represent foundational elements for successful implementation

Overview of Strategic Aims by Pillar

Pillar	Aims
Education	<ol style="list-style-type: none"> 1. Pursue novel approaches to teaching and experiential learning 2. Integrate tenets of Triple Aim curriculum into the educational mission and fully integrate learners in clinical care 3. Enhance the academic learning environment
Research	<ol style="list-style-type: none"> 1. Increase federal, state, foundation, philanthropic and institutional investment in research with a focus on our environment and innovation 2. Increase academic stature through programmatic development, team science, and scholarly activity 3. Advance basic, clinical, and translational research through improved infrastructure and research resources, as evidenced by an increase in our research activity and investment in support for grants and contracts
Clinical	<ol style="list-style-type: none"> 1. Increase patient satisfaction 2. Improve quality 3. Increase practice efficiency
Community	<ol style="list-style-type: none"> 1. Expand access to culturally effective healthcare 2. Support the community health/global health education of health professionals and the community, both nationally and internationally 3. Expand programming to improve the overall health of communities 4. Expand RWJMS community and global health capacity to engage in population health initiatives around patient-centered outcomes, practice-based dissemination, and implementation and translational research 5. Expand the reach of our global health activities

Strategic Priorities: Education

Introduction

- Members of the teaching faculty are an asset of RWJMS as creative educators who are innovators and partners with students in developing and evaluating curriculum and enriching the educational experience with service learning, research opportunities, and leadership in education, academic medicine, and global health. The Education strategic initiatives undertaken by the faculty and staff will ensure that the learning environment supports the development and maintenance of well-prepared, resilient, and humanistic physicians who provide high-value, ethical, and responsive healthcare that is sensitive to the needs of patients as well as to those of their colleagues.

Strategic Priorities: Education

Introduction (continued)

- RWJMS's long history of innovative teaching and creative collaboration easily allows for the integration of all seven of the RBHS educational initiatives into the strategic plan: novel approaches to teaching, interprofessional education, undergraduate health-related education, underrepresented minority group pipeline programs, leadership training, joint-degree programs, and professional and continuing education. At the same time, RWJMS will work to identify and explore synergies with other RBHS schools and units to maximize interprofessional learning in concert with RBHS strategies.

Strategic Priorities: Education

Pillar Statement

To be a nationally recognized medical education program that prepares medical learners to:

- Become resilient and adaptable physicians who provide high-value, ethical and appropriate healthcare in an ever-changing system
- Communicate respectfully and effectively in a patient- and family-centered fashion
- Collaborate with other healthcare professionals to devise treatment plans and strategies for adherence and self-care, that are tailored to the needs and preferences of the patient
- Integrate the scientific underpinnings of clinical medicine and best evidence into daily practice
- Distinguish themselves as medical professionals in discovery, service and leadership
- And *prepares educational leaders* to teach, mentor and disseminate educational innovation, discovery, and methodology.

Strategic Priorities: Education Aim #1

Pursue novel approaches to teaching and experiential learning

Initiatives:

- Develop the Primary Ambulatory and Community Clerkship Experience (PACCE) at the RWJ Somerset Campus
- Develop new relationships with RWJBarnabas clinical affiliates to successfully address educational quality and the number of learners
- Enhance learning through simulation and beyond lecture and podcast
- Actively pursue collaboration and interdisciplinary course offerings with Rutgers
- Operationalize the mission of the Institute for Excellence in Education (IEE)

Strategic Priorities: Education Aim #2

Integrate tenets of Triple Aim curriculum into the educational mission and fully integrate learners in clinical care

Initiatives:

- Embrace both the diagnosis and the experience of care in learning (*Quality and Satisfaction*)
- Integrate epidemiology, disparities research, and public health skills (*Population Health*)
- Provide educational experiences on coordination of care, value-based care, and accountable care organization (ACO) metrics (*Cost of Care*)

Strategic Priorities: Education Aim #3

Enhance the academic learning environment

Initiatives:

- Develop methods for students, residents, and faculty to pursue leadership/ research/scholarship activities in a supportive and nurturing environment
- Increase evaluation and assessment throughout curriculum
- Ensure **professionalism** throughout the educational curriculum
- Build **resilience** and adaptability among all trainees

Strategic Priorities: Research

Introduction

- Research at RWJMS will play a significant role in increasing academic stature as called for in the university's strategic plan. RWJMS has integrated its goals and action plans to align with RBHS through the identified signature programs of Cancer, Environmental and Occupational Health, Infection and Inflammation, Neuroscience, and Community Health and Health Systems wherever possible. In addition, the creation of collaborative research groups will align in many areas with the RBHS affinity groups and enhance team science.

