

STRATEGIC PLAN

2023-2028

 Jacobs School of Medicine and Biomedical Sciences
University at Buffalo





Our Vision

To advance the Jacobs School of Medicine into the nation's Top 25 public schools of medicine, through research innovation, excellence in clinical care, and innovation and inclusion in medical education, thereby expanding our global reach and impact.



Our Mission

To align planning and resources to grow research, increase the diversity of students, faculty and staff through recruitment and retention, engage the community in a coordinated, meaningful, and ongoing manner, to modernize the curriculum, to serve the healthcare needs of our community through clinical excellence and to ensure these initiatives are carried out in a manner which ensures financial stewardship and operational excellence.

Strategic Planning Pillars

Education

Meet community needs by training a diverse workforce using innovative curricula designed to train the future generations of physician and research scientists.

Research

Build upon UB's strength in basic science, translational and clinical research to deliver improved outcomes to patients using hubs of innovation that will fund the economic recovery of Western NY.

Clinical

Through innovation and collaboration, improve the health of the community through models of care that address health disparities, access, quality, and cost of care in our region.

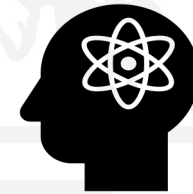
Diversity

To ensure ongoing, coordinated, and meaningful community engagement, focusing on alleviating health disparities in our community.

Our Overarching Goals

Meet the needs of the workforce to advance the understanding and practice of medicine and improve the health of our community

- ⊕ Expand the physician workforce to address the need for more healthcare providers
- ⊕ Train future physicians to improve the health of underserved communities
- ⊕ Train future physicians and scientists using innovative curricula
- ⊕ Support students and trainees to flourish, which will increase retention
- ⊕ Increase opportunities for seekers of advanced degrees in biomedical sciences



Establish the Jacobs School as a partner in helping our local communities to thrive

- ⊕ Engage community leaders in identifying and prioritizing needs
- ⊕ Establish a mechanism for organized, centralized, and intentional community engagement
- ⊕ Strengthen and expand community partnerships
- ⊕ Increase outreach to local communities in ways that meet the needs of the population



Secure UBMD as the academic cornerstone and premier service for Value-Based Care Medicine in Buffalo

- ④ Unify UBMD under a shared purpose
- ④ Increase coordination and navigation of patients
- ④ Improve patient access to high-quality primary care
- ④ Develop and deploy educational resources to improve outcomes



Achieve top 25 national status among peer research institutions

- ④ Increase efficiencies across administrative processes that support research activities
- ④ Support team-based, interdisciplinary scientific discovery
- ④ Promote awareness and recognition of scientific excellence at the Jacobs School and UB
- ④ Improve mentorship and increase professional development opportunities for our investigators and trainees
- ④ Encourage increased activities for seeking external funding
- ④ Expand clinical trials to bring new innovations to diverse populations



EDUCATION

Meeting community needs by training a diverse workforce using innovative curricula designed to train the future generations of physicians and research scientists.

 Jacobs School of Medicine and Biomedical Sciences
University at Buffalo





BIOMEDICAL EDUCATION

Building capacity in our programs to increase the number of graduates ready to tackle the increasing needs in academia, industry, and education, and eager to contribute to the health of our communities through scientific innovation.



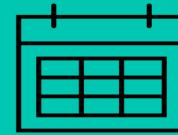
GOAL 1

Establish standard minimum outcome tracking procedures for all graduate programs and postdoctoral candidates in the Jacobs School with central reporting

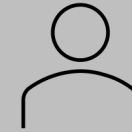
The Office of Biomedical Education will leverage established University of Buffalo resources to harvest and examine alumni data.



- Build a shareable database of the alumni data, in a format conducive to analysis and reporting
- Communicate alumni success to the broader community
- Utilize data for continuous quality improvement (CQI)



Fall 2024



Office of Biomedical
Education



- ✓ Alumni database is established
- ✓ Improvement of graduate outcomes
- ✓ Alumni data drives program CQI

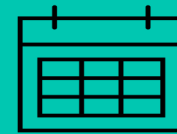
GOAL 2

Establish and implement a professional development curriculum for each educational level

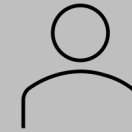
The Office of Biomedical Education will establish training and mentoring programs for students to develop communication and collaboration skills to prepare them to excel as professionals and leaders within a diverse scientific community.



- Enhance CLIMB programs
- Support fellowship applications
- Increase professional development speaker events
- Enhance Orientation 2.0



Fall 2024



Office of Biomedical
Education



- ✓ Improved CLIMB participant outcomes
- ✓ Increased # CLIMB students
- ✓ Increased postdoc engagement with programming
- ✓ Increased # of successful fellowship applications
- ✓ Increased # of events and attendance

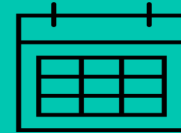
GOAL 3

Develop strategies to increase recruitment of students from diverse backgrounds

The Office of Biomedical Education will champion the broad spectrum of aspiring scientists by expanding its participation in local and national educational events and using best practices to welcome students from diverse backgrounds.



- Implement holistic admissions process
- Increase recruiting presence at national student conferences
- Expand educational/research programming for high school students
- Develop peer-mentoring networks
- Revise and resubmit PREP Training Proposal
- Participate in Mayor's Summer Program



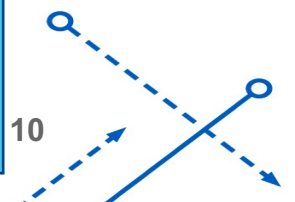
Summer 2024



Office of Biomedical
Education



- ✓ Increased diversity in MS and PhD programs
- ✓ Increased undergrad enrollment of BPS students
- ✓ Established Postbac Program
- ✓ Presence of Mayor's summer program students on campus





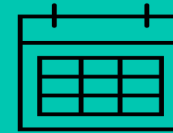
GOAL 4

Expand program capacity and efficacy through strategic interdisciplinary courses

The Office of Biomedical Education will increase enrollment in multidisciplinary biomedical graduate programs that equip future scientists for success in tackling complex research topics.



- Conduct all-encompassing curricular assessment
- Gap analysis of program learning objectives and workforce needs
- Identify opportunities for and create cross-disciplinary courses
- Increase non-degree certificates and CE programming



Spring 2024



Office of Biomedical
Education



- ✓ Increased capacity for enrollment in graduate programs
- ✓ Increased enrollment in non-degree programs
- ✓ Increased post-graduate degree-related employment

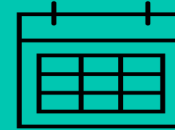
GOAL 5

Continue to enhance a supportive environment for the growth and mentorship of trainees

The Office of Biomedical Education will employ a variety of strategies and practices designed to ensure that student trainees feel fully supported, personally and professionally, by Jacobs School staff throughout their time in the program.



- Increase awareness of support services available
- Expand support services available to address the needs of underrepresented minority (URM) trainees
- Enhance faculty mentorship skills
- Support training grant applications



Spring 2024



Office of Biomedical
Education



- ✓ Increased awareness of support services
- ✓ Increased support services capacity and ability to assist the specific needs of URM students
- ✓ Increased satisfaction with faculty mentors
- ✓ Increased # of training grant applications
- ✓ Increased # of training grants awarded



UNDERGRADUATE MEDICAL EDUCATION

Developing curricula for future physicians that better empower students to lead in innovation, research, health advocacy, and humanistic care. Developing a diverse workforce by educating and training using innovative curricula.

GOAL 1

Actively engage with community partners to help educate our students, and involve medical students in health equity work in our community

The Offices of Medical Education will provide the support needed to prepare a diverse community of students to become exceptional physicians who will advance the health and health equity of our community and beyond through enhanced service learning and curriculum centered on cultural humility.



