

DEPARTMENT OF PEDIATRICS STRATEGIC PLAN 2016-2020

Redefining Child Health for the 21st Century



Our Mission, Vision & Values



MISSION

Our mission is to ensure children and families have access to healing, service and innovation throughout the lifespan; and to provide training, education and opportunities to the next generation of pediatric healthcare leaders.

VISION

We are dedicated to creating a world in which all children, families and communities achieve their full potential.

VALUES

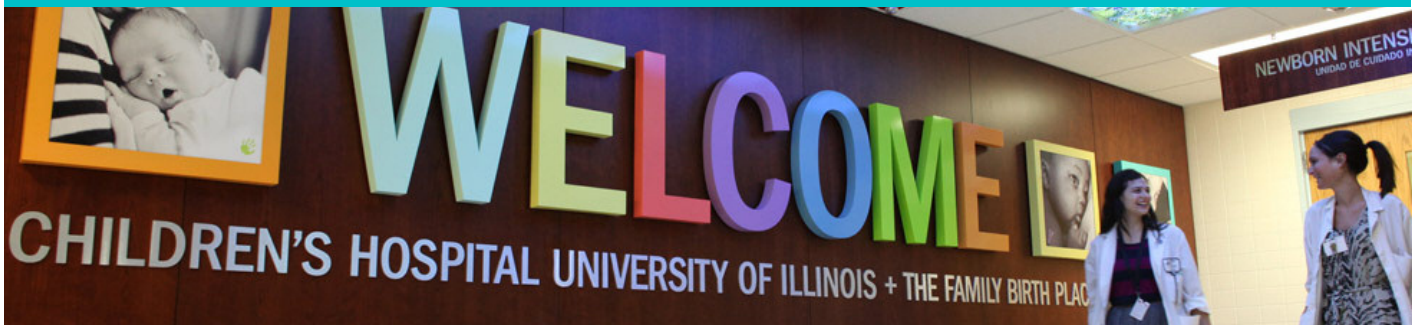
The development of this plan was guided and inspired by six core values:

- Equity
- Authenticity
- Collaboration
- Diversity
- Innovation
- Quality



About Us

Department of Pediatrics and the Children's Hospital



Department of Pediatrics

Housed within the largest medical school in the United States, the University of Illinois College of Medicine, our program is home to 39 Pediatric Residents, 16 Med/Peds Residents, 14 Fellows, an academic medical faculty of more than 70 (specialising in 16 subspecialties), and a growing, nationally-ranked pediatric research program.

Children's Hospital University of Illinois (CHUI)

CHUI is a 98-bed specialty pediatric hospital supported by 10 centers of excellence. It includes 24 pediatric medical surgical beds, 12 pediatric intensive care beds, 10 pediatric step down beds and a 50+ bed neonatal intensive care unit (NICU); 30 of those NICU beds are designated as Level III - the highest care designation awarded by the state of Illinois.

Our program and children's hospital are located in the heart of Chicago, in the center of the city's north, south, and west sides, within the Illinois Medical District (IMD). The IMD is home to 1,900 hospital beds, 9,000 health sciences students, and 4 hospitals and receives 50,000 visitors daily.

Greater Chicago is home to more than 1.1 million children and adolescents under the age of 18, all of whom are deserving of **high-quality, holistic care, delivered with authenticity.**



Message from Interim Head of the Department of Pediatrics



Going above and beyond for children and families has been the foundation of our Pediatrics program since its inception, more than 100 years ago; I believe you'll find that same dedication in the processes and plans of this report.

After a full year of comprehensive analysis, consensus building, multiple rounds of review, and engagement with more than 100 key stakeholders (including patients) from within the university and beyond, I am extremely pleased to share our vision of the future for UIC Pediatrics and the Children's Hospital with you.

Our strategic plan is designed to improve and refine our internal clinical operations, business practices, educational opportunities and research portfolio, while also challenging the global common practice in pediatric medicine. Through innovation, integration, collaboration and true authenticity, **our strategic vision is to build a better model for child health, in Chicago and beyond.**

I hope you'll find yourself inspired by our vision and goals, and that you'll join us in redefining child health for the 21st Century.

Benjamin W. Van Voorhees, MD, MPH

Strategic Planning Priorities

Areas of Focus for 2016-2020



Seven Strategic Design Teams analysed the current state of child health at UIC, while also keeping in mind the rapid global evolution of healthcare, in order to develop the strategic priorities above. We believe that the strict implementation of our strategic plan has the potential to positively impact pediatric healthcare citywide and beyond.



