MaineHealth Academic Affairs Strategic Plan FY21 - 22

Follow this and additional works at: https://knowledgeconnection.mainehealth.org/jmmc

The views and thoughts expressed in this manuscript belong solely to the author[s] and do not reflect the opinions of the Journal of Maine Medical Center or MaineHealth.
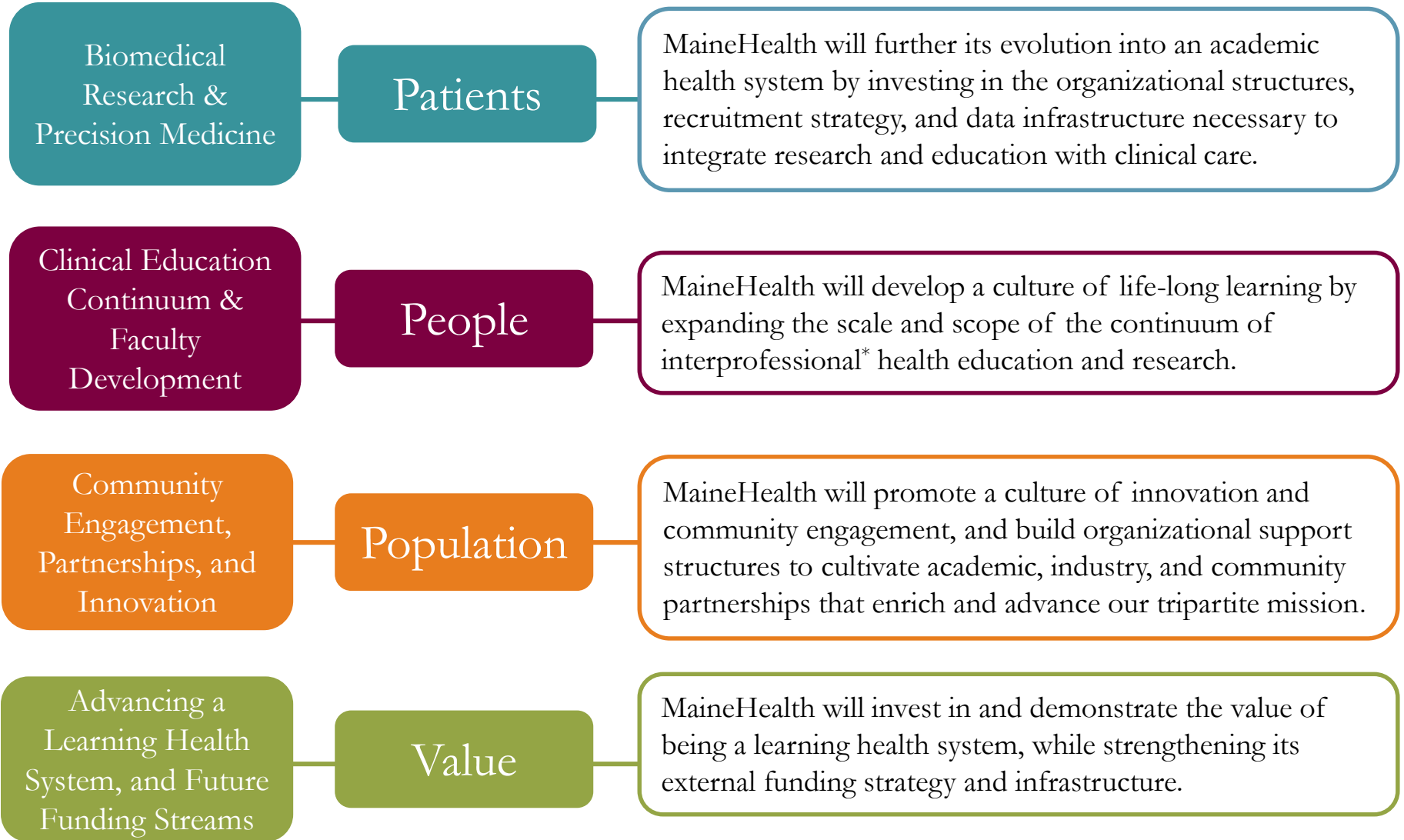
MaineHealth

Academic Affairs Strategic Plan

November 2020

Overview: Goals

Biomedical Research & Precision Medicine	**Patients**	MaineHealth will further its evolution into an academic health system by investing in the organizational structures, recruitment strategy, and data infrastructure necessary to integrate research and education with clinical care.
Clinical Education Continuum & Faculty Development	**People**	MaineHealth will develop a culture of life-long learning by expanding the scale and scope of the continuum of interprofessional* health education and research.
Community Engagement, Partnerships, and Innovation	**Population**	MaineHealth will promote a culture of innovation and community engagement, and build organizational support structures to cultivate academic, industry, and community partnerships that enrich and advance our tripartite mission.
Advancing a Learning Health System, and Future Funding Streams	**Value**	MaineHealth will invest in and demonstrate the value of being a learning health system, while strengthening its external funding strategy and infrastructure.

