



*"Building on Our Legacy"*



## Department of Neurology

2019 – 2023 Strategic Plan: Strategy and Implementation Action Plan

*Confidential: January 1, 2019*

### Strategic Intent

*We will build on our legacy to harmonize and re-imagine the best clinical care, research and teaching to improve the field of neurology and neurological health.*



**A revolution is underway in neurology – and we are harmonizing and re-imagining clinical care, research and teaching to improve the field of neurology and neurological health.**

Our concept of disease is changing, our ability to diagnose is becoming more precise, and the impact of our therapies is ever-more profound and meaningful to our patients. As a result, many things will change: how we organize ourselves, how we deliver care, how we conduct research, how we measure outcomes, what we teach our trainees, and how we are valued and compensated. But one thing will not change – the patient will remain at the center of all we do guiding our way.

So, as we usher in a most remarkable era of medicine, we will harmonize and re-imagine the best of who we are to implement these advances, to practice genuine person-centered care and to confront the inequities that remain throughout our health care system. It is in this spirit that we have developed our Department Strategic Plan, ***Building On Our Legacy***.

**Our Plan Includes 5 Strategic Goals**

#1: A Robust Clinical Engine #2: A Research Powerhouse #3: Elevated Education #4: A Prosperous Culture #5: Financial Resiliency

These 5 Strategic Goals are supported by a 5-Year Strategy and an Implementation Action Plan (detailed in the pages that follow). In addition, there are 14 Academic Division Strategic Plans and 6 Cross-Cutting Work Group Initiatives, each with a strategic plan. I am forever grateful to those who helped develop this ambitious and exciting vision of our future, as we reflected on our successes and challenges, focused our priorities, applied guiding cross-cutting themes and battle-tested our ideas. It has been a thoughtful, collaborative, and rewarding process of discovery, growth and emerging clarity.

I look forward to working with you as we steadfastly pursue our strategic goals and as we build on our legacy to provide the best care to our patients; improve the health of our community; discover new causes, treatments and cures; train the brightest new talents; develop future leaders and educators; and support our amazing faculty, providers and staff every day. **MELIORA!**



**Robert G. Holloway, MD, MPH**  
Department Chair  
Department of Neurology  
University of Rochester Medical Center

# Department of Neurology

## 2019 – 2023 Strategy

(See the strategy implementation action plans for details.)

“Building on Our Legacy”



### Our Vision

Neurological health is ever better – everywhere.

### Our Mission

Transform neurology through extraordinary clinical care, research and education.

### Our Values

MELIORA!

Inclusion, Leadership, Excellence, Kindness, Collaboration and Integrity

*We will build on our legacy to harmonize and re-imagine the best clinical care, research and teaching to improve the field of neurology and neurological health.*

#### A Robust Clinical Engine

- Dominate neurology in our region.
- Be exceptional in health systems and population health management.
- Revolutionize care through innovation, modernization and our expertise.
- Accelerate growth in new and cutting-edge specialty programs; attain a laudable international reputation.
- Attain USN&WR top 50 ranking across adult and child programs.

#### A Research Powerhouse

- Conduct research that achieves global impact and prominence.
- Build research programs with a profound benefit to patients and their families.
- Pioneer the application of novel technologies in our research endeavors.
- Secure and ensure support for careers in research.
- Promote success through and participate in research collaboration.
- Obtain national credibility in quality and safety.

#### Elevated Education

- Re-imagine training for the next generation of neurologists and clinical neuroscientists.
- Expand our residency size and continue to grow our fellowship programs.
- Develop future leaders and educators in the field of neurology.
- Excel in inter-professional education, team-based care and broad research.
- Enhance and further deploy our international education programs.

#### A Prosperous Culture

- Offer opportunities to refresh/refine a sense of belonging and wellness.
- Strive for a diverse and inclusive workforce with deep cultural humility.
- Realize and demonstrate ongoing improvement within our work.
- Engage patients more effectively and improve patient and family satisfaction.
- Commit to strengthening community partnerships built on trust.

#### Financial Resiliency

- Lead and succeed in implementing Funds Flow.
- Assure transparency and understanding of financial data with all stakeholders.
- Drive strong year-over-year improvement in financial performance.
- Improve our compensation plan performance.
- Maintain a proper balance across our clinical, teaching and research missions.
- Increase endowment to support our priorities.