Strategic Priority Summary:

Optimise clinical
growth and
subspecialty
development



Core Strategic Themes & Action Items

- Prioritise patient access, transition process improvement and census through focus on patient experience
- Foster unity, collaboration and integration among UI child health programs (Pediatrics, Family Medicine, OB/GYN, Mile Square)
- Establish a strong, consistent brand, focused on authenticity and innovation
- Establish outreach strategies to better engage external referring physicians and patients
- Develop plans for expanding and exploring new clinic locations, improving access to primary and urgent care 7 days per week
- Build an advanced outcomes and quality improvement initiative with data tracking group and publicly posted outcomes
- Increase availability of Developmental and Mental Health services
- Improve facilities aesthetics and operations to meet contemporary standards

Intended Outcomes & Impact

- Increased provider collaboration in patient care
- Improved access to and quality of care
- Increased institutional visibility
- Strengthened connection to the community
- Improved health outcomes for children requiring subspecialty care
- Enhanced facility structure including multiple primary care sites & transfer arrangements with >5 hospitals

Strategic Design Team led by:

Dr. Ben Van Voorhees, Beena Peters, Paul Gorksi, Dr. Saba Ahmad, Priyang Baxi, Jordan Henry

Strategic Priority Summary:

Prioritise business
and governance
development



Core Strategic Themes & Action Items

- Develop a comprehensive organisational structure bridging the department and the children's hospital
- Build on joint efforts with the Office of Advancement and other philanthropic entities
- Explore opportunities for collaborative interdepartmental decision-making, utilising the CHECK Care Management Committee structure
- Prioritise an enhanced, communicative partnership with UI Health Marketing
- Advance and build partnerships with Managed Care Organisations (MCOs)

Intended Outcomes

- Improved teamwork and communication among faculty and administrators
- Increase in Peds-specific fundraising and philanthropy
- Optimal decision-making, resulting in potential cost-savings and improved operations
- Boost in brand recognition, visibility and patient engagement through marketing
- Increased census (inpatient and outpatient) via insurance acceptance

Strategic Priority Summary:

Leverage and grow research portfolio and programs



Core Strategic Themes & Action Items

- Redesign research operations and leadership structure
- Further develop mentoring program and support for proposal development, including seed funding for research and internal grant review
- Increase research seminar and education opportunities inclusive of a Health Services Fellowship
- Optimise technology and communications options for further reach
- Explore new opportunities for community-based participatory and health disparities research
- Apply for programs that will connect behavioral and bench research
- Develop new research programs in neuroscience, perinatology and other biosciences

Intended Outcomes

- Increased efficiency and capacity in grants management
- Increased number and confidence of pediatric faculty researchers
- Improved research visibility and NIH research ranking
- Increased collaboration and integration between researchers
- Additional opportunities for community engagement in research

Strategic Priority Summary: Promote educational leadership



Core Strategic Themes & Action Items

- Collaborate with clinical team on building census to ensure optimal medical education experience
- Further develop community advocacy track
- Recruit and develop faculty and student experiences in global health
- Build on current position at the forefront of diversity in medicine
- Explore opportunities for additional pediatric fellowships, including Behavioral/Developmental, Neurology, Allergy and General Peds
- Explore residency collaborations with partner institutions
- Strengthen opportunities for student and resident research mentoring

Intended Outcomes & Impact

- Increased prospective student/resident/fellow interest in UIC program
- Improved experience of medical students and residents
- Increased quality of future pediatric physician leaders
- Enhanced global opportunities for students, residents and faculty

Strategic Priority Summary:

Foster external
strategic
partnerships



Core Strategic Themes & Action Items

- Build partnerships within the Illinois Medical District (IMD) and greater Chicago focused on a collaborative model for redefined child health
- Focus collaborative efforts on optimal utilisation of facilities, faculty, staff, and programs and cost-efficiency
- Expand academic research collaborations with partner academic institutions in view of multi-site grants
- Expand cooperation with other subspecialty hospitals to share and co-develop resources
- Explore opportunities for IMD collaborations built around data driven population health models
- Build collaborations with statewide UI Health sites to link rural and urban health

Intended Outcomes & Impact

- Integrated IMD children's hospital model serving >100,000 children
- Improved financial position for pediatrics
- Increased citywide impact on child health via research collaboration
- Stronger reputation for contributions to global pediatric models

Strategic Priority Summary:

Impact population
health through
CHECK



Core Strategic Themes & Action Items

- Foster system integration and collaboration with existing UI Health care coordination team
- Analyse outcomes and core programmatic functions
- Optimise technology options and innovations considering a possible start-up option to support CHECK demonstration projects
- Explore opportunities for CHECK development and implementation within local partner institutions and across the country
- Secure continued funding for CHECK by conversion to PMPM model and explore other sources
- Review opportunities for expanding target population to adults and/or rural populations

Intended Outcomes & Impact

- Decreased healthcare costs
- Reduced school absenteeism
- Increased patient engagement
- Established national model for effective population health program

Strategic Design Team led by:

