

Department of Medicine – FY09 Strategic Plan

GOAL	Objective	Action Steps
EDUCATION		
Increased enthusiasm among MUSC medical students to Internal Medicine specialties	Uniformity of teaching of medical students activity in the clerkships	<ul style="list-style-type: none"> • Refine and distribute explicit expectations for teaching faculty, fellows and residents. • Revise student curriculum with specific goals, learning objectives, and topics for clerkship faculty to cover
	Increased clinical research time for housestaff	<ul style="list-style-type: none"> • QI research projects for all IM residents
	EVU incorporation into contracts/salaries Develop an agreed upon metric for quality of teaching	<ul style="list-style-type: none"> • Accurate EVU accounting, Faculty education about the process • System must be developed with input/buy in from faculty • Reminding MDs why they do what they do and exposing that motivation to students

High Priority Item

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RESEARCH		
Targeted approach for collaboration opportunities to increase funding and increased research space for Basic Research within the DOM	Strategic Manpower plan in place	<ul style="list-style-type: none"> • Create a consistent plan for development of junior faculty • Create retention and recognition plan for productive investigators and analyze salary support and incentives • Identify manpower needs for Department-wide usage • Identify areas for targeted recruitment for PIs in selected Divisions
	DOM sponsored research is integrated across Divisions	<ul style="list-style-type: none"> • Identify focus areas for DOM • Designate persons for each Division to assist in communication about research in Divisions • Create intellectual environment across Divisions • Participate in external review of DOM Basic Research strengths/weaknesses
	Comprehensive space plan within DOM	<ul style="list-style-type: none"> • Create best case scenario of how current DOM space to be utilized based on productivity/research initiatives • Develop “wish list” of space needs based on manpower plan and collaboration opportunities
Create supportive clinical research culture	Appropriate infrastructure in place for growing clinical research enterprise	<ul style="list-style-type: none"> • Identify manpower needs for clinical research infrastructure • Identify clinical trial mgmt system software to be used throughout DOM • Identify other resources needed to build cohesive infrastructure
	Strong clinical research base with new and existing DOM resources	<ul style="list-style-type: none"> • Support and mentor young investigators with NIH clinical research funding • Partner with Education Mission to offer learning opportunities about clinical research for fellows and residents • Identify more training grant funding opportunities

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BUSINESS		
Develop and Promote DOM programs that provide differentiation in the marketplace (clinical, research, and educational programs)	Increased awareness across Tri-County area about DOM	<ul style="list-style-type: none"> • Market DOM through internal and external publications • Designate person in DOM to be responsible for Marketing • Participate in internal marketing to promote activities • Create a website for faculty activities – updated weekly or monthly • Have streaming information on the bottom of the screen during MGR • Partner with the SC Medical Journal for Morning Report cases or MGR publications
	Determine which clinical and research activities creates market differentiation for DOM	<ul style="list-style-type: none"> • Market analysis to determine which clinical activities will create market differentiation
Identify and develop opportunities for Growth and Diversification of Revenue Sources	Maximize DOM development activities and resources	<ul style="list-style-type: none"> • Prioritize development activities throughout DOM • Use Lux group to create Development Brochures • Consider creating a Physician Development Director in each Division • Raise funds for Short Term (start-up) and Long-Term (endowment)
	Diversification of research and education sponsor base and revenue sources beyond the current level	<ul style="list-style-type: none"> • Improve grant support for faculty by developing stronger Research Administration infrastructure within the Department • DOM Admin to help identify possible research grant funding opportunities (from any source)
Department of Medicine is the Employer of Choice	Improve Employee Retention	<ul style="list-style-type: none"> • Enhance Employee Participation and Recognition
	Improve Employee Satisfaction	<ul style="list-style-type: none"> • Enhance Employee Participation and Recognition
	Improve Employee Selection Process	<ul style="list-style-type: none"> • Develop Training Programs in Interviewing and Selection of employees

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CLINICAL		
DOM faculty culture is one of service excellence and high faculty satisfaction	Consistent communication between leadership and faculty	<ul style="list-style-type: none"> • Create series of new vehicles to encourage and facilitate more timely communication a between Division Directors and faculty • Communicate with all faculty and Division Directors the goal of setting clear expectations for each and for improving their satisfaction • Create a formal process for faculty to give suggestions about the Clinical Enterprise
	Clear expectations, support systems, and accountability for DOM faculty	<ul style="list-style-type: none"> • Partner with all mission areas to clearly define the needs of the department in relation to faculty effort (clinical, education, and research time) • Work closely with the Division Directors to set clear expectations in regards to individual faculty time based on strengths of faculty
	High faculty satisfaction	<ul style="list-style-type: none"> • Measure faculty satisfaction through MUHA and DOM surveys • Identify key critical questions from the surveys and develop action plans
Improved clinical efficiency	Detailed understanding of IP and OP clinical efficiency issues	<ul style="list-style-type: none"> • Detailed assessment of internal systems and patient access • Gather data on patient access and staffing in each Division • Determine systems issues to MDs seeing more patients efficiently
	Increased in clinical revenues	<ul style="list-style-type: none"> • Focus on business development of new programs such as Infusion, Sleep Medicine, VIP/Concierge practice, Executive Health
	Increased number of appointments and efficient through-put for patients	<ul style="list-style-type: none"> • Understand Service Line goals for improved patient access • Set patient centered goals about access with each Division • Develop manpower and resources needed to achieve goals • Implement feasible patient access plans
	Efficient interdivisional clinical interaction for all inpatients	<ul style="list-style-type: none"> • Continue to survey divisions bi-annually about interdivisional interaction and improvements needed • Improved clinical communication processes between Division to make interactions about inpatients more uniform and efficient • Design and implement expectations of all attendings on service • Help design better systems to deal with geographic challenges to inpatient care