- Implement learning communities
- Require and support longitudinal service-based learning activities
- Update course objectives, assessments, and educational activities
- Fully launch MUSE curriculum
- Launch newly revised curriculum with Humanism in Medicine, Health System Science, and Scientific Literacy and Inquiry pillars
- Establish data collection and dashboards to record student participation in community engagement activities



Fall 2025



Offices of Medical
Education



- ✓ Student achievement of learning objectives
- ✓ Increased # of service-learning hours
- ✓ Increased # of community organizations served
- ✓ Increased student satisfaction with service-learning experiences
- ✓ Increased community satisfaction with Jacobs School community engagement

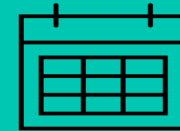
GOAL 2

Revise and redesign the medical school curriculum in order to develop and inspire exceptional physicians through an innovative curriculum

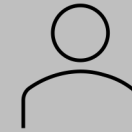
The Offices of Medical Education, in collaboration with faculty, staff, student, and community representatives, will redesign the curriculum to be more conducive to student engagement in the learning process through active learning, self-directed learning, a strong understanding of core knowledge and skills, and an emphasis on the humane aspects of medicine.



- Ensure content and skills related to health system science, anti-racism, cultural humility, humanism, and scientific literacy and inquiry are incorporated in each phase of the curriculum
- Redistribute basic foundational knowledge across all phases
- Increase active, case-based learning across Phase 1
- Enhance early exposure to patient care in the clinical setting
- Expand required and elective clinical experiences
- Increase interprofessional education opportunities



Spring 2028



Offices of Medical
Education



- ✓ Improved preparedness of graduates to meet the expectations of residency
- ✓ Increased % of active learning in curriculum
- ✓ Improved student satisfaction with electives
- ✓ Curriculum inventory reflects appropriate representation of curricular threads in all phases of the curriculum

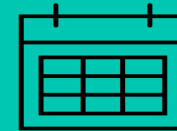
GOAL 3

Create learning communities to foster medical students' personal and professional growth as physicians

The Offices of Medical Education will emphasize the importance of community within the school as well as between the school and surrounding community in order to help students feel supported as they prepare to deliver high quality, truly patient centered care.



- Recruit and train a cohort of 30 faculty coaches passionate about mentorship
- Integrate core curricular threads into longitudinal and cross-sectional experiences
- Foster connections with WNY community
- Implement Learning Communities structure with mechanism for continuous quality improvement



Fall 2028



Offices of Medical
Education



- ✓ Recruitment of 30 faculty to serve as LC coaches
- ✓ Resources allocated to support faculty coaches
- ✓ Improved student satisfaction with sense of community
- ✓ Improved student satisfaction with career counseling/advising
- ✓ Satisfaction and retention of faculty coaches
- ✓ Improved community sentiment of the Jacobs School

GOAL 4

Foster an environment that creates and supports a community of outstanding educators

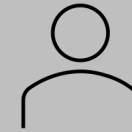
The Offices of Medical Education will continue to develop solutions for faculty development, compensation, recognition, and collaboration and communication with their peers, to promote and encourage excellence in teaching.



- Expand opportunities for, and participation in both internal and external faculty development opportunities
- Examine compensation models used to incentivize participation in teaching
- Develop robust and consistent mechanism for recognition and compensation of educators
- Enhance communication surrounding medical curriculum and opportunities for involvement
- Establish an Office of Volunteer Faculty



Spring 2026



Offices of Medical
Education



- ✓ Increased participation in faculty development as educators
- ✓ Improved faculty satisfaction with available programming
- ✓ Enhanced engagement with and recognition of volunteer faculty

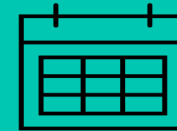
GOAL 5

Ensure that all medical students graduate with the expertise to analyze, integrate, and create advances in health care

The Offices of Medical Education will magnify the principles and techniques of scientific inquiry within the curriculum to better prepare students to be scientific thought leaders.



- Develop a longitudinal curriculum in scientific literacy and inquiry
- Implement the Health Sciences Scholarly Project requirement for graduation
- Enhance and promote research opportunities for students



Spring 2028



Offices of Medical
Education



- ✓ Improved student outcomes in standardized testing related to scientific discovery
- ✓ Increased student satisfaction with research opportunities
- ✓ Increased student participation in research activities
- ✓ Increased scholarly activity of our graduates

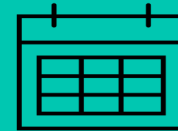
GOAL 6

Enhance our culture of professionalism and respect across the continuum of medical education

The Offices of Medical Education will work with all members of the medical academic community, inside and outside the University, to take a coordinated approach to ensuring an inclusive and respectful learning environment.



- Collaborate with DIALE, MEERI and other Jacobs School entities to enhance coordination of opportunities for educators and trainees to develop skills necessary for contributing to a respectful and inclusive learning environment
- Enhance IPE programs to emphasize communication skills and understanding of roles and responsibilities across the health professions



Fall 2026



Offices of Medical
Education/OIAFA



- ✓ Enhanced coordination of DEI related professional development opportunities
- ✓ Increased participation in DEI trainings across all groups
- ✓ Decreased reports of mistreatment /unprofessional behavior
- ✓ Improved preparedness of graduates to meet the needs of a diverse workforce

GOAL 7

Create a 3-year Primary Care/Preventative Medicine curriculum track

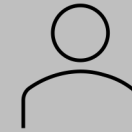
To address gaps in the primary care workforce, the Offices of Medical Education will leverage the updated 4-year curriculum to create a 3-year curriculum designed for aspiring primary care physicians.



- Launch and evaluate the new 4-year curriculum
- Conduct a local healthcare needs assessment
- Consult with other institutions delivering a 3-year primary care track
- Design and implement new 3-year program that will address local healthcare gaps based on a needs assessment.



Fall 2028



Offices of Medical
Education



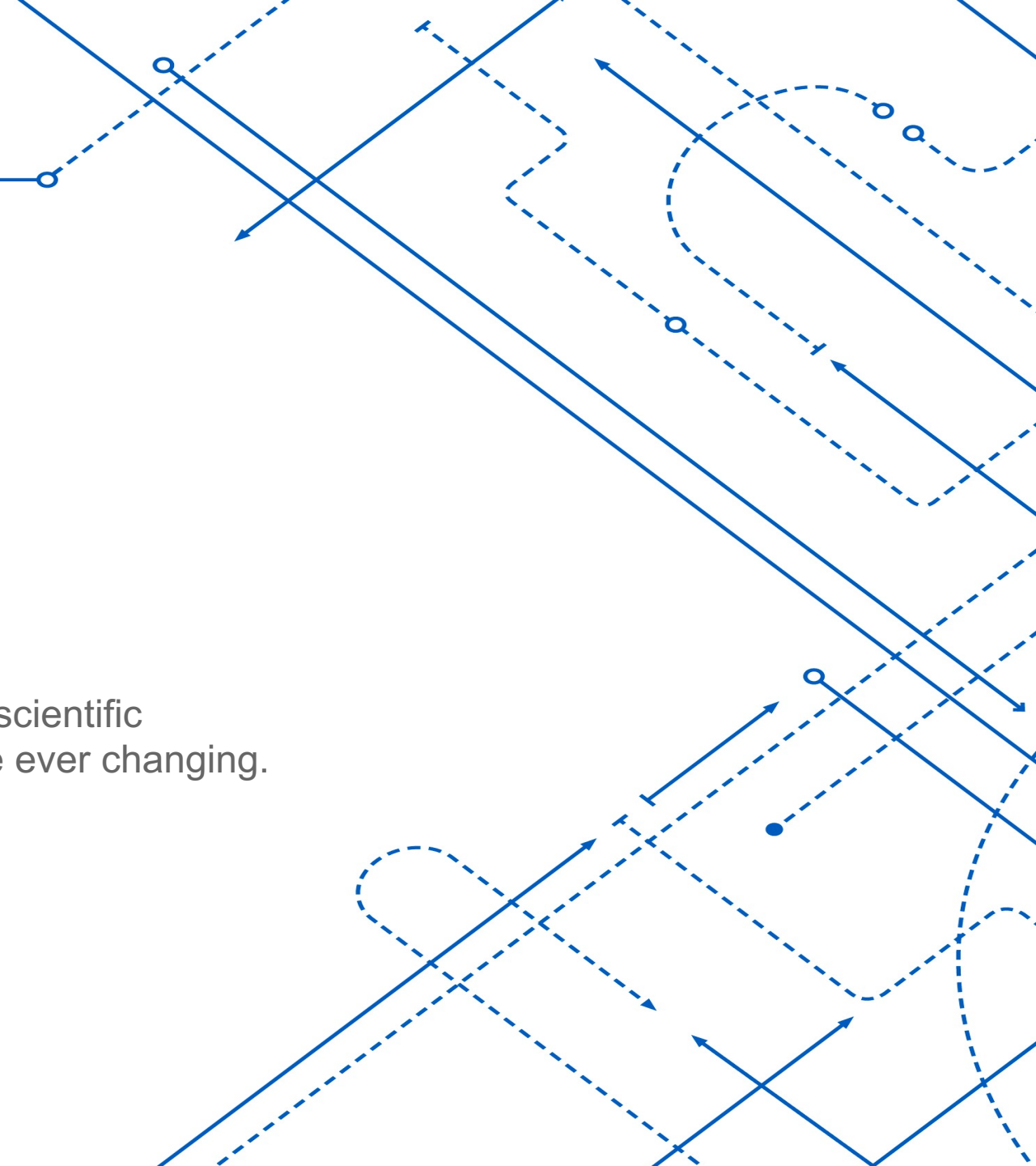
- ✓ Increased number of graduates matching to primary care residency programs in WNY
- ✓ Increased number of graduates joining UBMD Primary Care practices