*Interprofessional to include two or more health care professionals from different professional backgrounds working together to deliver the highest quality of care.

2

PATIENTS

As MaineHealth continues to fulfill our mission, we must invest in our research enterprise and its translation into effective, high-quality care for our patients and communities. This will require strategic identification of system-wide priorities for clinical and translational research and education, establishment of a blueprint for implementation, and significant enhancements in our data capacity and IT infrastructure. Leveraging big data is key to our success, whether it is understanding how to effectively deliver rural primary care to our communities, expanding access to treatment through clinical trials, or making genomic breakthroughs for Precision Medicine.

MaineHealth must continue to evolve as an academic health system, fully leveraging our research advancements for clinical care through institutionally-supported *Integrated System-wide Service Lines*, which integrate research, education, and clinical efforts by area of medicine. Strategic alignment, continuous assessment, and key partnerships will be necessary to successfully balance between delivering world-class, leading-edge technologies and research, while maximizing our resources to improve patient care.

> *Goal:*   *MaineHealth will further its evolution into an academic health system by investing in the organizational structures, recruitment strategy, and data infrastructure necessary to integrate research and education with clinical care.*

Objectives:

- **Pilot "Integrated" System-wide Service Lines, in 2-3 clinical areas (e.g., Cardiovascular, Oncology, Behavioral Health, Primary Care, Pediatrics)**
  - o   Provide infrastructure, education, and research support for this integration, including clinical trials
  - o   Develop criteria and benchmark metrics for the establishment of these integrated service lines
  - o   Propose plan for reorganizing our research enterprise into this model
  - o   Recruit and invest in clinician-scientist investigators as integral components of this model

- **Recruit researchers and clinician scientists to improve health outcomes**
  - o   Develop institutional standards for academic faculty recruitment and performance
  - o   Further evolve the role of Clinical Leaders and Chairs to include shared responsibilities for planning, resourcing, recruitment

- **Invest in our IT infrastructure, governance, and institutional data to include computational and big data capacity and expertise**
  - o   Hire an individual to further the vision of an integrated infrastructure and analytics solution between the Academic, Research and Information Technology teams
  - o   Develop an Information and Data Management Strategy to leverage big data, including genotype and phenotype data, to enable advanced and predictive analytics capability
  - o   Create a MaineHealth clinical research platform with capabilities to manage online surveys, databases, and collaborate with other research institutions using industry-accepted tools such as REDCap

- **Build Precision Medicine capabilities that prioritize existing strengths and opportunities**
  - o   Create a multidisciplinary Precision Medicine council to guide/monitor clinical testing algorithms and best practices for patient care application
  - o   Assess immediate needs for, and potential growth of, Precision Medicine for oncology and beyond

PEOPLE

As a prominent healthcare leader, MaineHealth has a responsibility to educate the next generation of healthcare professionals, biomedical scientists, and health services researchers to improve the health of our communities in Maine and New Hampshire. Given the growing shortage of providers in the coming decades, compounded by health disparities and an aging population with complex needs, we need to elevate our efforts in building a trained, multidisciplinary, diverse, and unified workforce to care for our patients.

It is imperative to expand upon our education programs, create a structure for interprofessional education, and systematically support our faculty so that our workforce has the training and tools needed to succeed and thrive. Breaking down silos in clinical care necessitates removing silos in education and seamlessly translating research from the bench to the bedside, all the while nurturing a culture of collaboration and curiosity. We will foster a highly skilled and interprofessional Northern New England workforce that will continue to attract and retain exceptional learners dedicated to effective, innovative solutions for exceptional care.

> *Goal:*   *MaineHealth will develop a culture of life-long learning by expanding the scale and scope of the continuum of interprofessional[1] health education and research.*

Objectives:

- **Develop system infrastructure to support and engage our workforce in academic activities**
  - Establish the MaineHealth Office of Interprofessional Education and Faculty Affairs
  - Develop and implement academic employment and non-employed models that clearly outline institutionally-supported expectations (including recognition, rewards, and protected time) for clinical, education and research responsibilities
  - Develop and implement an institutionally-supported program designed to assist and support faculty in advancing interprofessional education and research (e.g., expand MITE)
  - Develop a master facility plan of educational space and technologies (e.g., telemedicine and tele-simulation) to support the academic mission across MaineHealth
- **Across MaineHealth, expand interprofessional training in health education, research, and improvement science**
  - Extend simulation technology and education across MaineHealth
  - Integrate recently developed MaineHealth improvement tools and educational programs into our clinical education continuum
  - Train and support clinicians and learners in research methods, including leveraging Epic data and tools for quality improvement and research
  - Offer interprofessional curricula for MaineHealth learners to identify and address issues of diversity, equity, and inclusion within our healthcare system

- **Invest in and grow a workforce equipped to pursue our tripartite mission**
  - Increase the number of residency and clinical & research training positions available to learners
  - Recruit mid-level/senior clinician-scientist investigators with mentorship responsibilities
  - Invest in data analysts, bioinformatics engineers, biostatisticians, and health economists

---

[1] Interprofessional to include two or more health care professionals from different professional backgrounds working together to deliver the highest quality of care.

