

# TRANSFORMING

LIVES | COMMUNITIES | HEALTH CARE



STRATEGIC PLAN 2014-2015 - 2017-2018  
SUMMARY REPORT



# MESSAGE FROM THE CHANCELLOR

The past four years have been filled with many successes for our institution. We embarked on a strategic plan designed to position the University of Tennessee Health Science Center as a national leader in targeted areas of excellence across our mission and throughout our campuses and colleges. Our accomplishments are the result of the collective efforts of our students, faculty, staff, administrators, alumni and community partners. Our success is also due to the strong support we have received from the University of Tennessee System Administration, Legislators and the Governor.

UTHSC is proud of its many accomplishments during this strategic planning cycle and we have highlighted a few in this publication including:

- We educated a record numbers of health care professionals who will positively impact the health of the citizens of Tennessee and beyond.
- Increases in enrollment numbers by 12% over the four-year period of the plan.
- UTHSC was named a Memphis top workplace for the fourth consecutive year by the Commercial Appeal based on morale, commitment to employee well-being, and advancement opportunities.
- The Plough Center for Sterile Drug Delivery Solutions was designated as a Center of Excellence in global medical product quality and pharmaceutical supply chain security by the Asia Pacific Economic Cooperation. Most recently, the Center won the 2018 Building Memphis Award for Best Renovation (Large Category) by the Memphis Business Journal.
- We completed major projects on campus, including the Translational Sciences Building and completion of our new simulation center, the Center for Healthcare Improvement and Patient Safety.
- The College of Dentistry expanded its reach across the state with new clinics in Nashville and Chattanooga. Clinics are now located in West Memphis, Union City, Jackson, Nashville, Chattanooga, Knoxville, and Bristol.
- The budget, clinical revenue and academic payments all grew to record levels during the four-year period.

As we embark on the implementation of a new strategic plan, UTHSC remains steadfast to its commitment to improve the health and well-being of Tennesseans and the global community by fostering an integrated, collaborative and inclusive mission of education, research, scientific discovery, clinical care and public service.

I look forward to sharing information on our accomplishments and plans for the next four years. The future is bright for the University of Tennessee Health Science Center.

Sincerely,

Steve J. Schwab, M.D.



# OUR MISSION

## Training the health care scientists and caregivers of tomorrow.

The mission of the University of Tennessee Health Science Center is to bring the benefits of the health sciences to the achievement and maintenance of human health, with a focus on the citizens of Tennessee and the region, by pursuing an integrated program of education, research, clinical care and public service.

## TRANSFORMING HEALTH CARE

Ranked as one of the top cities for Millennials by Forbes Magazine and the Wall Street Journal, Memphis, Tennessee has a lot to offer! The campus which is home to the College of Dentistry, Health Professions, Graduate Health Sciences, Medicine, Nursing, and Pharmacy, is located in the heart of the rapidly growing Medical District of Memphis. Founded in 1911, our vision for the future is to build upon the foundation of our rich history of educating and transforming the future of health care.

# 3199

TOTAL STUDENTS ENROLLED

# 6

DOCTORAL CARE COLLEGES

College of Dentistry, College of Graduate Health Sciences, College of Health Professions, College of Medicine, College of Nursing, College of Pharmacy

# 100+

CLINICAL AND EDUCATIONAL SITES ACROSS TENNESSEE

# 4

FULL CLINICAL CAMPUSES

**Memphis** (Le Bonheur, Methodist University, Regional One, Memphis VA), **Chattanooga** (Erlanger), **Knoxville** (UT Medical Center), **Nashville** (St. Thomas)

# 1 MISSION

TRANSFORM HEALTH CARE



# EDUCATION



## PRIORITY

- Expand and Strengthen Interprofessional Training
- Support Innovation and Adapt to Evolving Educational Models
- Incorporate Effective Technology Use in Learning and Practice
- Provide Training and Development to Increase Graduate Readiness Across Missions
- Offer Graduate Training Programs in Areas of Mission Excellence

## HIGHLIGHTS

The Office of Student Academic Support Services and Inclusion (SASSI) has adopted an innovative model for student mental health services. Students at academic health science institutions are at a greater risk for anxiety and mental health issues. Now when students at UTHSC access SASSI for academic support, they will also find a care team prepared to offer counseling services and referrals if needed. The idea is to take the stigma out of accessing mental health services and encourage students to view them as one more aspect of support and self-care.