**Department of Neurology  
Cross-Cutting Work Group Initiatives**

Teleneurology

Quality and Safety  
Neurology Research

Diversity and Inclusion  
Adult Residency Redesign

Mentoring and Career Development

#### Department of Neurology: Division Strategic Plans

Alzheimer’s Disease & Dementia

Cerebrovascular

Child Neurology

Epilepsy

General Neurology

Headache

Movement Disorders

Neurocritical Care

Neuro-hospital Medicine

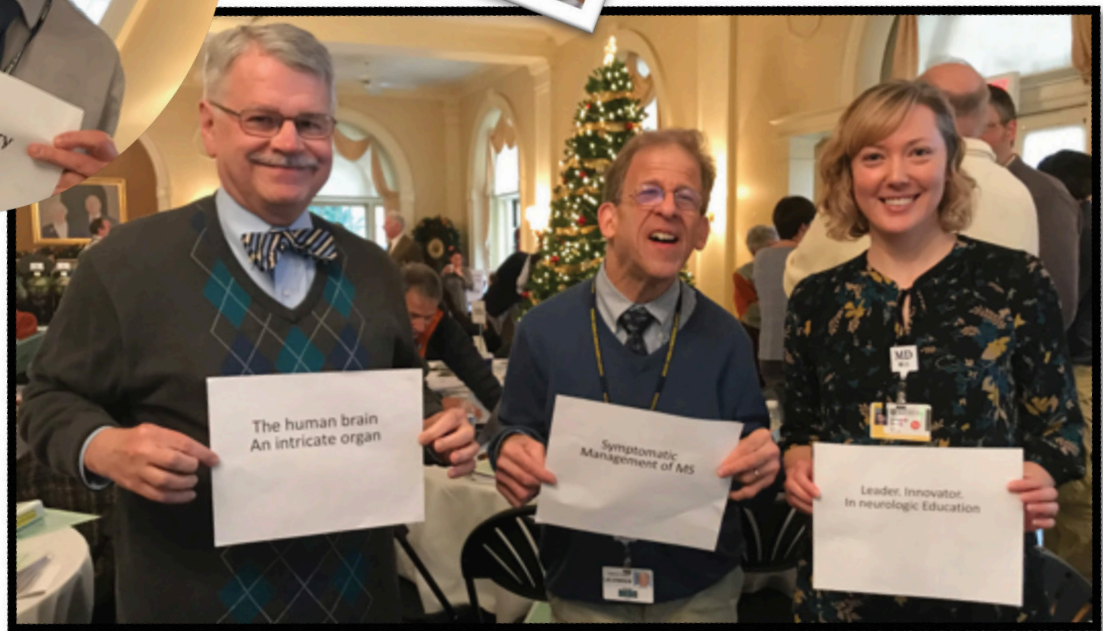
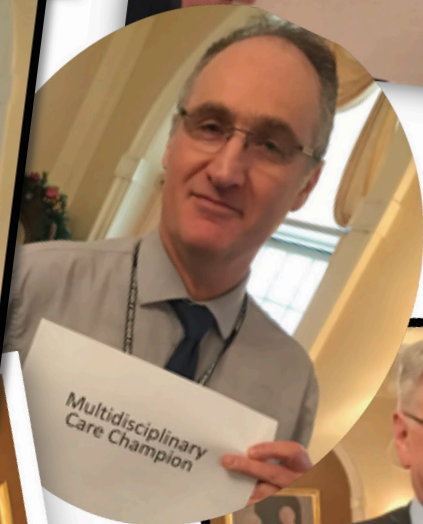
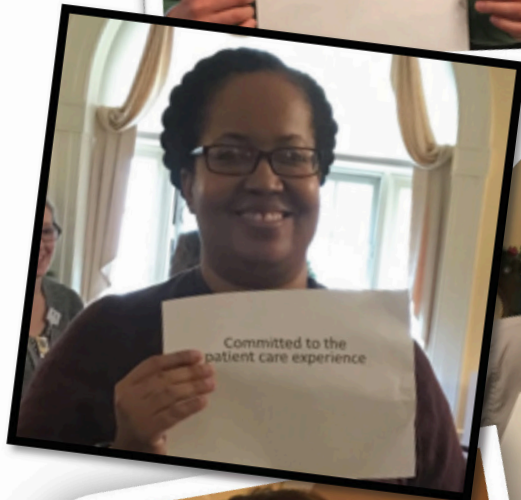
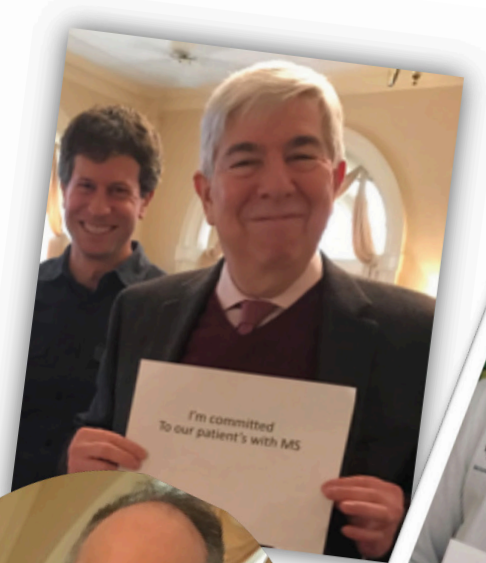
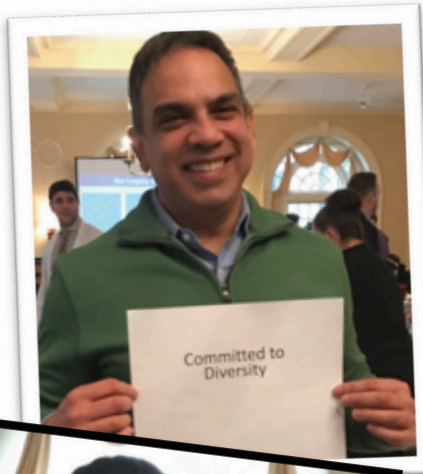
Neuro-oncology

Neuroimmunology

Neuromuscular Medicine

Pain Management

Sleep Medicine





MEDICINE *of* THE HIGHEST ORDER

**Department of Neurology**  
**2019 - 2023 Strategic Plan:**  
**Strategy and Implementation Action Plan**

# Strategic Goal #1: A Robust Clinical Engine

**Goal**  
Provide high-quality, multi-disciplinary and patient-centered care throughout our region while elevating our national and international profiles.

<u>What</u> (strategic priorities)	<u>How</u> (key resources/initiatives/deliverables)	<u>When</u> (timing)	<u>Win</u> (desired results/outcome)	<u>Who</u> (responsible leads)
<p><b>1.1</b> Expand and optimize our clinical programs to meet local and regional needs.</p>	<ul style="list-style-type: none"> <li>Expand our faculty with up to eight general neurology recruits (four local and four regional) and 10+ subspecialty recruits to improve local and regional access, deepen our expertise and raise the national and international profiles of our neurology department.               <ul style="list-style-type: none"> <li>Hire at least four new faculty annually, including from both internal and external recruitment pools.</li> </ul> </li> <li>Develop and elevate our expertise and prominence in neurological emergency medicine and further improve care for patients with acute brain injury.               <ul style="list-style-type: none"> <li>Coordinate with regional hospitals and EMS transport to implement multiple neuro-emergency medicine initiatives including code large vessel occlusion, mobile stroke unit and other neurological emergencies.</li> </ul> </li> <li>Prepare and garner investment support for a neuro-medicine regional growth and expansion plan.</li> <li>Recruit up to four regional faculty including recruitment from graduates of our expanded residency program.               <ul style="list-style-type: none"> <li>Reference the Adult Residency Redesign Work Group (3.1 below).</li> </ul> </li> <li>Develop and invest in four or more faculty with advanced working knowledge in health systems and population health management.</li> <li>Commission a <b>Quality and Safety Work Group</b> to advance our clinical quality improvement and patient safety and to showcase our value as a training destination.               <ul style="list-style-type: none"> <li>Reference the Quality and Safety Work Group strategy implementation action plan for details.</li> </ul> </li> </ul>	<p>2019 – 2023</p> <p>2019 – 2020</p> <p>2019</p> <p>2020 – 2023</p> <p>2019 – 2021</p> <p>2019</p>	<p>Dominate neurology in our region via clinical program growth and expansion of high-value neurological care supported by a credible funds flow model.</p> <p>Leadership expertise in health systems and population health management.</p> <p>Successfully implement the Quality and Safety Work Group initiative across the continuum of care.</p>	<p>R. Holloway MD Division Chiefs All Faculty</p> <p>C. Benesch MD D. Roberts MD C. Zammit MD T. Bhalla MD</p> <p>R. Holloway MD C. Benesch MD C. Tomcik MD R. Jozefowicz MD</p> <p>R. Holloway MD</p> <p>D. Roberts MD A. Leonhardt NP Quality and Safety Work Group</p>