Jacobs School of Medicine
and Biomedical Sciences
University at Buffalo

GRADUATE MEDICAL EDUCATION

Preparing residents and fellows for a future in which scientific knowledge, societal values, and health standards are ever changing.



GOAL 1

Recruit and retain residents, fellows, and practicing physicians to meet the healthcare workforce needs of WNY

The Office of Graduate Medical Education will continue to assess the effectiveness of GME programs in attracting and keeping people of diverse backgrounds engaged and committed to Buffalo and utilize data to improve retention.



- Evaluate data (such as ERAS Analytics and Internal Surveys) to improve recruitment and retention efforts
- Identify retention issues
- Promote mentoring in ILP process
- Increase program and collaborative DEI programming and training
- Promote academic faculty and community position vacancies to current residents/fellows



Winter 2024



Office of Graduate
Medical Education



- ✓ Increased diversity in residents/fellows
- ✓ Decreased attrition
- ✓ Increased DEI events/training
- ✓ Increased hiring of residents/fellows into WNY positions.



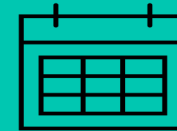
GOAL 2

Develop and support excellent, skilled, adaptive, and learner-centered medical educators

The Office of Graduate Medical Education will share best practices for medical educators, and will recognize and encourage excellence in teaching.



- Disseminate best practices and required skills for educators
- Increase medical educator professional development for faculty and residents
- Promote recognition mechanisms for excellence in medical education



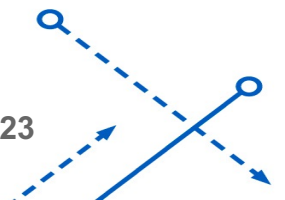
Fall 2024



Office of Graduate
Medical Education



- ✓ Increased # of participants in educator professional development
- ✓ Increased satisfaction with teaching
- ✓ Increased recognition of quality medical educators



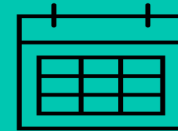
GOAL 3

Create a learning environment that allows residents and fellows to excel professionally and personally through optimization of each resident's individual goals

The Office of Graduate Medical Education will provide resident and faculty development to support the use of individualized learning plans for trainees.



- Continue annual program evaluations to address program-specific needs
- Partner with programs to address needs for resident professional development
- Launch early Individual Learning Plans (ILP) program for all residents



Spring 2024



Office of Graduate Medical
Education



- ✓ Improved resident satisfaction
- ✓ Increased numbers of programs who incorporate Individual Learning Plans for all residents into progress meetings

RESEARCH

Build upon UB's strengths in basic science, translational, and clinical research to deliver improved outcomes to patients using hubs of innovation that will fund the economic recovery of Western NY

 Jacobs School of Medicine and Biomedical Sciences
University at Buffalo





BASIC SCIENCE, CLINICAL, & TRANSLATIONAL RESEARCH

Develop systems to better incorporate clinical research into practice, better support investigators in their scholarly and scientific pursuits, and find ways to enhance multidisciplinary collaboration among basic and clinical researchers and engage the community to determine their needs for bench-to-bedside innovations.



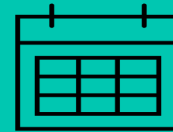
GOAL 1

Establish a Jacobs School Office of Research.

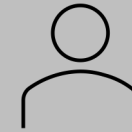
Establish appropriate support personnel empowered to manage sponsored research and project administration, implement centralized data management to enhance the flow of accurate information and reporting, and reduce administrative responsibilities for faculty, allowing them to focus on research.



- Establish centralized hub for support resources
- Implement cohesive data management policies
- Reform organizational structure of reporting and support services
- Develop mechanisms for collection of feedback and quality measures to ensure OR support is appropriately targeted



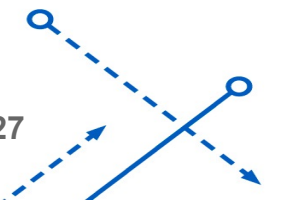
Spring 2024



Office of Research



- ✓ Improved quality and access to research support services
- ✓ Increased scholarly productivity among faculty
- ✓ Improved quality and access to research activity outcomes data
- ✓ Increased faculty satisfaction with research administration support





GOAL 2

Enhance centralized resources to support research and increase efficiency of resource management.

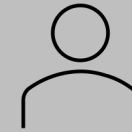
Adding research support roles and staff combined with instituting formalized communication will enhance the efficiency of ensuring that research has appropriate resources for its management. Conducting an inventory of facilities and service centers in order to identify where resources are available or lacking will help to ensure that researchers have access to what they need.



- Establish a Biostatistical Data Coordination Center
- Improve core Facilities infrastructure
 - Inventory current facilities
 - Address gaps in available facilities/instrumentation/staffing
 - Identify funding sources
 - Implement process for continuous assessment and improvement of facilities
 - Improve awareness/accessibility of available resources



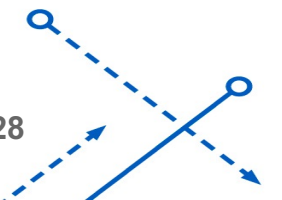
Fall 2023



Office of the Vice President for
Health Sciences



- ✓ Increased capacity to support statistical analysis needs of research projects
- ✓ Increase quality and quantity of core facilities
- ✓ Increased usage of core facilities



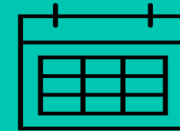
GOAL 3

Improve support for departments, faculty, staff, and trainees involved in clinical research.

Providing Principal Investigators with support staff and better trained administrative staff will help streamline research execution. Investing in up-and-coming and established, successful investigators will demonstrate the school's support for innovative research.



- Hire Research Coordinators
- Improve professional development for research administrative staff
- Hire centralized Grant Specialists
- Mobilize residual funds
- Address gaps in state line usage
- Increase # and diversity of tenure track physician scientists, measured against top research institutions and workforce availability
- Increase support of junior faculty and trainees
- Modify promotion policies to recognize excellence in clinical trials participation and successful team science activities
- Improve retention of established PIs



Winter 2023



Office of the Vice President for Health
Sciences
Office of Research



- ✓ Year-over-year % increase of grant submissions
- ✓ Year-over-year % increase of grants awarded
- ✓ Increased # faculty
- ✓ Year-over-year % increase of clinical trials
- ✓ Increased # of team-based projects
- ✓ Improved faculty/trainee retention

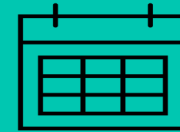
GOAL 4

Increase Team-Based Science

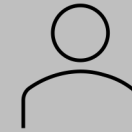
The Jacobs School will strive to be innovative and effective by leveraging the intersectional strengths of University and community peers to create better research outcomes through collaboration.



