

# Penn State Hershey Medical Center Penn State College of Medicine

## 2012–2013 Strategic Plan



The Penn State Hershey Strategic Plan for 2012-2013 has established ten broad institutional goals, each with specific departmental objectives. These goals will enable Penn State Hershey Medical Center to better serve its patients, students, and community and, at the same time, solidify its national reputation for excellence in teaching, research, and patient care in a rapidly changing healthcare and research environment.

## **MISSION**

---

We are committed to enhancing the quality of life through improved health, the professional preparation of those who will serve the health needs of others, and the discovery of knowledge that will benefit all.

## **VISION**

---

Achieve excellence through the integration of education, research, patient care, and service to the community.

## **CORE VALUES**

---

- Respect – for everyone
- Trust – honesty and integrity in everything we do
- Teamwork – internally and externally
- Equity – in resource allocation, responsibilities, rewards, and governance
- Compassion – for everyone
- Diversity – of our workforce, patients, students, and leaders
- Excellence – in everything we do



# 1

## ORGANIZATION-WIDE STRATEGIC GOALS

---

### **Goal 1: Educate the healthcare workforce of the future.**

Both healthcare delivery and healthcare research are rapidly evolving from individual to team endeavors, and are moving from large teaching hospitals into the community. In order to be a leader in this transition to train both the physicians and other health professionals who will make up the healthcare workforce of the future, and to develop the next generation of educational resources, Penn State Hershey will undertake the following educational initiatives.



- Complete the implementation of a new medical education curriculum.
- Develop/implement a program of inter-professional education.
- Evaluate to what extent medical student and resident training should shift to the outpatient environment, and how any such shift should be accomplished.
- Improve student performance by establishing a Learning Center open to ALL medical and graduate students.
- Enhance our Graduate Medical Education program by connecting the core competency curriculum to measurable outcomes.
- Complete the implementation of a Student Information System [Academic Management System] which is integrated with and communicates seamlessly with major related Penn State Hershey and University systems.
- Update the library facilities and infrastructure to create an electronic learning environment (Information Commons) designed to support the evolving information needs of students and investigators.
- Attract and Retain a Diverse Student Body, including underrepresented minorities and underserved populations.
- Attract, retain, and promote female faculty, staff, and others from underrepresented minority or demographically diverse backgrounds.
- Create a model for Health and Healthcare disparities research with University Park entities such as the Colleges of Health and Human Development and Nursing.



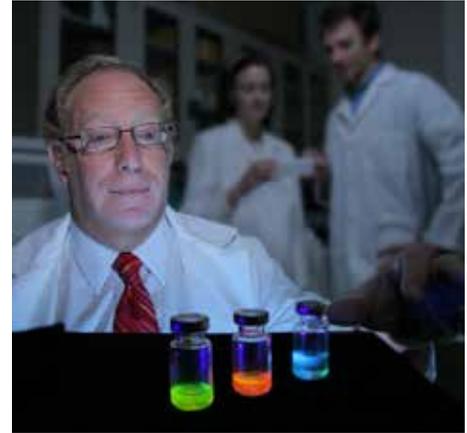
# 2

## Goal 2: Unite the programs that support education and educational research into a Center of Educational Excellence.

---

The foundation of educational excellence lies in the faculty. Penn State Hershey places high priority on developing faculty members as teachers and educational researchers, and in providing technological support, organizational support, and rewards for their efforts. Therefore, Penn State Hershey has established the following objectives:

- Increase the number of funded educational research projects and new educational programs at Penn State Hershey by 25%.
- Identify, inventory, and develop programs supporting excellence in teaching ( e.g.: Simulation Center, Woodward Grants, Faculty Development Programs, Junior Faculty Development Program, Continuing Education, Distinguished Educators, and Curriculum Evaluation Committee).
- Develop a Resource Center to support assessment across the educational programs and change focus from teaching to learning.
- Re-Structure the Financial Metrics for Educational Compensation.
- Enhance the recognition of excellence in teaching in the promotion and tenure process by establishing and promoting criteria for educational scholarship, e.g. educator's portfolio.



# 3

## Goal 3: Advance our leadership in biomedical science investigation and discovery.

---

The scope of biomedical research is constantly expanding, and excellence or leadership in any one area requires a focused effort. An important focus will be to leverage our emerging capabilities in personalized medicine in support of interdisciplinary research across our clinical and basic science departments by means of the following objectives:

- Link emerging capabilities of the College in X-Omics and bioinformatics with health and disease-topical clinical and translational research in other departments and institutes such as the Neuroscience Institute, Heart and Vascular Institute, Cancer Institute, and the Clinical and Translational Science Institute (CTSI).
- Establish a state-of-the-art biospecimen repository with active participation of Penn State Hershey patients.
- Facilitate novel scientific research into personalized medicine through enhanced genomic instrumentation, bioinformatics core capabilities, and the acquisition and analysis of other Big Data sets, including proteomic and metabolic.
- Support CTSI in facilitating a strategic plan that incorporates deep and longitudinal phenotyping of human health.

# 4

## **Goal 4: Build out advanced research informatics technologies and systems in order to facilitate scientific research and collaboration.**

---

Cutting-edge information technology is essential to be competitive in today's high-volume, large data set-driven scientific research environment. This is particularly true when leveraging the electronic health record and facilitating cross-campus collaborations to support biomedical research, as outlined in the following objectives:

- Optimize research use of the electronic health record (EHR) to support research.
- Enhance high performance computing between investigators at Penn State Hershey and University Park.

