Present Findings from:
- Planning Interviews
- Stakeholder Survey
- Environmental Assessment

PHASE I
Planning Research

PHASE II
Define Strategic Direction
- Refine Mission and Vision
- Define Goals with Measurable Outcomes
- Develop Specific Strategies & Tactics

PHASE III
Finalize the Plan
- Finalize the Strategic Plan
- Develop Implementation Plan with Target Dates and Strategy Champion Assignments

Department strategic planning: Initiated in January 2011
Strategic Plan: Goals

1. Establish the Department as the referral center for other hospitals and health care providers in the region and beyond.

2. Foster high-impact and collaborative, interdisciplinary research.

3. Create and apply innovative diagnostic testing that is tailored to the prevention and management of disease.

4. Develop a culture of excellence, service and continuous quality improvement.

5. Create a people-friendly work environment that facilitates recruitment, retention and mentorship.

6. Be a leader in educating and training health care professionals and the community.

7. Maximize departmental resources, efficiency and effectiveness.
Implementation began in September 2011... but where did we start??

- The top of the list and work down?
- An item from every goal??
- How did we prioritize??
Maslow’s Hierarchy of Needs: A model for our implementation

- Survival
- Success and Esteem
- Peak performance
Phase III: Implementation

- Foundational goals are first priority.
- Higher level goals can then follow.

Departmental Goals

- Leader in education and training
- Innovative diagnostic testing
- High-impact and collaborative, interdisciplinary research
- Referral center for other hospitals and health care providers
- Maximized resources, efficiency and effectiveness
- Culture of excellence, service and continuous quality improvement
- People-friendly work environment
So....where are we at and what have we accomplished??
Implementation: Foundational goals

- Maximized resources, efficiency and effectiveness
- Culture of excellence, service and continuous quality improvement
- People-friendly work environment
- Leader in education and training
- Innovative diagnostic testing
- High-impact and collaborative, interdisciplinary research
- Referral center for other hospitals and health care providers

Departmental Goals
Goal 5: People-friendly work environment

- **Strategy 5.1: Recruitment, retention and succession plans.**

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment and succession planning</td>
<td>Howell, Vice Chairs</td>
</tr>
<tr>
<td>Effective departmental organization</td>
<td>Howell, CAOs</td>
</tr>
</tbody>
</table>

- **Recruitments, 2011 - 2014:**
  - 19 new faculty: 6 AP, 5 CP, 8 Research (net increase 17 faculty)
  - Faculty extenders: Outsourced autopsy, 1 new PA
  - Diversity: Women represent 6/16 new recruits and 2/3 ladder-rank recruits

- **Recruitments planned for 2014-15:**
  - Stowell Chair in Experimental Pathology—focus on molecular/genomics
Increase our diversity efforts

- Recommendations from David Acosta MD, UCDHS’ new Associate Vice Chancellor for Diversity and Inclusion in recent faculty meeting:
  - Add a diversity section to our website.
    - Completed in 2013-14
  - Invite more speakers from diverse backgrounds
    - 2014-15 Stowell and Highman Lecturers are women; the latter is also the former Chief Diversity Officer for Cornell Medical School.
  - Be sure that our Edmondson internship programs include diverse participants to build the pipeline.
    - 2014 Edmondson class included 50% under-represented minorities.
2012-13: New org chart design completed
2014-15: Recruit into empty slots (genomics, surg path)
New Goal 5 tactics for 2013-14, and 2014-15

- Compensation plan revisions began in 2013-14, to be completed and implemented in 2014-15:
  - Aligning reward with strategic goals.
  - Recognize excellence in our faculty.
  - Recognize and reward contributions to team and citizenship within the department.
  - Ensure no unconscious bias or penalties within the compensation plan, particularly re: flexibility.

- Flexibility: Instituted WebEx for faculty meeting participation in 2013-14.

<table>
<thead>
<tr>
<th>Tactics</th>
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</thead>
<tbody>
<tr>
<td>Compensation plan</td>
<td>Howell, FAC</td>
</tr>
<tr>
<td>Flexible work environment</td>
<td>Howell</td>
</tr>
</tbody>
</table>
Implementation: Foundational goals, con’t

- Maximized resources, efficiency and effectiveness
- Culture of excellence, service and continuous quality improvement
- People-friendly work environment
- Leader in education and training
- Innovative diagnostic testing
- High-impact and collaborative, interdisciplinary research
- Referral center for other hospitals and health care providers
Goal 4: Develop a culture of excellence, service, continuous quality improvement

Strategy 4.3: Develop a formal, department-wide service excellence program.

