



Strategic Plan 2019 – 2024

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I. Overview

New Jersey Medical School (NJMS) was founded in 1954 as the Seton Hall College of Medicine and Dentistry. Based at the Jersey City Medical Center in Jersey City, New Jersey, the College matriculated its first class of 80 students in September 1956.

In 1964, the College was acquired by the State of New Jersey. One year later, the Seton Hall College of Medicine and Dentistry was renamed the New Jersey College of Medicine and Dentistry. In 1968, state officials, in considering a move to Newark, met with community representatives and established the Newark Agreements, providing the city with public-sector healthcare services, and placing emphasis on recruiting minority students and providing employment opportunities. Our medical school became formally known as New Jersey Medical School when Governor William T. Cahill signed the Medical and Dental Education Act in June 1970. In September 1971, the entering class of 113 students included an unprecedented 28 minority students, demonstrating NJMS' commitment to diversity. Today, New Jersey Medical School graduates approximately 178 physicians each year, of which 21-24% are underrepresented minority students and 13-18% are out of state students.

New Jersey Medical School is comprised of the Medical Science Building, the International Center for Public Health, the Rutgers Cancer Institute of New Jersey, Newark Campus. Clinical services provided by Rutgers faculty are at the Doctors Office Center (DOC), the Rutgers Cancer Institute of New Jersey at University Hospital, University Hospital's Ambulatory Care Center, and University Hospital. In addition, there are many satellite in Northeast New Jersey that are staffed by Rutgers NJMS Faculty across many disciplines.

In 2013, New Jersey Medical School became part of the Rutgers Biomedical and Health Sciences (RBHS) of Rutgers University. As part of RBHS, NJMS has unprecedented opportunities for collaborative achievement in the areas of research, medical and graduate student education/research training, clinical initiatives, and community outreach. Rutgers University and RWJBarnabas Health have formed a public/private partnership that is currently undergoing implementation. In addition, NJMS has a number of key affiliates including University Hospital, VA New Jersey Health Care System, and Kessler Institute.

The strategic planning process aims to establish a direction for NJMS that will guide our actions, activities, and investments over the next five years in ways that strengthen our regional, national, and international reputation as leaders in academic medicine. The Strategic Plan is designed to align with the initiatives and goals of RBHS, and establish additional collaboration initiatives with other RBHS schools, including RWJMS.

II. Mission, Vision and Values

A. Mission

To prepare humanistic leaders in global healthcare and pioneering science by building upon our strengths of diversity, educational innovation, immersive clinical training, and transformative research.

B. Vision

NJMS aspires to optimize health and social well-being by:

- Providing cutting edge tertiary and quaternary medical care of distinction and serving all patients.
- Enhancing our position as the top biomedical research institution in the state of New Jersey.
- Creating a culture of intellectual curiosity and lifelong learning in a welcoming and inclusive environment.
- Advancing the health, education and care of all people whom we serve, including underserved and vulnerable populations, by preparing an educated and diverse workforce.

C. Values

In pursuit of our mission and vision, we value:

- Integrity & Professionalism
- Diversity & Inclusion
- Humanism & Equity
- Leadership & Collaboration
- Innovation & Intellectual Rigor
- Wellness & Balance

III. Strategic Planning Process for Review and Updates

In order to build a culture of strategic planning and thinking we will collect data from the designated units of the medical school, RBHS or Rutgers University as stipulated in this plan. This will assess progress towards meeting stated outcomes and allows for timely review and recommendations to Faculty Council and the Dean. Findings will note the progress or completion of metrics and may result in modification and/or introduction of new goals or metrics. Furthermore, in building a more responsive organization this process of review allows NJMS to be an institution which provides the support and infrastructure necessary for faculty, students, staff, trainees and others to achieve the excellence we seek.

As presented by the Dean and approved in the Faculty Council minutes, we have established the NJMS Accreditation and Monitoring and Continuous Quality Improvement (AMCQI) unit housed within the Office of Accreditation and Professional Development, to:

- Guide the school through the accreditation process by staying abreast of LCME requirements, school performance standards, and providing the administrative support for the Faculty Accreditation Lead and Team.

- Ensure continuous monitoring and assessment of policies, processes and outcomes while achieving all aspects of the strategic plan and the school’s mission and goals.
- Conduct a comprehensive review of each standard every three years recognizing that some standards will continue to be reviewed annually and others on a triennial basis.

