

# UC DAVIS HEALTH

## 2017-2020 Strategic Plan

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**UCDAVIS  
HEALTH**



## GOAL 1

# Lead person-centered care

UC Davis Health will lead person-centered care in the best way, at the best time, in the best place, and with the best team.

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## Objectives

- 1.1 Increase shared decision making, incorporating patient values and preferences and using innovative, evidence-based practices
- 1.2 Enhance timeliness of care to maximize quality of life for each individual
- 1.3 Efficiently apply appropriate resources and technology to bring our expertise to the patient
- 1.4 Increase expert, coordinated care to achieve optimal outcomes

## Department, center, division, office goals

### Betty Irene Moore School of Nursing

- Examine current program curricula to ensure that all School of Nursing graduate students have an opportunity to develop competencies related to bold system change in health care
- Partner with colleagues in other academic units and in the community to engage in collaborative research that has the potential to transform care delivery
- Develop research partnerships that preferentially address the needs of older adults, and those from communities traditionally underserved and disadvantaged, to promote health equity
- Educate health care leaders to provide safe and equitable care for our community

### Center for Healthcare Policy and Research

- Expand interdisciplinary, innovative research on outcomes, quality, access and costs

### Center for Reducing Health Disparities

- Reduce differences and the unequal affliction suffered by racial and ethnic minorities by promoting social justice
- Build capacity by developing innovative technology, learning multiple perspectives to work and communicate as teams, and teaching culturally appropriate approaches to care
- Seek out culturally specific expertise regarding accessibility, utilization, receipt of services, and delivery of services throughout the whole care experience
- Promote ongoing dialogues with relevant stakeholders to promote culturally responsive and relevant care for underserved communities

### Department of Anesthesiology and Pain Medicine

- Be leaders in collaborative, coordinated peri-anesthesia care for patients of all ages undergoing a wide variety of diagnostic, therapeutic, interventional, obstetric and surgical procedures that need anesthesia
- Attract, recruit and retain sub-specialty faculty needed to provide care to the broad range of patients who receive care at UC Davis Health

### Department of Biochemistry and Molecular Medicine

- Implement precision medicine through:

- » Integration of genomic profiling and clinical data sets for informing treatment decisions
- » Development of in-house targeted sequencing panels (DNA repair pathway is underway now)
- Become world leaders on personalized nutrition
- Utilize new precision medicine technologies (from genome sequencing, genome editing, etc.) to not only discover the genetic and epigenetic causes of the disease but also design and apply personalized therapies for each patient
- Facilitate and support the transition from candidate therapeutic agents through the IND stages, providing the necessary infrastructure for investigators to navigate through the clinical trials process

### **Department of Cell Biology and Human Anatomy**

- Conduct fundamental research that forms the basis for advances in clinical care
- Educate the next generation of physicians by providing them the knowledge necessary to deliver cutting-edge care and the skills necessary continue learning throughout their professional lives

### **Department of Dermatology**

- Improve clinical efficiency through the use of medical scribes and EMR mobile technology
- Dramatically increase focus on customer (patient) experience and service
- Become a referral center of choice from the community for complex medical dermatology by developing a multi-disciplinary clinic and therapeutic areas of excellence such as skin cancer, wound healing, and inflammatory skin disease
- Improve physician support by having nurses and ancillary clinic staff perform at top of scope

### **Department of Emergency Medicine**

- Intensify our commitment to eliminate patient safety errors
- Establish an inter-professional quality enhancement committee
- Help ensure appropriate care for boarded inpatients
- Enhance coordination of care for patients with mental health issues
- Establish a nurse practitioner program for care of lower-acuity patients

### **Department of Family and Community Medicine**

- Train residents in a team-based, inter-professional setting as demonstrated by the Family Practice Center achieving recognition as a Level 3 patient-centered medical home
- Foster collaboration among primary care professionals (physicians, nurse practitioners, physician assistants, and nurses), which is crucial for the future delivery of high-quality, patient-centered primary care
- Excel in training future primary care professionals by creating and supporting models of inter-professional collaboration in education, clinical care, and research
- Develop a care-coordination system for patients that integrates internal and external resources
- Create a method for residents, faculty and staff to redesign clinical workflows and improve patient continuity

### **Department of Internal Medicine**

- Utilize the newly available data dashboards to drive improvements in care
- Leverage hospital unit-based medical directorships to enhance physician-nurse collaboration, streamline throughput and enhance the patient experience
- Continue to spearhead efforts for regional collaboration with FQHC to improve care of the underserved in our immediate region

- Promote translation of research to the bedside

### **Department of Medical Microbiology and Immunology**

- Apply latest technologies for advancing the use of immune correlates for predicting clinical outcomes of infectious diseases during therapy
- Apply new genomic and immunologic technologies to provide personalized care, specifically for Valley Fever among vulnerable minority populations

### **Department of Neurological Surgery**

- Provide the highest quality of care employing the latest proven technology to improve our patient outcomes

### **Department of Neurology**

- Develop a multidisciplinary Sleep Center of Excellence
- Rebuild our Division of Child Neurology
- Diversify and broaden our TeleNeurology and TeleStroke services
- Expand UC Davis Health access to neuropsychology services
- Expand research and clinical care opportunities for multiple sclerosis and other neuroinflammatory disorders

### **Department of Obstetrics and Gynecology**

- Co-locate family planning services with clinics that see women with conditions where pregnancy would be high-risk (e.g., epilepsy – many anti-seizure meds are potentially teratogenic)
- Pursue relocation of resident continuity clinics to Sacramento County clinic (FQHC) to improve health of the underserved and decrease department expense to manage resident clinics
- Increase focus on department quality improvement projects that define best practices, e.g.
  1. Decrease C-section rate of low risk pregnancies
  2. Increased focus on MIS hysterectomies – decrease LOS, decrease SSI rate, improve patient satisfaction
  3. Integrate BEST in outpatient and inpatient arenas
- Provide outreach services – outside UC Davis Health and through telehealth
- Offer innovative health programs, e.g.
  1. Sexual health for female oncology patients
  2. Women's Cancer Care Program
  3. Fetal Diagnosis and Treatment Center

### **Department of Orthopaedic Surgery**

- Develop innovative treatments to benefit patients through adaption of research work to clinical practice
- Improve patient access through improving efficiency of existing clinic operations and identifying opportunities for strategic expansion of providers and space
- Improve communication between patients and providers

### **Department of Otolaryngology**

- Expand our clinical capacity to meet regional needs for tertiary otolaryngologic expertise
- Continue to recruit and retain excellent head and neck surgeons who elevate the practice of otolaryngology in Northern California and enable us to be the Center of Excellence that our referring physicians and community consider us to be

- Lead coordinated, advanced, multi-disciplinary care through the Cleft and Craniofacial Team, the Head and Neck Oncology Tumor Board, the Center for Voice and Swallowing, and the Endocrine Tumor Board

### **Department of Pathology and Laboratory Medicine**

- Update and replace obsolete/inefficient suboptimal tests or processes
- Develop a plan for Lab Developed Tests (test development and implementation) in alignment with new FDA guidelines
- Create, optimize and integrate diagnostic information delivery tools (path, labs, genomics, rad) through integrated reports, informatics, and by partnering to create a new Center for Applied Clinical Informatics
- Develop and implement digital pathology services to expand consultative services and expertise that will improve patient care
- Improve blood product services and access to improve patient safety and satisfaction, including reducing transfusion reactions and time-consuming bedside management

### **Department of Pediatrics**

#### *Division of Pediatric Genetics*

- Create new clinics in precision genomics, including next generation sequencing for patients with unknown diagnoses, ocular genomics, neurodevelopmental genomics

#### *Division of Pediatric Nephrology*

- Launch a new home peritoneal dialysis program

#### *Division of Neonatology*

- Increase attending coverage during times of high census
- Hire more neonatal nurse practitioners

#### *Pediatric Hospitalist Division*

- Expand to provide 24-hour inpatient attending presence

### **Department of Physical Medicine and Rehabilitation**

- Collaborate with UC Davis Health leadership to develop and build a new inpatient rehabilitation facility that meets the needs of the community and medical center for comprehensive, multidisciplinary and high-quality, value-based rehabilitation care
- Continue to expand the impact of our inpatient consult service and acute in-patient rehabilitation unit (adult and pediatric) and transition patients to the community, reduce length of stay and complications, and provide person- and family-centered care
- Continue to expand our role as a National Center of Excellence in Neuromuscular Diseases, Duchenne Muscular Dystrophy Center of Excellence, Regional MDA Neuromuscular Disease Clinic, ALS Center of Excellence, and continue to be recognized as an international leader in neuromuscular disease clinical trials program
- Continue to be a key provider of non-operative musculoskeletal services to UC Davis Health in the Spine Center, Sports Medicine Program and clinics, and continue to triage patients and provide “Fast Track” musculoskeletal services
- Partner with Shriners Hospital for Children Northern California and UC Davis Health to develop and expand a nationally acclaimed Pediatric Physical Medicine and Rehabilitation program with focus on spina bifida, cerebral palsy, brachial plexus injury, pediatric amputations, neuromuscular diseases, and pediatric brain injury

### **Department of Physiology and Membrane Biology**

- Partner with clinical departments to provide opportunities for mutually beneficial, bi-directional training opportunities for faculty, post-docs and fellows

## Department of Psychiatry and Behavioral Sciences

- Expand primary care psychiatry education program from a statewide to a national program
- Develop a telepsychiatry program and use newer technologies (smart phone, screening instruments, etc.) for selected clinic patients who must travel long distance for clinical services to use in lieu of face-to-face follow-up visits
- Ensure that each PCN will have an assigned psychiatrist for e-consults, questions, and consultations
- Collaborate with Sacramento County to establish a state-of-the-art crisis mental health/urgent care clinic to provide for both the psychiatric and routine medical needs of acutely ill mental health patients
- Establish ourselves as the national leader in integrative mental health/physical health clinical services

## Department of Public Affairs and Marketing

- Support key priority lines of business with targeted marketing, media and internal communications to promote expertise in high-quality, compassionate patient care

### Department of Radiology

- Ensure the right study is ordered and conducted the right way, at the right time, at the right location, on the right patient
- Communicate the correct interpretation and an actionable report to the referring clinician and/or patient accurately and quickly
- Act upon reports in a timely manner, resulting in satisfied customers

## Department of Surgery

### *Bariatric Surgery Program*

- Provide comprehensive weight management solutions (beyond surgery) to patients in a “one-stop shop”
- Maintain flexibility in patient care, realizing that the needs of an individual patient change with time and circumstance
- Provide a safety zone in which obese individuals can focus on health improvement without the pressure of social judgment
- Ensure that a multi-disciplinary team of professionals are always current on obesity management and are prepared to care for obese patients

### *Regional Burn Center*

- Track transfer times by facilitating timely burn consultation and transfer
- Ensure that all patients admitted to UC Davis or Shriners Hospital for Children are treated by physicians, nurses, therapists, dieticians, pharmacists, and other allied personnel who are trained and have demonstrated competency in burn care
- Admit burns by meeting American College of Surgeons burn transfer criteria to the burn center and by communicating directly with referring physicians to ensure appropriate transfers
- Conduct yearly self-evaluation using the Burn Quality Improvement project data from the American College of Surgeons, patient feedback and hospital metrics (infections, use of lines, etc.).
- Become a center of excellence in burn care

### *Division of Colorectal Surgery*

- Train extenders to help our team see urgent anorectal patients, or concerned post-op patients, no later than 24 -48 hours after concerned phone calls are made by patient or referring provider
- Institute evidence-based medicine and standards of care for rectal cancer in a multidisciplinary approach with partners in GI, radiation oncology, radiology, pathology, medical oncology and nursing
- See patients early to help minimize non-life threatening diseases such as thrombosed hemorrhoids and rectal abscesses and to address them in the outpatient setting

- Address all non-emergent colon and rectal disorders, maintaining vigilance on evidence-based care, and transforming our care quickly and as needed

#### *General Surgery*

- Complete the transition to specialty care from general surgical-only care, with the further development of a new colorectal service

#### *Division of Surgical Oncology*

- Develop specialized centers for breast surgery, melanoma and hepatobiliary to bring 21st century cancer care to the Sacramento region.