- Utilize data analytics to identify possible interdepartmental collaborations
- Support cross-disciplinary interest groups
- Identify mechanisms for clinical departments to support basic and translational research
- Increase support for the pursuit of team-based funding
- Increase collaborations between basic science and clinical researchers
- Explore alignment of research interests across institutes and centers
- Create a mechanism to identify internal collaborators that fulfill pilot grant requirements.
- Identify and build teams well in advance of major funding opportunities aimed at interdisciplinary work.



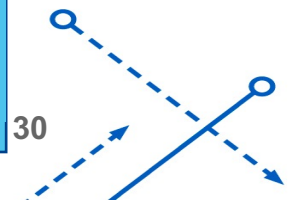
Fall 2023



Office of the Vice President for Health
Sciences
Office of Research



- ✓ Year-over-year % increase of team-based research projects
- ✓ Year-over-year % increase of center grants awarded
- ✓ Year-over-year % increase clinical and translational studies



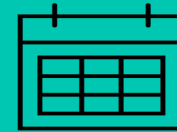
GOAL 5

Increase capacity for clinical trials across the health sciences at UB.

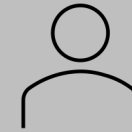
The Jacobs School will create and promote training, certification, and educational opportunities to encourage more interest in clinical research. Through the development of clinical research career paths, the Jacobs School will facilitate more clinical researchers to enter and stay in the field.



- Promote CTSI training opportunities
- Create a Clinical Research Certificate Program for trainees and faculty
- Incentivize legacy planning and mentorship to prepare for future attrition
- Expand pool of mentors for faculty
- Develop a clinical research career pathway
- Incentivize practice plan participation in clinical trials



Spring 2024



Center for Translational
Sciences Institute



- ✓ Increased # of UB-led clinical trials
- ✓ Improved development and retention of clinical researchers

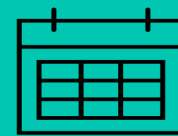
GOAL 6

Expand and strengthen existing partnerships

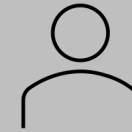
The Jacobs School will expand and strengthen its partnership with clinical institutions, regional partners, and major US centers with shared interests in order to increase support and be more effective.



- Increase support from partner clinical institutions
- Build on existing relationships with regional clinical partners
- Enhance access to Electronic Health Record (EHR) data
- Establish partnerships with research institutions to facilitate instrumentation sharing
- Promote interactions with major US laboratories/centers with shared interests



Spring 2024



Office of the Vice President
for Health Sciences



- ✓ Increased # of partnerships
- ✓ Enhanced capability to recruit clinical trial participants
- ✓ Improved access to technology
- ✓ Expanded network of experts

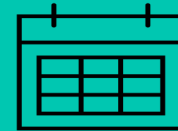
GOAL 7

Review and improve existing policies and procedures that impact research.

The Jacobs School will improve its policies and procedures impacting research so the school has the capacity for rapid institution of clinical trials, more efficient project initiation, faster clearance of closed projects, expeditious hiring and account creation, and enhanced alignment with other UB units.



- Eliminate process inefficiencies that delay research support flow
- Establish standard practices to accelerate clearance of completed studies and release of residual funds
- Modify IFR policies to facilitate better use of funds
- Reduce time required for creation of positions and accounts
- Align office and lab space policies with mission of increasing research activities



Spring 2024



Office of Research



- ✓ Increased IFR funds recovered
- ✓ Increased amount of residual funds recovered
- ✓ Reduced impacts of rate-limiting steps in administrative processes
- ✓ Improved utilization of space

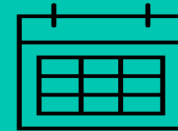
GOAL 8

Encourage submission of T, F and P series grant applications

The Jacobs School will take steps to increase grant funding while nurturing the development of our early investigators and maximizing research strengths by encouraging the submission of National Institutes of Health grants for Research Training (T), Research Fellowships (F), and Program Project Grants or Center Grants (P), increasing our overall research funding and moving us towards top 25 status.



- Leverage interest groups to pursue P series funding
- Enhance and support pursuit of training grants
- Encourage submission of postdoctoral training grants



Spring 2024



Office of Research



- ✓ Year-over-year % increase of training grant submissions
- ✓ Year-over-year % increase of training grants awarded
- ✓ Year-over-year % increase of P series funding applications
- ✓ Year-over-year % increase of P series funds awarded

GOAL 9

Diversify the Jacobs School funding agency and mechanism portfolio

The Jacobs School will expand and diversify sources of funding with focus on new federal and state agencies and philanthropic funders with substantial assets



- Deliver frequent informational sessions to apprise faculty of unique funding mechanisms and agencies.
- Enhance support for the pursuit of grants over \$1.5M
- Actively pursue funding from, and the recognition of, high affinity federal funders which are not substantial segments of current awards ie. PCORI, ARPA-H
- Utilize contacts to leverage DOD funding and expand funding mechanisms (Other Transaction Authority Funds)
- Partner with University Advancement to grow relationships with philanthropic funders whose missions align with Jacobs School strengths
- Secure funding in support of UB's efforts in successful aging



Spring 2024



Office of the Vice President for
Health Sciences
Office of Research



- ✓ Increased frequency of informational sessions
- ✓ Year-over-year % increase in letters of intent and proposals submitted
- ✓ Year-over-year % increase in non-NIH funded grant awarded
- ✓ Year-over-year % increase in grants over \$1.5M
- ✓ Increased diversity of grant funding agencies in portfolio

GOAL 10

Boost promotion of the Jacobs School research profile

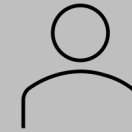
The Jacob's School will enhance its public recognition of leadership and achievement on valuable clinical trials, innovations, and research successes to the University, local community, and national and global audiences.



- Implement enhanced mechanisms for recognition of excellence in research
- Collaborate with the Office of Communications and Marketing to boost promotion of research initiatives, faculty and facility accomplishments, and national external recognition of our contributions to the field



Spring 2024



Office of the Dean



- ✓ Increased national awareness of the caliber of excellence at the Jacobs School
- ✓ Improved national ranking status
- ✓ Improved ease of recruiting national experts to our faculty ranks

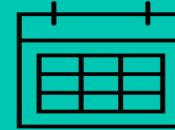
GOAL 11

Develop an inclusive culture of research for students, staff, and faculty

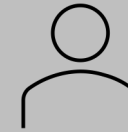
The Jacobs School will develop stronger leadership roles in supporting and promoting diversity within the school's research community because participation of people from diverse backgrounds strengthens creativity and productivity in ways not possible without varied perspectives.



- Establish departmental supports for diversity advocates
- Maintain departmental diversity data
- Encourage leadership to attend conferences such as GREAT
- Include consideration for DEI activities as part of the Tenure and Promotions process
- Increase recruitment of diverse trainees and scholars
- Expand PPBS ethics course to all trainees
- Implement PACOR recommendations
- Encourage applications for diversity supplements and grants



Winter 2023



Office of the Dean



- ✓ Improved access to diversity data for grant applications
- ✓ Increased participation in DEI activities
- ✓ Increased diversity of faculty and trainees
- ✓ Improved learning environment
- ✓ Increased # of diversity supplements/grants awarded

CLINICAL CARE

Through innovation and collaboration, improve the health of the community through models of care that address health disparities, access, quality, and cost of care in our region.