Strategic Priorities: Research

Introduction (continued)

- As part of the RBHS capital master plan, the new research facilities in the New Brunswick community will strengthen collaborations between basic and clinical scientists and enrich the research mission. Many of the complementary programs are addressed through the pediatric and adult clinical research centers (CRCs) that will continue to play a prominent role in translational research and the RBHS effort to receive a National Institutes of Health (NIH) Clinical and Translational Science Award (CTSA). The New Brunswick based CRCs will increase clinical trials that translate the bench-to-bedside discoveries leading to drug development and other therapies to improve the health of New Jersey residents and overall public health across the globe. Additionally, the bench-to-bedside pathway will provide opportunity for greater public-private partnerships with the bio-pharma industry as set forth organizationally.

Strategic Priorities: Research

Pillar Statement

To become nationally recognized for excellence in basic, translational, and clinical research, and to provide a supportive research environment where scientists and clinicians work collaboratively to promote important scientific discoveries and advance human health

Strategic Priorities: Research Aim #1

Increase federal, state, foundation, philanthropic and institutional investment in research with a focus on our environment and innovation

Initiatives:

- Recruit, support, retain, and reward innovative researchers to attract competitive funding
- Develop mechanisms to increase funding to support research and training
- Create specific funds to support the research mission, including bridge funding and seed funding for new initiatives
- Develop mechanisms to foster and increase research commercialization

Strategic Priorities: Research Aim #2

Increase academic stature through programmatic development, team science, and scholarly activity

Initiatives:

- Increase collaborations and catalyze interdisciplinary team science through collaborative research groups in areas of research concentration across Rutgers
- Promote and increase faculty and trainee scholarly activity and enhance national recognition

Strategic Priorities: Research Aim #3

Advance basic, clinical, and translational research through improved infrastructure and research resources, as evidenced by an increase in our research activity and investment in support for grants and contracts

Initiatives:

- Improve administrative functions, research resources, and trainee support to enhance research productivity
- Improve clinical research center services and efficiency to increase clinical research activity and support
- Identify and maintain high quality laboratory space to accommodate intermediate and long-term growth and to reward success
- Create resources to accelerate innovative research strategies from basic discovery to implementation sciences

Strategic Priorities: Clinical

Introduction

- The clinical aims of the Robert Wood Johnson Medical Group evolve from a patient-first culture that is committed to improving the health and well-being of our patients and their families. The principles of providing safe, high-quality, and convenient care for our patients will guide our daily decisions as well as our long-term strategy.
- We embrace the rich diversity of the community that we serve and treat all patients with compassion, dignity, and respect. We will continually strive to be an efficient organization and act as responsible stewards of the scarce economic and natural resources to which we are entrusted by the public. Finally, to ensure our vision is sustainable, we will wisely and strategically reinvest in ourselves for the benefit of future generations.

Strategic Priorities: Clinical

Pillar Statement

The patient comes first in everything we do as we provide safe, high-quality care with compassion, dignity, and respect for the diverse community we serve

Strategic Priorities: Clinical Aim #1

Increase patient satisfaction

Initiatives:

- Use customer service data to narrow our customer service gap
- Establish a new patient portal to enhance the patient's online experience
- Enhance UBHC call center performance to enhance the patient's appointment scheduling experience
- Increase access to care to improve customer satisfaction
- Improve patient satisfaction by providing more convenient care

Strategic Priorities: Clinical Aim #2

Improve quality

Initiatives:

- Promote a culture of safe and high quality medical practice for our patients and staff
- Adopt safety and quality standards for our medical group based on JACHO and MGMA best practices standards
- Develop a quality based physician incentive plan to drive strategy and performance