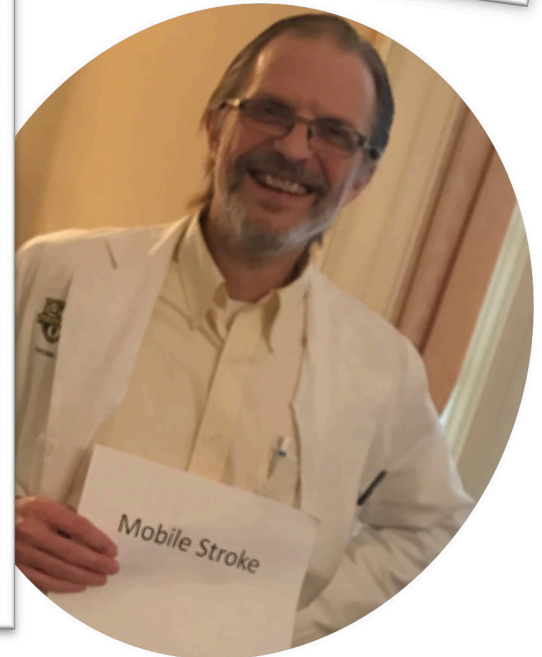
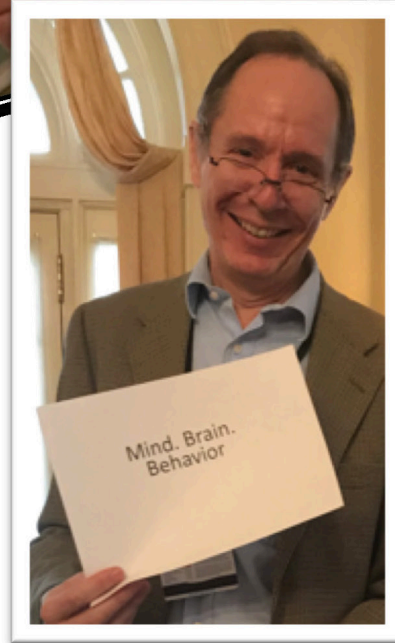
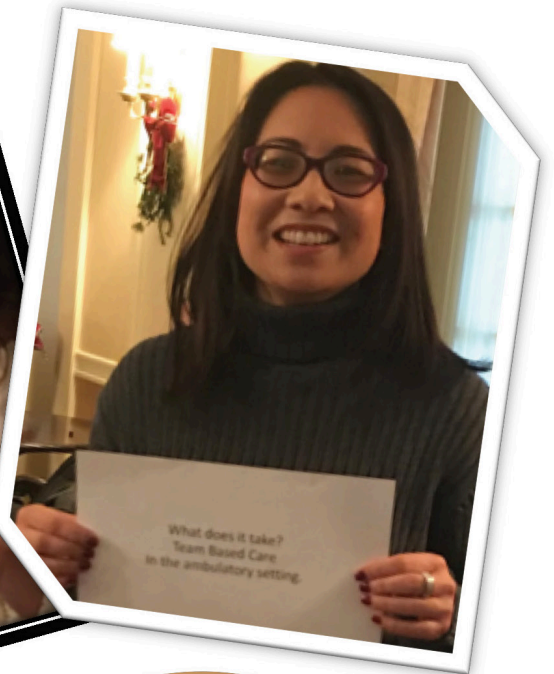
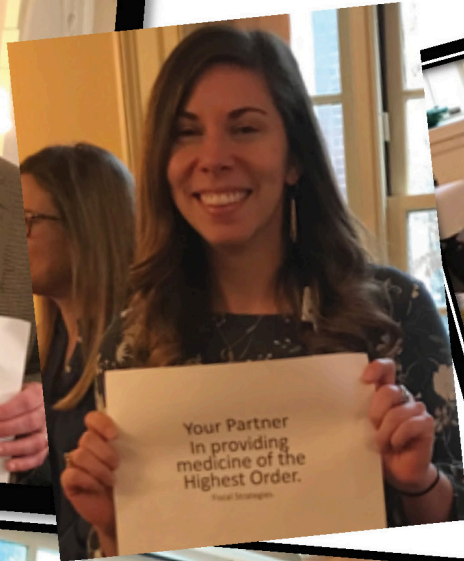
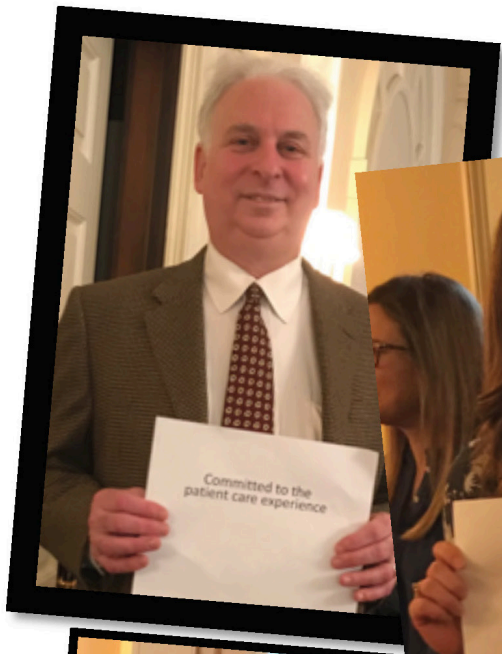
**Goal**  
Provide high-quality, multi-disciplinary and patient-centered care throughout our region while elevating our national and international profiles.

<b>What</b> (strategic priorities)	<b>How</b> (key resources/initiatives/deliverables)	<b>When</b> (timing)	<b>Win</b> (desired results/outcome)	<b>Who</b> (responsible leads)
<p><u>1.1</u> <i>continued</i> Expand and optimize our clinical programs to meet local and regional needs.</p>	<ul style="list-style-type: none"> <li>Fully develop a hybrid neurohospitalist program with core and subspecialty faculty staffing ensuring timely access to subspecialty consults when needed.</li> <li>Design, open and integrate a fully staffed and expanded Neurocritical Care Unit into our clinical care operations.</li> <li>Develop a disciplined approach to delivering care that responds to patient’s circumstances, capabilities and preferences.</li> <li>Optimize our clinical care programs by successfully implementing a comprehensive <i>Patient Flow Project</i>.</li> </ul>	<p>2019 – 2021</p> <p>2019 – 2020</p> <p>2021 – 2023</p> <p>2019 – 2020</p>	<p>Improved inpatient quality and efficiency as a result of neurology services being covered by a majority of dedicated stroke and neuro-hospitalist faculty.</p> <p>A fully staffed and modernized Neurocritical Care Unit with faculty, providers and trainees.</p> <p>Optimized team-based ambulatory care in our multi-disciplinary clinics.</p> <p>Improved timeliness and quality of patient flow across the continuum.</p>	<p>C. Benesch MD J. Burdett MD</p> <p>D. Roberts MD</p> <p>R. Villanueva MD</p> <p>D. Roberts MD A. Leonhardt NP R. Villanueva MD C. Tomcik MD</p>
<p><u>1.2</u> Further develop our subspecialty centers of excellence and our national and international profiles.</p>	<ul style="list-style-type: none"> <li>Expand our specialty programs with 10+ specialty recruits to ensure high-quality, timely access to cutting-edge diagnostics, treatments, (e.g., high-cost pharmaceuticals, infusions and surgical approaches) and clinical research opportunities for our patients and families.                             <ul style="list-style-type: none"> <li>Add at least two new faculty annually, including from both internal and external recruitment pools.</li> </ul> </li> <li>Develop and market new multi-disciplinary programs in autoimmune neurology and functional neurology.</li> </ul>	<p>2019 – 2023</p> <p>2019 – 2020</p>	<p>Cutting-edge specialty programs with national and international reputations as destination centers of excellence.</p> <p>New programs and centers of excellence in autoimmune and functional neurology.</p>	<p>R. Holloway MD Division Chiefs All Faculty</p> <p>A. Goodman MD M. Berg MD</p>

**Goal**  
Provide high-quality, multi-disciplinary and patient-centered care throughout our region while elevating our national and international profiles.