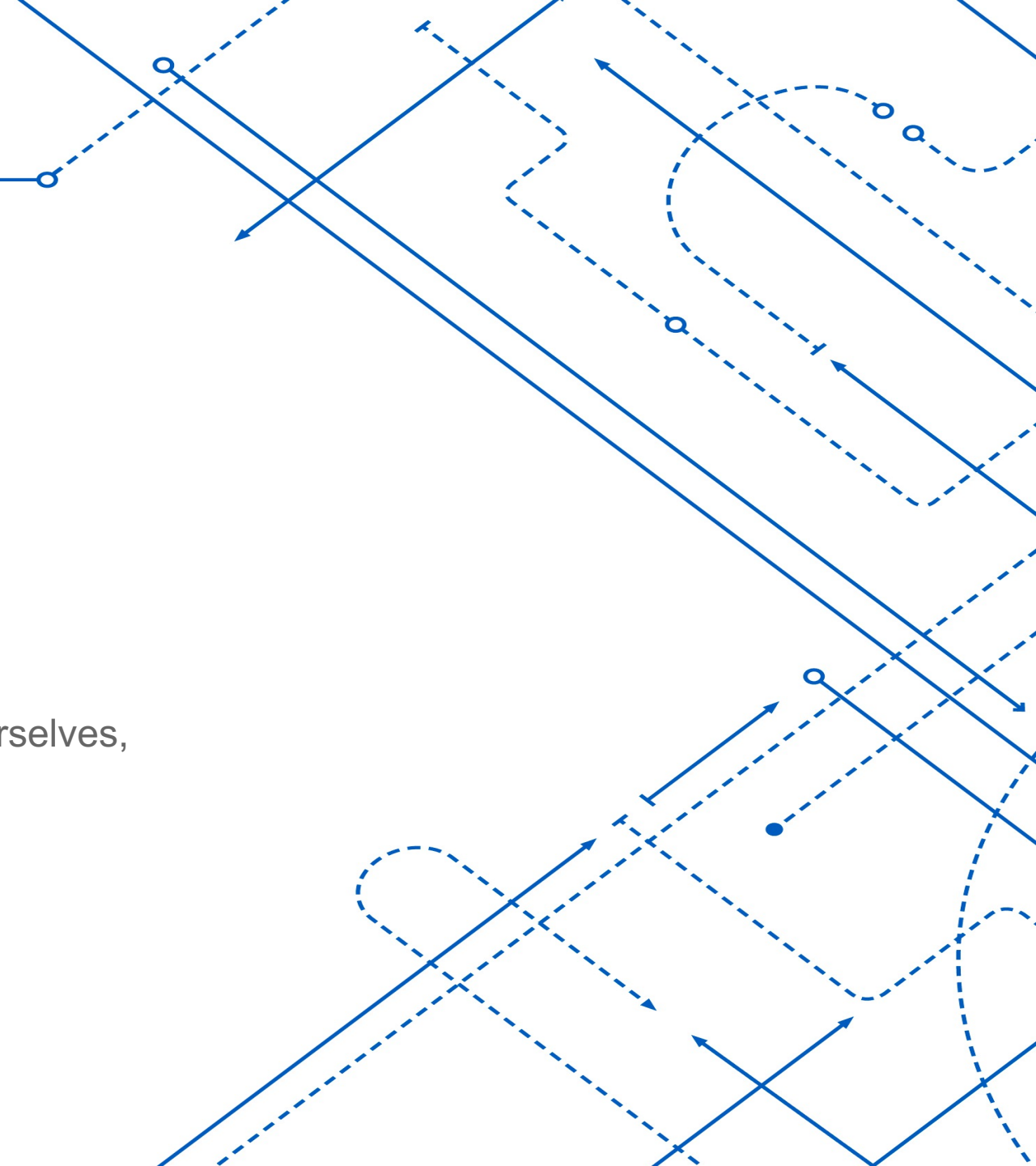
Jacobs School of Medicine and Biomedical Sciences
University at Buffalo





SERVICE LINES AND HOSPITAL SYSTEM COLLABORATIONS

Reorganize clinical service lines to differentiate ourselves,
standardize evidence-based care and add value.



GOAL 1

Map departmental gaps and strengths to identify areas of growth and improvement

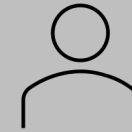
The Jacobs School and UBMD will conduct an analysis of clinical departments and practice plans to identify areas for potential growth and alignment of practices to the mission of meeting the healthcare needs of WNY.



- Conduct gap analysis through departmental survey
- Communicate findings to leadership
- Improved operations through centralized core activities (e.g., negotiating, credentialing, access, etc.)
- Build a culture of clinical quality with increased participation with faculty and staff engagement
- Increase faculty and staff in care delivery quality and outcomes



Spring 2024



UBMD Governing Board



- ✓ Established strategic goals to build upon current state
- ✓ Identified baseline metrics and developed desired outcome measures
- ✓ Development of centralized operations

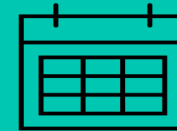
GOAL 2

Ensure a system of coordinated care for timely access to clinic and outpatient procedures/studies

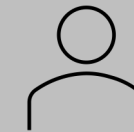
UBMD will assess opportunities to improve access to data with timely data sharing that will enable monitoring of clinic accessibility for the purposes of continuous quality improvement.



- Establish baseline data and benchmarks for desired ease of access
- Define 2-3 performance improvement activities
- Develop a plan for same-day appointment capabilities



Winter 2023



UBMD Governing Board



- ✓ Year-over-year increase in patient access to timely clinic appointments
- ✓ Year-over-year increase in patient access to timely procedures
- ✓ Year-over-year increase in patient access to studies
- ✓ Established capacity for same-day appointments
- ✓ Improved patient outcomes

GOAL 3

Pilot a program to assess facility capacity and workforce needs

UBMD will pilot a data-driven analysis of physical plant and workforce capabilities to site of care and level of care access in women's health.



- Develop a framework to deploy and assess workforce needs
- Develop a framework to deploy and assess the needs of care delivery settings
- Pilot framework in Gynecology and Obstetrics



Winter 2023



UBMD Governing Board/
Department of Gynecology
and Obstetrics



- ✓ Established framework for staffing and physical plant assessment
- ✓ Increased number of practice plans utilizing framework
- ✓ Improved patient access to clinical care
- ✓ Increased capacity for patient appointments

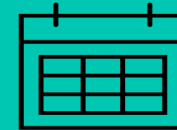
GOAL 4

Plan for appropriate data sharing, transparency, analysis, and quality improvement

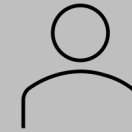
Proper data management and usage will enable UBMD to progress in delivering value-based care and positively impact population health in WNY



- Identify and access data required for value-based care and population health
- Define patient outcome metrics to be used to track progress.
- Establish a data governance structure that allows for secure and appropriate sharing for the purposes of informing public health and achieving quality outcomes
- Acquire necessary technological infrastructure
- Transform data into usable formats for physician scientist
- Enhance awareness of data resources available
- Enhance data usage for addressing social determinants of health
- Leverage data systems to track usage



Fall 2023



UBMD Governing Board



- ✓ Year-over-year increase in patient outcomes
- ✓ Year-over-year increase quality outcomes/scores
- ✓ Year-over-year increase in revenue from achieved quality outcomes
- ✓ Year-over-year increase in usage of data to drive advancement of best practices in patient care

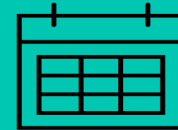
GOAL 5

Examine the landscape in our region to identify potential opportunities in partnerships, new sites of care, centers of excellence, and resource sharing

The Jacobs School and UBMD will assess opportunities to address population health needs and healthcare gaps in our community.