Furthermore, the AMCQI Steering Committee will be comprised of educational leadership from the major affiliate sites, the Office of the Executive Vice Dean, Committee on Curriculum, Academic Programs, and Policies (CAP2) leadership, as well as students, and will meet on a quarterly basis. The findings will be reported to Faculty Council on an annual basis and sent to the Institutional Planning and Development Committee for discussion, and recommended changes to the NJMS Strategic Plan that will subsequently be sent to Faculty Council for final approval.

IV. Strategic Priorities

To attain our mission and vision, the focus of NJMS activities and investments over the next five years will be based on building the four key mission areas.

A. Education

Our students and postgraduate trainees significantly influence the future of health care globally. Faculty work to ensure that our students and trainees learn to listen, engage, dialogue and collaborate with their patients as well as other members of the health care team. To achieve this goal, action is needed to ensure that we remain abreast of the latest educational models, teach the skills necessary for lifelong learning, and expose faculty, students and staff to opportunities for leadership roles in education, clinical and investigative medicine and health care delivery.

The students and postgraduate trainees we accept are not only academically accomplished but also personally qualified to be effective, compassionate and collaborative physicians. We select a talented and diverse class of students who vigorously contribute to and care for the community and society as a whole. We give balanced consideration to a range of attributes including academic excellence as well as various other dimensions such as socioeconomic status, language spoken, gender, race, ethnicity and sexual orientation. At NJMS we believe in the spirit of humanism, integrity and compassion.

Goal: To be a nationally recognized medical education program that prepares diverse students and trainees to be 1) competent and collaborative practitioners of medicine, 2) participants in lifelong learning, 3) users of evidence based medicine as a guide to their clinical practice, and 4) prepared educational leaders with an understanding of the health of underserved and vulnerable populations.

Initiatives necessary to meet the education goal:

Initiative 1. Pursue novel approaches to teaching and experiential learning	
Outcome Metrics	
<ul style="list-style-type: none"> • Develop measures to assess the effectiveness of new programs - Accelerated 3-Year Primary Care track and Distinction Programs in Education, Service, Urban Health, Research, Global Health, and Entrepreneurship - such as how many participants, loan indebtedness, retention in primary care, and match outcomes. • Annually evaluate programs that foster inter-professional and inter-disciplinary collaborative educational opportunities. • Increase student and faculty participation in interprofessional collaborative practice for undergraduate and graduate medical education. • Remodel and redesign small and large group learning spaces. • Track active learning via multi-modal teaching and technological advances in the curriculum. • Integrate the Triple Aim¹ by advancing health systems science through collaboration with RBHS schools and clinical affiliates. 	<ul style="list-style-type: none"> • Develop a robust system for monitoring and evaluations of the NJMS competencies staying abreast of emerging trends in medical education and healthcare. • Implementation of a new taskforce charged with developing clinical simulation laboratories across RBHS and RWJBH campuses. • Active participation in the integration of RBHS and RWJBH GME programs to increase national reputation and pipeline for NJ workforce. • Integrate best evidence into daily practice to foster lifelong learning. • Track the effectiveness of the health equity and social justice curriculum through residency survey, the AAMC Graduation Questionnaire (GQ) and end of course and clerkship evaluations.
<p>The NJMS Office of Education will track the progress of Initiative 1 with assistance from the Office of the Executive Vice Dean. Annual updates will be provided to the AMCQI and Institutional Planning and Development Committees which may recommend changes to the strategic plan to Faculty Council.</p>	

¹ The IHI Triple Aim includes improving the patient experience of care (including quality and satisfaction), improving the health of populations and; reducing the per capita cost of health care.

Initiative 2. Promote methods to attract, develop and advance diverse and inclusive trainees and faculty in order to maintain an optimal learning environment	
Outcome Metrics	
<ul style="list-style-type: none"> • Track the results of surveys such as the GQ, Y2K, ACGME, and wellness to support physical, mental and spiritual health in ways that are culturally sensitive to foster a positive and inclusive learning environment. • Secure increased funding opportunities to support our diverse educational mission. • Support programs to develop future talented and diverse students in the sciences through our relationships with K-12 institutions, undergraduate programs, other medical schools and community based organizations. 	<ul style="list-style-type: none"> • Expand the Rising Stars Program to ensure retention of our talented medical students as residents and faculty. • Annually benchmark our efforts to ensure diversity among our student body, trainees, and faculty including their advancement and presence in leadership roles. • Increase enrollment in faculty development seminars and one-on-one meetings linking this to the faculty development plan, mentor engagement, and role as educators.
<p>The NJMS Office of Accreditation and Professional Development will track the progress of Initiative 2 with assistance from the Office of the Executive Vice Dean. Annual updates will be provided to the AMCQI and Institutional Planning and Development Committees which may recommend changes and submit progress reports to Faculty Council.</p>	