#### *Pediatric General, Thoracic and Fetal Surgery*

- Develop centers of excellence in complex congenital, fetal and bowel management programs

#### *Plastic and Reconstructive Surgery*

- Evolve into a highly functioning subspecialty-driven service to provide expert reconstructive services to patients with breast and gynecologic cancers as well as trauma extremity reconstruction and specialized pediatric/craniofacial reconstruction, all as destination centers of excellence

#### *Division of Trauma, Acute Care, and General Surgery*

- Pursue development of a dedicated trauma tower with OR and ICUs to free up resources for non-trauma patients
- Expand our relationship with the U.S. military to positively impact care of injured war fighters
- Develop unique models of care delivery to injured patients through clinical innovations such as REBOA
- Lead the way for trauma quality improvement to ensure the best care for our patients

#### **Department of Urology**

- Provide timely access to our providers and patients
- Provide high-quality multimodal care
- Expand our referral network and continue to grow the pediatric outreach program
- Continue to provide new technologies to our patients
- Expand the department's physical layout to accommodate new providers and patients

#### **Finance and Administration**

- Develop financial management and planning tools to provide better business intelligence across our missions
- Expand the scope of clinical cost accounting and service line financial reporting to include both professional and hospital revenues and expenses
- Improve the accuracy of cost accounting through routine updates to cost standards and integration with the EHR and Materials Management Systems
- Gather costs from affiliated non-hospital partners to assess to the total cost of the episode of care

#### **Health Sciences Development**

- Identify prospective donors, foundations and corporations whose mission and vision align with UC Davis Health in providing world-class care through programmatically focused philanthropic dollars, grants, or in-kind gifts; engage alumni, faculty and recipients of care, grateful patients, UC Davis Health vendors, corporations, and foundations

#### **Information Technology**

- Support the implementation of technology that is highly available, reliable and optimally configured to support patient care



### **Institute for Population Health Improvement**

- Draw upon experience and lessons learned from working with healthcare payers to support UC Davis Health's efforts to improve clinical integration, population health management, and other strategies to optimize value-based care

### **Institute for Regenerative Cures**

- Continue to conduct translational research and regenerative medicine manufacturing using the strictest standards of the Good Manufacturing Practice Facility and Good Laboratory Practices
- Continue to define the gold standards of high-quality practices in research and cell and gene therapy product manufacturing
- Continue to deploy precision and expertise in regulatory processes required to move critical regenerative therapies to the clinic for patients who have few other options

### **International Affiliations**

- Develop an international clinical-care portfolio with interested departments

### **Office of Academic Personnel**

- Champion diversity among health care providers to develop the right teams to reduce health disparities

### **Office for Equity, Diversity and Inclusion**

- Offer and provide health care teams (all levels – staff, health professional students, residents, fellows, faculty, and administrators) with training in unconscious bias that focuses on clinical-decision making and patient outcomes
- Ensure cultural competent patient care is being delivered by all health care teams by providing education and training with meaningful selected resources, e.g. Cook and Ross' CultureVision and CLAS training
- In collaboration with the Vice Chancellor's Advisory Council on LGBTQ+ Affairs, develop and implement a new UC Davis Health-wide curriculum (education and training modules) for all staff and faculty involved in ambulatory care and/or hospital care on LGBT health and the provision of culturally responsive care
- Offer compassion cultivation training for all UC Davis Health care providers and all non-clinical staff to improve their resilience, enhance their connection with others, strengthen compassion, empathy and kindness, and ultimately providing an overall sense of well-being that in turn will improve patient care delivery
- Leverage research findings from our newly established National Center for a Diverse Healthcare Workforce (HRSA Academic Unit Primary Care Training and Enhancement Grant) on the best strategies to enhance diversity in the UC Davis Health workforce at all levels

### **Office of Medical Education**

- Collaborate to develop new clinical training sites for students that emphasize inter-professional teamwork, longitudinal care, ambulatory clinical experience, chronic disease management and community engagement

### **Office of Research**

- Bring research into clinical care to
  1. Enhance quality of health care delivery
  2. Develop innovative treatments
- Improve processes to inform the public about research and to facilitate patient preferences for participation in research
- Improve process to inform patient-care providers (faculty and clinical staff) about clinical trials and research opportunities

### **Office of Student and Resident Diversity**

- Expand both the fourth-year visiting elective clerkship program and the residency second-look program as a method of diversifying our residents and ultimately junior faculty
- Participate in the California Medicine Building A Diversity Pipeline effort to increase the number of URM students who transfer from community colleges and ultimately matriculate into medical school

### **Strategic Alliances and Telemedicine**

- Stabilize existing and establish new hospital-based clinical telehealth services
- Define and develop a stable outpatient clinical telehealth program based on the current market and Practice Management Board goals
- Transition institutional telehealth functions to the medical center structure, such as IT infrastructure
- Develop an international clinical-care portfolio with interested departments

### **UC Davis Alzheimer's Disease Center**

- Place patients first
- Make clinical research patient-friendly
- Transform care through
  - » Clinical research innovation
  - » Investigator-initiated clinical trials
  - » Novel genetic findings

### **UC Davis Comprehensive Cancer Center**

#### *Overall center goals:*

- Foster translational team science research approach
- Build integrated care delivery teams
- Build a Survivorship/Supportive Care/Psycho-Oncology Program
- Build a nationally recognized early phase, city-wide clinical trials program
- Increase effectiveness while reducing toxicity of therapy in all patients, especially children

The center's multidisciplinary care team will accomplish these goals in the right way and at the right time for individual patients and their families, in comfortable and non-threatening locations. The right team will be all of the caregivers potentially involved in the patient's care and in supporting the patient's family.

### **UC Davis Medical Center**

- Improve transitions of care and use of telemedicine
- Improve patient quality indicators
- Improve patient experience scores
- Deploy scarce resources to highest use for optimal patient outcomes
- Increase use of telemedicine across practice sites

### **UC Davis MIND Institute**

- Increase evidence-based treatment services, including community-delivered and parent-implemented treatments, as well as digital medicine and the use of telehealth technology
- Develop procedures for ensuring that clinical services are not duplicative of those routinely available in the community, but are instead are dynamic and flexible to meet the changing and unmet needs of the community and the research activities of the institute
- Achieve better integration of clinical activities with ongoing programs of research

- Increase number of trainees in clinics and integrate training and trainees more seamlessly into day-to-day clinical activities, including establishing a clinical psychology internship plan
- Enhance coordination and collaboration among clinical programs and providers by establishing a common set of expectations and SOPs with all participating departments

#### **UC Davis Ophthalmology and Vision Science**

- Become the provider of choice in Northern California for treatment of complex eye disease
- Become the primary center for all comprehensive vision care
- Maximize patient access to ophthalmic services through efficiency and excellence in customer service
- Encourage collaborative care across our own faculty and with other specialty services at UC Davis Health
- Employ staff who will focus on excellence in patient care delivery

#### **UC Davis Practice Management Board**

- Enhance coordinated care across the clinical continuum
- Foster patient-centered care in a changing payment environment
- Increase timely access to specialty services

#### **UC Davis Spine Center**

- Continue to use a collaborative approach across disciplines in the treatment of patients with spinal conditions

#### **UC Davis Transplant Center**

- Find novel ways to make more kidneys available for transplantation by expanding the donor pool and by utilizing kidneys that are being discarded to benefit our pediatric and adult recipients, as well as everyone on the national waiting list
- Leverage technology and willingness to travel to outreach locations across the state to make our nationally leading outcomes available to the greatest number of people possible in a culturally competent manner, regardless of their geography, ethnicity and socioeconomic status
- Build the outpatient facility needed to deliver care in the most efficient location and manner to both living donors and transplant recipients, emphasizing patient experience and access
- Maintain and enhance the data-driven QAPI program to continue to take deliberate, well-monitored risk in safely pushing the envelope of what is possible in kidney transplantation
- Explore using the nationally-leading kidney transplant program as a template for developing thoracic and other abdominal programs for patients with end stage organ disease

#### **UC Davis Vascular Center**

- Lead a multidisciplinary effort with the Emergency Room and Pulmonary Medicine/Critical Care to provide more standardized care of patients with pulmonary embolus and establish a Pulmonary Embolus Response Team (PERT)
- Establish a multidisciplinary effort to improve care for patients with chronic veno-occlusive disorders
- Expand efforts to provide state-of-the-art care for patients with thoracic outlet syndrome
- Continue to be a regional leader in the treatment of critical limb ischemia, providing innovative treatment, including regenerative therapies, to patients with limb-threatening conditions
- Expand outreach to the primary care network and surrounding communities and investigate ways to incorporate telemedicine into outreach

## GOAL 2

# Reimagine education

We cultivate diverse, transdisciplinary, life-long learners who will lead transformation in health care to advance well-being and equity for all.

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## Objectives

- 2.1 Welcome, inspire, and nurture diverse learners/scholars at all stages of development. Implement innovative approaches to engage all in active learning and wellness throughout their lives.
- 2.2 Apply technological advances to transform the learning environment.
- 2.3 Revolutionize education through active inter-professional learning focused on clinical and research excellence and systems improvement across settings.
- 2.4 Incentivize faculty/staff development, mentorship and coaching to promote educational innovation and effective use of technology in teaching and learning.

## Department, center, division, office goals

### Betty Irene Moore School of Nursing

- Increase opportunities to incorporate innovative pedagogy to engage students in active learning (e.g., Integrative Case-Based Learning; Mega Cases that span the curricula)
- Develop mechanisms to ensure that the curriculum for each program addresses issues of social justice and health equity as well as opportunities for students to develop cultural humility
- Provide faculty development and coaching to transform their approaches to teaching/learning, particularly in the new environments in the ASB and Betty Irene Moore Hall
- Transform education through active inter-professional learning focused on clinical excellence and systems improvement across settings
- Provide transformative leadership education for nurses to perform at their full scope of practice as part of the health care team

### Center for Healthcare Policy and Research

- Innovate in training the next generation of outcomes researchers
- Apply for renewal of our NRSA funded T32 postdoctoral training program in quality, safety and comparative effectiveness research
- Expand research training for undergraduate and graduate students as well as junior faculty through our course in comparative effectiveness research
- Increase mentored research internships for graduate and undergraduate students

### Center for Neuroscience

- Develop a CME course using hands-on training at the Center for Virtual Care to educate emergency medicine physicians, nurses and trainees in the urgent care of stroke and seizures
- Educate affiliates on diagnosis and treatments available to acute stroke patients

### **Center for Reducing Health Disparities**

- Facilitate inter-professional and inter-disciplinary education, reshaping health systems with emphasis on diverse communities and involving these communities in the design and conduct of relevant research
- Promote equity and social justice in health and health care by leading collaborative efforts to generate and disseminate evidence-based, policy-relevant solutions; potential focus areas could include but are not limited to obesity, diabetes, cancer and mental health
- Advance innovative methods, solutions and studies addressing social justice within health systems
- Promote collaborations within the academe and across sectors to identify, document, utilize and evidence practices relevant to underserved communities

### **Department of Anesthesiology and Pain Medicine**

- Encourage and foster faculty and resident scholarly activity in a more structured, timeline-driven approach
- Use technology to drive learning

### **Department of Biochemistry and Molecular Medicine:**

- Integrate foundational science into the third and fourth year curriculum by:
  - Collaborating with third-year IORs to improve integration of basic science in the third year
  - Establishing special study modules (fourth-year electives) to reinvigorate interest in foundational sciences in fourth-year students
- Promote inter-professional education by inviting faculty and students from other schools (nursing, nurse practitioner, physician assistant, pharmacy) to participate in small group learning sessions
- Team-teach with clinicians whenever feasible to continue to improve the clinical relevance of biochemistry and molecular medicine, making use of novel active-learning approaches and improving knowledge retention.
- Expose all students to bioinformatics and genomics by developing a course with genomics lectures paired with hands-on bioinformatics exercises
- Offer CME credits on selected biochemistry and cancer center seminars to encourage house staffs and clinical faculty to attend

### **Department of Cell Biology and Human Anatomy**

- Provide medical students with the knowledge required to understand the practice of medicine
- Continue to advance teaching effectiveness by applying approaches proven to be effective in controlled educational research studies
- Through teaching, convey the value of hypothesis testing as the most reliable means of establishing scientific validity
- Instill in students the skills to self-educate and to critically evaluate scientific and clinical literature
- Extend expertise teaching medical students to undergraduates, preparing them for careers in health sciences and empowering them to make better-informed health care decisions

### **Department of Dermatology**

- Develop multi-disciplinary care models to enhance resident exposure to other related medical fields
- Identify resident education gaps to train them in new, evolving areas of dermatology
- Develop a fundamentals of dermatology course for UC Davis primary-care physicians and unique “on-site consult” models in which dermatologists round at primary-care sites instead of having patients come to dermatology clinic
- Provide faculty members with support to enhance teaching skills

- Develop innovative online course material (lecture series) in medical and surgical dermatology for residents and medical student dermatology rotations

### **Department of Emergency Medicine**

- Continue efforts to recruit diverse trainees and faculty from underrepresented backgrounds
- Engage the emergency medicine community in continuing medical education opportunities
- Maximize opportunities for simulation in education
- Expand the use of ultrasound for the education of medical students and for the training of clinicians across disciplines
- Investigate and explore opportunities for trainees at alternate health care systems

### **Department of Family and Community Medicine:**

- Develop community partnerships to augment expertise in the PCMH, and expand support of learner community engagement projects
- Develop didactic and clinical inter-professional education experiences
- Seek diverse funding for inter-professional education and build faculty expertise in inter-professionalism

### **Department of Internal Medicine**

- Leverage relationship with the county FQHC as a platform for resident and student education
- Enhance the use of technology in resident and faculty education
- Continue commitment to educating diverse populations of learners in a multi-disciplinary environment
- Continue to develop innovative, collaborative and interdisciplinary training programs (i.e. Neurocritical Care, Sleep Medicine, Hospice and Palliative Care)

### **Department of Medical Microbiology and Immunology**

- Innovate educational approaches for bringing balance between basic and clinical aspects of Preclinical Microbiology and Immunology curricula for enhancing effective integration and delivery of the course content
- Innovate approaches for better integration of Microbiology and Immunology information with other parts of the preclinical curricula through increased collaborations/communications among course instructors
- Enhance the curriculum by including emerging areas of Microbiology/Immunology (microbiome, infection control, global health, emerging infectious diseases, antimicrobial stewardship) that are highly relevant to health policy and clinical medicine

### **Department of Neurological Surgery**

- Continue to train physicians who provide the best care to patients in our region
- Leverage proven technology and innovations to give our patients the best chances for cures
- Continue to support innovative laboratory research that can be translated to advances in clinical care

### **Department of Neurology**

- Commit to a shared academic day that will better integrate educational and research activities
- Expand the use of teleneurology to deliver neurological education by assisting with inpatient management at affiliated hospitals

### **Department of Obstetrics and Gynecology**

- Integrate quality improvement projects into resident and fellow training (Clinical Learning Environment Review Program training)
- Align department and resident/fellow quality improvement projects

- Align ACGME milestones with learning goals and objectives, as well as educational programs
- Use new mobile-based tools for milestone/procedure evaluations

#### **Department of Orthopaedic Surgery**

- Excel at education of medical students and residents in MSK medicine
- Continue to identify opportunities to expand efforts and recruit diverse and underrepresented trainees and faculty
- Develop projects to educate residents on their impact on improving quality

#### **Department of Otolaryngology**

- Continue Head and Neck Surgery leadership in innovative surgical education and be a resource to other departments that would like to model these techniques
- Develop an otolaryngology boot camp for residents in training across the western United States to provide an essential component of hands-on procedural training currently unavailable in most training programs