- Perform SWOT analysis of future capabilities of a unified UBMD
- Examine WNY community for potential expansion of partnerships by unified UBMD
- Develop and communicate a prioritized list of attractive opportunities for unified UBMD



Winter 2023



UBMD Governing Board

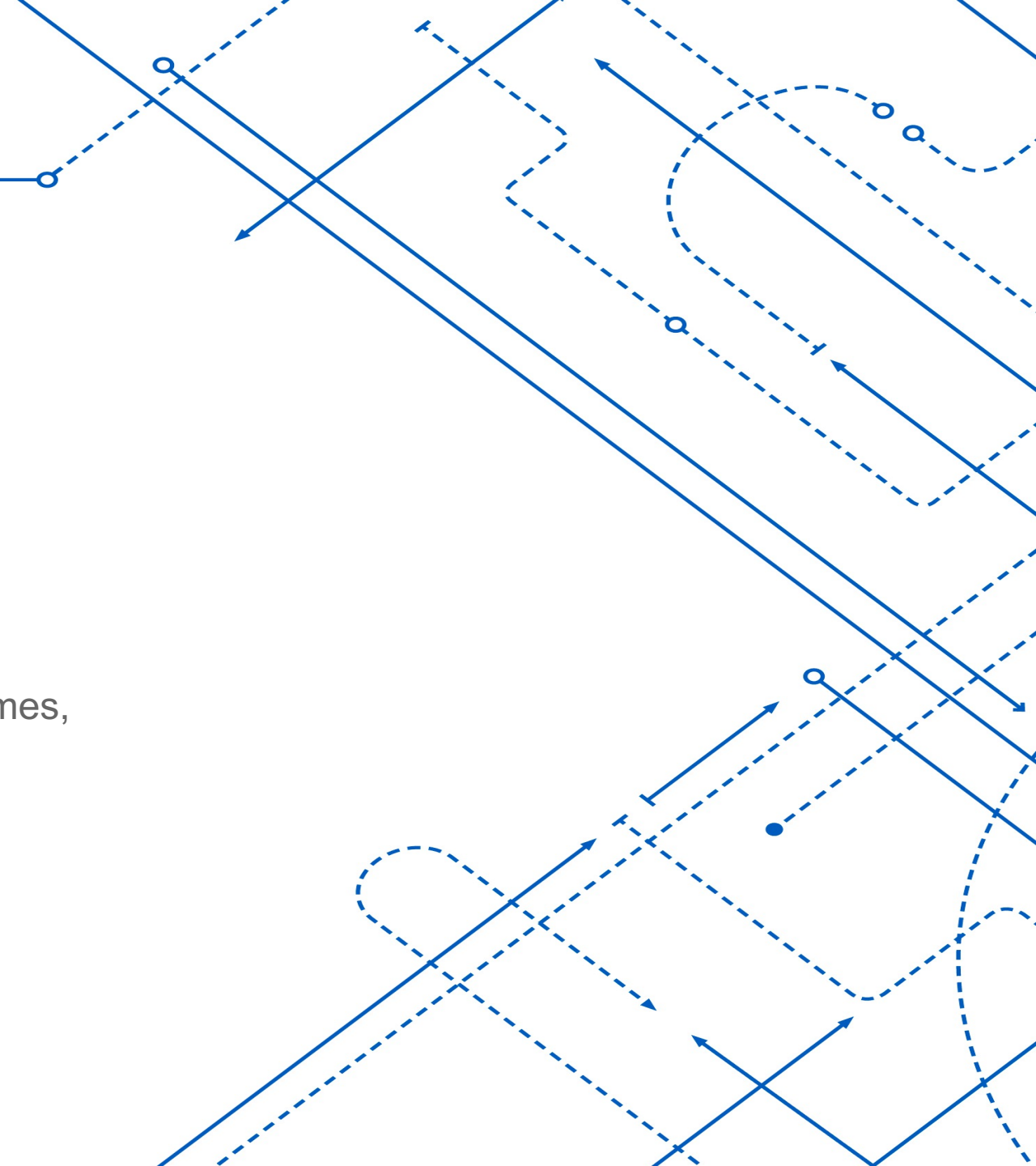


- ✓ Increased # of partnerships
- ✓ Establishment of clinical Centers of Excellence
- ✓ Improved access due to shared resources
- ✓ Increased # of collaborations throughout the region



NEW MODELS OF CARE – REIMBURSEMENT – PATIENT CARE

Assess new models of care to improve quality, outcomes,
access, and affordability



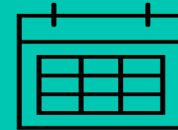
GOAL 1

Position UBMD for success in value-based payment

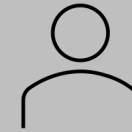
UBMD will develop data analytics and reporting, monitor quality & outcome measures, establish care processes, improve efficiency to reduce cost, and build the infrastructure required for value-based payment success.



- Identify critical primary care quality and outcomes measures
- Enhance UBMD alignment with and participation in primary care activities (e.g., annual wellness visits, HCC coding recapture, etc.)
- Identify opportunities for condition-based, specialty care models
- Focused quality improvement initiatives on critical, high-value measures



Winter 2023



UBMD Governing Board



- ✓ Increased # of quality improvement and patient safety initiatives
- ✓ Decreased cost of care for patients
- ✓ Improved patient outcomes

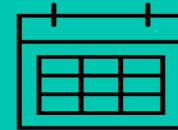
GOAL 2

Explore shared services among UBMD practices

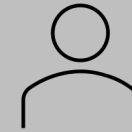
UBMD will leverage opportunities for shared processes and procedures across primary care practices to increase efficiency for UBMD and its patients.



- Identify opportunities to reduce overhead variable and fixed costs
- Prioritize potential efficiencies made possible through proposed shared operational services
- Build oneness through shared operational services
- Establish standardized methods of data collection for measurement of desired outcomes



Spring 2024



UBMD Governing Board



- ✓ Improved patient satisfaction survey results
- ✓ Improved physician satisfaction survey results
- ✓ Improved access to timely care by reduced time to next appointment
- ✓ Enhanced efficiencies and operational effectiveness



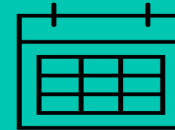
GOAL 3

Develop a robust UBMD Primary Care service line

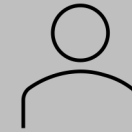
UBMD will create a unified UBMD Primary Care service to improve access, patient experience, physician satisfaction, operational effectiveness, negotiating power, and reimbursement. This will drive an increase in the number of students who train to become primary care physicians.



- Establish UBMD Primary Care brand under a single TIN that unifies internal medicine, medicine/pediatrics, and family medicine
- Increase administrative efficiencies within Primary Care Practice
- Use data and benchmarking to define primary care workforce needs



Spring 2024



UBMD Governing Board



- ✓ Year-over-year increase in patient access to care
- ✓ Year-over-year % increase in covered lives
- ✓ Increased ability to negotiate with insurers
- ✓ Enhanced administrative efficiencies
- ✓ Increased brand recognition and reputation

GOAL 4

Secure UBMD Primary Care as the academic cornerstone and premier service for Value-Based Primary Care Medicine in Buffalo

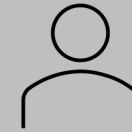
UBMD Primary Care will develop and deliver critical training and educational modules to support appropriate care and clinical documentation



- Design and deliver a multidisciplinary curriculum to improve medical knowledge and associated hierarchical condition codes (HCC) coding practices within Buffalo
- Assess knowledge and understanding of medical knowledge and HCC coding practices
- Measure changes in HCC coding practices



Spring 2024



UBMD Governing Board/
UBMD Primary Care



- ✓ Increased professional development opportunities for clinicians
- ✓ Improved reimbursement and coding accuracy
- ✓ Decreased disputed claims

GOAL 5

Develop plans to improve primary care to special populations in the community, including addiction medicine/substance use disorder, successful aging, complex care, and behavioral health.

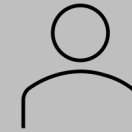
UBMD will prepare to meet the forecasted challenges of the Western New York community's increasing need for practitioners dedicated to addressing the needs of special populations through establishing centers of excellence.