B. Research

Research is a pillar of academic excellence. The faculty of NJMS have developed many successful research programs but additional effort is needed to improve and expand research that will ultimately define human biology and methods for treating human pathology. To achieve this goal, action is needed to improve intramural capabilities and processes within Rutgers to enhance our research programs.

Goal: Build on our prominence in biomedical research to promote progress and innovation in basic and translational science through core research services and infrastructure.

Initiatives necessary to meet the research goal:

Initiative 1. Improve CORE research services and infrastructure basic, clinical and translational research.	
Outcome Metrics	
<ul style="list-style-type: none"> • Annually evaluate the number CORE service users, publications that include core-generated data, extramural awards in which CORE services are an integral component. • Annually evaluate Core services returns from extramural and intramural grant funding and competitiveness with other service providers. • Establish a baseline inventory of equipment. • Leverage our strengths to foster interdisciplinary cores across campuses. 	<ul style="list-style-type: none"> • Demonstrate aid with grant submissions and data analyses, for example by the end of Year 5, NJMS will have established a Biocomputational Core, a repository of normal/pathological human tissues, cell imaging core, and a whole animal imaging core. • Continued development and investment in new technologies including a new Cryo-EM facility and Metabolomics Core.
<p>The NJMS Office of Research will collect data for Initiative 1 and submit its findings to the Faculty Investigators Committee for preliminary review and recommendations to the Institutional Planning and Development Committee for further discussion and potential recommended changes to the strategic plan requiring approval by Faculty Council.</p>	

Initiative 2. Optimize regulatory processes for research work	
Outcome Metrics	
<ul style="list-style-type: none"> • Establish a working-group to interface with the Rutgers Research Regulatory Affairs (RRA). • Streamlined methods for collaborative work with (1) Institute for Translational Medicine and Science (2) affiliated hospitals to carry-out research (via clinical research agreements) (3) other medical schools and health sciences institutions, and (4) commercial entities. 	<ul style="list-style-type: none"> • Evaluate current metrics in regard to processes, time to approval of research activities, such as clinical trial agreement execution, IACUC, IRB, Biosafety, Radiation Safety, and hiring staff and faculty. • Annually evaluate the number of protocols and amendments reviewed, modified and ultimately implemented by faculty.
<p>The NJMS Office of Research will collect data for Initiative 2 and submit its findings to the Faculty Investigators Committee for preliminary review and recommendations to the Institutional Planning and Development Committee for further discussion and potential recommended changes to the strategic plan requiring approval by Faculty Council.</p>	

Initiative 3. Optimize research and sponsored programs and grants administration services to increase revenue from collaborative clinical, basic science and translational research.	
Outcome Metrics	
<ul style="list-style-type: none"> • NJMS will establish a working-group to interface with the Rutgers Office of Research and Sponsored programs (ORSP) and the NJMS Office of Research. • Pre-award and post-award process improvement for all extramural and intramural funding. • Annually evaluate the quantity of extramural support request made as an indicator of a streamlined process for extramural grant submissions. 	<ul style="list-style-type: none"> • Annually evaluate the type of funding (e.g. National Science Foundation, private donors) agencies that support NJMS research programs, as well as the success rate of submitted funding proposals. Develop a dashboard that will allow for tracking, improvement and expansion upon funding opportunities to researchers.
<p>The NJMS Office of Research will track the progress of Initiative 3 with assistance from ORSP. The Institutional Planning and Development Committee will review progress which may lead to recommended changes in the strategic plan requiring approval by Faculty Council.</p>	

C. Clinical

Due to the evolving landscape of healthcare from fee-for-service to value-based care and reimbursement environments, we are challenged with balancing operational efficiency, profitability and efforts to improve quality and patient satisfaction while at the same time optimizing access to medical services to the people of our community.

