OUR STRATEGIC PLAN FOR A Healthy Nevada 2017-2019

University of Nevada, Reno
School of Medicine
In 2015, the Board of Regents of the Nevada System of Higher Education (NSHE) approved a major expansion in public medical education in Nevada. The focus of this expansion has been on the launch of a new medical school in Las Vegas affiliated with the University of Nevada, Las Vegas. An equally important, if not more consequential, change is for the former University of Nevada School of Medicine, now the University of Nevada, Reno School of Medicine, to become fully-based in northern Nevada. This change has significant consequences for our identity, vision and mission, which we addressed with a robust strategic planning process. The following document describes the results of that process.

We have explored this transformation and the creation of a “new” school with a nearly 50-year tradition and history through a rigorous, data-driven process to understand our identity, our partners and, perhaps most importantly, our opportunities in serving our region and state. We examined how we live our mission in a changing educational and healthcare environment, including how we develop a local presence with a statewide vision, how we serve our rural partners, and how we become a major partner with other healthcare institutions to achieve our vision of A Healthy Nevada.

Thomas L. Schwenk, M.D.
Professor of Family Medicine
Dean, School of Medicine
Our History

For nearly 50 years, UNR Med has recruited and trained best-in-class medical professionals. And as we enter a new chapter, we celebrate a statewide legacy of growth, impact and engagement.

UNR Med was founded upon a three-part mission of education, research and service based on the values of compassion, respect and diversity. This mission guided us to build residencies to train medical specialists, double the number of students in each class and construct technologically-advanced buildings to meet the needs of our students, patients and researchers. We are especially proud of the remarkable research achievements of our basic science faculty – an unusual and special strength for a community-based medical school.

With a nod to our rich history, we are ready to meet new challenges in our next transformational phase.
Looking Forward

Our strategic planning developed in a rich and supportive context.

The University of Nevada, Reno’s 2015-2021 “Institutional Strategic Plan” offered direction, inspiration and alignment with “Our Plan for a Healthy Nevada,” especially targeting research and wellness. This UNR Med plan also embraces the University of Nevada, Reno’s Core Themes of learning, discovery and engagement.

Governor Brian Sandoval unveiled “Nevada’s Strategic Planning Framework” in 2016 emphasizing the importance to Nevada of an educated and healthy citizenry and providing a supportive framework and mandate for our vision, mission and strategic initiatives.

UNR Med will transform over the next 12 to 36 months through small and large initiatives. With the strengths of our faculty, staff, students, residents and community partners, along with support approved by the state legislature, our strategic plan is positioned for success.
Our strategic planning process has been – and continues to be – an adaptive, community-driven, data-informed effort. The UNR Med community identified areas of institutional growth, articulated objectives and sequenced them according to vision alignment, urgency and resource intensity.

The process defined the needs for infrastructure and the five major initiatives that are the focus of our strategic plan:

- Expanding Curriculum
- Graduate Medical Education
- Clinical and Translational Research
- Strategic Recruitment
- Institutional Identity and Climate

Our Journey

Initial survey assessed which parts of the mission the community felt needed attention in the next 12-36 months and provided open responses about what that would look like.

Analyzed data from the survey and announced at the State of the School Address.

Assembled Theme Teams for each of the identified themes from the survey; each team had 2 co-facilitators and 4-8 team members.

Theme Teams submitted assessment reports with statements of strategic intent.

UNR Med met with AAMC Consultant for a 2-day retreat on strategic planning.

Departments developed individual strategic plans.

Theme Teams reassembled to develop more specific strategies based on Fall 2015 data and departmental plans.

Sent out 2nd UNR Med-wide survey; asked community to sequence the Theme Team initiatives according to urgency and resource intensity.

Strategic Plan Launch Party where 5 major strategic initiatives + infrastructural pieces were announced.

AUGUST
Initial survey assessed which parts of the mission the community felt needed attention in the next 12-36 months and provided open responses about what that would look like.

SEPTEMBER
Analyzed data from the survey and announced at the State of the School Address.

OCTOBER
Assembled Theme Teams for each of the identified themes from the survey; each team had 2 co-facilitators and 4-8 team members.

2016
Theme Teams submitted assessment reports with statements of strategic intent.

JANUARY
UNR Med met with AAMC Consultant for a 2-day retreat on strategic planning.

MARCH
Departments developed individual strategic plans.

APRIL
Theme Teams reassembled to develop more specific strategies based on Fall 2015 data and departmental plans.

JULY
Strategic Plan Launch Party where 5 major strategic initiatives + infrastructural pieces were announced.