Strategic Priorities: Clinical Aim #3

Increase practice efficiency

Initiatives:

- Improve revenue cycle performance to maximize use of scarce economic resources
- Improve patient and physician satisfaction through enhanced practice operational efficiency
- Position our organization for the future by developing new partnerships and collaborations with internal and external partners

Strategic Priorities: Community

Introduction

- RWJMS will continue building and sustaining relationships with our local and global communities as partners in improving overall community health. Creating programs to focus on improving population health, community health, health care, and global health are key elements of our plan. We will continue to collaborate with members of the Rutgers, RBHS, and RWJBarnabas Health communities in efforts to improve community and global health, to address areas such as access to care and disparities in medical treatments and outcomes, and to execute the strategic plan. In addition, we will expand our programs to reach and exchange resources with communities in other areas of the world, the source of many of our immigrant populations, that can inform our local activities in this area.

Strategic Priorities: Community

Pillar Statement

- To become a nationally and internationally recognized leader in community and global health programs through the improvement and expansion of population, community health, and global health care programming
- To expand site-specific, culturally-effective, patient-centered medical and dental care for diverse and often underserved populations
- To benefit from international collaborations for educational, research, and clinical innovations

Strategic Priorities: Community Aim #1

Expand access to culturally effective healthcare

Initiatives:

- Expand user base of Eric B. Chandler Health Center (EBCHC)
- Implement team-based care model for providing primary care at EBCHC
- Increase EBCHC performance towards nationally recognized quality measures and maintain recognition as a patient centered medical home
- Complete a comprehensive financial model for EBCHC to understand its impact within the RWJMS system
- Develop programming to impact the behavior of high utilizers of healthcare services
- Expand global partnerships through the Office of Global Health

Strategic Priorities: Community Aim #2

Support the community health/global health education of health professionals and the community, both nationally and internationally

Initiatives:

- Increase the impact of service learning on the health of the local and global community as well as global experiences of students on medical education
- Develop and disseminate best practices for GME Community Programming

Strategic Priorities: Community Aim #3

Expand programming to improve the overall health of communities

Initiatives:

- Expand the impact of Healthier New Brunswick
- Expand access to appropriate language services during medical care through the Community Interpreter Program and the Office of Global Health in partnership with the greater Rutgers community
- Establish Project ECHO (Extension for Community Healthcare Outcomes) at RBHS

Strategic Priorities: Community Aim #4

Expand RWJMS community and global health capacity to engage in population health initiatives around patient-centered outcomes, practice-based dissemination, and implementation and translational research

Initiatives:

- Continue participation with the Greater New Brunswick Community Health Collaborative sponsored by the Institute for Health, Health Care Policy, and Aging to increase RWJMS and RBHS capacity in community participatory research
- Form committee of clinical and research faculty with interest in community and global health to conduct and pursue funding for capacity building initiatives in community health research
- Provide opportunities to develop local and global capacity of community advocates to become full research partners
- Work with offices at RWJMS and across RBHS, as well as emerging health systems such as Robert Wood Johnson Partners, to plan for assessments of healthcare initiatives with community-based partners and assess the potential of global collaborations in this regard

Strategic Priorities: Community Aim #5

Expand the reach of our global health activities

Initiatives:

- Expand educational activities
- Develop New Excellence Programs
- Expand global health research activities and research funding

Implementation Plan

- The successful achievement of our strategic plan will rely on a solid approach to implementation, including
 - Communicating the plan's goals, aims, and initiatives
 - Choosing the leaders and teams with the right skills to guide the plan
 - Creating accountability among RWJMS staff and faculty
 - Making explicit the key process steps, timelines, and incremental resources required for successful execution
 - Establishing a tracking mechanism process for monitoring strategic plan progress
- RWJMS's administrative leadership team will work in partnership with staff and faculty to effectively implement this plan; objectives and metrics associated with the strategic plan will be incorporated into annual performance goals, while resources for implementation will be modeled for the 5-year period and will be allocated through the annual budgeting process in alignment with annual goals