Through our partnerships with the RWJ Barnabas Health, University Hospital and several other hospital partners, our focus is on promoting health equity by addressing the social determinants of health. Rutgers NJMS and University Hospital are continuing to transition the ambulatory practices to University Hospital with the ultimate goal of having one single, unified, high functioning and high quality practice on the Rutgers NJMS/University Hospital campus. As an example, the Rutgers Center for Transgender Health (RCTH) is a collaborative center that provides a full spectrum of medical, psychiatric and surgical care for the transgender person. This program celebrates diversity and inclusion by delivering world-class, person-centered care for patients with an emphasis on access to care, reducing LGBTQ health care disparities and improving overall health and wellness.

NJMS and University Hospital have recently directed significant resources toward our Liver Transplant and future Simultaneous Liver-Kidney Transplant and Electrophysiology programs at University Hospital which will benefit our community. In addition, through our partnership with RWJ Barnabas Health, we have expanded our Cardiothoracic Surgery, ENT, Gynecology/Oncology, General Surgery, Orthopedics, Pathology, Pediatric Pulmonology, Pain Management, Vascular Surgery, Physical Medicine & Rehabilitation, Hepatology, and Neurology programs.

Goal: To improve access and provide high quality, cost effective, high value medical care to members of the local community and to partner with RWJ Barnabas Health, University Hospital and others to expand services and promote health equity, diversity & inclusion and wellness.

Initiatives necessary to meet the clinical goal:

Initiative 1. Continually improve the quality of services provided by our clinical programs.	
Outcome Metrics	
<ul style="list-style-type: none"> • Each clinical department sets its own specialized quality metrics. • Programs that meet 90% or more of their quality metrics are considered to have hit the “high” tier for the Quality Metric. • Develop innovative programs that improve the health of the population we serve in areas that have been identified to be challenged in our community including cardiovascular disease, addiction medicine, chronic infectious diseases, digestive health, and mental/behavioral health. 	<ul style="list-style-type: none"> • Expand culturally and linguistically sensitive care in our daily practice and healthcare culture (i.e. Language Phone and Video Interpretation including hearing impaired available for all practices). • Provide culturally-appropriate medical treatment to our community as part of routine clinical services.
<p>Each clinical department tracks its own quality metrics and reports progress on achieving those metrics to Office of Clinical Affairs on an annual basis. Clinical Affairs maintains a tally of the quality scores for the individual departments as well as an average medical school wide quality score. An overall annual summative report will be provided to IPD for review and any recommended changes to the strategic plan. This would then be sent to Faculty Council for review, changes and final approval.</p>	

Initiative 2. Improve patient satisfaction.	
Outcome Metrics	
<ul style="list-style-type: none"> • Patient Satisfaction is tracked by Press Ganey surveys with results being reviewed on a monthly basis by the clinical departments. • Monitor online patient satisfaction through an agreement with Reputation.com. Reputation.com reports positive and negative online postings made by patients which are subsequently brought back to the clinical departments and clinical faculty. 	<ul style="list-style-type: none"> • Programs that increase their Patient Satisfaction scores by more than 4% by the end of the year are considered to have hit the “high” tier for Patient Satisfaction.
<p>The clinical departments and Office of Clinical Affairs are able to monitor the patient satisfaction survey results on an ongoing basis through the Press Ganey secured site. Office of Clinical Affairs keeps track of the patient satisfaction scores on a monthly basis and reviews outliers with the appropriate departments. Online postings by patients are continually reported to the clinical departments and appropriate faculty in order to improve the patient experience. An overall annual summative report will be provided to IPD for review and any recommended changes to the strategic plan. This would then be sent to Faculty Council for review, changes and final approval.</p>	

Initiative 3. Optimize Patient Access to medical services	
Outcome Metrics	
<ul style="list-style-type: none"> • Improving patient access to our quality medical services to the community is a very important initiative and is tracked on a monthly basis. • “New Patient” ambulatory appointments as a percentage of total patient appointments for each clinical department/program are tracked. • Increase overall patient volume in the ambulatory practice is measured by billed visits. 	<ul style="list-style-type: none"> • Department/Programs that increase the percentage of “New Patient” ambulatory practice volume by 4% compared to the previous year are considered “high” tier for Patient Access.
<p>The clinical departments and Office of Clinical Affairs monitor patient access to our clinical services on a monthly basis by reviewing billed visit volume in the ambulatory practice. Data from the University Hospital Call Center regarding the speed to answer patient telephone calls are also tracked. Office of Clinical Affairs keeps track of patient access data on a monthly basis and reviews it with the department annually. An overall annual summative report will be provided to IPD for review and any recommended changes to the strategic plan. This would then be sent to Faculty Council for review, changes and final approval.</p>	

D. Community

NJMS in collaboration with RWJMS, University Hospital, RWJBH, and other affiliates will continue building and sustaining relationships with local and global communities as partners in fostering the health and well-being of the community by facilitating access to care and addressing the social determinants of health.