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employ ARUP and UCDHS service excellence programs</td>
<td>Padilla, Diaz</td>
</tr>
</tbody>
</table>

- **2011-12**
  - Patient satisfaction at ACC phlebotomy site: “Excellent” responses increased 57% → 90%.
  - Expand client services – new telephone program.

- **2012-13:** Kick-off for ARUP service excellence program
  - 1st workshop, 8/2012
  - Initiated client survey

- **2013-14, 2014-15:**
  - AIDET training for phlebotomy
  - ARUP service excellence program resumes following client survey evaluation.
Goal 7: Maximize resources

- **Strategy 7.2: Increase operational efficiency**

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic in-sourcing/out-sourcing and use of reference labs</td>
<td>Padilla, Gregg, Bishop</td>
</tr>
</tbody>
</table>

- **2011-12:** Total savings of $234,000
  - In-sourced 6 tests, increased use of automation line.

- **2012-13:** Total savings of $260,000
  - In-sourcing and out-sourcing of tests
  - Development of transfusion registry (Marshall, Parson, Hogarth)

- **2013-14:**
  - Developed blood registry for utilization data for individuals and services.
  - New hospital funding for faculty leader of utilization efforts (Tran)

- **2014-15:**
  - Educational campaign and dept “report cards” with blood utilization data from registry.
  - Consolidate send-out testing to list of preferred reference labs.
  - Participate in new lab “P&T” committee to create test “formulary”
Goal 4: Culture of service excellence
Goal 1: Become a referral center
Goal 7: Maximize resources

1.1: Develop clinical subspecialties

- 2011-2012: Implementation of subspecialty teams with positive response from clinicians.
  - Team A: GI, Soft Tissue/Bone, Transplant
  - Team B: Gyn, Cytology:
  - Team C: Lung/Thoracic, Breast, ENT, GU
- 2013-2014: Refine subspecialty implementation via faculty committee and external reviewers.
- 2014-15:
  - Implemented new faculty Grossing Director to improve process and supervision in grossing room.
  - Initiated Lean process improvement in surgical pathology.
Implementation:
Goals to build success and esteem

- Maximized resources, efficiency and effectiveness
- People-friendly work environment
- Culture of excellence, service and continuous quality improvement
- Innovative diagnostic testing
- High-impact and collaborative, interdisciplinary research
- Referral center for other hospitals and health care providers
- Leader in education and training

Departmental Goals
Goal 1: Become a referral center for our region
Goal 7: Maximize resources

- **Strategy 7.1: Develop new sources of revenue**

<table>
<thead>
<tr>
<th>Tactic</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Increase outreach services thru new clients</td>
<td>Sharma, Green</td>
</tr>
</tbody>
</table>

- **2011-12:**
  - Developed business plan and client pipeline.
  - Began client connectivity build

- **2012-13:**
  - Recruited new outreach manager (Madhu Sharma)
  - Completed client connectivity build
  - New major client: Marshall Hospital

- **2013-14:**
  - Address billing and IT challenges related to “Big Bang”
  - Align outreach efforts with new regional affiliations.
  - Explore service opportunity in Guam.

- **2014-15:**
  - Leverage new LIS implementation to enhance outreach.
  - Collaborate with UCLA on digital pathology outreach consultation effort.
Implementation:
Goals to build success and esteem, con’t

- Maximized resources, efficiency and effectiveness
- People-friendly work environment
- Culture of excellence, service and continuous quality improvement

- Innovative diagnostic testing
- High-impact and collaborative, interdisciplinary research
- Referral center for other hospitals and health care providers

- Leader in education and training

Departmental Goals
Goal 2: Foster high-impact inter-disciplinary research

Goal 3: Create/apply innovative diagnostic testing

Strategy 2.1: Develop innovative platforms for collaboration.