#### **Department of Pathology and Laboratory Medicine**

- Monitor house staff development plans and nurture their career goals through an integrated combination of formal mentorship and monitoring of ACGME milestones and integrate active learning methods into resident/fellow curriculum
- Re-institute third-year electives for medical students
- Be a leader in training clinical lab scientists and cytechnologists for our region by expanding training sites to more local hospitals and integrating more molecular pathology training into cytotech curriculum
- Establish a new Clinical Diagnostics Informatics Fellowship in collaboration with the Department of Radiology as part of a new Center for Applied Clinical Informatics

#### **Department of Pediatrics**

- Provide mini-residency training to community pediatricians preparing to retake Pediatric Board Certification, in cooperation with the American Board of Pediatrics

#### **Pediatric Infectious Disease Division**

- Increase involvement of pediatric residents in patient advocacy at the state and federal levels on issues as diverse as gun violence, gender equity, international health and vaccines

#### **Division of Neonatology**

- Develop novel simulation techniques for mock code experience

#### **The Pediatric Core clerkship**

- Continue to emphasize professional identity formation and reflective practice

#### **Division of Pediatric Genetics**

- Establish a Medical Genetics Residency Program

#### **Department of Pharmacology**

- Continue efforts to enhance integration of pharmacology education throughout the medical school curriculum, increasing participation in joint interactive sessions with faculty in other disciplines and courses
- Actively engage in the recruitment and state-of-the-art training of a diverse cadre of graduate students and postdoctoral fellows from underrepresented groups

- Emphasize translational thinking through training programs that connect fundamental mechanistic science to disease mechanisms and therapeutic strategies
- Develop new educational opportunities to reach out to communities beyond our routine trainee constituencies
- Provide trainees that we mentor with enhanced appreciation of the breadth of potential career opportunities

#### **Department of Physical Medicine and Rehabilitation**

- Lead the effort to provide medical students with the principles of management of disabilities and chronic diseases, with an emphasis on restoration of function, multidisciplinary team-based collaborative care, full inclusion for all, and maximizing quality of life
- Contribute to medical student education through the doctoring courses, musculoskeletal education activities and special studies modules (e.g. sports and spine)
- Maintain a strong PM&R residency program increasingly linked to improved patient through-put and functional restoration, provision of value-based and high-quality care, and maximizing patient-centered and quality of life outcomes
- Continue to provide the top U.S. Neuromuscular Medicine Fellowship housed in a Department of PM&R
- Continue to provide one of the top U.S. Sports Medicine Fellowships housed in a Department of PM&R

#### **Department of Physiology and Membrane Biology**

- Transform our core HPH400 course, incorporating clinical correlations throughout
- Work with IORs from other blocks in the curriculum to increase integration and avoid unnecessary duplication
- Change teaching approach to include active learning
- Develop a training grant application on precision medicine/physiology
- Develop new courses aimed at undergraduate and medical students, as well as other medical professionals (e.g., continued education)

#### **Department of Psychiatry and Behavioral Sciences**

- Leverage telemedicine expertise to educate physicians in rural or underserved communities on practical psychiatric topics
- Leverage cultural psychiatry curriculum to develop educational programs for dissemination throughout the country
- Task endowed professor in cultural psychiatry to develop cultural competence training for mental health professionals throughout California
- Implement evidence-based psychotherapy practices for all clinic patients
- Develop a well-being curriculum for dissemination to all UC Davis Health employees

#### **Department of Public Affairs and Marketing**

- Continue to support the School of Medicine with marketing, media and internal communications to attract students and faculty, and to share compelling, inspiring stories that demonstrate UC Davis's influence

#### **Department of Radiology**

- Integrate imaging longitudinally and vertically within the medical school curriculum
- Train radiology residency graduates to be expert consultants on imaging utilization and interpretation
- Focus radiology education on value-based, patient-centered care as a part of a multidisciplinary health care team



## Department of Surgery

- Become the West Coast site for “socially responsible surgery” – a nascent organization committed to principles of social justice in surgical care

### Bariatric Surgery Program

- Employ and research the latest procedures and approaches to weight loss surgery, such as endoluminal operations and intragastric balloons
- Expand efforts to provide obesity sensitivity training to faculty, staff, and students
- Continue research into a precision medicine approach to match procedures to patients based on metabolomic profiles

### Surgical Education

#### *General*

- Maintain and advance the use of personalized simulation for surgical training, professional development and surgical planning in partnership with telemedicine and Center for Health and Technology

#### *F. William Blaisdell Surgical Education Programs*

- Explore the option of a 3 + 5 medical school surgical residency program
- Develop a focus for surgical social justice

#### *Regional Burn Center*

- Train medical students, premedical students, residents, fellows and other specialties in burn pathophysiology and burn care
- Educate allied personnel (nurses, therapists, pharmacists, etc.) on cutting-edge burn care
- Teaching all members of the community about burn care and prevention
- Leverage technology to teach wound evaluation
- Develop a burn and injury prevention center

#### *Division of Colorectal Surgery*

- Innovate student and resident education through monthly journal clubs with multi-D partners in attendance
- Become instructors for and assist with the education process of our partners in the School of Nursing for NP and PA students
- Continue to look at the epidemic rise in rectal cancer in young patients and the potential link with the lower socioeconomic groups

#### *Plastic and Reconstructive Surgery*

- Innovate through novel treatments in fat grafting

#### *Division of Trauma, Acute Care and General Surgery*

- Expand trauma education to include more opportunities for those in the community to engage with us
- Pursue simulation technologies in trauma to ensure all learners are exposed to all types of trauma, not just what comes through the door

## Department of Urology

- Continue to promote diversity among trainees
- Teach evidence-based medicine and practice to residents
- Provide research opportunities for students and residents and continue to support unfunded outcomes research for resident education

- Provide equal access care to patients of all backgrounds as an example for our trainees
- Embrace new technology as it evolves

#### Finance and Administration

- Assign the costs of faculty and support to education to inform priorities
- Assist in assessing relative costs of alternative methods of education to support appropriate use of technology in education

#### Health Sciences Development

- Secure philanthropic scholarships and fellowships for medical and nursing students

#### Institute for Population Health Improvement

- Support educational efforts aimed at improving patient safety, quality improvement, value-based payment, and new models of care delivery

#### Institute for Regenerative Cures

- Continue to provide innovative student education through the SPARK and Bridges Stem Cell Training Programs
- Train new generations of health care students to handle drugs that are not pills or liquids in a vial, but rather are living biological medicines

#### International Affiliations

- Develop training and education opportunities outside the United States for students, residents and faculty
- Develop local training and education opportunities for international visitors

#### Office of Academic Personnel

- Actively advance well-being for all through training, development and education programs
- Offer professional development derived from social justice principles

#### Office for Equity, Diversity and Inclusion

- Offer and provide health professions students and residents specific and expanded training in unconscious bias, focusing on its impact on clinical-decision making, working in teams, and patient outcomes
- Ensure culturally competent patient care is delivered by all health care teams by providing education and training with meaningful selected resources, e.g. Cook and Ross' Culture Vision, CLAS training
- Introduce the Community-Based Participatory Curriculum Development model to assist in engaging the local community and defining the community's role in assisting the Schools of Health to transform their education through curriculum development; the emphasis would be focused on meeting the societal health needs identified by the communities we serve to achieve health equity and eliminate/reduce health disparities experienced in these communities
- Partner with Team PEACE faculty to develop and implement curriculum in adverse childhood experience and its impact on chronic adult illness

#### Office of Medical Education

- Support the faculty in the design and implementation of a new medical school curriculum for the 2020 physician.
- Support the expansion of the medical school class and the development of cradle to career STEM education pipeline programs to address healthcare workforce needs.

- Support faculty development and educational scholarship that fosters innovation in medical education, including content development in socio-ecological determinants of health, quality improvement, and systems science, and pedagogy focused on information technology and active learning.
- Promote horizontal and vertical integration of the medical school curriculum, alignment of content, pedagogy and evaluation with graduation competencies, and rigorous assessment of educational outcomes.
- Enhance medical student support services on the Sacramento campus and at more distant affiliated clinical training sites to ensure student academic success and wellness.

#### **Office of Research**

- Leverage research evaluation tools to robustly assess innovative educational approaches
- Promote team science to bring research opportunities and training to develop a research-intensive interdisciplinary workforce
- Enhance existing mentoring resources and implement formalized criteria for mentoring teams
- Formalize integration of degree-granting programs in clinical research, health informatics and public health

#### **Office of Student and Resident Diversity**

- Collaborate with the Medical Student Diversity Advisory Council and the Office of Medical Education (OME) to develop a process for identifying culturally insensitive imagery and content in the curriculum and recommending modifications
- Collaborate with OME to develop a curriculum that focuses on social justice, health equity and cultural literacy
- Explore the benefits of transforming the Postbaccalaureate program into a conditional admit program
- Continue to support medical student initiatives that educate the community about issues within the field of health and wellness
- Develop and integrate a robust k-8 program that feeds into existing high school pipeline programs

#### **Strategic Alliances and Telemedicine**

- Provide an inter-professional learning environment and assist in developing an interprofessional curriculum
- Define technology-enabled educational models and support integration into curriculum delivery
- Support faculty development in technology-enabled education by engaging faculty champions
- Foster junior faculty research in technology-enabled educational models
- Continue to search for ways to perform research in innovative educational design
- Continue to support faculty to learn, adopt and promote new instructional design

#### **Center for Health Technology**

- Continue to innovate and build evidence around the value of distance education

#### **Continuing Medical Education**

- Continue to explore and innovate around online, mobile and next generation learners

#### **Center for Virtual Care**

- Continue to be an important tool for expanding and transitioning both team learning and hands-on learning

### **UC Davis Alzheimer's Disease Center**

- Continue to focus on innovative research and education
- Utilize evidence-based medicine for the diagnosis of dementing illnesses
- Continue to leverage technology to educate allied health professionals as well as patients and caregivers
- Continue to emphasize the importance of equity and diversity, particularly education of under-represented individuals
- Strive to deliver the highest quality care through education and training to all who need it

### **UC Davis Comprehensive Cancer Center**

#### *Overall center goals*

- Increase the number of physicians – especially physician scientists who are part of funded training programs.
- Increase interdisciplinary training activities
- Educate the public in all aspects of cancer care and research, and to the special place the Comprehensive Cancer Center plays in these endeavors locally and nationally

#### **Multidisciplinary care team goals**

- Knowledge-share among faculty, residents, researchers and staff about new and promising innovations, evidence-based practice, and new technological advancement in the cancer disciplines
- Supervise the fair and equitable distribution of educational resources so that each cancer discipline may stay current

### **Department of Radiation Oncology**

- Instruct staff, trainees and faculty about recent changes in technology to deliver the safest radiation treatments
- Require all faculty participate in MOC
- Establish equal access to educational resources for all RO faculty

### **UC Davis Medical Center**

- Train medical and non-medical staff in Value Construct methodologies
- Provide educational opportunities in diversity, inclusion and a just culture
- Advance the use of technology to support practice transformation and life-long learning
- Increase the use of evidence-based practices in decision-making

### **UC Davis MIND Institute**

- Increase evidence-based treatment services offered, including community-delivered and parent-implemented treatments as well as digital medicine and the use of telehealth technology
- Develop procedures for ensuring that clinical services are not duplicative of those routinely available in the community, but are instead are dynamic and flexible to meet the changing and unmet needs of the community and the research activities of the Institute
- Achieve better integration of clinical activities with ongoing programs of research
- Increase number of trainees in clinics and integrate training and trainees more seamlessly into day-to-day clinical activities, including establishing a clinical psychology internship plan
- Enhance coordination and collaboration among clinical programs and providers by establishing a common set of expectations and SOPs with all participating departments

### **UC Davis Ophthalmology and Vision Science**

- Continue to develop the department's role in medical student education to ensure understanding of the visual system in health and disease
- Maintain high-quality residency and fellowship programs
- Increase and amplify our educational symposia locally and regionally
- Provide continuing educational experiences for residents and medical students in caring for the underserved
- Develop and implement teaching technology for clinical training

### **UC Davis Practice Management Board**

- Use educational opportunities to enhance clinical care
- Incorporate training to improve efficiency and access

### **UC Davis Spine Center**

- Continue to collaborate with colleagues in the School of Medicine and on the Davis campus to position the center on the cutting edge of research

### **UC Davis Transplant Center**

- Establish a best-of-kind nursing preceptorship and ongoing training to maintain a culture of nursing excellence and train the next generation of transplant nurses, including advanced practice nurses
- Create fellowships in both transplant nephrology and surgery to teach new transplant specialists how to care for highly complex patients and organs that currently only UC Davis successfully transplants
- Partner with pharmacy, nutrition services and social services to create preceptorship and ongoing training programs for transplant specialists within these disciplines
- Formalize advanced training opportunities, including research year experiences for residents in surgery and internal medicine who are interested in transplantation

### **UC Davis Vascular Center**

- Continue collaboration with the United States Air Force on a comprehensive Vascular Surgery Residency Training Program
- Continue Vascular Medicine/Intervention fellowship training for cardiologists and work to expand cross-discipline educational opportunities
- Continue role as a regional and national leader in vascular education with the annual vascular care symposium and biannual Strandness symposia
- Continue to be a regional leader in educating vascular specialists and other health care providers through the annual vascular laboratory conference

## GOAL 3

# Accelerate innovative research

We improve lives and reduce the burden of disease through the discovery, implementation and dissemination of new knowledge.

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## Objectives

- 3.1 Enhance and improve core foundational infrastructure needed to support innovative research.
- 3.2 Optimize and recruit a sustainable pool of research talent.
- 3.3 Lead a culture of transparency, teamwork and engagement to support our research mission.
- 3.4 Integrate research into the fabric of our institution.
- 3.5 Maintain an active, creative dialogue with the external environment to stimulate idea exchange.