# 5

## **Goal 5: Strengthen our institutional research portfolio and graduate programs to promote institutional excellence in research and education.**

---

Excellence in scientific research and graduate education is an essential foundation for state of the art health care. Thus, the objectives for our growing research enterprise emphasize investments in our research infrastructure, professional research capacity, and enhanced graduate student experience:

- Enhance research development infrastructure to promote better quality and more highly focused and targeted grant submissions.
- Optimize access to intramural research resources, including expanded institutional core facilities in genomics, imaging, and bioinformatics.
- Invest in the careers of Penn State Hershey's faculty and professionals at all levels by providing training to advance their careers in directions that align with Penn State Hershey's strategic goals.
- Attract high quality graduate students and post-doctoral fellows by providing them with an exceptional research learning environment.
- Launch a cluster hire in basic Neurosciences.



# 6

## **Goal 6: Accelerate technology commercialization and the potential return on College of Medicine research expenditures.**

---

The increased focus on translational research and technology development presents unique opportunities for Penn State Hershey to achieve a greater return on its research investments. The following objective will provide the foundational element necessary to grow our commercialization efforts:

- Expand our internal and external innovation ecosystem in order to grow, connect, and leverage high value human capital.



# 7

## **Goal 7: Transform our process of healthcare delivery to meet evolving clinical, social, and economic needs.**

---

Our academic medical center, with a fully integrated ambulatory care network, medical center and college of medicine all under a unified leadership, is well positioned to lead the move toward an integrated health system providing a continuum of care based on the latest research. To establish this type of system, and to improve the quality and cost effectiveness of our current services, Penn State Hershey has established the following clinical objectives:



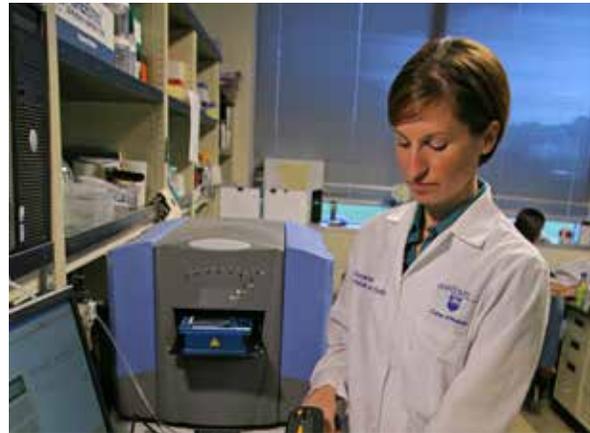
- Re-assess and focus on the future health service needs of the population we serve.
- Develop an Electronic Health Record that enhances care integration.
- Utilize data from the Electronic Health Record to standardize best practices in patient care.
- Enhance quality of care, access, and patient satisfaction.
- Excel as an integrated care organization by advancing the health system throughout Central Pennsylvania.
- Use translational research to change PSHMC clinical care
- Re-design processes of care to improve quality and reduce total cost.
- Recruit, develop, and retain at Penn State Hershey a highly skilled, motivated, and satisfied clinical workforce.

# 8

## **Goal 8: Establish process to translate genomic and personalized medicine testing into clinical practice.**

---

The full benefit of research in personalized medicine will be realized only with its integration into state-of-the-art clinical practice, as part of cost-effective, disease-specific testing strategies. The following objectives will develop processes and train faculty physicians to effectively use personalized medicine testing in providing patient care.



- Design a central resource for handling specimens for personalized medicine testing.
- With relevant clinical groups, design disease specific testing paradigms to guide ordering of personalized medicine testing.
- Determine which tests would be most cost effective to establish at Penn State Hershey through the development of business plans to assess the cost-effectiveness of the new tests.
- Educate faculty and trainees regarding the availability, indications, and cost-effectiveness of personalized medicine tests.

# 9

## **Goal 9: Expand our Regional Medical Campus in University Park.**

---

The continued growth of our Regional Medical Campus presents us with a unique opportunity to extend the Penn State Hershey research mission to University Park, expand our capacity to train future health care providers, and enhance collaboration between our faculty members at both campuses, while providing more State College residents access to the most advanced medical care. The following objectives are designed to take advantage of this opportunity:

- Extend research missions to the Regional Medical Campus.
- Develop a Family and Community Medicine Residency at the University Park Regional Campus.
- Increase the number of Penn State University lives cared for and the number of outpatient visits by Penn State Hershey Medical Group.
- Increase the comprehensiveness of the medical student clinical curriculum at University Park.
- Recruit clinical faculty to University Park to support the teaching, research, and clinical missions.
- Evaluate space needs for continued expansion of the University Park Regional Campus.

# 10

## **Goal 10: Expand the scope of community services initiated by Penn State Hershey and its faculty, students, and staff.**

---

Penn State Hershey strives both to identify and to meet the needs of our larger community and to teach students, staff, and faculty the central role of service in our lives. Therefore, the following objectives established by Penn State Hershey will provide a framework for expanding service and community engagement efforts by faculty, students, and staff, with a focus on those efforts related to wellness and a healthy life style.

- Publicly promote the values of diverse faculty, staff, and students at Penn State Hershey.
- Invite the surrounding community onto the Penn State Hershey campus for the purpose of engaging them in health, wellness, and learning opportunities.
- Assess the health needs of Penn State Hershey's communities and develop implementation plans to meet those needs.
- Become a community center for wellness and healthy living.

