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Strategy for Growing Excellence

Mission & Vision Statement

Our mission is to impact the practice of medicine through **discovery** and **education**. Our vision is to achieve this mission through **continuous quality improvement**.

The pursuit of excellence requires a learning organization grounded in **leadership**, **innovation**, and **compassionate care** that can translate new knowledge into **better human health**.

These attributes are interwoven by professionalism dedicated to **teamwork**, **collegiality**, and **social and intellectual diversity**.

Such values promote the best interests of medicine and further strengthen our social contract with the community we serve.

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Strategies for Advancing Our Academic Mission

MISSION

Impact the practice of medicine through discovery and education to improve human health.

Advance the Research Enterprise	Enhance the Educational Enterprise	Strengthen the Clinical Enterprise	Advance Diversity & Inclusion	Focus on Community Engagement

RESULT

Enhanced reputation as a learning organization.

Strategies to Advance Research

- Achieve top decile among academic medical centers as measured by NIH funding and impactful discoveries that advance human health

- Stimulate the growth of novel translational and interdisciplinary programs

- Expand our research space and portfolio to advance academic reputation

- Focus on recruiting and maintaining faculty excellence

- Secure the necessary resources to achieve our long-range financial plan

- Advance collaborations inside and outside of Northwestern

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Strategic Research Opportunities

Cross-Cutting Themes

FOCUS AREAS

Cardiovascular · Cancer · Neuroscience · Transplantation · Diabetes, Obesity and Metabolism · Women and Childrens' Health · Infection and Resistance · Human Behavior

ADDED 2017
- Healthcare Engineering, Analytics & Outcomes
- Computational Biology and Big Data
- Healthy Aging
- Health Policy and Economics
- Precision Medicine/ Pharmacogenomics/EDW 2.0

ORIGINAL 2012
- Epigenetics/Genes/Proteomics/Metabolomics
- Imaging
- Regenerative Medicine/Tissue Engineering
- Translational Nanotechnology
- Public Health and Medicine
- Clinical and Translational Medicine
- Immunology/Immunotherapy

FOUNDATIONAL EXCELLENCE

Current Progress:
- National Reputation
- Established Strength
- Building
- Opportunity

Research Indicators

- Target goal: median research dollars of top 15 medical schools in annual NIH funding

- Improve space productivity

- Increase number of high impact publications, patents, and start-up companies

- Grow the enrollment of patients into clinical trials

- Validate our excellence by improving external rankings (e.g., *US News and World Report* and NIH)
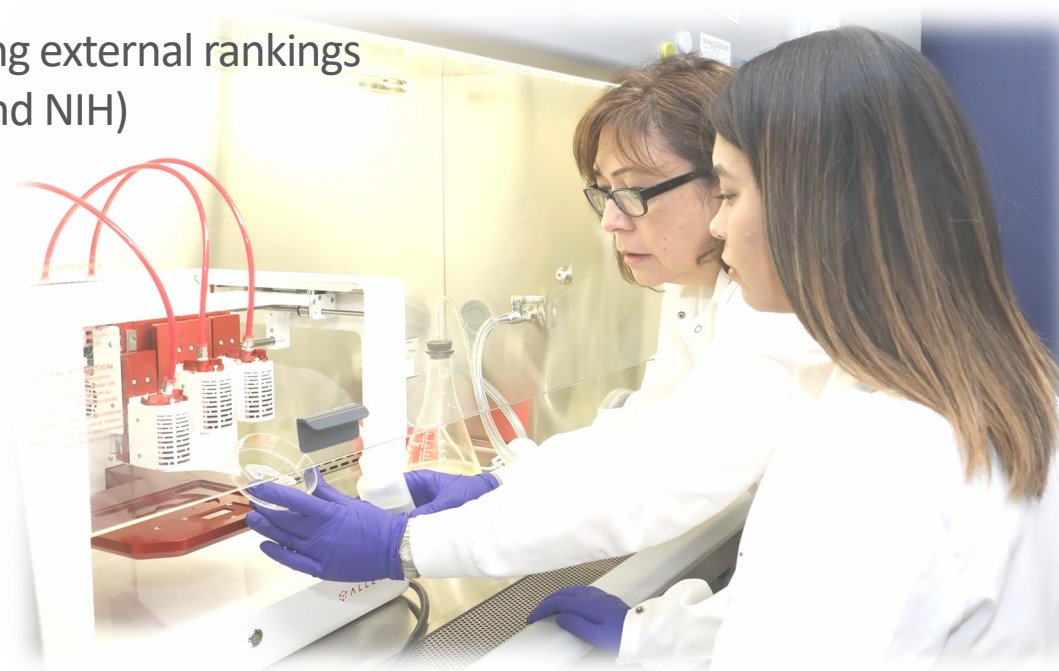
Strategies to Enhance Education

- Advance core attributes of a medical education:
  - Teach an obligation to serve patients to our best ability, no matter circumstance—this is the principle of altruism
  - Commitment to use best science and evidence to treat our patients—this is the principle of competency
  - Foster improvements to population health—this is the principle of equity and social justice
- Reduce cost as an impediment to educating best students
- Imbue trainees with a strong sense of professionalism
- Cultivate more students and trainees who are interested in research-intensive careers
- Develop future leaders in academic medicine

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Education Indicators

- Growth in numbers of research-inclined students and trainees
  - Number of publications by students and residents
  - Number of fellows (and/or residents) on training grants or with individual fellowship award
- Continue to maintain academic excellence of trainees
  - MCAT and GPA of incoming medical students
  - USMLE scores
  - AOA members and matches to/from top 25 medical schools
- Increase financial aid through fundraising

Clinical Enterprise Strategies

- Become exemplars for best clinical practice that promotes equitable access to care

- Maintain patients first mission

- Set a high bar for clinical value = quality ÷ cost

- Create a sustainable and accountable clinical enterprise through teamwork and workforce expansion, as appropriate, to maintain excellence

- Work collaboratively with clinical leadership and health system to achieve long-range objectives beneficial to all

- Create a learning health system where every clinical encounter is an opportunity for discovery, research to improve care or participation in a clinical trial

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Clinical Enterprise Indicators

- Increase likelihood to recommend percentages

- Remain vigilant in providing appropriate and cost-effective care (e.g. cost/discharge)

- Right-size our clinical workforce to come in line with a work-life balance that retains best clinicians and scientists

- Ensure that the health system achieves it long-range financial objectives through cost-effective clinical growth

Diversity and Inclusion Strategies

- Promote cultural engagement through increased awareness and commitment to inclusiveness

- Create a safe and healthy learning environment that embraces individual learning differences

- Make zero tolerance of inappropriate comments and behaviors a core competency at all levels

- Reduce the intrusion of micro-aggressions into our daily conversation and actions without abrogating the expectation for self-improvement

- Ensure the success of new students, residents and faculty by providing more career advising and mentoring

Diversity and Inclusion Indicators

- Maintain current high percentages of URM students and residents

- Increase number of offers of academic faculty appointment made to URM candidates identified through national searches

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Community Engagement Strategies

- Promote more teaching and practice in the community
- Cultivate an increased awareness of inclusivity that focuses on community and disparities research
- Encourage faculty to build partnerships with community and global organizations
- Provide community training to advance partnerships
- Offer technical assistance to support collaborative research
- Increase the number of lay research summaries or policy documents authored by Feinberg faculty
- Provide information that empowers community residents to make proactive healthcare decisions

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Community Engagement Indicators

- Develop programs to address community need and accessibility of healthcare within available resources

- Provide local youth with education, mentoring and exposure to healthcare industry

- Trend growth in community-engaged research