## Department, center, division, office goals

### Betty Irene Moore School of Nursing

- Design, implement and disseminate research in partnership with diverse communities, both rural and urban, with both individuals/families and clinicians
- Partner with interdisciplinary collaborators across UC Davis to implement innovative research that can prevent illness and promote health at all stages of life
- Implement research that addresses pressing societal needs, including topics such as our aging population, health equity and more, adequately incorporating the voices of women
- Advance the Big Ideas (Healthy Aging in the Digital Age, Wheels for Wellness, and CAPR) as well as the HIP program for Transdisciplinary Feminist Approaches to Science

### Center for Healthcare Policy and Research

- foster innovative, interdisciplinary research through mentorship, support of grant submissions and support of innovative research projects
- host a conference on the theme of Healthy California to inspire innovative research to improve the health of the people of our state

### Center for Neuroscience

- Is a hub of cutting edge research that links efforts across the campus
- Is the home of the interdisciplinary Conte Center, pre-doctoral T32 and participates in numerous other Centers and training programs across the campus.
- Reaches out to our community through public engagement and Brain Awareness Week activities.

### Center for Reducing Health Disparities

- Create innovative research by using emerging research methods, with particular regard to disproportionate health and mental health outcomes
- Create innovative research by emphasizing collaborative approaches to knowledge generation and solution production

### **Department of Anesthesiology and Pain Medicine**

- Recruit a sustainable pool of research talent
- Optimize faculty skill sets for academic, scholarly and research activities
- Find innovative ways to fund the resources and personnel needed to foster multidisciplinary collaborative clinical and translational research

### **Department of Biochemistry and Molecular Medicine**

- Develop methods for rapidly evaluating VUS
- Leverage natural language processing of EMR for automated extraction treatment and outcome data from past records
- BMM can play a significant role on the following: Affinity group meetings on priority areas followed by using pilot grant mechanism to stimulate collaborations will undoubtedly lead to large extramural funding.
- Lead novel cancer nanomedicine, nanoimaging, novel cancer immunotherapy, non-coding RNA therapeutics, stem cell therapy delivery systems, small molecule therapeutics against novel cancer therapeutic targets (e.g. ROR-gamma and galectin-1), molecular diagnostics for neurological diseases, and precision medicine in cancer
- Promote professional interactions between basic science faculty and clinicians, leveraging the resources, expertise and collaborative environment found in the future Chemistry Discovery Complex

### **Department of Cell Biology and Human Anatomy**

- Advance our understanding of human biology through primary research
- Serve our local and global communities by disseminating research findings and conveying the value of research to the continued advancement of clinical care
- Continue to increase the impact of research by capitalizing on the broader community of scientists and clinicians and UC Davis' many strengths
- Continue to use space and technological resources to create an environment that stimulates interaction and synergy

### **Department of Dermatology**

- Enhance and support a robust clinical trials unit
- Develop seed (pilot) funds program to stimulate innovative research
- Support faculty development in specific areas/niches
- Enhance mentorship and interdepartmental collaboration through identification of non-departmental mentorship for each research junior faculty member
- Develop basic and/or clinical research care centers in areas such as inflammatory skin disease, ideally with industry support, that take advantage of faculty expertise

### **Department of Emergency Medicine**

- Intensify our grant-writing efforts to federal agencies as well foundations and industry sponsors.
- Support and encourage our research trainees to expand their grant-writing efforts.
- Increase the resources in the Department to enhance the quality and quantity of our research efforts.
- Expand our participation in multi-center research networks.
- Engage other departments in multi-disciplinary research projects.

## Department of Family and Community Medicine

- The Family and Community Medicine Department's faculty research encompasses timely and relevant issues related to the effective delivery of primary care to individuals and populations. Emerging research interests include focusing on barriers to care; drivers of discretionary healthcare, and interventions to reduce unnecessary care; integration of mental health assessment and intervention into the primary care setting; the impact of co-occurring chronic conditions on diabetes outcomes; and care for the LGBT population.
- The Family and Community Medicine Department's researchers have published over 600 discrete peer-reviewed journal articles and have been awarded over \$20 million in career extramural research funding as principal investigators. We pride ourselves in efforts to collaborate with other UCDHS departments, and to mentor emerging scholars.
- The Family and Community Medicine Department's faculty is maintaining the current high number of research and scholarly publications, and explore opportunities to increase the quantity of published work, particularly in high-profile publications. Maintain the current high level of recognition of and regard for our research and scholarly activity among academic peers nationally, and explore ways of further building our reputation.
- The Family and Community Medicine Department is committing resources necessary to maintain current level of grant funding and explore opportunities to potentially increase funding.
- The UCDHS Center for Health Policy Research (CHPR) was founded by Dr. Klea Bertakis and is currently directed by Department Faculty Dr. Joy Melnikow. Recent work of the Center has involved fostering collaboration with researchers in numerous disciplines, ranging from vascular surgery to emergency medicine to economics.

## Department of Internal Medicine

- Continue to recruit and support investigators engaged in the full spectrum of research from bench to bedside and policy to outcome
- Continue to promote interdisciplinary research through our existing research support group infrastructure
- Encourage and support research to reduce healthcare disparities
- Strive to recruit individuals from diverse backgrounds underrepresented in biomedical research and prepare them for successful biomedical research careers

## Department of Medical Microbiology and Immunology

- Collaborative interdisciplinary programs will support innovative research and training of junior researchers in emerging areas of importance. A collaborative research initiative is being developed on "gut-immune-brain axis" in human health. This involves clinical and basic researchers from several Schools at UC Davis with expertise in clinical medicine, immunology, microbiology, infectious diseases, neuroscience and nutrition.
- Unique resources of the CNPRC and Mouse Biology program for animal modeling and imaging technologies at UC Davis provide great strength to translational research and to advance discoveries to clinical setting for enhanced health care.
- Collaboration with other Centers of Excellence and academic departments for the new faculty recruitments and support multi-disciplinary research, especially in emerging infectious diseases and public health
- Will leverage the shared Core facility and its technological strengths to support medical students, residents/fellows and junior faculty for rapid training and education in targeted microbiome and immune assessments in defined short-term projects. This will expose them to emerging areas in clinical medicine and enhance fundamental understanding of diagnosis and treatment of diseases. This knowledge can be incorporated into the principles of clinical medical practice in future.



### **Department of Neurological Surgery**

- Continue collaborations that allow knowledge from the entire University to be utilized to improve the lives of our patients
- Continue to train a diverse group of young surgeons that seek to eliminate disparities and embrace people's differences enhanced by their innate understanding of unique aspects and differences in our population

### **Department of Neurology**

- Focus on two strategic research hires in neuroinflammation/neuroimmunology and epilepsy to leverage UC Davis and our department's strengths in stem cells and drug development.
- Community outreach will continue to inform the general population about research advances as they pertain to Alzheimer's, Parkinson's and Huntington's disease.
- Department of Neurology-based Alzheimer's Disease Center researchers will epidemiologically identify why there are ethnoracial disparities and risk factors in dementia.

### **Department of Obstetrics and Gynecology**

- Targeted research recruitments: \*Gynecologic Oncology \* Maternal-Fetal Medicine
- Investments in Clinical trials research infrastructure and Biostatistical support contract

### **Department of Orthopaedic Surgery**

- develop collaborative efforts with Veterinary Medicine and Bioengineering to develop new biologic treatments for arthritis and traumatic injury of cartilage.
- increase the resources in the department to enhance the quality and quantity of our research efforts, including working to intensify grant-writing efforts to federal agencies, foundations, and industry sponsors.
- seek to strategically recruit key endowed chair positions with individuals whose research will complement existing research interests and continue to accelerate the department's efforts in innovative research.

### **Department of Otolaryngology**

- Head and Neck Surgery will lead the transformation in health care through innovative research. Several members of our Department have active research programs such as Peter Belafsky's efforts with regenerative medicine group in novel products to transform the lives of people with severe dysphagia, and Dr. Greg Farwell's work capitalizing on our strengths in the Department of Biomedical Engineering developing novel technology to improve cancer diagnostics and margin control.
- Will develop a center for canine olfactory detection. The center will incorporate members from the schools of Medicine, Veterinary Medicine, Letters and Science, and Agriculture.
- Head and Neck Surgery will lead the transformation in health care through innovative research looking at engaging our communities through our recent hire of Dr. Mike Moore who has a long history of community screening and education for head and neck cancer

### **Department of Pathology and Laboratory Medicine**

- Create and implement a Clinical Research Oversight Committee (CROC) to improve researchers' access to and service from the clinical lab through new collaborative processes and best practices.
- Foster basic/translational research by recruiting new physician/scientists, organizing networking events for inter-disciplinary research, and ensuring sustainable core labs.
- Become an institutional leader in imaging technologies and advanced informatics by collaboratively developing and using novel technology and computational diagnostic tools to accelerate diagnostics, decrease turn-around time and inefficiencies, lower costs and improve patient experience.

- Align pathology tools and assays to support and advance tumor immunotherapy research and clinical care; including multiplexed quantitative IHC and other techniques.

### **Department of Pediatrics**

- The Pediatric Department is continuing to be a national leader in educational scholarship related to reflective practice and professional identity formation.
- The Division of Pediatric Nephrology is establishing increasing scholarship in kidney transplantation and hypertension.
- Neonatology is continuing drug trials for treatment of pulmonary hypertension
- Pediatric Genetics is establishing a blanket IRB for study of individuals with a genetic /genomic disorder.
- Pediatric Genetics is making clinics available to basic science translational researchers such that patients can participate in research studies ongoing on the Davis Campus.

### **Department of Pharmacology**

- Continue to grow excellence in innovative fundamental translational-oriented research with impactful publications and presentation worldwide
- Continue to develop synergistic research networks across labs, departments, colleges and universities that bring innovative technical approaches and perspectives together to better catalyze progress in biomedical sciences
- Commit to mentoring early career investigators from diverse backgrounds to build a strong cadre of innovative researchers
- Share enabling research technology, cores and tools among Pharmacology, the School of Medicine and UC Davis as a whole to optimize broad research impact
- Participate in spearheading a new UC Davis Cardiovascular Research Institute (or center) that will help achieve the above goals in this important area

### **Department of Physical Medicine and Rehabilitation**

- Accelerate innovative research through the UC Davis Neuromuscular Medicine & Rehabilitation Research Program Center, and will continue to be a leader in the worldwide collaborative effort focused on precision health approaches and innovative therapeutics in muscular dystrophies and ALS.
- Development a unique rehabilitation technology research capability focused on community health outcomes assessment with technology-enabled care, mHealth, and development of novel wearable technologies for functional outcome and precision health assessment; in addition we will leverage our EHR and technology capabilities for the rehabilitation sciences.
- Recruit a ladder rank scientist to foster and enhance research collaborations with investigators from CITRIS, CHT, College of Engineering, and the Neuro-engineering in Medicine program; The rehabilitation scientists will have expertise in one or more areas of focus including: community health technology, motor control, exercise science, rehabilitation engineering, and/or novel precision medicine therapeutics for the disabled.
- Lead in the development of person-reported outcome measures and patient-centered research.
- Collaborate with scientists in the Institute for Regenerative Cures to study innovative stem cell therapies for musculoskeletal and neurological disorders.

### **Department of Physiology and Membrane Biology**

- Leverage current stem cell resources in UCD to build a program aimed at modeling disease on a dish.
- Work with faculty in other departments, particularly clinical departments, as well as other colleges to expand collaboration and research opportunities.
- Develop self-sustained core facilities to support innovative research.

- Develop a mentoring program for junior and senior faculty.
- Over the next four years, we will recruit 2-3 new faculty to expand our research and teaching portfolio.

#### **Department of Psychiatry and Behavioral Sciences**

- Conduct outcomes research with the County of Sacramento on selected new community psychiatry programs funded by the Mental Health Services Act.
- Develop an addiction psychiatry research and education program with the Northern California VA Health System.
- Develop a sustainability research funding mechanism for new and mid-level investigators to enable them to develop new areas of research in collaboration with colleagues with related areas of expertise and from other departments.
- Collaborate with the Center for Reducing Health Disparities in developing and evaluating a global mental health project with a selected country.
- Collaborate with the MIND Institute in developing clinical research programs involving the delivery of psychiatric care to children and adults with ADHD and Autism Spectrum Disorders.

#### **Department of Public Affairs and Marketing**

- Continue to support the research enterprise with marketing, media and internal communications that demonstrate the global impact our discoveries have on the health and well-being of people, animals and the environment

#### **Department of Radiology**

- Lead and create a Translational Molecular Imaging Center (in conjunction with CTSC)
- Strive ensure EXPLORER (next generation Whole-Body PET) is located at UC Davis
- Lead an image scientist “core” to link UC Davis colleges, centers, and departments (e.g. BME, Primate Center, Vet Med, Imaging Research Center, etc.) to translate bench research to humans
- Hire an MRI physicist to support translational research

#### **Department of Surgery**

##### *Bariatric Surgery Program*

- Collaborate with the world-class nutrition programs at UC Davis to investigate strategies to prevent and treat obesity
- Advocate for changes that allow access to healthy weight education and weight management therapies to vulnerable, high-risk populations

##### *Regional Burn Center*

- Lead randomized multicenter prospective trials to define the best burn care
- Expand the scope of the UC Davis Burn Data Coordinating Center
- Continue to develop innovative research in epigenetics and the role of endogenous retroviruses in injury and illness
- Expand collaborations with other centers as well as the CTSC to broaden the scope and impact of research
- Expand innovative research by focusing on the differences in injury response between individuals

##### *Division of Colorectal Surgery*

- Continue partnership with GU and Burgoyne to develop a virtual pelvic floor program and collaborate on best practices and research projects

### *Division of Trauma, Acute Care and General Surgery*

- Conduct basic science and translational research to explore new innovative mechanisms of injury relating to ischemia reperfusion

### **Department of Urology**

- Develop and foster extramural collaborations
- Continue outreach through the Cancer Center MD tumor board.
- Continue to lead through the Prostate-Urothelial Program at the Cancer Center Support Grant
- Continue to study health disparities among adult and pediatric urologic diseases

### **Finance and Administration**

- Assist in obtaining grants and contracts for research projects
- Improve the cost allocations to research initiatives to inform priorities
- Assist in development of clinical trials management systems and sponsor revenue collections

### **Health Science Development**

- The Health Sciences Development department will engage individual donors and foundations around the multi-unit research in the areas of cancer, neurosciences including neurodevelopmental disorders, regenerative medicine, and interdisciplinary care efficacy for vulnerable populations facing health disparities, and precision population health.