The Teaching and Learning Center was founded as a result of the strategic planning process. The TLC hosts and organizes events designed for faculty and staff to share expertise and explore innovations in the pursuit of teaching excellence. It is faculty-centered and activity-based, committed to collaboration with and support of faculty to achieve their teaching and learning outcomes.

The College of Pharmacy ranks 17th among the nation's doctor of pharmacy programs in U.S. News & World Report magazine's America's Best Graduate Schools. The College of Pharmacy has over 100 full- and part-time faculty members who are certified by the Board of Pharmaceutical Specialties.

The College of Nursing continues to respond to changing workforce needs in the area of Nursing. The BSN program was reinstated and began a twice a year admission process. Its graduates have had a 100% Board Pass rate over the last three years. The new RN First Assistant Program is the only one in Tennessee, and is designed to prepare nurses with the skills needed to provide evidence-based care to surgical patients before, during, and after surgical procedures.

The College of Nursing was recently ranked 23rd in the country for its Doctor of Nursing Practice program (DNP) in the 2019 Best Graduate Schools listing by U.S. News & World Report. The DNP program received the recognition among 552 nursing schools with master's and doctoral programs that were surveyed. With seven program concentrations and two dual-degree concentrations, the College of Nursing's DNP Program produces the largest number of advanced practice DNP's in the country. It was also the first program in the state of Tennessee to offer the Pediatric Acute Care Nurse Practitioner concentration.

In addition to the existing sites in Jackson, TN and Little Rock, AR, the College of Dentistry expanded their extramural clinic rotations to include Bristol, Union City, Chattanooga and Nashville, TN in their ongoing efforts to expand, develop and implement off-campus sites. The recent donation of two SUV vehicles from Delta Dental of Tennessee, allows students to carpool together when traveling back and forth from Memphis to Bristol for their clinical rotations.

Rachel Kay Stevens died suddenly, shortly after beginning her Occupational Therapy training at UTHSC. A new pediatric OT clinic opened in her memory. The Rachel Kay Stevens Therapy Center is the only pro bono pediatric clinic in the area that provides occupational therapy services to children and their families who are uninsured or underinsured. The clinic is managed and staffed primarily by OT students as volunteers, under the direct supervision of UTHSC faculty.

The Physician Assistant Program became a part of the College of Medicine in July 2016. The 2016 graduating class obtained an impressive 100% first-time PANCE pass rate. Students who have completed employment surveys during the first 6 months after graduating reported 91% are employed, with 73% working in either family medicine or internal medicine subspecialties with an average starting salary \$88,000 annually.

The College of Graduate Health Sciences welcomed its inaugural class of eight students from Harbin Medical University in China for the UTHSC Summer Interns Program. The students were on campus for four weeks. The college began the program so that students and researchers, abroad and at UTHSC, could gain different perspectives in health care from their peers. UTHSC plans to have the opportunity available for students on campus to study abroad at Harbin Medical University.

# 3199

**TOTAL STUDENTS  
ENROLLED**  
UP **12%** FROM 2013

# 942

**DEGREES AWARDED\***  
UP **20%** FROM 2013

\*In 2017

# 96%

## AVERAGE

**FIRST TIME BOARD  
PASS RATE\***  
FY14 THROUGH FY17

\*For graduate and professional programs

# CHIPS

**CENTER FOR  
HEALTHCARE  
IMPROVEMENT AND  
PATIENT SAFETY**  
FULLY ONLINE  
SPRING 2017



# RESEARCH



## PRIORITY

- Provide Necessary Facilities, Infrastructure and Core Support for Research and Scholarship
- Develop Program to Link Clinical and Basic Science Researchers
- Foster Collaboration Across Colleges and Campuses
- Develop and Implement Research Mentorship

## HIGHLIGHTS

The Operational Strategic Planning committee composed of 25 leading researchers from departments, colleges and campuses, along with the Vice Chancellor for Research, developed the Operational Strategic Plan for Research designed to grow and strengthen the UTHSC Research Enterprise. The six Areas of Excellence within the plan are Cancer; Obesity, Diabetes and Vascular Disease; Disorders of the Nervous System; Respiratory Disorders; Precision Medicine; and Health Outcomes.

The Office of Research created the Collaborative Research Network to provide UTHSC faculty with a new platform to create research partnerships across disciplines, Colleges, Universities and nations. The Collaborative Research Network (CORNET) was first awarded in 2016. Most recently, the Clinical CORNET awards program has been created. To date, the CORNET Awards have provided over \$1.5 million in funding to support new collaborative research teams and their projects.