<u>What</u> (strategic priorities)	<u>How</u> (key resources/initiatives/deliverables)	<u>When</u> (timing)	<u>Win</u> (desired results/outcome)	<u>Who</u> (responsible leads)
<p><u>1.2</u> <i>continued</i> Further develop our subspecialty centers of excellence and our national and international profiles.</p>	<ul style="list-style-type: none"> <li>In collaboration with other department chairs, support and participate in the growth of neurostimulation, peripheral nerve, epilepsy, pain, stroke, sleep, palliative care, neuro-ophthalmology, neuro-emergency medicine and others.</li> <li>Develop and implement a marketing, communications and public relations plan to raise the national and international profiles of our neurology department as a destination for clinical care, research and education.</li> </ul>	<p>2020 – 2023</p> <p>2020 – 2023</p>	<p>Growth in multiple inter-departmental programs and subspecialty centers of excellence.</p> <p>Maintain US News &amp; World Report Top 50 ranking each year for adult and child programs.</p>	<p>R. Holloway MD Division Chiefs</p> <p>R. Holloway MD J. Mink MD W. Pilcher MD H. Silberstein MD</p>
<p><u>1.3</u> Be leaders and innovators in the application of virtual technologies to improve patient access, our patient flows and value-based care.</p>	<ul style="list-style-type: none"> <li>Commission a <b>Teleneurology Work Group</b> to revolutionize our inpatient and outpatient care delivery, clinical research activities and education endeavors through virtual, remote and mobile deployment of neurology services in our region and beyond.                             <ul style="list-style-type: none"> <li>Reference the Teleneurology Work Group strategy implementation action plan for details.</li> </ul> </li> <li>Reference the Neurology Research Work Group initiative (2.1 below) and the Adult Residency Redesign Work Group (3.1 below).</li> </ul>	<p>2019</p>	<p>Successfully implement the Teleneurology Work Group initiative.</p>	<p>C. Benesch MD Teleneurology Work Group</p>





## Strategic Goal #2: A Research Powerhouse

**Goal**  
Accelerate our neurological research through leadership, innovation and collaboration.

<u>What</u> (strategic priorities)	<u>How</u> (key resources/initiatives/deliverables)	<u>When</u> (timing)	<u>Win</u> (desired results/outcome)	<u>Who</u> (responsible leads)
<p><u>2.1</u> Remain international leaders in experimental therapeutics.</p>	<ul style="list-style-type: none"> <li>Commission a <b>Neurology Research Work Group</b> to reinforce a research culture, help build a research powerhouse, and advance our global research impact and prominence on behalf of patients, research participants, residents, fellows and faculty at all levels.                             <ul style="list-style-type: none"> <li>See the Neurology Research Work Group strategy implementation action plan for details.</li> </ul> </li> </ul>	2019	Successfully implement the Neurology Research Work Group initiative.	J. Mink MD G. Schifitto MD G. Birbeck MD
	<ul style="list-style-type: none"> <li>Lead and participate in the development of multi-center trials and the growing number of research networks.</li> </ul>	2020 – 2023	Five or more faculty are serving as principal investigators of multi-center clinical trials <b>and</b> one or more faculty are serving as overall principal investigators on a Neuro-NEXT clinical trial.	R. Holloway MD Multiple Principal Investigators
	<ul style="list-style-type: none"> <li>Pioneer research application of novel technologies, outcome measurement and innovative designs for neurotherapeutic development, e.g., new patient reported outcomes, digital approaches and virtual visits.</li> </ul>	2020 – 2023	Two or more new applications being used in clinical research and clinical trials.	
	<ul style="list-style-type: none"> <li>Increase the number of clinical trials and the number of patients enrolled in clinical trials.</li> </ul>	2020 – 2023	Greater than 20 new clinical trials each year <b>and</b> greater than one percent clinical trial enrollment in our subspecialty clinics.	Faculty and Research Coordinators
<ul style="list-style-type: none"> <li>Establish an internal <i>Grant Review Committee</i> focused on supporting grant applications for all faculty.                             <ul style="list-style-type: none"> <li>Refer to the Research Work Group initiative above.</li> </ul> </li> </ul>	2019	Transition faculty from pre-K to K-awards (four or more), K to R-awards (three or more) from R-awards to multiple R-awards (two or more) and obtain at least two or more program projects.	J. Mink MD Neurology Research Work Group	

## Strategic Goal #2: A Research Powerhouse *continued*

**Goal**  
Accelerate our neurological research through leadership, innovation and collaboration.

<u>What</u> (strategic priorities)	<u>How</u> (key resources/initiatives/deliverables)	<u>When</u> (timing)	<u>Win</u> (desired results/outcome)	<u>Who</u> (responsible leads)
<p><u>2.2</u> Remain national stand-outs in broad areas of translational neuroscience.</p>	<ul style="list-style-type: none"> <li>Develop interdisciplinary programs that align with our department goal of a robust clinical engine including:                             <ul style="list-style-type: none"> <li>Cerebrovascular and neurocognitive research group (CNRG).</li> <li>Neurovascular injury and stroke.</li> <li>Autoimmunity and neuroinflammation.</li> <li>Neuro-recovery.</li> <li>Neuro-oncology.</li> <li>Neurogenetics.</li> <li>Rare diseases.</li> <li>Palliative care.</li> </ul> </li> <li>Strengthen our relationships with strategic internal and external partners. Contribute to the success of interdisciplinary research programs.                             <ul style="list-style-type: none"> <li>Reference the Neurology Research Work Group initiative (2.1 above).</li> </ul> </li> </ul>	<p>2020 – 2023</p> <p>2020 – 2023</p>	<p>New collaborations that lead to new R-awards, multi-principal investigator awards and program projects.</p> <p><b>and</b></p> <ul style="list-style-type: none"> <li>Three or more R-award or equivalent grants</li> <li>Two or more multi-principal investigator awards</li> <li>To or more program projects</li> </ul>	<p>R. Holloway MD</p> <p>Neurology Research Work Group</p> <p>All Faculty</p>
<p><u>2.3</u> Support new dimensions of scholarship, including quality and safety research, health system innovation and practice innovation to inform optimal neurological practice.</p>	<ul style="list-style-type: none"> <li>Support new training opportunities and career paths for faculty pursuing careers in quality improvement and patient safety and health system and implementation science, including the development of certificate programs.                             <ul style="list-style-type: none"> <li>Reference the Quality and Safety Work Group initiative (1.1 above).</li> <li>Reference the Mentoring and Career Development Work Group initiative (3.3 below).</li> </ul> </li> <li>Develop training programs, facilitate and promote opportunities for faculty and trainees to publish their work in the quality improvement and patient safety and practice innovation fields.</li> <li>Lead and complete our participation in the ACGME’s “Pursuing Excellence in Clinical Learning Environments” initiative.</li> </ul>	<p>2019 – 2020</p> <p>2021 – 2023</p> <p>2019 – 2020</p>	<p>Formalize opportunities for faculty pursuing quality improvement and patient safety; and health system and implementation science careers.</p> <p>National leaders in improving the quality of care and safety for patients with neurological diseases and their families.</p>	<p>D. Roberts MD</p> <p>N. Mohile MD</p> <p>R. Villanueva MD</p> <p>C. Tomcik MD</p> <p>Quality and Safety Work group</p> <p>Mentoring and Career Development Work Group</p>

**Goal**

Be International leaders in educating, training and mentoring the next generation of neurologists and neurology providers, including future leaders in our field.