### **Information Technology**

- Provide core infrastructure and support services to investigators and their staff to better secure and enable technology as an asset, not a barrier to research advancement.
- Develop a strategy to use blended services to promote agility, facilitate capabilities to burst processing and data mining operations to secure cloud-based offerings, where appropriate.

### **International Affiliations**

- Develop collaborative research opportunities outside the United States for students, post-docs, residents and faculty
- Develop local collaborative research opportunities for international visitors

### **Institute for Population Health Improvement**

- Consistent with available resources, we will pursue innovative research into population health and population health management, leveraging the California Cancer Registry and its other partnerships with government agencies.

### **Institute for Regenerative Cures**

- Continue to be the hub for researchers, clinicians and industry partners to intersect to bring innovative regenerative therapies to the clinic
- Continue to foster interdisciplinary collaborations with academic and industry researchers
- Continue to develop novel approaches to stem cell therapy, immunotherapy, gene therapy and regenerative medicine

### **Office of Academic Personnel**

- Reward clinical innovation, precision and translational research and excellence to transform care in academic actions
- Actively promote a diverse and inclusive culture to offer better solutions for complex problems
- Support diverse team building for research and clinical innovation through faculty development programs

### **Office for Equity, Diversity & Inclusion**

- Serve as a community liaison for institutional researchers to enhance community engagement and participation in clinical trials research.
- Provide cultural competency awareness/sensitivity training for institution researchers in order to accomplish #1 successfully.
- Work with the Center for Reducing Health Disparities to revisit its mission, vision and scope of work to ensure alignment with UC Davis Health's direction into the future.
- Design, develop, plan and implement a community assessment survey tool that will measure the outcomes of our community-based efforts (e.g. how well did the institutional researchers practice the principles of community engagement?)

### **Office of Medical Education**

- Support medical student education in the principles of scientific discovery and critical analysis of new information to practice evidence-based medicine.
- Increase medical student participation in research and research pathways leading to academic careers in medicine.

### **Office of Research**

- Continue to create and highlight multidisciplinary research opportunities for UC Davis-wide faculty, staff and students
- Continue to develop and optimize necessary infrastructure, facilities, communication and collaboration resources and training to support an internationally recognized and highly efficient research program
- Attract investigators, students, philanthropists and industry partners focused on innovation excellence

### **Office of Student and Resident Diversity**

- Facilitate medical student quality improvement projects/research at student-run clinics
- Develop relationships with clinical departments to create research and clinical opportunities for Postbac and Medical School Preparatory Enhancement Program (MSPEP) students

### **Strategic Alliances and Telemedicine**

- Continue support to ensure a robust pediatric telehealth research program that engages CA communities
- Cultivate CITRIS partnerships to advance innovative health research
- Support international research that advances clinical telehealth and technology-enabled education
- Enhance research infrastructure within the CHT to support the above research areas

### **UC Davis Alzheimer's Disease Center**

- Continue to serve the research community by supporting an ever-expanding network of collaborators
- Continue to leverage the vast and unique resources of the entire university
- Continue to engage the community through the Community Engagement Series, the Distinguished Lecture Series, the Alzheimer's Research Forum, the Latino Mini-medical School, the Care Giver Wellness Forum and the African American Wellness Forum, as well as our many community outreach activities
- Continue to examine health and health care disparities through research based on our community diversity cohort, as well as support training on health disparities through our support of the Latino Aging Research Resource Center and other collaborations
- Continue to expand outreach to other underserved communities such as the Vietnamese émigré community

### **UC Davis Comprehensive Cancer Center**

- Excel in molecularly targeted therapy (foundation medicine), leading to PDX program precision medicine with JAX and personalized medicine through our Comparative Oncology Program with the School of Veterinary Medicine
- Continue to expand the structure of the NCI-designated comprehensive cancer center to focus on delivering innovative, impactful research
- Be the hub of collaborative cancer research and innovation
- Leverage the rich potential of junior faculty
- Extend reach to the rural communities in California through Medical Oncology, Radiation Oncology and other departments
- Focus on eliminating health disparities through research
- Set the expectation to be the translation of research from bench to bedside

### **UC Davis Medical Center**

- Increase the use of culturally appropriate, evidence-based practices in decision-making.
- Support actively community and government relations activities.
- Deploy the DMAIC approach to rapidly deploy the latest medical innovations and practices.

### **UC Davis MIND Institute**

- Expand research focused on discovery of effective medical and behavioral therapeutics for autism and other neurodevelopmental disorders, including fragile X syndrome, Down syndrome, ADHD, Rett, Angelman, 22q11.2 deletion syndrome, and the RASopathies (e.g., convene working groups, provide pilot grants, make target of philanthropy)
- Expand support for research focused on development and use of technology in delivering treatment and services to families in the community, with an emphasis on increasing capacity and access in under-resourced communities (e.g., move forward on Big Idea proposal, make target of philanthropy, establish partnerships with other UCD units)
- Incorporate genomic studies into our treatment research so that we can individualize our targeted treatments for many neurodevelopmental disorders
- Finish development of our on-line participant registry and then build out capacity to add data repository component
- Formalize relationships with departments around grants management, distribution of space, faculty responsibilities, and shared financial support

### **UC Davis Ophthalmology and Vision Science**

- Maximize collaborative research programs through the Center for Vision Science on the Davis campus
- Continue to build productive collaborative research with the School of Veterinary Medicine and the California Primate Center
- Augment faculty with clinician-scientists in multiple areas of ophthalmic subspecialization
- Capitalize on big data available through the electronic health record to characterize and better treat major ophthalmic diseases such as glaucoma and macular degeneration

### **UC Davis Practice Management Board**

- Foster research that enhances Access and Quality
- Foster innovative clinical research initiatives

### **UC Davis Spine Center**

- Ensure that primary care providers, residents and fellows are trained on and exposed to the latest innovations in spinal disorders

### **UC Davis Transplant Center**

- Combine the nation's largest deceased donor kidney transplant program with campus experts in genomics, proteomics, metabolomics, nutrition, biomedical engineering, aging and regenerative medicine to deliver personalized medicine for deceased donor organs, repairing them in advance of transplantation
- Promote collaborative relationships between the basic science departments on the Davis campus, the School of Medicine, School of Veterinary Medicine and the California National Primate Center to optimize organ recovery and function in pre-clinical small and large animal models of transplantation
- Expand the understanding of disparate outcomes for transplant patients of different races and ethnicities, and lead discovery of new strategies to overcome them
- Pioneer normothermic perfusion of deceased donor kidneys as an evaluative and reparative technology that can allow us to use kidneys previously considered unusable, and to do so with the excellent outcomes that have defined our innovative program
- Develop long-term studies in organ preservation to promote the development of "organ repair centers" as the next paradigm shift that will truly transform the field of organ transplantation

### **UC Davis Vascular Center**

- Continue to play a leading role in the investigation of regenerative therapies for patients with limb threatening conditions
- Expand participation in the Vascular Quality Initiative (VQI), a national effort to improve the quality, safety, and effectiveness of vascular health care
- Extend the UC Davis Vascular Registry, a longitudinal database of all patients undergoing endovascular and open vascular procedures at UC Davis
- Collaborate with the UC Davis Department of Nutrition to study the impact diet on vascular health
- Continue to participate in clinical trials of new devices and innovative therapies for complex vascular disorders

## GOAL 4

# Improve population health

We enhance population and community health and wellness through the use of big data and precision health.

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## Objectives

- 4.1 Identify key patient populations, including
  - Our local community
  - The broader region
  - UC Health
  - The nation
  - Focused international populations
  - The global community
- 4.2 Assemble collaborative, multidisciplinary teams and novel tools
- 4.3 Expand infrastructure to seamlessly collect, structure and analyze big data
- 4.4 Provide access to stakeholders in all missions.
- 4.5 Develop initiatives and interventions with measurable outcomes
- 4.6 Measure outcomes and impact to inform future actions

## Department, center, division, office goals

### Betty Irene Moore School of Nursing

- Build on strengths in gerontological nursing and family caregiving to develop partnerships with health policy and funding agencies to expand the educational materials available to enhance family caregiver competence in managing complex health issues for an older family member and to prepare clinicians to work with family caregivers
- Innovate and implement innovative approaches to data analytics that strengthen prevention and health care, address relevant and high-impact issues, and incorporate the insights and voices of community members
- Conduct research that incorporates, evaluates and optimizes novel technology to serve the needs of communities, families, individuals and providers in promoting health and treating illness
- Conduct research that consistently promotes the well-being and dignity of those we care for, with special attention to disadvantaged groups and older adults

### Center for Healthcare Policy and Research

- Conduct innovative, interdisciplinary research to improve health outcomes, quality, access and costs
- Focus on the identification and integration of big data sources that will foster research to improve the health of the people of California



### **Center for Reducing Health Disparities**

- Reduce health disparities to achieve the quadruple aim of better patient experience of care, better provider experience of care, better outcomes and lower cost
- Disrupt institutionalized health disparities through cutting edge research and community-based interventions that promote successful implementation of culturally and linguistically appropriate services to reducing health disparities in access and utilization of services
- Address documented health disparities, prioritize solutions development, and identify and utilize methods developed within underserved communities to assist in problem solving

### **Department of Anesthesiology and Pain Medicine**

- Work with the ACGME to establish approved international service electives under direct faculty mentorship that will qualify as training time
- Work to identify anesthesia applications of Precision Medicine

### **Department of Biochemistry and Molecular Medicine:**

- Play a significant role in exploring the correlation of disparate disease susceptibility from germline variants showing ethnic group frequency differences

### **Department of Dermatology**

- Educate the local community about skin health and risk of skin cancer through screenings and community lectures
- Recognize, encourage and facilitate faculty and resident participation in area free clinics
- Take advantage of natural synergies between telemedicine and dermatology to improve public health

### **Department of Emergency Medicine**

- Identify and help access community resources for our Emergency Department patients
- Train faculty with interests in health policy and other disciplines that impact the community
- Increase our national leadership in violence prevention research
- Provide patient advocates and navigators to help patients with mental health needs and substance abuse issues
- Intensify efforts to prevent and manage medical conditions of the elderly

### **Department of Family and Community Medicine**

- Explore the development of a service-oriented community site for resident training and expanding resident continuity experiences, with the goal of a sustainable, grant-funded Community Health track within the residency
- Develop clinical inter-professional educational experiences in the community, and share our knowledge of patient-centered care with community partners and providers
- Commit to sharing resources with the greater Sacramento community to promote wellness and health equity, such as through our Communities and Health Professionals Together (CHPT) longitudinal training
- Invest significant resources to provide continuity to our community engagement strategies

### **Department of Internal Medicine**

- Continue to partner in improving the health of our local population (i.e. Promise Zone Initiative)
- Leverage biorepositories to support precision medicine
- Utilize big data to improve population health via our strong collaborations with informatics

### **Department of Medical Microbiology and Immunology**

- Develop genotype and phenotype of pathogens, specifically *Coccidioides immitus*, for personalized care that can be extended to population health

### **Department of Neurological Surgery**

- Continue to advance use of genotypic analysis to define the best options for treatment in tumor patients

### **Department of Neurology**

- Receive designation as a Comprehensive Stroke Center by the Joint Commission
- Expand reach, through telemedicine, to provide expertise for better patient management within county and federal hospitals
- Partner with the VA in training residents (R1) and planning joint outpatient clinics (R3/R4) to provide UCD/VA care to the VA population in Northern California

### **Department of Obstetrics and Gynecology**

- Conduct research on contraceptive decision-making in breastfeeding mothers of preterm infants
- Increase use of telehealth to reach rural, isolated and underserved populations
- Continue collaborative research projects for the California Maternity Quality Care Collaborative and the California Cancer Registry

### **Department of Orthopaedic Surgery**

- Continue to identify opportunities to enhance access to orthopaedic surgery resources for rural populations, such as telehealth
- Continue work on geriatric hip fracture patients, continuing to find ways to enhance patient navigation, reduce length of stay and readmissions

### **Department of Otolaryngology**

- Develop a team of otolaryngologists, pediatric surgeons, pediatric pulmonologists, pediatric gastroenterologist to create a much-needed regional center for the diagnosis and management of pediatric aerodigestive tract disorders
- Continue Head and Neck Surgery's multidisciplinary evaluation of our unique California Cancer Registry expertise, looking at large datasets of thyroid cancer patients to evaluate populations at risk for aggressive cancer behavior in an otherwise good risk group
- Support junior faculty who have interest and growing expertise in big data projects such as the SEER cancer registry to help answer population health studies on head and neck cancer

### **Department of Pathology and Laboratory Medicine**

- Become an institutional leader in biobanking to support personalized population health by developing infrastructure and processes for banking remnant clinical blood samples and tissue that link with associated clinical and lab information
- Become an institutional leader in microbiome-related research for personalized health by developing an institutional microbiome biobank, convening an inter-department microbiome research interest group to grow collaborations/grants, and forming a bioinformatics group for microbiota research to share and teach skills

### **Department of Pediatrics**

- Recruit an ocular geneticist who will be part of the Orbis International Flying Eye Hospital
- Work with Columbia, South America to develop a newborn screening program
- Develop a clinical trial to assess the manipulation of intestinal microbial colonization on vaccine responses