Given the importance and benefit to the residents of New Jersey, NJMS commits to a comprehensive integrative model for wellness, health, outreach, prevention, and the development of primary care workforce strategy to address the needs of the community and the national shortage

of primary care providers. NJMS will strengthen collaborative relationships that are interprofessional and interdisciplinary building on existing primary care research activities across RBHS and other institutions.

Goal: To provide education and service to Newark, the surrounding communities, and globally with a focus on diverse populations, including vulnerable and marginalized people, through an integrated approach to education, career awareness, development, recruitment and retention of primary care providers, and interdisciplinary efforts and programs to increase workforce diversity.

Initiatives necessary to meet the community goal:

Initiative 1. Cultivate community service and engagement	
Outcome Metrics	
<ul style="list-style-type: none"> • Promote the Culture of NJMS by utilizing Internal and External Branding to unite students, faculty, and supporting staff with the greater Newark Community. • Track the impact of service learning on the learner and communities served by the program. • Strengthen primary care education, research initiatives, and community participating and engagement. • Strategically integrate the goals of NJMS across common community oriented goals within Rutgers and the surrounding community. 	<ul style="list-style-type: none"> • Continue to increase the number of Pozen community service funded programs (Pozen Scholars Program) for students and faculty and disseminate best practices. • Increase the number of faculty and trainees that participate, collaborate, and engage with the NJMS and RBHS Offices of Global Health.
<p>The Assistant Dean of Primary Care and Community Initiatives will prepare an annual report for discussion, review, and recommendations by the following administrative units and committees: AMCQI and CAP2. The Office of the Executive Vice Dean will then provide progress in meeting these outcomes to the Institutional Planning and Development Committee for further discussion and recommendations to these committees and Faculty Council.</p>	

Initiative 2. Improve the health of the community through primary care initiatives and workforce diversity	
Outcome Metrics	
<ul style="list-style-type: none"> • Expand Primary Care workforce development through the Accelerated medical education track, Urban Health track, and combined medicine and public health and preventive medicine opportunities. • Expand Primary Care initiatives through the establishment of integrated models of care to address the needs of the community and external collaborations with primary care service organizations to deliver high quality and value-based care. 	<ul style="list-style-type: none"> • Annually track the impact of our pipeline programs on workforce diversity in medicine and other health professions. • Annually benchmark our efforts to ensure diversity among our student body, trainees, and faculty. • Support programs to develop future talented and diverse students in the sciences through our relationships with K-12 institutions, undergraduate programs, other medical schools and community-based organizations.
<p>The Assistant Dean of Primary Care and Community Initiatives and the Office for Diversity and Community Engagement will prepare an annual report for discussion, review, and recommendations to Executive Vice Dean who will then provide progress in meeting these outcomes to the Institutional Planning and Development Committee for further discussion and recommendations to the Dean and Faculty Council.</p>	

Initiative 3. Increase philanthropic funding and branding of our programs	
Outcome Metrics	
<ul style="list-style-type: none"> • Track and develop programs that decrease medical student indebtedness. • Increase engagement of our alumni resulting in a commensurate increase in alumni giving. • Increase in monies from philanthropic organizations, alumni and satisfied patients to support innovative research, clinical and education programs. 	<ul style="list-style-type: none"> • Develop an over-arching marketing theme tied to all of our missions in collaboration with RBHS, RWJBH and other partners. • Promote our scientific achievements through marketing to improve recognition at the local, state and national level.
<p>The Office of Accreditation and Professional Development will collect data on an annual basis from the Office of the Chief Operating Officer (COO), Alumni Affairs and Rutgers Foundation. This report will be provided to the Institutional Planning and Development Committee for review and recommendations to the Dean.</p>	