<p><u>What</u> (strategic priorities)</p>	<p><u>How</u> (key resources/initiatives/deliverables)</p>	<p><u>When</u> (timing)</p>	<p><u>Win</u> (desired results/outcome)</p>	<p><u>Who</u> (responsible leads)</p>
<p><b>3.1</b> Create new models of clinical training to support the future needs of patients and families.</p>	<ul style="list-style-type: none"> <li>Commission an <b>Adult Residency Redesign Work Group</b> to elevate the adult care residency education program via multi-dimensional improvements in resident learning and their patient care delivery experience.                             <ul style="list-style-type: none"> <li>Plan for an adult residency program expansion to eight residents per year, including curricular enhancements, training pathways and regional practice electives.</li> <li>Refer to the Adult Residency Redesign Work Group strategy implementation action plan for details.</li> </ul> </li> <li>Develop and disseminate training programs and experiences to enhance person-centered care, incorporating advanced communication skills, virtual technologies, and optimal use of the electronic health record.</li> <li>Expand our fellowship program and the number of fellows to support specialization and the growing needs of patients and families.</li> <li>Promote international programs in education to provide additional training opportunities and to raise the international profile of the neurology department.</li> <li>Develop, support and deploy training and mentoring programs for neurology advanced practice providers (APPs).                             <ul style="list-style-type: none"> <li>Reference the Mentoring and Career Development initiative (3.3 below).</li> </ul> </li> <li>Promote multi-disciplinary and interprofessional learning and collaboration with nursing and other disciplines.</li> </ul>	<p>2019</p> <p>2019 – 2023</p> <p>2019 – 2023</p> <p>2021 – 2023</p> <p>2020 – 2021</p> <p>2020 – 2021</p>	<p>Successfully implement the Adult Residency Redesign Work Group initiative.</p> <p>Innovative, practical curricula and new tools that emphasize experiential learning and serve as model programs for others to emulate.</p> <p>Growth in the number and size of our fellowship programs and success in securing support.</p> <p>Two or more self-sustaining international programs.</p> <p>Sustainable onboarding and mentoring program for APPs.</p> <p>Operating new models of team-based care that support the needs of patients and families.</p>	<p>C. Tomcik MD R. Jozefowicz MD</p> <p>T. Holmquist MD R. Villanueva MD C. Tomcik MD</p> <p>Quality and Safety Work Group Teleneurology Work Group</p> <p>Fellowship Directors</p> <p>R. Jozefowicz MD J. Risco MD G. Birbeck MD K. Lizarraga MD</p> <p>A. Vierhile NP</p> <p>C. Snider RN Hospital Unit Nursing Leaders</p>