- Collaborate with the Sacramento Mayor’s Office to improve the health of the Oak Park neighborhood through a close association with community-based programs and advocates
- Developing a novel biosensor for rapid diagnosis of intestinal dysbiosis in the premature infant, in association with departments of engineering and food science and technology

### **Department of Pharmacology**

- Continue developing collaborative teams that advance our research on the mechanisms of disease and therapeutics toward providing personalized and precision medicine
- Utilize patient genomic and phenotype data, as well as mechanistic and computational studies, to help identify patient genotype/phenotype subgroups that could benefit from precise (vs. broad class of) therapeutic strategies

### **Department of Physical Medicine and Rehabilitation**

- Contribute to person-centered community health assessment through our expertise with mHealth and mobile technologies
- Lead in the study of health disparities among persons with disabilities
- Continue to be leaders in the study of the role of exercise in population health
- Continue to be leaders in population health issues for persons with genetic disorders and rare diseases

### **Department of Physiology and Membrane Biology**

Work with teams of clinicians to understand the phenotype and physiological mechanisms underlying a wide set of pathologies that can inform medical diagnosis and treatment

### **Department of Psychiatry and Behavioral Sciences**

- Develop and implement an educational program in geriatric psychiatry and integrative mental health and primary care with the government of Vietnam
- Continue close collaboration with Sacramento County Mental Health and the Hospital Council in developing solutions to the overcrowding of emergency rooms with patients suffering from mental disorders
- Develop, with PCN leadership, innovative approaches for quickly identifying and treating patients presenting with mood and anxiety disorders to their PCP
- Identify patients with frequent visits to the ED and work with the county and other health systems to develop individualized treatment programs

### **Department of Public Health Sciences**

- Identify through emerging precision approaches individuals at greatest risk of illness using epidemiologic studies, community-based screening programs, biorepositories to monitor human exposures and biomarkers of illness/pathologic changes, biostatistical and big data analytic approaches
- Identify the social and environmental determinants of health and wellness in our communities and how these interact with host factors in order to develop targeted population interventions
- Develop new models of health care delivery that integrate clinical medicine with population-based prevention approaches and develop an evaluation framework to quantitatively measure the impact of targeted prevention health interventions
- Partner with health agencies, schools and private organizations to work toward policy changes that can provide healthier “built” environments and more accessible healthy living choices
- Identify and intervene to reduce social, cultural and economic health care access barriers using population-based approaches and high technology-oriented solutions such as telehealth and digital mass communications

## Department of Radiology

- Work with Pathology to create an “Integrated Diagnostics” service/department
- Actively support PCORI research and train faculty in Comparative Effectiveness Research
- Hire an informaticist and create a robust informatics platform to support precision population health

## Department of Surgery

### *Bariatric Surgery Program*

- Utilize our research into the metabolomics of obesity to better match obese individuals to effective therapies
- Use metabolomic and microbiome data to understand how obesity induces differential metabolic diseases in individual patients

### *Regional Burn Center*

- Spearhead the P3 Injury Response Center, which addresses personalized, precise, proactive and predictive care
- Collaborate with firefighters, burn survivors and patient families to inform and change public policy, particularly as it relates to prevention
- Utilize the electronic medical record to identify the relationships between laboratory testing values and outcomes
- Create a biobank of burn specimens and a framework for storing and analyzing the data
- Analyze the genome and genomic changes over time in response to injury

### *Division of Colorectal Surgery*

- Work on future research strategies to look over time at the microbiome of individuals with hereditary colon and rectal cancers

### *Division of Trauma, Acute Care and General Surgery*

- Expand our understanding of personalized response to injury and how that impacts treatment and outcome via standardized data collection and collaboration with partners on the Davis campus

## Department of Urology

- Continue global outreach by lecturing around the world and bringing knowledge to others and recognition to UC Davis
- Continue to train urologists from other countries in clinical skills and research
- Continue global work with November on developing patient self-reported symptom portal

## Finance and Administration

- Develop administrative tools to aggregate the costs of care across populations
- Develop payment attribution models to compensate providers participating in bundled or population-based reimbursement programs

## Health Sciences Development

- Engage individual donors and foundations around the multi-unit research in the areas of cancer, neurosciences (including neurodevelopmental disorders), regenerative medicine, precision population health, and interdisciplinary care efficacy for vulnerable populations facing health disparities

## Information Technology

- Implement and utilize new Epic functionality to integrate external claims data sources and develop a robust population health framework for identifying care gaps and providing timely information, which integrates the costs of care and patient outcomes

### **Institute for Population Health Improvement**

- Continue to build upon a robust portfolio of partnerships with California government agencies, leveraging these partnerships to create actionable health intelligence

### **Institute for Regenerative Cures**

- Continue to work closely with teams using precision medicine to integrate the genotype with the phenotype of patients with rare undiagnosed diseases and disorders
- Continue to provide gene editing, gene therapy and other novel therapies for patients with monogenic disorders
- Continue to work with rare-disease communities and patient advocates to provide better treatments through precision medicine

### **International Affiliations**

- Help establish partnerships to improve our technology and knowledge in precision health

#### Office of Academic Personnel

- Promote diverse teams through hiring practices to promote high-impact investigations in global precision population health

### **Office for Equity, Diversity and Inclusion**

- Incorporate the same goals and approaches as delineated under “Innovative Research” related to community engagement

### **Office of Medical Education**

- Support enhanced medical school curricula and experiential learning in systems science including population health, precision medicine, health informatics and community services to address health disparities

### **Office of Research**

- Develop a robust and efficient approach with transparent governance for a widely accessible institutional biorepository resource
- Leverage institutional informatics resources to advance precision health, population and community-participatory research
- Maintain an active community (patients, policy makers, third party payers, etc.) dialogue about research partnerships

### **Office of Student and Resident Diversity**

- Collaborate with student-run clinics to enhance the health care outcomes of the populations they serve

### **Strategic Alliances and Telemedicine**

- Advance the Healthy Aging in the Digital World initiative
- Develop new models of care that focus on and integrate the home and community, mobile technologies and predictive analytics

### **UC Davis Alzheimer’s Disease Center**

- Continue to assess the various risk factors that lead to cognitive aging and dementia
- Continue to utilize this information, along with genetic information and various biological markers, to identify and treat specific risk factors at the individual level
- Continue to pursue research that will identify novel biological markers specific to individual risk for cognitive aging and dementia

- Continue to identify novel mechanisms of disease and design investigator-initiated clinical trials to test the efficacy of drugs that affect these mechanisms
- Continue to participate with large genetic consortia such as the ADGC, ADSP, CHARGE, ENIGMA and others to identify novel genetic influences for dementia

#### **UC Davis Comprehensive Cancer Center**

- Continue to expand our sphere of research excellence with other countries, i.e. PDX Kidney Ca program in Brazil
- Continue our growth in international genomics program with John McPherson and Luis Caravajal

#### **Department of Radiation Oncology**

- Seek opportunities to collaborate with the Department of Public Health
- Pursue funding of global health programs through ASTRO and other related professional societies
- Designate and support a liaison for precision population health

#### **UC Davis Medical Center**

- Serve as the backbone for a regional clinically integrated network
- Implement more robust tools to support value-based care delivery
- Carryout predetermined PRIME objectives under the MediCal Waiver

#### **UC Davis MIND Institute**

- Continue to support faculty engaged in epidemiological studies of ASD risk, including through provision of matching funds for large-scale grant applications
- Partner with MIND Institute Center for Excellence in Developmental Disabilities and Center for Children’s Environmental Health as conduits for disseminating research findings to community
- Create partnerships that include community members in research planning, implementation and dissemination
- Expand research, services and outreach activities focused on improving transition and adult services for individuals with ASD or other neurodevelopmental disorders
- Develop pipeline for translation of behavioral research findings and specialty clinical methods generated, but “locked in-house,” at the MIND in the form of evidence-based technologies (e.g. cognitive training apps, mental and behavioral health tracking tools, social media “check-ins” and supports); integrate metrics from these technologies with big data analytics groups to detect optimal training regimes, predictive patterns of mental health status and other rich findings implicit in massive data corpi

#### **UC Davis Ophthalmology and Vision Science**

- Build on the existing tele-ophthalmology program to bring better vision health to communities such as the Native American population to screen for diabetes, hypertension and glaucoma
- Develop an ophthalmic genetics program in conjunction with the Department of Pediatrics
- Expand vision screening programs with the penal system and with clinics for the underserved
- Provide public education on ocular health through public seminars and lecture series

#### **UC Davis Practice Management Board**

- Support the development of infrastructure to manage the health of our patient population
- Enhance communication across internal and external providers

### **UC Davis Spine Center**

- Continue to take the lead in improving population health through the use of modalities such as telehealth and outreach

### **UC Davis Transplant Center**

- Participate in national organizations to influence public policy based on our center's unique accomplishments in expanding transplantation to ensure the benefits of innovation accrue to the largest and most diverse population possible
- Develop a strategy for preconditioning older candidates to make it possible for them to successfully undergo transplantation to add both quantity and quality to the lives of patients previously thought too frail to be transplanted
- Use nationally leading kidney transplant program as a model for care of populations with other types of end stage organ disease, collaborating with strong programs in the Departments of Internal Medicine and Pediatrics

### **UC Davis Vascular Center**

- Continue to investigate the number and causes of amputation in California and implement programs to reduce this devastating complication of vascular disease
- Continue collaboration with the Fibromuscular Dysplasia Society to study the long-term impact of this important vascular disorder
- Expand efforts to investigate the societal impact and cost of chronic venous insufficiency and venous ulceration
- Expand collaboration with the Vascular Quality Initiative and American Venous Forum to better study the impact of interventions for varicose veins and chronic venous insufficiency

## GOAL 5

# Transform our culture

We boldly engage all with compassion and inclusion, and with a vision to inspire innovative ideas and to empower each other.

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## Objectives

- 5.1 Promote cross-pollination in departments and programs to emphasize collaboration
- 5.2 Embrace change to increase nimbleness and efficiency
- 5.3 Improve communication for transparency of information
- 5.4 Eliminate barriers to diversity and inclusion
- 5.5 Foster mutual respect, integrity and accountability for all
- 5.6 Promote a flexible work environment and develop a fully engaged workforce

## Department, center, division, office goals

### Betty Irene Moore School of Nursing

- Implement recommendations from the Diversity and Inclusion Task Force and develop a set of metrics to evaluate success
- Develop, implement and disseminate policies and procedures required for the creation of “Just Culture” that includes restorative justice rather than punitive retribution
- Focus on changing graduate student perceptions of cultural humility and the need for inclusivity in all health care

### Center for Healthcare Policy and Research

- Build a culture of empathy and respect among our diverse, interdisciplinary research teams

### Center for Neuroscience

- Bring new trainees and faculty investigators into our community to promote innovation and brain health

### Center for Reducing Health Disparities

- Maintain an environment conducive to cultural expression and diversity
- Promote and support educational opportunities that increase understanding and enhance diversity
- Serving as a model environment for cultural diversity and inclusion by providing quality health care, and by providing access to health care and education as a way to help eliminate disparities

### Department of Anesthesiology and Pain Medicine

- Promote a culture of professional acceptance and communication
- Provide support structures that improve our ability to attract, recruit and retain faculty, particularly underrepresented minority faculty

### Department of Biochemistry and Molecular Medicine

- Help to improve data-mining capabilities of EMR



### **Department of Cell Biology and Human Anatomy**

- Challenge the value of existing paradigms and accelerate the evolution of institutional culture
- Create an overt environment that welcomes challenge to existing culture
- Reward those who practice the culture of inclusiveness and respect

### **Department of Dermatology**

- Increase focus on customer service and patient experience
- Increase collaboration between physician and support staff
- Increase transparency with respect to departmental decisions
- Develop a base of trainees and faculty that embody new horizons of diversity
- Allow faculty as much individual flexibility in setting clinical and work schedules

### **Department of Emergency Medicine**

- Embed the UC Davis Principles of Community into every aspect of our culture and activities
- Promote a culture of clinical efficiency
- Incentivize our clinicians to improve efficiency
- Promote a culture of grit and resilience that “we can overcome these barriers”

### **Department of Family and Community Medicine**

- Nurture our own sense of community within the department and continue to utilize a strengths-based approach to maximize staff productivity and job satisfaction
- Assess the optimal size and mix of faculty to meet core teaching, patient care, research, administrative and service missions of the department, and create additional faculty and staff roles based on these findings
- Develop and support current faculty and staff to increase retention and engagement
- Develop inter-professional clinical experiences in the Family Medicine Clinic, Mather VA and CommuniCare Health Centers (FQHC), inviting non-physician speakers to teach and engage residents and faculty in venues such as Grand Rounds
- Sponsor Future Faces of Family Medicine, a health careers pathway programs that increases understanding of primary care for high school students, develops a pipeline for future primary care physicians and increases the diversity of future health care professionals

### **Department of Internal Medicine**

- Enhance the mechanisms through which our large and diverse community of faculty and staff can feel their voices are heard
- Begin to implement solutions to address concerns raised by our department’s faculty satisfaction committee
- Create a staff engagement committee to enhance collaboration and inclusions across divisions
- Continue to develop ways to celebrate the diverse contributions of its faculty and staff (i.e. Chair’s Recognition Awards, IM Length of Service Pins)

### **Department of Medical Microbiology and Immunology**

- Be compassionate and inclusive of faculty members who have special needs or challenges

### **Department of Neurological Surgery**

- Continue to provide compassionate care for all patients independent of financial status or ethnic background

### **Department of Neurology**

- Engage the community through philanthropic opportunities, both large and small, to participate in advances in neurological care and research
- Invest our faculty in the future and well-being of the department

### **Department of Obstetrics and Gynecology**

- Analyze Faculty Forward survey results – with a focus on priority areas such as clinical services – at faculty retreat
- Analyze Staff Engagement survey and facilitate improved relations between faculty and staff
- Increase all levels of department in setting priorities, e.g., faculty, trainees, staff