- Improve health equity through enhanced anti-bias, anti-racism trainings for all team members
- Evaluate Medicaid, Medicare, DSNPs, and other funding to support program implementation
- Consider Patient-Centered Medical homes specializing in treatment and maintenance for special populations/diseases
- Expand partnerships with UB Allied Health Schools
- Expand deliberate IPE instruction into the clinical setting
- Improve APP training to assist providers with care



Spring 2027



UBMD Governing Board



- ✓ Improved care of special populations
- ✓ Increased team-based care within UBMD Primary Care Clinics
- ✓ Increased UBMD presence in additional settings
- ✓ Improved ancillary care

GOAL 6

Partner with hospital systems to address complex surgical care in underserved communities

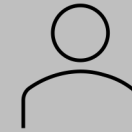
UBMD is uniquely positioned to integrate surgery and public health to address social barriers that decrease access and worsen outcomes in underserved patient populations.



- Commit to improved access through partnerships with hospitals systems
- Expand partnerships with UB Allied Health Schools
- Develop processes to ensure SDoH screening
- Partner with community-based organizations pre- and post-operatively
- Commit to developing a community of surgeons, researchers, educators, and students committed to addressing social barriers to surgical care
- Communicate the impact of interventions on underserved communities



Spring 2027



UBMD Governing Board



- ✓ Baseline current outcomes...for X conditions
- ✓ Identify partners and interventions to address 2-3 conditions
- ✓ Measure improvement year over year, targeting 10% yoy

COMMUNITY ENGAGEMENT, DEI & WORKFORCE DEVELOPMENT

To ensure ongoing, coordinated and meaningful community engagement, focusing on alleviating health disparities in our community.

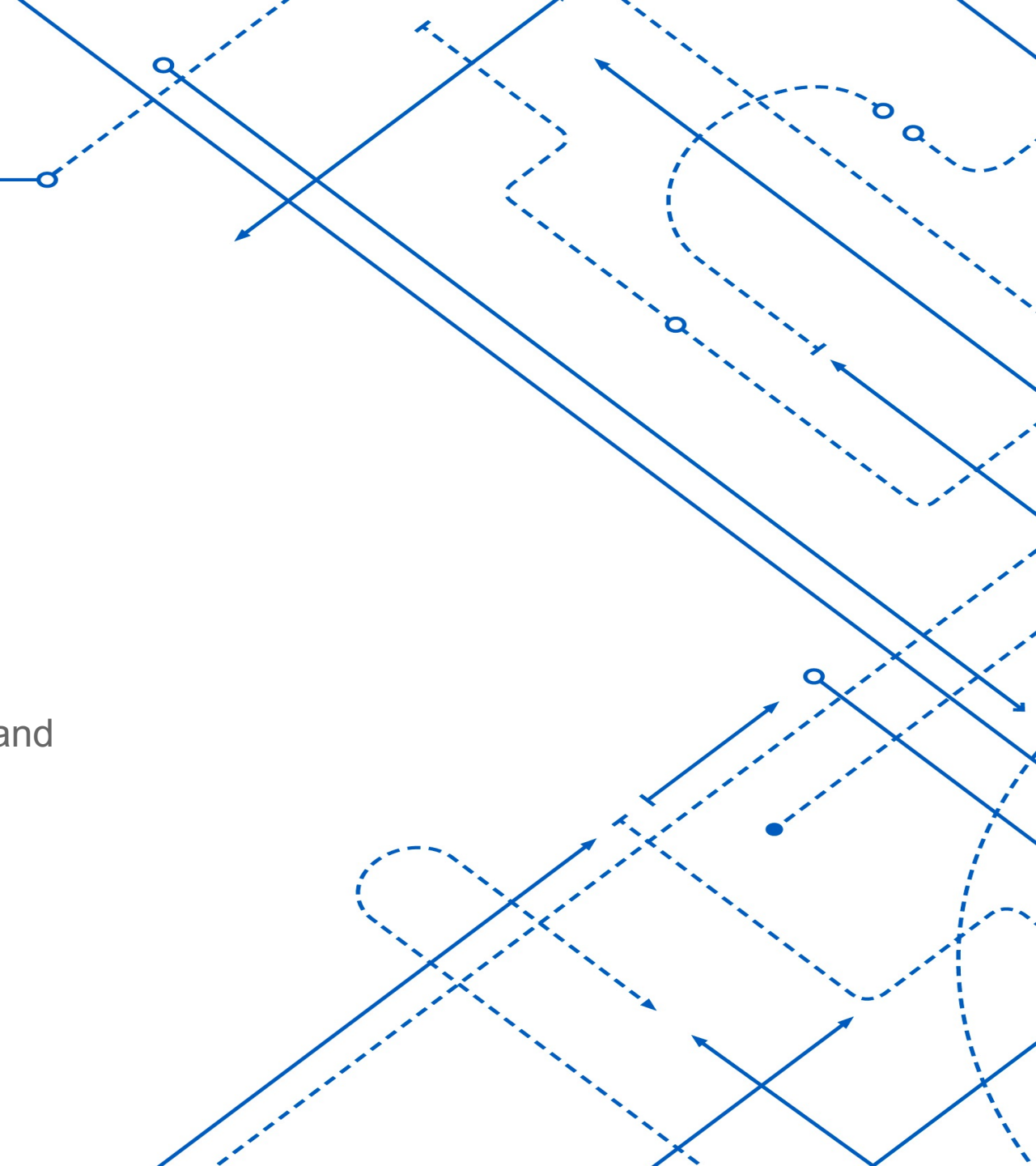
 Jacobs School of Medicine and Biomedical Sciences
University at Buffalo





COMMUNITY ENGAGEMENT

Improving the health of populations, communities and individuals.





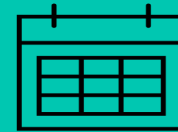
GOAL 1

Establish an infrastructure for community engagement at the Jacobs School

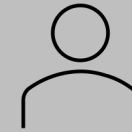
The Jacobs School will establish a dedicated office that supports, coordinates, and promotes community engagement in all areas of the Jacobs School, partnering with our clinical partners, to optimize the school's engagement with the community.



- Establish an Office of Community Partnerships
- Create a community Advisory Board
- Recruit Community Ambassadors
- Build a centralized database for managing and tracking community engagement activities
- Ensure we have coordinated engagement with a variety of community partners
- Develop a Code of Conduct and trainings for those engaging with community members
- Establish a communication strategy for promoting community service, including volunteer opportunity calendars



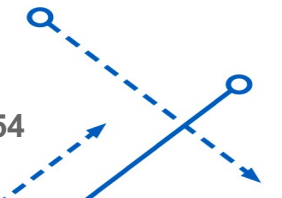
Spring 2024



Office of the Dean



- ✓ Adequately staffed and resourced Office of Community Partnerships created
- ✓ Increased # events promoted
- ✓ Increased awareness of opportunities and programming
- ✓ Improved satisfaction with engagement efforts
- ✓ Increased # partnerships formed/rekindled/strengthened
- ✓ Increased reciprocal engagement





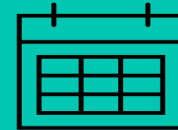
GOAL 2

Develop and increase opportunities for youth to be involved in the research and healthcare missions of the Jacobs School

The Jacobs School will partner with the community to build and support STEMM programming aimed at youth, especially in underserved demographics, to encourage career opportunities in STEMM related fields.



- Identify, coordinate with, and expand existing programming
- Establish departmental mechanisms for youth engagement
- Partner with various units to identify resources to build youth programs
- Partner with existing community youth programming
- Promote research and medical education among regional postsecondary institutions
- Develop a Community Lab for local K-12 students to experience researching their interests
- Establish a coordinated shadowing program



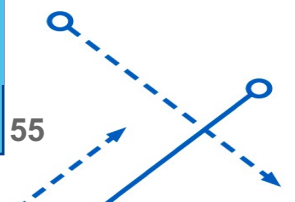
December 2024



Office of Community
Partnerships



- ✓ Increased # of youth programs
- ✓ Established, stable funding
- ✓ Expanded outreach to all K-12 students
- ✓ Increased # of local, underrepresented students pursuing STEMM careers





GOAL 3

Develop activities and opportunities to welcome the public into the medical school, to create a community and to offer educational resources to the community on their terms

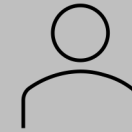
The Jacobs School will create fun, educational events that allow the community and medical school to interact in an enjoyable way and that promotes the understanding that the school is a part of the community and is a community asset.