Goal

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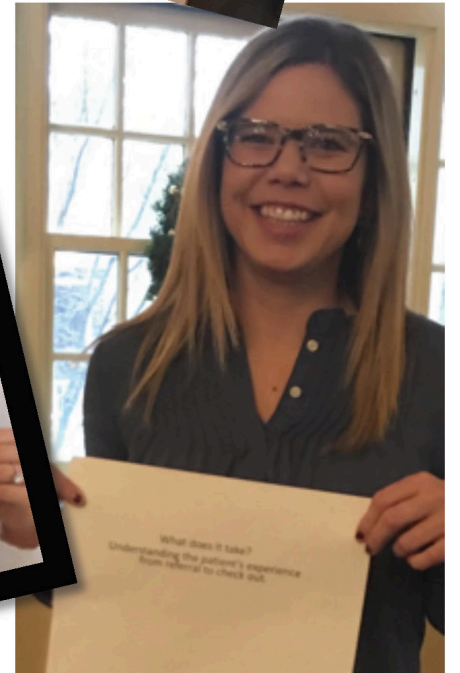
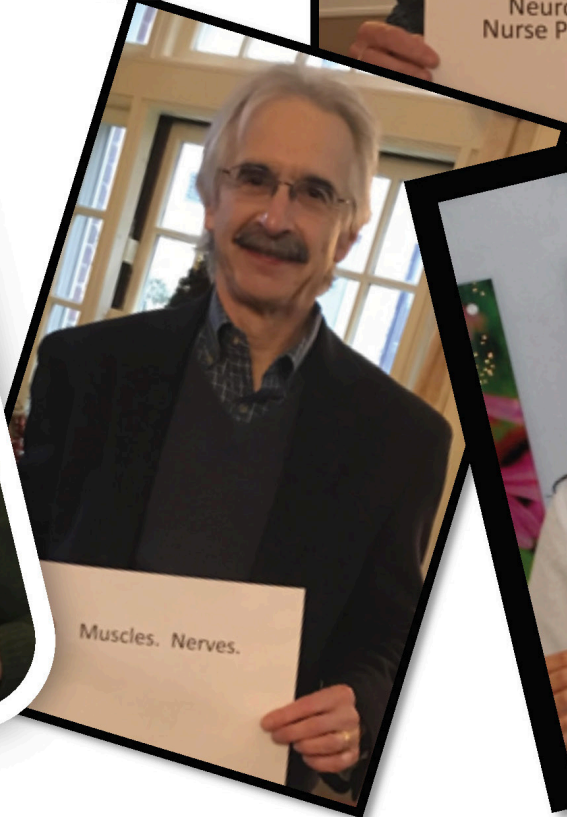
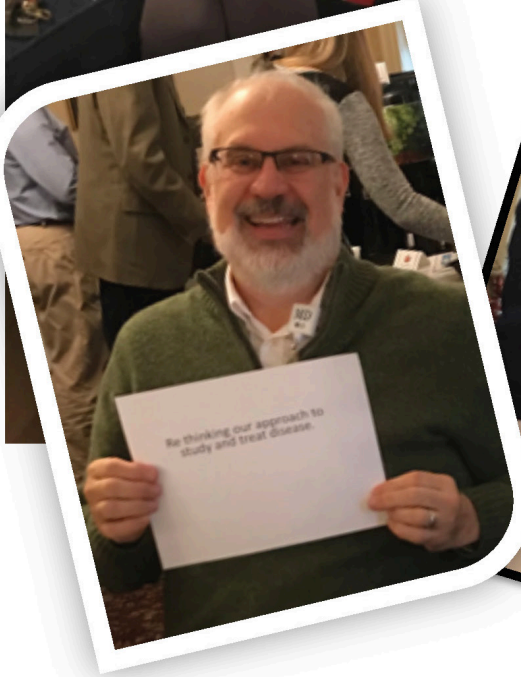
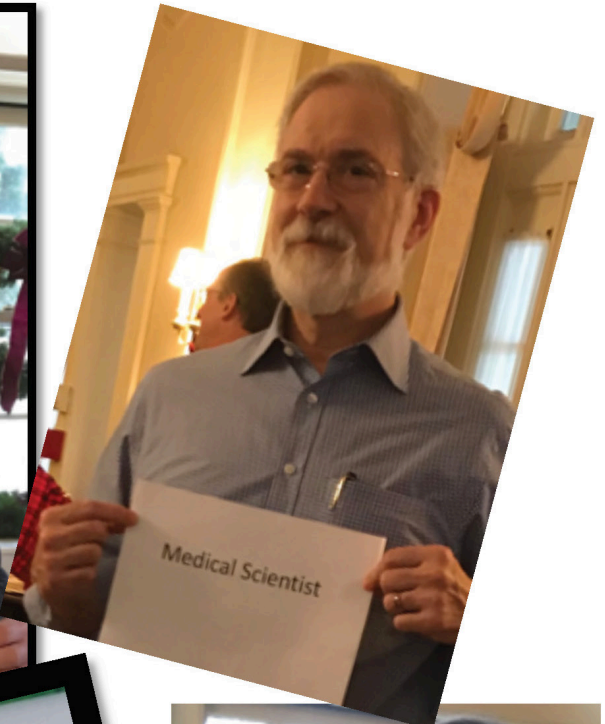
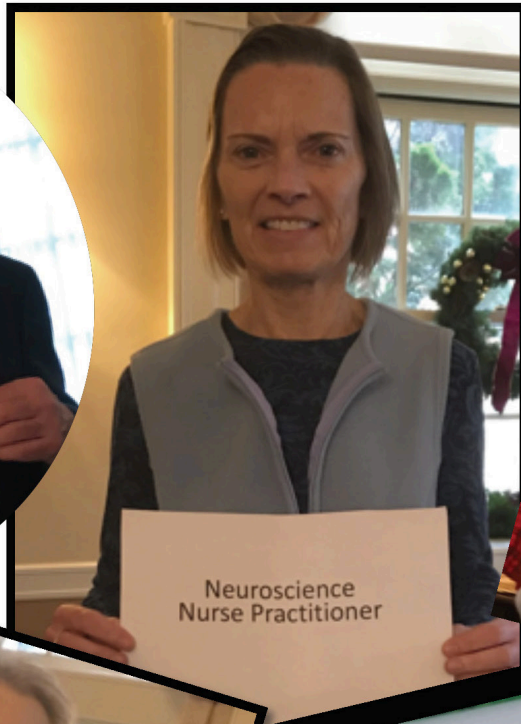
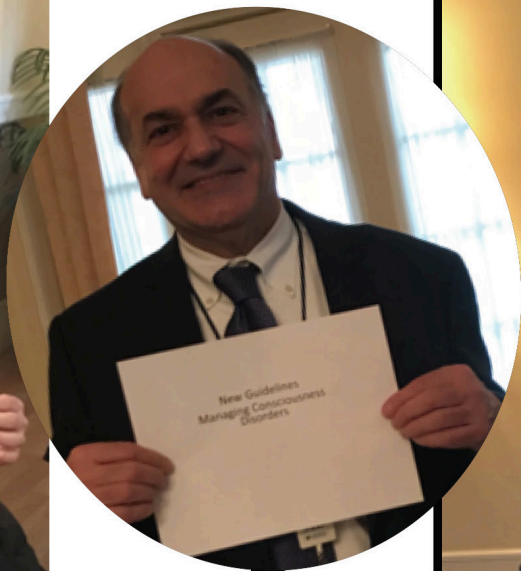
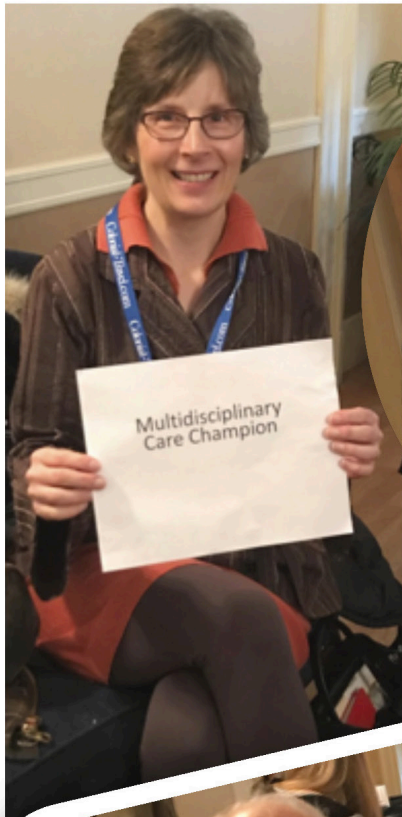
<u>What</u> (strategic priorities)	<u>How</u> (key resources/initiatives/deliverables)	<u>When</u> (timing)	<u>Win</u> (desired results/outcome)	<u>Who</u> (responsible leads)
<p><b>3.2</b> Develop new models of research training.</p>	<ul style="list-style-type: none"> <li>• Renew the T32 training program in experimental therapeutics and incorporate new dimensions of scholarship including regulatory science, enabling technologies, computational biology and rare disease research.</li> <li>• Expand research and scholarship experiences within the residency program and compete successfully for NINDS Research Education Grant (R25) Program for residents and fellows training program.                             <ul style="list-style-type: none"> <li>○ Reference the Mentoring and Career Development initiative (3.3 above).</li> </ul> </li> </ul>	<p>2019 – 2020</p> <p>2019</p>	<p>Future leaders are prepared in the field of experimental therapeutics in neurological diseases.</p> <p>Residents interested in clinical neurosciences have early research career pathways available.</p>	<p>Neurology Research Work Group</p> <p>R. Griggs MD R. Holloway MD J. Mink MD N. Mohile MD</p>
<p><b>3.3</b> Strengthen the support and mentoring programs for faculty at all levels of career development.</p>	<ul style="list-style-type: none"> <li>• Commission a <b>Mentoring and Career Development Work Group</b> to create a departmental culture within which faculty thrive and are valued for their contributions.                             <ul style="list-style-type: none"> <li>○ Refer to the Mentoring and Career Development Work Group strategy implementation action plan for details.</li> </ul> </li> <li>• Prepare succession plans for leadership positions anticipated to be in transition in the next three to five years.</li> </ul>	<p>2019</p> <p>2019 – 2023</p>	<p>Successfully implement the Mentoring and Career Development Work Group initiative.</p> <p>Recruit three to five leaders that will enhance programmatic development and opportunities.</p>	<p>Mentoring and Career Development Work Group</p> <p>R. Holloway MD</p>

**Goal**  
Continue a cultural shift toward an open, welcoming and nurturing environment for patients, families, faculty and staff.