### **Department of Ophthalmology and Vision Science**

- Ensure that all patients have a welcoming patient experience that makes them want to obtain all their care at UC Davis
- Serve as facilitators for patients who need services in other departments
- Increasingly provide for our own employees to make UC Davis their first choice for continued care
- Continue to instill a culture of customer service at every level of contact with our department
- Provide “one-stop shopping” for eye care through comprehensive medical, optometric and optical services

### **Department of Orthopaedic Surgery**

- Embed the UC Davis Principles of Community into every aspect of our culture and activities
- Enhance collaborative relationships with nursing, radiology, medicine, PM&R and family practice to improve the patient experience and access to care

### **Department of Otolaryngology**

- Change our culture by pushing for bold innovations in efficiencies in delivering high-quality care
- Continue our work to develop evidence-based clinical pathways to improve quality outcomes and hospital through-put for our high-impact cases

### **Department of Pathology and Laboratory Medicine**

- Develop a culture of excellence, service and continuous quality improvement by modifying clinical staff job descriptions and evaluations to include expectations for excellence and participation in research and education
- Create an on-boarding program for new faculty and staff to communicate values regarding clinical care, research, education and professionalism
- Create awareness of the value and role of pathologists and laboratorians in disease diagnosis, health monitoring and in research through social media and an internal awareness campaign
- Create a people-friendly work environment that facilitates recruitment, retention and mentorship, leveraging social media and a new committee focused on workplace culture and collegiality

### **Department of Pediatrics**

- Hold monthly Neonatology consensus meetings to increase consistency in management of complex neonatal conditions.
- Convene the Neonatal ICU and the Pediatric ICU bimonthly to discuss areas of medical care they have in common
- Develop a model of “genomics without borders” through Pediatric Genetics to serve as a bridge between departments

- Create a partnership between the Department of Pediatrics and Pediatric Surgery, the Emergency Department and all inpatient units to ensure that all transfer requests for the care of children can be safely and expeditiously ensured

### **Department of Pharmacology**

- Continue to be inclusive and embrace the individual diversity of our people (including diversity of culture and personality, scientific background, perspectives and thought), which drives impactful synergy in all that we accomplish
- Empower and provide committed mentorship to early career investigators – from undergraduate and graduate/professional students to junior faculty – to use their initiative and creativity to pursue and succeed in all of their academic and personal missions
- Promote a spirit of welcoming and value for all individuals at all levels, both within and outside the department and institution

### **Department of Physical Medicine and Rehabilitation**

- Continue to embrace diversity among faculty and promote a greater consideration of disability for inclusion excellence
- Lead by example with regard to collaborative, coordinated and compassionate care and discovery to improve health, function and quality of life
- Inspire members of the collaborative care team and empower patients to maximize their functional potential and quality of life
- Engage our communities through:
  - » Volunteering at the MDA camp
  - » Volunteering sports event coverage for high school, collegiate and professional teams
  - » Mentoring at student-run clinics
  - » Providing coverage in school-based CCS Medical Therapy Unit clinics
- Model the provision of interdisciplinary, team-based care

### **Department of Physiology and Membrane Biology**

- Promote communication and collaborative work among members of our department and other units
- Expand training on sensitivity and cultural awareness
- Ensure our courses include examples of diseases that afflict multiple demographics
- Ensure that our teaching teams include a diverse group of scientists and clinicians

### **Department of Psychiatry and Behavioral Sciences**

- Redouble efforts to recruit individuals who share our passion for collaboration, compassion and inclusiveness
- Continue to support organizational committees focused on diversity (Diversity Advisory Committee) and inclusiveness (Society for Women in Academic Psychiatry) and support the creation of new committees designed to promote these core values, as well as others
- Provide an annual call for innovative or transformative solutions to selected mental health problems and fund proposals
- Collaborate actively with other departments and centers in recruiting new faculty and retaining others with similar values
- Be recognized as a leader among departments of psychiatry in commitment to collaboration, compassion and inclusion

### **Department of Public Affairs and Marketing**

- Rebrand UC Davis Health System to UC Davis Health by developing a set of messages, a positioning statement and visual imagery that creates an emotional connection with our consumers and employees
- Amplify the new brand position internally and externally
- Inspire internal staff to align around an umbrella message and more singular focus that is authentic and easily expressed in each touchpoint through the continuum of care

### **Department of Radiology**

- Increase diversity of faculty and residents
- Reinvigorate the mentoring program
- Create a succession plan to rework the department and infuse new ideas with motivated junior faculty
- Embrace interdisciplinary health care
- Strive for patient-centered, value-based solutions

### **Department of Surgery**

#### *Bariatric Surgery Program*

- Welcome each patient as an individual
- Seek to understand all facets of each patient
- Prioritize the patient's psychosocial, cultural and emotional circumstances as much as medical conditions

#### *Regional Burn Center*

- Embrace the input of all team members in developing center protocols for treatment
- Change one aspect of care each year and analyze the impact on patient outcomes
- Engage other divisions within the Department of Surgery and throughout UC Davis to develop innovative research and care programs, including bridging the causeway research gap via a Vice Chair for Research research symposium
- Partner with the Phoenix Society and burn survivors to evaluate burn care
- Create research and clinical collaborations with different institutions and philanthropic entities

#### *Department of Colorectal Surgery*

- Educate across specialties, such as nursing, to engage all in maximizing the educational processes

#### *Department of Plastic and Reconstructive Surgery*

- Include all age groups from pediatric congenital anomalies to geriatric problems

#### *Division of Trauma, Acute Care and General Surgery*

- Continue to build a sense of community within UC Davis Health relating to the systematic delivery of trauma care
- Develop a Trauma Survivors' Program, bringing together UC Davis Health and the community celebrating lives saved via our care
- Begin a program to bring in locals high school teens to learn basic research skills in our lab

### **Department of Urology**

- Work with other departments to overcome obstacles as a team
- Continue to problem solve with a focus on strategic solutions rather than just rules
- Foster a culture that patients come first
- Educate across our specialties, such as nursing, to engage all in maximizing educational processes

### **Finance and Administration**

- Build collaborative teams with other support services to provide integrated information across our missions
- Participate in innovative tools for communicating and informing management and teams

### **Health Sciences Development**

- Continue department transformation to enhance fundraising expertise and capacity (performance and reputation) and broadly engage UC Davis Health leadership and faculty in fostering a culture of philanthropy
- Continue to adhere to the core principles and practices of donor-centric fundraising, professional and measurable accountability, organizational innovation and adherence to the Principles of Community – all while seeking further innovation to meet future fundraising goals to achieve the number one fundraising status among all UC Davis schools and units

### **Information Technology**

- Meet with customers across UC Davis Health and build partnerships promoting free exchange of ideas to create transformative solutions

### **Institute for Population Health Improvement**

- Support UC Davis Health efforts to create a culture of quality and safety

### **Institute for Regenerative Medicine**

- Continue to work with large teams of experts to deliver novel cutting-edge therapies that can offer cures for patients who currently have limited options
- Continue to work with large teams of experts with different expertise and backgrounds, including cell biology, manufacturing, medicine, surgery, imaging, monitoring, outcomes, health technology and statistical analysis

### **International Affiliations**

- Create opportunities to enhance our faculty, staff and students' international perspectives

### **Office of Academic Personnel**

- Champion transparency to promote sharing and collaboration between people and units
- Promote equity to encourage fairness, career satisfaction, advancement and retention, and to bolster the team's transformative potential
- Provide faculty development and professionalism opportunities to promote compassionate, inclusive team-building
- Promote diversity to increase team-driven impact of ideas and solutions
- Promote culture change via engagement of community partners through professional outreach programs

### **Office for Equity, Diversity and Inclusion**

- Design and develop institutional benchmarks for departments to base their work to become an inclusive workplace and learning environment
- Pilot the AAMC Diversity and Inclusion Climate Assessment Toolkit at the departmental level through a climate assessment survey that will be customizable, as well as an electronic dashboard that will monitor performance and provide trend analysis of diversity and inclusion efforts
- Develop and establish a Restorative Justice Initiative that will train a cadre of staff and faculty to become certified trained facilitators in restorative justice circle/conference practices to help address and mitigate mistreatment at our institution

- Continue to create an institutional culture of dialogue through the Diversity and Inclusion Dialogue Series that will enrich knowledge, skills and attitudes about diversity and inclusion through the cultural narratives of others

#### **Office of Medical Education**

- Foster and support an inclusive culture and positive learning environment in the medical school across students, faculty, house staff, and staff

#### **Office of Research**

- Make research an essential part of institutional culture
- Realign incentives and strengthen career pathways to retain quality clinical research staff
- Identify, leverage and nurture staff skills and subject-matter research expertise in research
- Develop an environment that supports and values entrepreneurship, innovation and broad partnerships with societal stakeholders
- Make research an essential part of institutional culture

#### **Office of Student and Resident Diversity**

- Continue to enhance the medical student lecture series “Diversity in Davis: Did You Know!” to create a more welcoming and inclusive environment
- Continue to support networking opportunities for medical students that enhance their wellness as well as their cultural and professional development

#### **Strategic Alliances and Telemedicine**

- Outline an envisioned “educational home” for students and alumni to assist in transforming education
- Engage with industry partners that advance technology-enabled care, learning and/or research

#### **UC Davis Alzheimer’s Disease Center**

- Continue to embrace change
- Continue to encourage diversity of individual thought and action
- Serve each patient and each other with utmost compassion
- Continue to emphasize “team science” and inclusiveness
- Continue to emphasize collaborations with diverse faculty

#### **UC Davis Comprehensive Cancer Center**

- Align academic and clinical incentives in cancer
- Establish a survivorship/AYA program to provide the best possible care, reduce toxicities and improve long term quality of life
- Move from a single-doctor based practice to a team-based practice led by an individual doctor

#### **Radiation Oncology**

- Promote a more welcoming, more inclusive and more compassionate environment
  - » Live these goals at work and home
  - » Embed these goals in all employees
  - » Empower each other so that these goals will transform us professionally and personally

#### **UC Davis Medical Center**

- Provide reward and recognition for contributions to improving patient care
- Pursue infrastructure to ensure a just culture

- Provide prompt and transparent information to medical and non-medical staff
- Include the Principles of Community in decisions related to hiring, retaining, and promoting individuals
- Improve patient experience

#### **UC Davis MIND Institute**

- Increase number of faculty from underrepresented groups
- Formalize processes for supporting careers of women and underrepresented minorities
- Recognize and reward contributions of basic science faculty
- Develop guidelines for team science (collaborative agreements, etc.) that recognize and reward contributions of all collaborators, integrating guidelines with UC Davis Health and Davis campus guidelines
- Enhance our outreach to underserved communities around the world

#### **UC Davis Practice Management Board**

- Support further maturation to a fully integrated Practice Group

#### **UC Davis Spine Center**

- Continue to foster an inclusive environment with representation from multiple departments and services throughout UC Davis Health

#### **UC Davis Transplant Center**

- Coalesce multidisciplinary, multispecialty team around a sense of shared destiny in our mission to provide excellent outcomes, and through innovation, training and compassion, to improve quality of life and access to transplantation for as many patients with end-stage organ failure as possible
- Remodel entire workflow to deliver tremendous patient experience, efficient patient-centered care, and best possible access to transplantation
- Share culture of solving the national organ shortage crisis to facilitate organ donation locally, regionally and nationally, emphasizing culturally competent initiatives intended to reduce disparities and increase donation from and to members of historically underserved groups

#### **UC Davis Vascular Center**

- Redouble efforts to increase multidisciplinary collaboration among various specialists providing vascular care throughout UC Davis Health
- Continue to promote a work environment that embodies the UC Davis Principles of Community
- Focus recruitment efforts on individuals who share our spirit of cooperation, collaboration and inclusiveness
- Instill in our trainees the importance of cross-disciplinary collaboration and the importance of respect for colleagues as well as allied health care professionals
- Promote work-life balance and a culture of health and well-being for all Vascular Center staff
- Emphasize faculty and staff mentoring and provide leadership opportunities for junior faculty
- Investigate innovative approaches to compensation for Vascular Center faculty to reward innovation and hard work and facilitate cooperation amongst practitioners

## GOAL 6

# Promote sustainability

Our shared goals, balanced priorities, investment in our workforce and in our community promote health and well-being.