POPULATION

As the only academic health system in Maine, MaineHealth has a unique combination of resources, processes, and alliances that enable the transformation of care delivery and biomedical research to be smarter, more responsive, more resilient, and more human. External partnerships, collaboration, and innovation are critical to this transformation, to promoting a culture of diversity and inclusivity, and to ultimately improving the health of our communities. To succeed, we should be thoughtful and deliberate in engaging with our communities, fostering strategic partnerships, and enabling innovations that advance our tripartite mission.

Defining these activities can be challenging, given the scale and scope of opportunities. *Strategic partnerships* with academic, government, industry, and non-profit entities are needed to meet many shared needs, most notably a growing demand for a local workforce skilled in care delivery, clinical and research education, and biomedical research. We aim to evolve our culture to be inclusive and innovative in our operating principles. To that end, *community engagement*[2] should be a foundational element woven into the fabric of our clinical education and research training programs, as well as across all translational research initiatives. *Innovation* is the connective tissue to all our work, linking people, ideas, and tools together—from across MaineHealth and beyond— to solve local problems with low-cost, scalable solutions that have global relevance.

As a system, we should strive to learn from our existing relationships and innovations in order to ensure successful outcomes and replicate similar opportunities across our communities. The time is right to build organizational structures, resources, and connections to support our educators, researchers, learners, and innovators across the system in revolutionizing health care delivery.

> *Goal:* *MaineHealth will promote a culture of innovation and community engagement, and build organizational support structures to cultivate academic, industry, and community partnerships that enrich and advance our tripartite mission.*

Objectives:
- **Strengthen our innovation infrastructure for internal and external collaborations**
  - Clarify purpose of the innovation pathway and develop a map of existing innovation efforts
  - Develop method by which projects are assessed, supported, and strategically connected to internal and external resources
  - Curate a suite of tools, such as an education curriculum, to support new and existing innovators, including Innovation Liaisons across our local health systems and divisions

- **Imbed community engagement principles within our work**
  - Propose a framework to incorporate meaningful community engagement into all our education, research, and innovation activities
  - Develop guidance and communications to connect staff with existing expertise and resources (e.g., Community Engagement Core within NNE-CTR[3], and the Center for Health Improvement)

- **Identify and facilitate strategic partnerships to address emerging healthcare and workforce needs**
  - Develop a method for documenting and assessing strategic partnerships with academic, industry and community (incl. government and non-profit) entities
  - Propose and pursue the strategic partnerships necessary to achieving the other objectives within the Academic Affairs Strategic Plan

---

[2] Developing and sustaining respectful, diverse, and collaborative relationships with local organizations, stakeholders, and/or patients from our Maine and New Hampshire communities and working together to serve their health-related needs.

[3] Northern New England-Clinical and Translational Research network

VALUE

As we grow our academic health system, building a learning health system—"a system in which science, informatics, incentives, and culture are aligned for continuous improvement and innovation"[4]—is paramount. We should strive for a culture in which we are all learners and improvers, with teaching and research opportunities available across our system, because of the tools, data, partnerships, and support readily accessible to us. A culture of learning and innovation will enable us to rapidly discover and diffuse actionable knowledge to our care team members and patients, resulting in improved clinical outcomes, operational efficiency, patient experience, and workforce engagement.

Understanding the value and return-on-investment of a learning health system will be important to advancing and funding our tripartite mission. As outlined throughout this strategic plan, our academic programs fall within a wide range of activities, including: undergraduate and graduate medical education, nursing education, allied health education, continuing interprofessional development, research education, and research spanning basic, translational, clinical, population, and health-outcomes studies. Advancing our academic mission will require streamlined external funding processes and tailored strategies that align our expertise with funding trends and local needs. This includes elevating our work to a national platform, where MaineHealth is recognized as a leader in rural healthcare workforce development, research and care delivery.

> *Goal:*   *MaineHealth will invest in and demonstrate the value of being a learning health system, while strengthening its external funding strategy and infrastructure.*

Objectives:

- **Assess and track our performance towards a high functioning academic health system**
  - Identify a set of metrics to demonstrate the value of academic efforts
  - Chart a path for national recognition in rural healthcare workforce development, research, and care delivery

- **Strengthen and coordinate our public and private external funding and grant administration infrastructure**
  - Streamline administrative processes to support expanded academic funding and activities
  - Compile and provide resources to guide faculty, researchers, and learners in pursuing external funding

- **Develop funding strategies for areas that build on our research expertise, capitalize on funding trends, and meet community needs**
  - Expand clinical research system-wide in areas including: autism, mental health, rural access to care, substance use disorders, aging, critical care, metabolic disease, and cardiovascular disease

- **Pursue and expand federally-reimbursed Graduate Medical Education (GME) capacity**
  - Opportunities include pursuing unused GME slots by Veteran Affairs (Maine and New Hampshire) and lobbying for a portion of final 200 residency expansion positions through the Veterans Access, Choice, and Accountability Act (VACAA)

---

[4] As defined by the National Academy of Medicine