AUGUST-DECEMBER
Identified reasonable outcomes for each objective within each strategic initiative.

This figure represents the 537 individuals in the UNR Med community who contributed to the strategic planning process. Persons at all stakeholder levels participated, making it one of the most collaborative projects in the school’s history.

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Infrastructure

Strengthen the infrastructural departments to expand and create the tools and resources needed to actualize the institutional strategic plan.

Our new initiatives are supported by foundational resources that make growth and change possible. Throughout the strategic planning process, it became apparent that we are at a point where A Healthy Nevada is dependent upon investing in infrastructure. Administration and Finance, Continuous Institutional Assessment, Information Technology, Institutional Advancement and Savitt Medical Library will optimize our effectiveness as an institution.

We will strengthen our infrastructure to expand and create the tools and resources to achieve the five major initiatives outlined in the following pages.
Expanding Curriculum

Provide an integrated and rigorous 4-year curriculum rooted in the northern Nevada community.

- We will revise our institutional objectives to target the skills, knowledge and competencies to train compassionate, resilient and competent physicians who will be innovators and leaders in medicine.

- We will develop new medical education training sites and expand capacity in northern Nevada.

- We will develop the departmental resources to ensure effective delivery of our expanded curriculum.

<table>
<thead>
<tr>
<th>Action</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revise Program Learning Objectives (PLOs) and post for commentary</td>
<td>2016-17</td>
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<tr>
<td>Revise Year 3 curriculum and align with new PLOs</td>
<td>2016-17</td>
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<tr>
<td>Structure Year 4 curriculum with new assessment activities</td>
<td>2017-18</td>
<td></td>
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<tr>
<td>Begin revising curriculum for Years 1 &amp; 2 to align with PLOs</td>
<td>2018-19</td>
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<tr>
<td>Develop a system to ensure the adequacy of clinical training sites</td>
<td></td>
<td>2016-17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Set targets for the number of clinical training sites based on new system</td>
<td></td>
<td>2017-18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement the system for ensuring adequacy of clinical training sites</td>
<td></td>
<td>2018-19</td>
<td></td>
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<tr>
<td>NSHE approval for new departments</td>
<td></td>
<td>2016-17</td>
<td></td>
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<tr>
<td>Recruit ob-gyn chair</td>
<td></td>
<td>2017-18</td>
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<tr>
<td>Recruit surgery chair</td>
<td></td>
<td>2017-18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruit emergency medicine chair</td>
<td></td>
<td>2018-19</td>
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Graduate Medical Education

Establish the support, infrastructure and resources to implement northern Nevada residency expansion.

PHASE 1 – Development of a pediatrics residency program in collaboration with Renown Health

- We will create and fund an Office for Graduate Medical Education (GME) for northern Nevada.
  
<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>Appoint an Assistant Dean for GME</td>
</tr>
<tr>
<td>2017-18</td>
<td>Create a Community Advisory Board</td>
</tr>
<tr>
<td>2018-19</td>
<td>Develop a plan to diversify and increase sources of funding</td>
</tr>
</tbody>
</table>

- We will develop current and future infrastructure to support and expand residencies and fellowships.
- We will develop and expand rural training opportunities for northern Nevada residents.
- We will create and fund an Office for Graduate Medical Education (GME) for northern Nevada.

PHASE 2 – Impact

- We will develop current and future infrastructure to support and expand residencies and fellowships.
- We will develop and expand rural training opportunities for northern Nevada residents.

<table>
<thead>
<tr>
<th>Year</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>Increase the number of residents in northern Nevada</td>
</tr>
<tr>
<td>2016-17</td>
<td>97</td>
</tr>
<tr>
<td>2018-19</td>
<td>122</td>
</tr>
<tr>
<td>2017-18</td>
<td>Increase the number of fellows in northern Nevada</td>
</tr>
<tr>
<td>2018-19</td>
<td>12.5</td>
</tr>
<tr>
<td>2018-19</td>
<td>14.5</td>
</tr>
</tbody>
</table>
Clinical & Translational Research

Develop an institutional research strategy and invest in a clinical research enterprise.

- We will enhance research partnerships with community partners and physicians.
- We will expand opportunities for medical student research and scholarship, increasing the number of students who participate in research.
- We will enhance research partnerships with community partners and physicians.
- We will expand basic science research by supporting interdisciplinary program awards (e.g., PPG, COBRE) and commercialization of research findings.