Strategy 3.1 Position the dept. to integrate personalized medicine

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biorepository development</td>
<td>Wan</td>
</tr>
</tbody>
</table>

- 2011-12: New VC of Research & Biorepository director: Yvonne Wan PhD
- 2012-13:
  - Biorepository master plan completed
  - Established research interest groups
- 2013-14: Gain CAP accreditation for Cancer Center biorepository.
- 2014-15:
  - Establish and grow new GI biobank thru new U01 grant (Wan = co-PI)
  - Co-leadership of clinical genomics master plan development (Howell).
Goal 2: Foster high-impact inter-disciplinary research
Goal 3: Create/apply innovative diagnostic testing

Strategy 2.1: Develop innovative platforms for collaboration

Strategy 3.1 Position the dept. to integrate personalized medicine

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<tr>
<th>Tactic</th>
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<tr>
<td>Utilize technology and industry relationships to increase research collaborations.</td>
<td>Levenson, Gregg</td>
</tr>
</tbody>
</table>

- 2011-12: Vice Chair of Strategic Technologies, Richard Levenson MD,
- 2012-13: Established Davis Technology Series to bring potential industry partners and collaborators to our campus.
- 2013-14: Grow research opportunities and innovative personalized diagnostics thru industry relationships
  - Roche Center of Excellence
  - 1 of 11 initial Nanostring Prosigna sites
Goal 2: Foster high-impact inter-disciplinary research, continued

Strategy 2.1: Develop innovative platforms for collaboration

<table>
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<th>Tactic</th>
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<tr>
<td>Utilize technology to increase research collaborations.</td>
<td>Anderson, Hogarth</td>
</tr>
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</table>

- 2013-present: Leadership in new clinical research networks, PCORnet
  - Mike Hogarth: UCD site PI for 'Patient-centered Scalable National Network for Effectiveness Research'
    - Collaborators: all 5 UC medical centers, USC, SFSU, VA, RAND Corporation.
  - Nick Anderson: co-PI for ‘Community-Engaged Network for All’,
    - Collaborators: Genetic Alliance, UCSF, Private Access, 10 advocacy groups
Goal 2: Foster high-impact inter-disciplinary research, continued

Strategy 2.1: Develop innovative platforms for collaboration

<table>
<thead>
<tr>
<th>Tactics</th>
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<tbody>
<tr>
<td>Pursue large teams science grants</td>
<td>ARC, Wan</td>
</tr>
<tr>
<td>Provide incentives (seed grants)</td>
<td>ARC, Wan</td>
</tr>
</tbody>
</table>

- 2012-13: 1st of 3 year commitment for $200,000 annual seed grants.
- 2013-14: New program project award added to seed grants ($80,000), awarded to asst. prof. Veronica Martinez-Cerdeno
- 2014-15:
  - 20+ applications, announcements of awardees scheduled for January 2014.
  - Implement new U01 grant (co-PI Yvonne Wan, collaborators in SVM, Ag)
Goal 2: Foster high-impact inter-disciplinary research, continued

- **Strategy:** Build an outstanding research management infrastructure

<table>
<thead>
<tr>
<th>Tactics</th>
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<tbody>
<tr>
<td>Enhance administrative research support</td>
<td>Diaz-Khansefid</td>
</tr>
<tr>
<td>Improve core facilities</td>
<td>Howell, Diaz-Khansefid</td>
</tr>
</tbody>
</table>

- **2012-13:**
  - Recruitment of new academic CAO, Cathy Diaz-Khansefid
  - 1st of 3 year of $200,000 annual seed grant commitment.

- **2013-14:**
  - Research staff attending classes on research support.
  - New business manager, Dyana Greene, to improve accounts management.
  - Advocacy for more central responsibility for core labs.
Our efforts are working!

- **2012-present:** ~$9M in total new external research funding awarded to department faculty as PIs.

- **And more to come!**

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Award Amount</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barry</td>
<td>2,807,934</td>
<td>NIH R01</td>
</tr>
<tr>
<td>Jin</td>
<td>$250,000</td>
<td>BrightFocus Foundation</td>
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<td>Maezawa</td>
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<td>Maezawa</td>
<td>$32,500</td>
<td>New Investigator Award, Alzheimer's Assoc</td>
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<td>Polage</td>
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<td>Moore Foundation</td>
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<tr>
<td>Khan</td>
<td>$245,000</td>
<td>USAID, US State Dept</td>
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<td>Maezawa</td>
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</tr>
<tr>
<td>Chan</td>
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<td>NSF biophotonics</td>
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<td>NSF I/UCRC</td>
</tr>
<tr>
<td>Chan</td>
<td>$438,748</td>
<td>pharma</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$8,783,838</strong></td>
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</table>
Our efforts are working!