- Establish regular health sciences related movie nights in the Jacobs School
- Create a “What’s Happening in the Jacobs School” informational program
- Utilize the Community Lab to bring adults in for hands-on lab experiences
- Develop clinical shadowing program for adults
- Create a robust marketing plan for informing the community of events
- Explore current youth programs for opportunities to reach out to the adult population as well



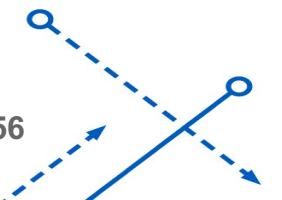
Winter 2024

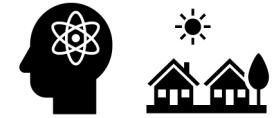


Office of Community
Partnerships



- ✓ Increased # of community members participating in Jacobs School events
- ✓ Improved community relationships with the Jacobs School





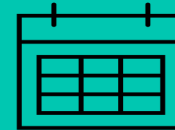
GOAL 4

Establish partnerships with Native American communities in WNY

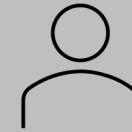
The Jacobs School will be a responsible partner in developing appropriate healthcare for Native American community members and will encourage Native American students to enter healthcare related career fields, to help ensure that Native American community member healthcare needs are understood and met.



- Consult with the Department of Indigenous Studies and other academic units
- Create a Native American Affairs committee
- Provide educational resources about Native peoples to the Jacobs School Community
- Partner with all UB campuses in engaging with local Native American Leaders and communities to address healthcare and educational needs and programming opportunities
- Establish outreach programming for Native American Magnet School



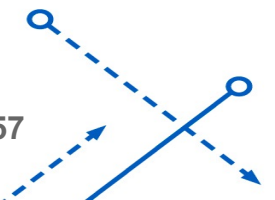
Spring 2025



Office of Community
Partnerships



- ✓ Increased engagement with the Indigenous communities
- ✓ Increased enrollment of Native American students in STEMM programs
- ✓ Improved understanding of Indigenous culture



GOAL 5

Promote cultural awareness and humility within UBMD and community healthcare practices

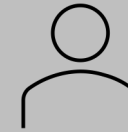
The Jacobs School will work to establish best practices in culturally competent healthcare, including training and assessment for healthcare professionals.



- Inventory current trainings utilized
- Conduct gap analysis of trainings
- Establish catalogue of training modules and workshops
- Design best practices for maximizing engagement
- Build mechanism for evaluating participation and effectiveness of trainings



Fall 2024



Office of Inclusion and
Cultural Enhancement



- ✓ Improved cultural awareness and humility among healthcare practitioners
- ✓ Improved satisfaction among underserved patient populations



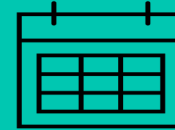
GOAL 6

Increase partnerships with philanthropists interested in supporting The Jacobs School community engagement efforts

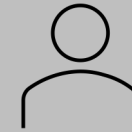
The Jacobs School will establish a campaign to cultivate philanthropic relations to support the Office of Community Partnerships in funding outreach and engagement activities.



- Establish Community Engagement Funds
- Identify community organizations with common community engagement goals
- Establish rules of engagement
- Prioritize stewardship of donor relations



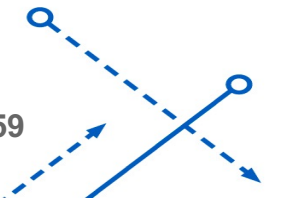
Summer 2024



Office of Community
Partnerships



- ✓ Increased # of donors
- ✓ Increased # of dollars secured for community engagement
- ✓ Increased # of stories showing impact of giving
- ✓ Increased satisfaction of donors





PATHWAY PROGRAMS FOR WORKFORCE DEVELOPMENT/RECRUITMENT/RETENTION

Preparing and inspiring people from communities underrepresented in medicine to join the field of medicine by providing people with skills training, mentoring, and academic, social and emotional support.



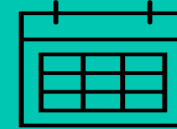
GOAL 1

Create a culture of inclusive excellence within the Jacobs School community through standardized bias, anti-racism, and diversity training.

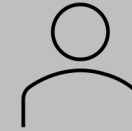
The Jacobs School will make cultural training a regular and standard part of its training and continuing education expectations among staff and faculty.



- Improve the existing Culture Survey to gain clearer data on culture at the Jacobs School
- Establish the Supporting and Inclusive Learning Environment (SAILE) Committee
- Collaborate with various units to address issues uncovered in the survey through the creation and promotion of training programs
- Assign accountability for faculty/staff participation in trainings to department chairs
- Continue to monitor culture of the learning/working environment



Summer 2024



Office of Inclusion and
Cultural Enhancement



- ✓ Increased survey participation
- ✓ Increased # of training opportunities
- ✓ Increased participation in trainings
- ✓ Improved satisfaction with culture of learning/working environment



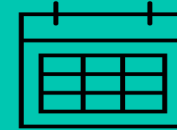
GOAL 2

Recruit a diverse group of qualified candidates that is representative of the labor pool

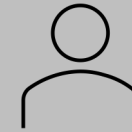
The Jacobs School will ensure that its search committees are fully prepared, resourced and held accountable to recruiting a candidate pool representing a diversity of backgrounds on every short list of potential hires.



- Build candidate pools that are reflective of the labor pool
- Dedicate funding for increased marketing in diversity focused career resources
- Standardize recruitment, search, and selection processes
- Encourage recruitment/retention of our own trainees who contribute diverse perspectives to the field
- Create promotional material accentuating the benefits of Buffalo, UB, the Jacobs School, and the medical campus



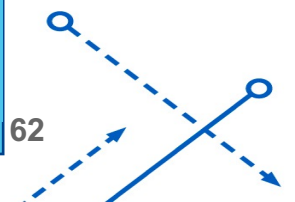
January 2024



Office of the Dean



- ✓ Year-over-year % increase of diverse applicants
- ✓ Year-over-year % increase of diverse candidates being considered for hire
- ✓ Improved retention of trainees
- ✓ Year-over-year % increase of applicants outside of Buffalo area.





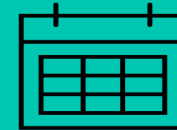
GOAL 3

Develop programs to support and retain underrepresented students, trainees, and faculty throughout their training programs and career progression in medicine and biomedical sciences

The Jacobs School will develop a multifaceted pipeline program to help move students through their undergraduate and graduate medical or biomedical education and into faculty positions in Buffalo.



- Support the mentoring efforts in our education programs
- Enhance faculty mentoring and professional development opportunities
- Improve efficiency of hiring UB graduates
- Support efforts to improve the learning and working environment, making staying in Buffalo even more desirable



Spring 2028



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- ✓ Increased resources allocated to trainee mentoring programs
- ✓ Increase resources allocated to faculty mentoring programs
- ✓ Increased retention of trainees as faculty



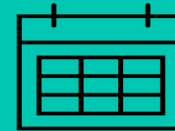
GOAL 4

Develop strategies to retain trainees, faculty, and staff

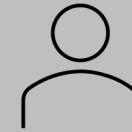
The Jacobs School will implement a data-driven plan to increase retention of those we train and recruit, including recognizing community work beyond teaching, research, clinical care, and service to the school.



- Implement exit interviews for all to gather attrition data
- Address causes for attrition based on exit interview data
- Increase public celebration of achievements made possible by increased diversity
- Enhance recognition of those who participate in meaningful social justice work in WNY



Spring 2024



Office of Resource
Management



- ✓ Reduced attrition
- ✓ Increased understanding of the importance of diversity and the advantages of diverse perspectives in medicine and science
- ✓ Increased involvement in social justice work