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## Objectives

- 6.1 Identify shared goals and balance priorities across UC Davis Health.
- 6.2 Invest in our workforce and community to promote health and well-being.
- 6.3 Educate, empower and reward our workforce and stakeholders at all levels to achieve and exceed our shared goals.
- 6.4 Improve collection and dissemination of relevant clinical, research and education data to maximize efficiency and capacity.
- 6.5 Increase transparency in decision-making and feedback in the use of resources and outcomes.
- 6.6 Create a structure to invest and accept risk.
- 6.7 Diversify revenue sources by
  - Building philanthropic base (\$100 million/year)
  - Achieving #25 NIH ranking
  - Increasing all extramural funding
  - Building collaborations with investment partners

## Department, center, division, office goals

### Betty Irene Moore School of Nursing

- Create and utilize structures and policies to ensure transparent and bi-directional communication with students, staff and faculty
- Continue to develop the effectiveness of the Council of Leaders in making strategic decisions for and about the school
- Collaborate with Central Development and Health Sciences Development to identify and cultivate new prospects for fundraising

### Center for Healthcare Policy and Research

- Submit proposals to diverse new funding sources to sustain our innovative research and research training
- Focus investments strategically to build a successful, growing, collaborative research center

### Center for Neuroscience

- Invest in faculty and trainees to make dramatic advances in knowledge that will advance patient care

### Center for Reducing Health Disparities

- Prioritize ways in which reducing resource consumption and reusing resources can benefit UC Davis financially



- Generate knowledge needed for leadership to understand the financial impacts of disparities in general and specifically within health and mental health settings

#### **Department of Anesthesiology and Pain Medicine**

- Identify areas in which we make positive contributions to UC Davis Health's success
- Develop and complete improvement projects to make positive contributions to UC Davis Health's success

#### **Department of Biochemistry and Molecular Medicine**

- Improve outcomes using predictive-care modelling from rapidly generated genomic data
- Promote development of home-grown technologies and products (drug, devices, imaging probes and diagnostics) that will bring in big grants, enhance reputation, attract patients and increase donations

#### **Department of Cell Biology and Human Anatomy**

- Invest in people who have built a track record of sound decision making
- Allocate human resources in a manner that matches people's passions with departmental and societal mission so all will be engaged and motivated by their work
- Be active in building core resources that create opportunity while reducing redundancy and waste
- Pursue alternative revenue sources to support both the research and teaching missions

#### **Department of Dermatology**

- Use department committees and vice chairs to help set priorities in conjunction with chair
- Demonstrate results of priority setting
- Provide personnel structure so change can occur to achieve department priorities

#### **Department of Emergency Medicine**

- Support a culture of health and well-being for all Emergency Department staff
- Promote mindfulness in clinical care and education Should these two go under Culture?
- Engage faculty in major decisions impacting clinical care and departmental operations
- Develop consensus on important departmental objectives in which to invest
- Enhance outreach to donors and strategic partners to assist in sustaining the Department's priorities

#### **Department of Internal Medicine**

- Produce and share a webinar on financial operations, made available to all faculty and staff
- Develop a structure to set investment priorities in alignment with the UC Davis Health strategic plan
- Explore compensation methodologies that recognize individual contributions to the department's (not just unit) success
- Provide individual contributor feedback through refinement of its periodic "report cards" for faculty

#### **Department of Medical Microbiology and Immunology**

- Share information about revenue sources and their distribution
- Reward those who contribute to MMI revenues by supporting them for specific needs of equipment, travel, etc.
- Discuss in monthly faculty meetings the priorities for MMI ICR funds and develop consensus among members
- Provide faculty members feedback on their finances and the management through monthly account updates and scheduled meetings

### **Department of Neurological Surgery**

- Continue to analyze how we can make our care more cost-effective without sacrificing quality

### **Department of Neurology**

- Provide meaningful revenue and expense reports for our physicians and programs on a quarterly basis to include recommendations for course changes as needed
- Utilize its Senior Leadership Committee to vet departmental goals, priorities and financial decisions
- Explore mutually beneficial opportunities that utilize neurological expertise that can be shared with the healthcare community

### **Department of Obstetrics and Gynecology**

- Include strategic planning in faculty retreats
- Align department goals and objectives to budget planning

### **Department of Orthopaedic Surgery**

- Streamline surgical selection of implants to promote efficiency in use of resources and demonstrate good financial stewardship, while ensuring high-quality patient care
- Engage faculty in major operational and financial decisions around clinical care, research, education and departmental operations
- Engage and collaborate with UC Davis Health leadership to attract, recognize and value providers who will continue to allow the organization to maintain key designations and recognition

### **Department of Otolaryngology**

- Continue to invest in the Glassrock operating room to ensure the operating room runs above 80% occupancy five days a week, exploring the potential for expansion to Saturday
- Continue to be a leader at UC Davis in sound financial decisions that promote sustainability
- Continue to innovate in incentives that encourage department productivity
- Improve our brand to strengthen our position in marketing and contracts

### **Department of Pathology and Laboratory Medicine**

- Pursue savings and efficiencies in services through partnerships with other units, including UC Health's Leveraging for Scale Initiative (e.g., blood products) and Department of Radiology (e.g., Academic Personnel "cluster")
- Grow Lean processes to empower staff and improve efficiency and job satisfaction
- Collaboratively develop new approaches for sustainability of core laboratories

### **Department of Pediatrics**

- Maintain a high census in Neonatology without resulting provider burnout and with preserving patient care and parent satisfaction
- Develop a neonatal nurse practitioner program in conjunction with the Betty Irene Moore School of Nursing
- Maintain a department incentive system that rewards not only work as measured by RVU's but also excellence in teaching, research, administrative creativity and patient advocacy/community involvement
- Develop programs in Adolescent and Young Adult Oncology and Cancer Survivorship in conjunction with the Cancer Center

### **Department of Pharmacology**

- Share with faculty operational financial data and decision-making that influence specific departmental initiatives and programs

- Seek consensus in programmatic priority setting and appreciate how such individual priorities align with overall UC Davis Health goals
- Seek continuing and new funding mechanisms (e.g. grants and endowments) to help support priorities

#### **Department of Physical Medicine and Rehabilitation**

- Increase faculty productivity and accountability in the department by
  - » Providing regular productivity data (PDRs, wRVUs, CPT coding)
  - » Working with coders (ACC and PCN) to maximize accuracy of coding levels
  - » Implementing “Access Initiative” standards for annual clinic sessions, session duration, appointment duration
  - » Improving gap management
- Improve financial operations by
  - » Providing timely invoicing of outside contracts
  - » Maximizing collection follow-through audit and correction of inter-department charges, billing fees, assessments and agreement funding
  - » Developing business plans
  - » Performing modeling to analyze new programs for feasibility
- Grow resources for sustainability, including expanding philanthropy to support multiple department and missions

#### **Department of Physiology and Membrane Biology**

- Host an annual “State of the Department” meeting with an open discussion about successes and failures as well as the department’s current and future financial positions
- Invest in faculty initiatives that have the potential to enhance our missions and expand revenue
- Prioritize the diversification of sources of revenue and become as self-sufficient as possible
- Empower faculty and facilitate exploration of new ways by which they can contribute to the department
- Leverage the Faculty Forward survey for critical feedback and setting future priorities

#### **Department of Psychiatry and Behavioral Sciences**

- Continue to support and update a faculty compensation plan, which rewards clinical, educational and research productivity
- Actively engage faculty in decision making through the committee structure and through direct communication between faculty and the chair
- Review the compensation plan and policies and procedures to ensure that sufficient attention is given to work-life balance
- Generate reserves each year that will be shared with faculty and will be used for strategic investments for growth of existing programs and for recruitment of new faculty and programs
- Collaborate with selected centers of excellence to make joint investments in new programs and faculty

#### **Department of Public Affairs and Marketing**

- Support the key priority lines of business with marketing, media and internal communications to enhance revenue and reputation

#### **Department of Radiology**

- Embrace mission conflict in academic health care to achieve a balanced approach to sustaining the mission (such as fair salary and adequate time to teach and do research)

- Address issues identified in the Faculty Forward Survey
- Be good financial stewards for UC Davis Health and look for opportunities for outreach
- Seek a new funding model that emphasizes value-based care with the patient at the center

### **Department of Surgery**

- Continue to be completely transparent about financial, programmatic and strategic goals

### **Bariatric Surgery Program**

- Partner with UC Davis Health to regularly evaluate clinical and financial practices
- Actively seek to be a partner to all at UC Davis Health

### **Regional Burn Center**

- Engage all members of the burn team in developing unit priorities and metrics to track progress toward achieving priorities
- Develop an honor role of donors, a list of all donors and a mechanism to thank all donors for contributions
- Align resources with UC Davis goals
- Empower all staff members to identify and make suggestions for optimizing resource utilization and application
- Review burn center projects monthly, including financials, patient census, and protocols, to be conducted by the Burn Center director and nurse manager

### **Division of Colorectal Surgery**

- Partner with industry to see if bundling products can decrease costs

### **Plastic and Reconstructive Surgery**

- Reduce costs by solving difficult problems quickly

### **Department of Trauma, Acute Care and General Surgery**

- Analyze and quantify the financial impact of trauma care on UC Davis Health and community
- Develop financial strategies to ensure delivery of high-quality trauma care in the ever-changing health care climate

### **Department of Urology**

- Continue its transparent financial practices among its faculty
- Continue to recruit and invest in new faculty and centers of excellence
- Build grateful patient donor base
- Continue to encourage faculty to seek building a philanthropic patient base
- Continue to view small department success as a team effort
- Continue build reserves to offset lean times

### **Finance and Administration**

- Expand the delivery and granularity of financial information to empower people to be financially responsible
- Develop transparent funds flow measures and reporting to show where resources are allocated
- Support investment decisions through robust life cycle analysis of opportunities and risks
- Provide feedback to demonstrate that resource allocations are consistent with strategic objectives

### **Health Sciences Development**

- Raise \$500 million over the next eight years to support UC Davis Health's research, education, clinical and community missions

### **Information Technology**

- Establish an advisory council to review, prioritize and critique IT activities in order to maximize effectiveness of investments

### **Institute for Population Health Improvement**

- Support UC Davis Health efforts to implement sound and effective strategies for performance measurement

### **Institute for Regenerative Medicine**

- Continue to provide a hub for regenerative medicine through further development of core facilities and retention of talented personnel to assist other investigators
- Increase multidisciplinary training opportunities and development of junior faculty affiliated with the program
- Continue to assist laboratory and clinical investigators in obtaining funding for the research and developing novel stem cell and regenerative medicine therapies
- Continue to provide service roles in a transparent manner, balancing the dynamic needs of this rapidly changing field

### **International Affiliations**

- Create revenue-generating opportunities for research, education and patient care to support organizational sustainability

### **Office of Academic Personnel**

- Actively strive for transparency to build trust in people and processes in the context of academic actions
- Actively strive for outreach, equity and transparency to build trust in people and processes in the context of compensation
- Seek continuous feedback and input and track explicit performance measures

### **Office for Equity, Diversity and Inclusion**

- Develop and establish an Executive Diversity and Inclusion Council that will be responsible for
  - » Advising the Vice Chancellor and dean, the CEO, and the Associate Vice Chancellor of Diversity and Inclusion on equity, diversity and inclusion matters
  - » Overseeing accountability throughout UC Davis Health for diversity and inclusion efforts and ensuring that diversity and inclusion are embedded in every facet of business and operations
  - » Providing strategic forecasting for UC Davis Health on equity, diversity and inclusion as it relates to education, research, clinical practice and community engagement, and prioritizing focus and related strategies
- Make affirmative action placement goals more visible and transparent and part of the proposed institutional climate dashboard
- Focus on assisting every departmental unit in developing diversity and inclusion action plans related to the findings generated by the anticipated AAMC D&I Climate Assessment Tool

### **Office of Medical Education**

- Be transparent with students and faculty regarding medical education funds flow
- Increase extramural grant and development support, and grow student enrollment when and where appropriate to optimize revenue and financial responsibility in medical education

### **Office of Research**

- Maintain a lean, efficient research administrative management based on economy of scale principles
- Embrace philosophy of shared resources and cores to optimize utilization
- Develop and refine approaches to engage external partners, faculty and philanthropy, making UC Davis a sought-after destination and partner
- Develop incentives to foster and retain the next generation of translational scientists

### **Office of Student and Resident Diversity**

- Design an annual retreat to evaluate strategic program goals and identify successes and areas in need of improvement
- Collaborate with the Public Affairs and Marketing Department to increase the visibility of the Office of Student and Resident Diversity among internal and external stakeholders
- Create philanthropic opportunities through collaboration with the Health Sciences Development
- Increase focus on expanding grant opportunities for all programming

### **Strategic Alliances and Telemedicine**

- Establish a shared resources model to leverage existing talent and maximize efficiencies
- Engage advisory groups to assist in vetting requests and setting priorities

### **UC Davis Alzheimer's Disease Center**

- Continue to identify and pursue various funding streams
- Seek to be fully transparent with faculty and staff
- Continue to utilize strategic planning sessions attended by all members of the center
- Integrate center goals with university priorities
- Collaborate with the development office to increase giving

### **UC Davis Comprehensive Cancer Center**

- Increase transparency in how we communicate priorities and share financial data
- Build dynamic priority-setting consensus model, aligning academic and clinical incentives in cancer
- Accept risk in making investment decisions
- Contribute to the infrastructure (e.g. big data platforms – integration of EMR into all research activities) necessary for UC Davis to fully participate in upcoming national endeavors such as the Cancer Moonshot
- Match and align our resources with UC Davis Health goals
- Build integrated care-delivery teams to enhance patient experience

### **Radiation Oncology**

- Continue to promote transparency to everyone's benefit
- Communicate School of Medicine and UC Davis Health priorities to stakeholders
- Align priorities with those of the School of Medicine and UC Davis Health

### **UC Davis Medical Center**

- Deploy scarce resources to the highest use for optimal patient outcomes
- Use the Value Construct to set priorities, standardize practices, measure outcomes and communicate accomplishments
- Budget and allocate resources on the basis of agree-upon principles and generally accepted allocation processes

### **UC Davis MIND Institute**

- Increase faculty participation in decision-making by making the MIND Executive Committee a more active governance structure that solicits feedback on a regular basis for faculty and staff
- Improve internal communication through new monthly newsletter
- Increase transparency around recruitment of research faculty by establishing MOUs outlining:
  - » Description of start-up funds/space
  - » Alternate strategies to establish an independent program of research between the new recruit and/or department chair/senior PIs if start up funds/space are not provided
  - » MOUs between senior PIs and junior faculty detailing agreements (use of space, equipment, financial support, etc.)

### **UC Davis Ophthalmology and Vision Science**

- Centralize services in the Tschannen Eye Institute
- Maintain and grow peripheral units in Roseville and Folsom for local population outreach
- Center investment risk around the realization of the eye center on the medical campus

### **UC Davis Practice Management Board**

- Create a financially sound integrated Practice Group
- Create joint decision-making structures and processes

### **UC Davis Spine Center**

- Increase transparency in how we communicate priorities and share financial data, such as quarterly updates with faculty and staff

### **UC Davis Transplant Center**

- Shift care from inpatient to outpatient setting without compromising safety or outcomes to improve patient experience, reduce cost, and make limited inpatient resources available to others who need it more

### **UC Davis Vascular Center**

- Redouble outreach efforts to donors and strategic partners to support future research and educational efforts