<u>What</u> (strategic priorities)	<u>How</u> (key resources/initiatives/deliverables)	<u>When</u> (timing)	<u>Win</u> (desired results/outcome)	<u>Who</u> (responsible leads)
<p><b>4.1</b> Improve the work place environment for faculty and staff.</p>	<ul style="list-style-type: none"> <li>Commission a <b>Diversity and Inclusion Work Group</b> to fortify a prosperous culture by working to create diversity, inclusion and equality among the department of neurology workforce.                             <ul style="list-style-type: none"> <li>Refer to the Diversity and Inclusion Work Group strategy implementation action plan for details.</li> </ul> </li> <li>Assess and monitor our current cultural characteristics and determine our target culture to achieve the department’s goals.</li> <li>Based on input/feedback, implement changes to continue our prosperous culture shift, including:                             <ul style="list-style-type: none"> <li>Pilot scribes in selected divisions.</li> <li>Integrate career-life planning in the annual review process.</li> <li>Support and institute voluntary mindfulness training one or more times each year for faculty, trainees and staff.</li> <li>Encourage, support, and properly plan for one or more sabbatical among all eligible faculty.</li> </ul> </li> <li>Promote an “ever-better” culture of process improvement and responsiveness in an ever-changing academic environment.</li> </ul>	<p>2019</p> <p>2019</p> <p>2020 – 2023</p> <p>2019 – 2023</p>	<p>Successfully implement the Diversity and Inclusion Work Group initiative.</p> <p>A culture that fosters successful strategy implementation while reducing burnout, increasing professional fulfillment, and a continually refreshed and refined sense of belonging.</p> <p>Observable and demonstrated continuous improvement in our work place.</p>	<p>Diversity and Inclusion Work Group</p> <p>R. Holloway MD F. Marshall MD H. Schwarz MD Division Chiefs Everyone</p> <p>Everyone</p>

Goal  
Continue a cultural shift toward an open, welcoming and nurturing environment for patients, families, faculty and staff.

<u>What</u> (strategic priorities)	<u>How</u> (key resources/initiatives/deliverables)	<u>When</u> (timing)	<u>Win</u> (desired results/outcome)	<u>Who</u> (responsible leads)
<p><u>4.2</u> Improve patient engagement, satisfaction and outcomes and customize our approaches to fit patient and family needs.</p>	<ul style="list-style-type: none"> <li>Charter an operational team to develop and implement solutions regarding operational issues impeding patient access.                             <ul style="list-style-type: none"> <li>Implement a monthly divisional dashboard to track and trend established access targets.</li> </ul> </li> </ul>	2019	Performance improvement based upon meeting established access targets.	R. Villanueva MD H. Lesser MD Access Project Team
	<ul style="list-style-type: none"> <li>Improve existing and incorporate additional activities within our clinical operations including piloting e-consults, OpenNotes and other initiatives such as teleneurology (see 1.3 above).</li> </ul>	2019 – 2020	Enhanced patient engagement and improved patient/family satisfaction.	R. Villanueva MD T. Holmquist MD C. Tomcik MD
	<ul style="list-style-type: none"> <li>Provide more active patient participation in the research process, including before studies (setting priorities and providing access to clinical trials), during studies (information provided to participants), and after studies (evaluation of the patient experience).</li> </ul>	2021 – 2023	Patient representation on research groups and steering committees.	Neurology Research Work Group
	<ul style="list-style-type: none"> <li>Engage community and patient advocacy groups and complete at least two community engagement studies for input/feedback on how best to work with patients with neurological conditions.</li> </ul>	2019 – 2020	New relationships that increase motivation, empowerment, and conviction to strengthen community partnerships <b>and</b> community partnerships that endure distraction and overcome hurdles.	Faculty Principal Investigators <b>and</b> Research Coordinators





# Strategic Goal #5: Financial Resiliency

**Goal**  
Achieve financial resiliency and pursue ambitious philanthropy goals.

<u>What</u> (strategic priorities)	<u>How</u> (key resources/initiatives/deliverables)	<u>When</u> (timing)	<u>Win</u> (desired results/outcome)	<u>Who</u> (responsible leads)
<p><b>5.1</b> Secure the resources required to effectively implement the neurology department strategic plan.</p>	<ul style="list-style-type: none"> <li>• Build and scale a department infrastructure to support successful execution of the department strategic plan including six work group strategic plans and the divisional strategic plans.</li> <li>• Commission targeted work groups to develop and implement solutions for six key cross-cutting initiatives.               <ul style="list-style-type: none"> <li>○ Teleneurology (1.3 above)</li> <li>○ Quality and Safety (1.1 above)</li> <li>○ Neurology Research (2.1 above)</li> <li>○ Diversity and Inclusion (4.1 above)</li> <li>○ Adult Residency Redesign (3.1 above)</li> <li>○ Mentoring and Career Development (3.3 above)</li> </ul> </li> <li>• Develop a companion capital and space needs strategic plan to accompany the department strategic plan.</li> <li>• Educate members of the Neuromedicine Joint Operating Committee and our other partners on the value of neurology services and the impact of our downstream revenues.</li> <li>• Refer to and incorporate the strategic plans into the annual budgeting process and transactional business planning procedures.</li> </ul>	<p>2019 – 2020</p> <p>2019</p> <p>2019</p> <p>2019 – 2020</p> <p>2019 – 2023</p>	<p>Successfully resource and implement the department strategic plan (Building on Our Legacy) including designated work group initiatives and divisional strategic plans.</p> <p>Neuromedicine Joint Operating Committee members understand and appreciate the long-term strategy when preparing shorter-term, (e.g., annual) budgets.</p>	<p>R. Holloway MD Associate Chairs Division Chiefs Administrative Team</p>
<p><b>5.2</b> Effectively and optimally prepare for funds flow.</p>	<ul style="list-style-type: none"> <li>• Maintain a leadership role in the <i>Funds Flow</i> initiative by developing and using a consolidated financial report of department operations.</li> <li>• Ensure transparency and understanding of clinical and financial data with department and divisional leadership so we can effectively implement strategic plans and manage operations.</li> </ul>	<p>2019</p> <p>2019 – 2020</p>	<p>Strategic and management decisions are supported by regularly available consolidated financial statements along with department and divisional operations and financial reports.</p>	<p>R. Holloway MD Division Chiefs Administrative Team Everyone</p>