Define curricular needs for expansion of medical student research
Create a coordinator role for student research
Implement a research curriculum

PHASE 1 - Development

- Develop institutional research strategy
- Approve and implement research space management policies
- Recruit leadership for clinical and translational research
- Develop institutional research strategy
- Build statistical, epidemiological, and data management

PHASE 2 - Impact

- Increase percentage of graduates who participate in research with faculty
- Increase the percentage of graduates with authorship on a paper
- Increase number of students who receive summer research stipends

- Increase the number of interdisciplinary program awards
- Increase the number of startup companies
- Increase the number of patents
- Increase the number of intellectual property licenses
- Increase the number of small business grants with university subcontracts

2016-17 2017-18 2018-19

Increase percentage of graduates who participate in research with faculty 44% 75%
Increase the percentage of graduates with authorship on a paper 33% 45%
Increase number of students who receive summer research stipends 18 35

Increase the number of interdisciplinary program awards 4 6
Increase the number of startup companies 3 5
Increase the number of patents 12 18
Increase the number of intellectual property licenses 2 3
Increase the small business grants with university subcontracts 5 7

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Strategic Recruitment

Recruit diverse, top faculty and medical students to northern Nevada.

- We will create and implement a high-quality, standardized, faculty recruitment and hiring process.
- We will recruit community partners to provide high-quality clinical instruction for students and residents.
- We will recruit to advance a culture of inclusion and increase the diversity of applicants and acceptances.
- We will increase our presence in K-16 institutions to prepare, recruit, and retain the highest quality Nevada students.

**PHASE 1 - Development**

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formalize evidence-based hiring guide and training module</td>
<td></td>
<td></td>
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<tr>
<td>Implement trainings in evidence-based hiring</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Train all search committee members regarding implicit bias in hiring</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase the overall number of community faculty</td>
<td>656</td>
<td>775</td>
<td></td>
</tr>
<tr>
<td>Offer online professional development modules to all community faculty members</td>
<td>0</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

**UNR Med re-evaluates diversity categories for students and faculty**

- Define the attributes of potential students who will contribute to UNR Med’s mission
- Dean approves new diversity categories for students and faculty
- Admissions Executive Committee updates Holistic Review admissions process
- Develop UNR Med Diversity and Inclusion Plan

**2016-17**

- Develop UNR Med Diversity and Inclusion Plan

**2017-18**

- Define the attributes of potential students who will contribute to UNR Med’s mission
- Develop and implement mission-driven recruitment and admissions processes
- Align undergraduate pipelines with mission-driven recruitment
- Expand the role of clinical partners in student recruitment

**2018-19**

- Increase the overall number of community faculty members
- Offer online professional development modules to all community faculty members

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Institutional Identity & Climate

Further develop and promote UNR Med as an outstanding, inclusive and high-quality community-based medical school.

- We will foster our environment of wellness and engagement for students, residents, fellows, faculty and staff.
- We will define what UNR Med represents to our partners and communities.
- We will increase community partner integration so they identify and engage with UNR Med.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Year(s)</th>
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<tbody>
<tr>
<td>Offer monthly dialogues on diversity and inclusion</td>
<td>2016-17</td>
</tr>
<tr>
<td>Add evidence-based wellness activities to Year 1 curriculum</td>
<td>2016-17</td>
</tr>
<tr>
<td>Implement a formalized faculty orientation 2-3 times per year</td>
<td>2016-17</td>
</tr>
<tr>
<td>Create a coordinator role for student and resident wellness</td>
<td>2017-18</td>
</tr>
<tr>
<td>Create student diversity leadership positions for minority student interest groups</td>
<td>2017-18</td>
</tr>
<tr>
<td>Track impact of wellness and engagement activities through a school-wide survey</td>
<td>2017-18</td>
</tr>
<tr>
<td>Develop a longitudinal wellness plan for faculty, staff, residents, students</td>
<td>2018-19</td>
</tr>
</tbody>
</table>

**2015-16** vs **2018-19**

- Increase the % of UNR Med’s community who rate our reputation among prospective medical students as “Good” or “Very Good”
  - 2015-16: 65%
  - 2018-19: 70%

- Increase the % of UNR Med’s community who rate our reputation among the medical community as “Good” or “Very Good”
  - 2015-16: 63%
  - 2018-19: 70%
Acknowledgements

Strategic Plan Steering Committee Members:
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Jennifer Hagen  James Kenyon  Jean Regan  Melissa Stalke
Michael Herbert  Krystle Oates  Gwen Shonkwiler  Jessica Younger
Susan Hill  Michael Herbert

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