Molly Siegel, Dr. Ben Van Voorhees, Dr. Nicole Kazee, Paul Gorski, Dr. Mark Minier, Dr. Molly Martin, Dr. Rachel Caskey, Dr. Usha Raj, Monika Marko, Mary Johnson

Strategic Priority Summary:

Build new programs
in global health
& technology
innovation



Core Strategic Themes & Action Items

- Engage experts from within the College of Medicine and beyond in program development processes
- Study models for technology innovation, global health and potential opportunities for creative integration between the two
- Explore intellectual property, licensing and business development for technology innovation
- Expand upon and leverage existing global health collaborations and build new partnerships
- Develop curricular opportunities for health science colleges students specific to pediatric global health and technology innovation
- Engage in the Small Business Innovation Research (SBIR) program

Intended Outcomes

- Established university-approved programs in global health and technology innovation
- Potential for increased revenue via technology innovation developed in-house
- Increased research & innovation contributions to children worldwide
- Improved student experience via innovative curriculum options

UIC Child Health Redefined, 2020

Visualising our program upon strategic implementation completion

EDUCATION

- Multi-site Residency
- 7 Fellowships
- Community Advocacy
- Health Literacy Integration
- Developmental Pediatrics
- Student Global Health
- Diverse Trainees & Faculty
- Comprehensive Mentoring

CLINICAL SERVICES

- >100,000 patients
- >30 Primary Care Practice
- 3 NICU, 1 PICU, 1 Ward
- Centralised Quality Initiatives
- 15 Subspecialties
- Additional Clinic Locations, City & County-wide
- Developmental & Behavioural Health
- Expanded ENT, Ortho, Radiology & Toxicology
- Unified Care Management Software & EMR

Technology & Innovation

Global Health



Integrated Multi-Hospital System

POPULATION HEALTH

- CHECK Program expansion & replication
- Patient Quality of Life Initiatives
- Population Sciences Program Collaboration

RESEARCH

- Community-based Participatory & Health Disparities Research
- Research Education Core
- Clinical Research Core
- Integrative Biology & Laboratories Core
- Collaborative Citywide Academic Research Partnership

STRATEGIC PARTNERSHIPS

- Illinois Medical District Hospitals
- U of I Health Science Network
- FQHCs & PCPs
- Managed Care Organisations
- Community & Faith Based Orgs

Redefining Child Health for the 21st Century

Dr. Benjamin Van Voorhees, Mary E. Johnson and Allison Stinson discuss strategies for redefining child health for the 21st Century in clinical practice, education, research and beyond...

Since its inception more than 100 years ago, the Pediatric Program at the University of Illinois at Chicago (UIC) has worked to stay at the forefront of the ever-changing practice and study of child health. Today it is home to an academic medical faculty of more than 70 (specialising in 16 subspecialties), a newly designated 98-bed Children's Hospital, and a growing, nationally-ranked paediatric research program. It is housed within the largest medical school in the United States - the University of Illinois College of Medicine. UIC Pediatrics is also in a unique position in the ever-growing, ever-competitive metropolitan child health landscape.

Chicago and Cook County, US, are home to eight designated children's hospitals and nine accredited Pediatric Residency Programs. At the heart of all of this, positioned in the centre of Chicago's north, south, and west sides, lies the Illinois Medical District (IMD). The IMD is home to 1,900 hospital beds, 9,000 health sciences students, and four hospitals, one of which is UIC. The Program exists within a saturated healthcare market; however, the demand and need continue to far outweigh the supply.

Greater Chicago is home to more than 1.1 million children and adolescents under the age of 18 (US Census Bureau),

all of whom are deserving of high-quality, holistic care. The primarily African-American and Latino communities that surround the IMD are some of the most economically disadvantaged and most vulnerable to health inequities. And yet, despite the number of institutions in proximity, they do not have access to a central child health community that is specifically designed to address all of their needs. The quality of care for the children of these neighbourhoods suffers as a result of this fragmentation. As such, UIC Pediatrics has spearheaded an initiative to address these issues.

UIC Pediatrics is dedicated to creating an integrated, multi-hospital system that builds upon the current assets offered by the Program and the Children's Hospital, and implementing a new model of care delivery. To accomplish this, UIC's Pediatrics Program has completed a strategic review that included comprehensive analysis, consensus building with IMD partners, multiple rounds of assessment and engagement with more than 100 key stakeholders. The result is a five-year strategic plan designed to create strategic partnerships and guide the Program into the next decade. The development of this plan was inspired by five core values relevant to the needs of the community: authenticity, collaboration,

diversity, innovation, and quality. It is designed to improve and refine internal clinical operations, business practices, educational opportunities and research portfolio, while also challenging the global common practice in paediatric medicine.