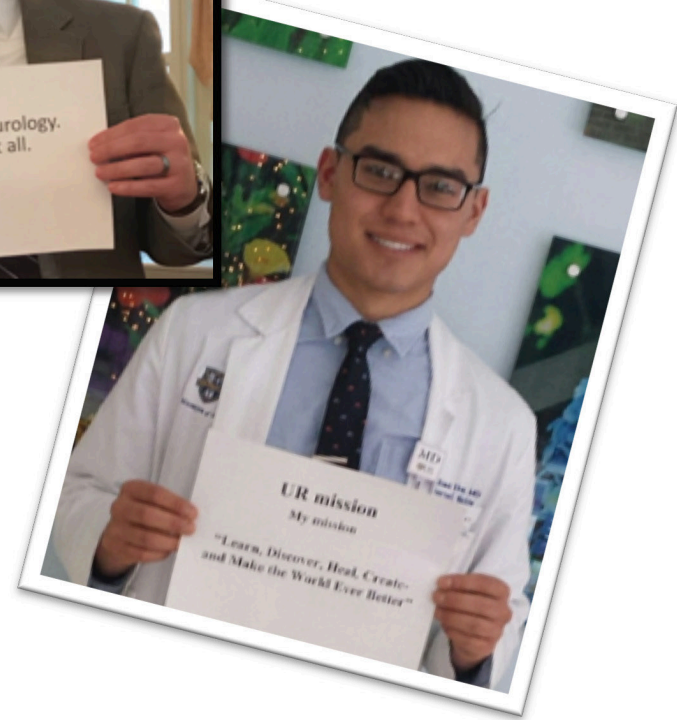
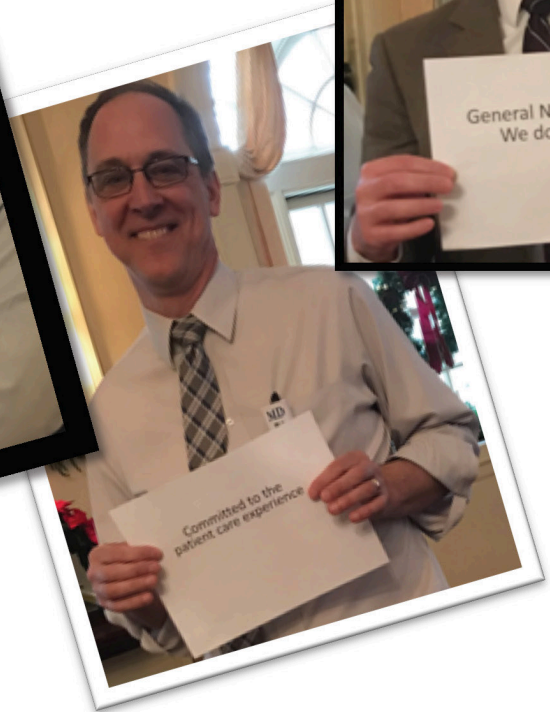
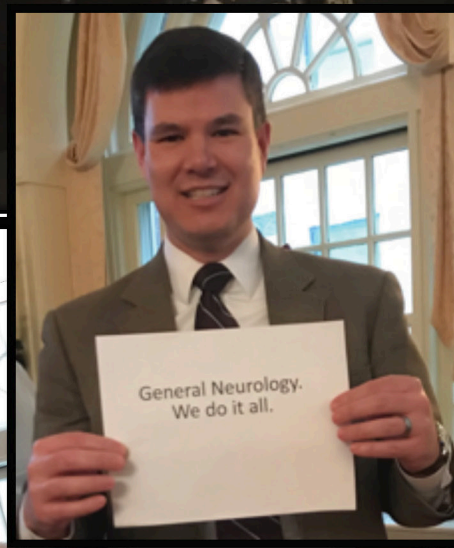
Goal  
Achieve financial resiliency and pursue ambitious philanthropy goals.

<u>What</u> (strategic priorities)	<u>How</u> (key resources/initiatives/deliverables)	<u>When</u> (timing)	<u>Win</u> (desired results/outcome)	<u>Who</u> (responsible leads)
<u>5.2</u> <i>continued</i> Effectively and optimally prepare for funds flow.	<ul style="list-style-type: none"> <li>Effectively incorporate annual department metrics within the <i>Funds Flow</i> initiative that are achievable and align with the enterprise-wide and department’s strategic plan.</li> </ul>	2019 – 2023	Annual alignment and success in achieving department <i>funds flow</i> metrics.	R. Holloway MD Division Chiefs Administrative Team Everyone
<u>5.3</u> Improve and regularly update revenue enhancement and expense control procedures.	<ul style="list-style-type: none"> <li>Work with hospital and faculty practice to obtain and maximize favorable contracts and optimize insurance reimbursements.</li> <li>Engage with the United Business Office and effectively work with our revenue cycle advisory and coding specialists.</li> <li>Educate and train our clinical faculty on how to appropriately and optimally bill for their clinical activities and document in the medical record for severity of illness.                             <ul style="list-style-type: none"> <li>Develop a faculty and resident training and coding program.</li> </ul> </li> <li>Annually update the department and faculty expense policies.</li> <li>Develop a departmental bridge-funding program with finite terms and deliverables specific to each investigator’s research and career plan.</li> </ul>	2019 – 2023  2019  2019 – 2021  2019 – 2023  2019	Year-over-year improvement in our financial performance.	R. Holloway MD R. Villanueva MD Administrative Team  R. Villanueva MD Administrative Team  R. Villanueva MD D. Roberts MD Administrative Team  R. Holloway MD Administrative Team
<u>5.4</u> Ensure a transparent, understandable and equitable faculty compensation plan.	<ul style="list-style-type: none"> <li>Annually update the faculty compensation plan by using benchmark information about salary and productivity.                             <ul style="list-style-type: none"> <li>Present the plan performance at the annual faculty meeting.</li> </ul> </li> </ul>	2019 – 2023	Improve compensation plan performance including increased faculty satisfaction.	R. Holloway MD Administrative Team  Chairs: Incentive Task Force

Goal  
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<u>What</u> (strategic priorities)	<u>How</u> (key resources/initiatives/deliverables)	<u>When</u> (timing)	<u>Win</u> (desired results/outcome)	<u>Who</u> (responsible leads)
<p><u>5.4</u> <i>continued</i> Ensure a transparent, understandable and equitable faculty compensation plan.</p>	<ul style="list-style-type: none"> <li>Obtain periodic input from faculty to facilitate transparency and understanding of equitable compensation policies and planning.</li> <li>Instill motivation and provide proper incentives to ensure all academic activities (clinical, teaching, research and administrative) are appropriately balanced to achieve our vision, mission and strategic plans.</li> </ul>	<p>2019 – 2023</p> <p>2019 – 2020</p>	<p>A culture of appropriately balanced and shared responsibility for all clinical, teaching, research and administrative activities.</p>	<p>R. Holloway MD Administrative Team Chairs: Incentive Task Force</p>
<p><u>5.5</u> Establish ambitious philanthropy goals with particular emphasis on discretionary endowment.</p>	<ul style="list-style-type: none"> <li>Increase participation in the philanthropy champions programs with all divisions proactively assist in developing donor relationships.                             <ul style="list-style-type: none"> <li>Attain one or two new philanthropy champions per year.</li> </ul> </li> <li>Support growth and expansion into novel areas of neuroscience and establish fundraising targets for unrestricted funds.</li> <li>Continue ambitious goals for endowed professorships and establishing endowed early career professorships.</li> </ul>	<p>2019 – 2021</p> <p>2020 – 2023</p> <p>2021 – 2023</p>	<p>Year-over-year improvement in gifts to support the department mission and vision.</p> <p>100k – 200k per year in unrestricted funding.</p> <p>Three or more new endowed professorships and three or more early career endowments.</p>	<p>R. Holloway MD Philanthropy Champions Everyone</p>

This is the Last Page of the Strategy and Implementation Action Plan for the Department of Neurology.



*“Building On Our Legacy”*

2019 – 2023

*“The Journey Continues”*

