

# UAB School of Health Professions Strategic Plan 2017-2019: Healthcare Management & Leadership

## Strategic Plan Implementation Tracking Grid

### Goal A: Be recognized as a global leader in healthcare management education, research and service.

AS#	Action Step	Timeline	Revised Timeline	Person(s) Responsible	Cost (Dept.)	Cost (School)	Notes	Status (Not Started, In Progress, In Progress - Behind, Complete)
<b>Objective A1: For every two Health Services Administration faculty members, maintain at least one faculty serving in national or international leadership positions annually.</b>								
A1a	Establish a taskforce to identify potential opportunities for faculty to serve in international and national leadership positions.	12/31/2018		Christy Lemak			Baseline data has been gathered and shared with faculty.	<b>In Progress</b>
A1b	Develop a plan for sponsoring and supporting junior faculty in preparation for leadership positions.	12/31/2018		Christy Lemak				<b>In Progress</b>
A1c	Develop policy and secure funding to support faculty serving in leadership roles.	Ongoing	3/1/2018	Christy Lemak	\$25,000 / yr.		Policy on Dept. Commitment to Service and Service Leadership approved 3/23 and submitted for uploading to SHP website	<b>Complete &amp; Ongoing</b>
A1d	Implement communication strategy, including social media, to promote scholarship of department faculty, including in the field of practice.	Ongoing		Randa Hall			Process established; implementation and monitoring ongoing	<b>Complete &amp; Ongoing</b>

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A1e	Develop outreach in field of practice settings to identify speaking and presentation opportunities for Health Services Administration faculty.	12/31/2018		Randa Hall			Steve to meet with Randa; Dawn to go through faculty profiles to get baseline of activities	Not Started
<b>Objective A2: For every Health Services Administration faculty member, at least 1.5 presentations will be made at national and international meetings; for every two faculty, at least one faculty member will serve as Editor or guest editor for national or international journals.</b>								
A2a	Identify most appropriate national and international venues for faculty presentations or outlets for editorships or guest editorships.	12/31/2018		Christy Lemak				Complete
A2b	Continue to identify mechanisms to incentivize faculty to make presentations and become editors.	Ongoing		Christy Lemak			Policy on Dept. Financial Support for Scholarly Activities approved 3/23 and submitted for uploading to SHP website	Complete & Ongoing
<b>Goal B: Create and enhance partnerships to strengthen the field of practice.</b>								
<b>Objective B1: Maintain at least fifteen high-quality, formal partnerships between Health Services Administration faculty/students and key external stakeholders.</b>								
B1a	Hire a full-time faculty member dedicated to the identification and creation of partnerships and to conduct practice-facing scholarship.	12/31/2019		Christy Lemak	\$200,000			Complete
B1b	Build departmental expertise in executing partnership agreements.	Ongoing		Christy Lemak				Complete & Ongoing

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<b>B2: Deliver routine and high quality outbound communication with key stakeholders via multiple communication channels, including at least 3 newsletters annually.</b>								
B2a	Hire staff person to coordinate communication activities.	12/31/2017		Randa Hall				Complete
B2b	Maintain improved data on Health Services Administration alumni and other stakeholders.	Ongoing		Randa Hall				Complete & Ongoing
B2c	Maintain regular communication and coordination with SHP Office of Development and Alumni Relations.	Ongoing		Randa Hall			Implementing once a month two-way sharing with alums and bi-weekly meetings with Development Office. Very effective.	Complete & Ongoing
<b>B3: Implement at least one face-to-face advisory board meeting per year per program to gain information that will improve the quality of Health Services Administration programs.</b>								
B3a	Each program director will implement process for face-to-face Advisory Board meetings.	12/31/2018		Program Directors				In Progress
B3b	Implement process to document and distribute outcomes of face-to-face Advisory Board meetings to all faculty.	12/31/2018		Program Directors; Christy Lemak			Outcomes are included in Program Updates within the Dept. Faculty Meeting Minutes. Working on developing Advisory Board for MSHA program	In Progress
<b>Goal C: Deliver innovative healthcare management education that enhances the value of degree programs and responds to market demand.</b>								

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<b>Objective C1: Enhance the portfolio of high quality educational programs by at least one educational offering.</b>								
C1a	Develop and implement Masters of Science in Healthcare Simulation.	12/31/2018		Christy Lemak	\$80,000 year one; \$50,000 year two			Complete
C1b	Develop Accelerated Masters programs.	12/31/2017		Bryan Breland			Fast track MSHI is complete.	Complete
C1c	Implement Masters Degree in Health Services Research.	12/31/2017		Larry Hearld				Complete
C1d	Implement new track in Health Informatics for Health Administration PhD.	12/31/2017						Complete
C1e	Implement a Graduate Certificate in Application of Mixed Methods Research	12/31/2017						Complete
<b>Objective C2: Establish a systematic process for the evaluation of educational programs, including surveying alumni and hiring organizations.</b>								
C2a	Develop and implement a plan for assessing value of educational programs.	12/31/2018		Program Directors			Robust evaluation on-going; Student focused ad hoc Task Force formed.	In Progress
C2b	Implement plan for communicating results of evaluation process to key stakeholders.	12/31/2019		Randa Hall			Steve to meet with Randa to discuss	Not Started
<b>Goal D: Expand scholarly activities that improve the effectiveness of health systems.</b>								
<b>Objective D1: For every Health Services Administration faculty member, achieve three peer-reviewed publications per year (articles, books, chapters).</b>								