- **Largest grants listed in this table.**
- **8 of 14 awards are to Assistant or Associate Professors**

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<td>Borowsky</td>
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<tr>
<td>Levenson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hogarth</td>
<td>$1,700,000</td>
<td>State of California</td>
</tr>
<tr>
<td>Wan</td>
<td>$2,700,000</td>
<td>NIH U01</td>
</tr>
</tbody>
</table>
Goal 3: Create and apply innovative diagnostic testing/services

Strategy 3.3: Position for path-rad convergence

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pathology-Radiology integration</td>
<td>Howell, Dougherty</td>
</tr>
</tbody>
</table>

- 2011-12:
  - Completed Diagnostic Services Integration Plan with Dept. of Radiology
  - Virtual autopsy workgroup: Completed workflow and CT pilot of anatomy cadavers

- 2012-present:
  - Implementation of integration plan: Joint sponsorship of Highman Lecturer Paul Chang MD (January 2014)
  - BME students participating in virtual autopsy project annually
  - Plan to leverage new LIS for Path-Rad report integration and utilization efforts.
Implementation: Peak goals as a leader in education and training

- Maximized resources, efficiency and effectiveness
- People-friendly work environment
- Culture of excellence, service and continuous quality improvement
- Innovative diagnostic testing
- High-impact and collaborative, interdisciplinary research
- Referral center for other hospitals and health care providers

Departmental Goals
Goal 6: Be a leader in educating and training health care professionals and the community.

- **Strategy 6.1:** Develop new teaching opportunities to prepare health care professionals for the future

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Workgroup leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating new med student electives.</td>
<td>Bishop, Gregg</td>
</tr>
</tbody>
</table>

- **2012-13:** Restructured electives:
  - Implemented new sub-internship
  - New AP and CP curriculum.
  - Added 2-wk options for CP elective.

- **2013-14:** Continued strong enrollment; excellent student evals

- **2014-15:** Develop lab literacy curriculum for required pathology course, electives, and Path-SIG
Goal 6: Be a leader in educating and training health care professionals.

- **Strategy 6.1:** Develop new teaching opportunities to prepare health care professionals for the future

<table>
<thead>
<tr>
<th>Tactics</th>
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<tbody>
<tr>
<td>New teaching opportunities linking department faculty &amp; residents to BME students, POCT Center.</td>
<td>Tran</td>
</tr>
<tr>
<td>New sub-specialty and informatics focus</td>
<td>Bishop, Hogarth</td>
</tr>
<tr>
<td>Create teaching and research opportunities related to quality and systems-based practice to meet new ACGME requirements.</td>
<td>Cox, Bishop, Gregg, lab directors</td>
</tr>
</tbody>
</table>

- **2012-13:**
  - Expanded BME student course with more Path/Lab projects
  - Initiated sub-specialty focus for surg path fellows
  - Pilot: Informatics certificate training (Melissa Rodgers-Ohlau)
  - New genomics curriculum (Jeff Gregg)
  - Housestaff quality projects presented at annual quality forum.
Goal 6: Be a leader in educating and training health care professionals -- continued

- **2013-14:**
  - New annual diagnostic seminar for community (Kristin Olson)
  - Inter-professional education sessions for CLS and FNP/PA students (Wahl)
  - External review of surg path residency training.

- **2014-15:**
  - Began new cytotech training program thru Univ of Nebraska.
  - Expansion of CLS training program with additional positions.
  - Expanded participation in informatics certificate program: 3 fellows enrolled.
  - Development of new rotation structure and curriculum for surg path, based on external review comments.
Great progress – but there’s more to do, and lots of room for good ideas!

- Give ideas and feedback to Dr. Howell, vice chairs, or workgroup leaders.
- Participate in tactics and projects – and share ideas for new ones.
- Help monitor, evaluate and adjust plans to meet changing conditions.
- Stay positive!

**PLANNING IMPLEMENTATION**

- Vision & Goals
- Strategies & Tactics
- Environmental Assessment
- Monitor & Evaluate
- Implement
- Adjust