Seven strategic design teams analysed the current state of child health at UIC, while also keeping in mind the rapid evolution of healthcare, in order to develop strategic priorities. A major component of the analysis was guided by an ecological model that considered micro, macro, and mezzo trends in child healthcare delivery. Our priorities are to:

1. Optimise clinical growth and increase subspecialty development;
2. Leverage & grow research portfolio and programmes;
3. Promote educational excellence;
4. Foster external strategic partnerships;
5. Impact population health programs through CHECK; and
6. Build new centres in global health and technology innovation;
7. Prioritise business & governance development.

Key faculty and staff have been assigned to each priority to lead teams in carrying out pre-established goals, objectives, and action items, as demonstrated in the previous figure on page 13.

Some of the major anticipated outcomes of strict implementation of the plan, among many others, include:

1. More than 100,000 patients under care;
2. Integrated, 2-4 hospital system;
3. Multi-site residency;
4. New centres in global health and technology innovation;
5. A leading education model for advocacy; and

6. A model population health programme being replicated in other institutions.

The programme's leadership will continue to take its unique position within the greater Chicago market and IMD into consideration at every stage of the process. The complexity and enormity of this landscape is a strength in strategy. Neighbouring institutions serve as motivators, models, and current and future partners and collaborators. It is the vision for truly integrative partnerships which serves as the lynchpin for the UIC Pediatrics plan for 2020.

In summary, in order to address the physical, social and environmental issues that most profoundly affect children living in adversity, UIC Pediatrics has developed strategies to provide comprehensive, customised care to their communities. This plan unites stakeholders in creating a medical community that is reflective of the needs of the 21st Century. UIC Pediatrics is at the forefront of the dramatic changes taking place in the provision of healthcare, as is reflected in its adoption of strategies that will redefine child health for the 21st Century, in Chicagoland and beyond.

Co-Authors:

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Model & Timeline - UIC Pe



Communicati

| May 2015 | June-July 2015 | Aug-Oct 2015 |
|---|---|---|
| <ul style="list-style-type: none"> Identify key stakeholders and committee members Evaluate the current plan, implementation and future alignment with health system priorities Review and assess health system performance on "indicators of Achievement" | <ul style="list-style-type: none"> Key stakeholder interviews Conduct stakeholder survey on areas of focus Conduct environmental assessment Group SWOT Analysis | <ul style="list-style-type: none"> Affirm/refine mission, vision, and guiding principles Define strategy design teams <ul style="list-style-type: none"> - CHUI Clinical Growth & Operations - Clinical Quality Improvement - Education Excellence - Research Innovation - External Collaborations - Population Health & CHECK |
| <p>Group Session 1 May 24th, 2015</p> | <p>Group Session 2 June 26th, 2015</p> | <p>Group Half Day Retreat Oct 26th, 2015</p> |

**PEDIATRICS
COLLEGE
OF MEDICINE**



Pediatrics Strategic Review



Strategic Planning

| Nov 2015-Apr 2016 | May-July 2016 | Aug 2016-July 2020 |
|--|--|---|
| <ul style="list-style-type: none"> • Strategy design teams analysis and goal-setting • Obtain Parent & Family Advisory Council (PFAC) feedback • Logic Model Development • Internal & external market analysis • Department audit & financial analysis • US News survey analysis | <ul style="list-style-type: none"> • Eco-systems theory analysis of micro, mezzo and macro trends • Finalise Strategy design team plans • Purchase Cascade strategy software to begin inputting quarterly goals and objectives • Convene group for prioritisation of goals | <ul style="list-style-type: none"> • Review overall strategy for alignment with UI Health & UIC goals, plans and vision • Finalise internal and external strategic plan documents for dissemination • Review strategic design team goals & objectives monthly for progress |
| <p>Subgroup Work Dec-June</p> | <p>Group Session 4 June 6th, 2016</p> | <p>Plan Presentation Session Sept 2016</p> |

Strategic Review Conveners & Authors:

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Jordan G. Henry, BS (Co-Author)
Clinical Practice Data Analyst, Pediatrics

Participating UIC Departments & Programs

CHECK

College of Medicine

College of Nursing

College of Pharmacy

College of Urban Planning & Public Affairs

Department of Disability & Human Development

Department of Emergency Medicine

Department of Family Medicine

Department of Obstetrics & Gynecology

Department of Pediatrics

Department of Psychiatry

Institute for Health Research & Policy

Jane Addams College of Social Work

Midwest Latino Health Research, Training and Policy Center

Mile Square Health Centers

Office of Health Literacy

Office of the Vice Chancellor for Health Affairs

School of Public Health

UI Health

Participating Community Partners

Chicago Public Schools

Cicero Youth Task Force

Community Link Foundation

Corazón Community Services

El Hogar del Niño



Stay up to date with our strategic plan implementation process and other UIC Pediatrics news:

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UI Health

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