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D1a	Identify editorial support for article review; encourage faculty to use PDA to pay for services.	12/31/2017		Rob Weech Maldonado			List developed.	Complete
D1b	Establish paper writing support group for junior faculty and others.	12/31/2017	3/1/2018	Rob Weech Maldonado			Writing support group in place	Complete
D1c	Foster writing collaborations with doctoral and Masters students.	Ongoing		Rob Weech Maldonado				Complete & Ongoing
D1d	Create and maintain policy for course release to support faculty focus on publication.	12/31/2018		Rob Weech Maldonado	\$25,000 per year		Policy on Reduced Teaching Expectations to Focus on Publications approved 3/23 and submitted for uploading to SHP website	Complete
<b>Objective D2: Secure at least \$2,000,000 in extramurally funded research projects in Health Services Administration by 2019.</b>								

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D2a	Department to sponsor at least one biguan intensive grant development / writing seminar for faculty annually.	2018, 2019 (one per year)		Rob Weech Maldonado	\$15,000 per year		Held conversations about sponsoring a Biguan with Madeline Gibson of CCTS. UAB is no longer sponsoring this activity. However, we are exploring initiating a similar type of event for HSA faculty. Trying to determine an appropriate time to schedule this activity. Steve will meet with Rob for details RE: 2018-2019 seminars	In Progress
D2b	Establish a mechanism for internal peer review of grant submissions.	12/31/2017	3/1/2018	Rob Weech Maldonado			A formal mechanism has not been established for internal peer review. However, weekly grant planning meetings have been started, and one of the main purposes of this meeting is to review materials for grant submission	Complete & Ongoing
D2c	Encourage faculty participation in external grant reviews provided by the UAB Center for Clinical and Translation Science.	Ongoing		Rob Weech Maldonado			In consultation with CCTS staff, an inventory of grant writing resources available has been developed	In Progress

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D2d	Foster collaborations with other SHP departments, HCOP, and MISQ.	Ongoing		Rob Weech Maldonado			<p>The recent recruitment of additional faculty with expertise in telemedicine, physical rehab, and simulation should enhance collaborative opportunities with other SHP departments.</p> <p>We are in the process of acquiring the Torch Insights database, which has the potential to facilitate research collaboration with HCOP faculty on policy issues.</p> <p>We have increased our visibility in the areas of implementation science and mixed methods, and this has attracted new research collaboration with SOM and VA faculty.</p>	In Progress

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D2e	Develop departmental "nascent review group" as an incubator for new project ideas.	Ongoing		Rob Weech Maldonado			<p>This is another goal of our weekly grant planning meetings. We encourage particularly junior faculty to share their research ideas. The group of more senior faculty provides feedback and ideas for further development. In addition, we explore potential funding mechanisms.</p> <p>The CHOT provides another outlet for pilot work that can lead to extramural funding.</p>	Complete
D2f	Create and maintain policy for course release to support grant writing and research.	Ongoing		Rob Weech Maldonado	\$25,000 per year		<p>Policy on Dept. Financial Support for Scholarly Activities and policy on Reduced Teaching Expectations to Focus on Publications approved 3/23 and submitted for uploading to SHP website</p>	Complete
<p><b>Goal E: Enhance healthcare management and leadership education programs to promote equity, inclusiveness, cultural awareness and impact.</b></p>								
<p><b>Objective E1: By 2019, 30% of students admitted in the Department will identify as black and/or Hispanic and/or native American and/or multi-cultural.</b></p>								

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E1a	Implement targeted recruitment at HBCUs.	Ongoing		Program Directors	\$20,000 per year		MOU with Miles College	Complete & Ongoing
E1b	Strengthen relationships with feeder programs for diverse applicants.	Ongoing		Program Directors				Complete & Ongoing
E1c	Explore recruitment at NAHSE and other meetings with diverse potential applicants.	12/31/2017		Program Directors	\$20,000 per year			Complete
E1d	Establish at least one new targeted diversity recruitment program for graduate Health Services Administration students.	12/31/2018		Allyson Hall	\$100,000 per year		Launched UAB Academy to reduce disparities.	Complete
<b>Objective E2: Establish one new endowment to support diversity and inclusion for Health Services Administration programs.</b> (Note: Objective has been achieved, however Work Group is continuing to work on Action Steps to exceed metric)								
E2a	Identify interests of alumni and other stakeholders to support diversity initiatives.	Ongoing		Christy Lemak			Meetings ongoing	Complete & Ongoing
E2b	Create and implement development plan for diversity initiatives.	12/31/2019		Christy Lemak			Alumni have been approached with proposals to support various diversity related programs	In Progress
<b>Objective E3: By 2019, every Health Services Administration program will have integrated cultural competence education into the required curriculum.</b>								

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E3a	Evaluate curriculum in all programs and develop plan for integrating cultural awareness in required curriculum.	12/31/2018		Program Directors			Workgroup established and focused on achieving this Objective (E3 and E1a specifically). Workgroup is now a Department Committee that is coordinating with UAB, and SHP Committees to avoid duplication of effort. All Programs completing evaluation by end of Summer 2018.	In Progress
E3b	Develop curriculum and materials that can be used across all programs.	12/31/2018		Program Directors			Work Group established and has become Department Committee that is obtaining input from all PDs. Sample Curriculum Plan for Executive Doctoral Program developed. MSHA Program is implementing pilot program during this academic year and providing feedback to all programs.	In Progress