The CTN2, Clinical Trials Network of Tennessee, is a site management organization to enable UT faculty clinical researchers to design, solicit and conduct robust statewide clinical trials in order to increase access to new therapies for patient care, research opportunities and education, and to enable UTHSC to get credit for clinical trials conducted by its faculty. The Clinical Trials Governance Board (CTGB) was created to support and grow clinical research by promoting access to resources and opportunities for investigators and faculty throughout the UTHSC system.

Two new institutes have been established during the strategic planning cycle. The Institute for the Study of Host Pathogen Systems (ISHPS) will synergize infectious disease research among an interdisciplinary group of faculty. The Institute for Biomarker and Molecular Therapeutics (IBMT) is a research enterprise focused on developing new biomarkers and molecular level therapeutic modalities for chronic diseases such as, but not limited to, cancers, HIV/AIDS, stroke and cardiovascular disorders.

In October 2015, the Office of Research Development (ORD) was established to oversee the announcement and review of all intramural grants including Bridge Funding, New Grant awards and CORNET awards. ORD also provides targeted information to faculty on available grant opportunities through the Elsevier Pure system.

The Office of Scientific Writing was established and designed to assist research faculty, postdoctoral fellows and students in the writing of successful research grants and scientific manuscripts. The office supports the research faculty on UTHSC's Memphis, Nashville, Chattanooga and Knoxville campuses. The Director of Scientific Writing provides investigators with editorial services, specific aims development and concise explanations, project descriptions and project narratives development, and educational resources and expertise for improving the clarity and cogency of manuscripts and grant applications.

A committee with broad faculty representation, developed an Allocation of Research Space Plan in 2016. Briefly, the committee crafted an open and transparent process that guides the assignment, solicitation and usage of space based on clear metrics. Key features are a rolling three-year average of extramural funding, the type and scope of faculty research, as well as location.

In 2017, UTHSC, in partnership with the University of Tennessee Research Foundation (UTRF), welcomed the first Entrepreneur-in-Residence (EIR). The EIR position is a shared resource between Memphis Bioworks Foundation and UTRF, and is designed to support innovative research teams and their entrepreneurial ventures in Memphis and throughout the state. Funding for the new EIR came from the i6 Challenge Award given by the U.S. Economic Development Administration through their Regional Innovation Strategies program to UTHSC in partnership with Memphis Bioworks Foundation and UTRF in 2016.

**\$87.1  
MILLION**

**RESEARCH AWARDS**

**\$48.1  
MILLION**

**RESEARCH  
EXPENDITURES**

**50**

**IP DISCLOSURES  
UP 40% FROM 2013**

**\$345.9  
MILLION**

**RESEARCH AWARDS  
FY14 THROUGH FY17**



# CLINICAL CARE



## PRIORITY

- Develop Targeted Areas of Centers of Excellence
- Establish a Culture of Best Practices
- Strengthen Program Quality Using Performance Metrics
- Develop and Implement Community-Based and Statewide Clinical and Outreach Programs
- Implement Continuous and Seamless Data-Sharing

## HIGHLIGHTS

The College of Medicine introduced the world's most comprehensive Mobile Stroke Unit, capable of conducting and producing advanced quality imaging for stroke diagnosis and treatment. This is the first time CT capabilities of this magnitude have been available in a mobile setting, creating the ability to diagnose and launch treatment. The Mobile Stroke Unit will serve a community with a major stroke health problem. The stroke rate in Memphis is 37 percent higher than the national average.

The College of Nursing launched a new Center for Community Partnerships and Nursing Innovation focused on developing sustainable partnerships with area institutions to advance health care, fostering innovative nursing strategies, reducing health disparities and improving patient outcomes. The college was awarded a grant in collaboration with Regional One Health to train area nurses to handle and defuse crisis situations in hospitals and other health care settings. The programs will train nurses to recognize escalating behavior and diffuse potentially hostile situations.

The students in the College of Pharmacy have been providing flu shots to the campus community for the past 15 years. The annual Boo Flu immunization clinic is held in October and flu shots are provided to more than 1,914 employees. The students gain experience giving immunizations, a requirement for certification by the American Pharmacy Association Pharmacy Based Immunization Delivery Program.

Volunteer Your Voice Summer Camp in Knoxville, a one-week camp for children ages 8 to 15 with speech, language and hearing impairments makes learning fun. The program gives the participants a traditional camp experience, while helping them work on their speech and language skills. It is developed by College of Health Profession's Department of Audiology and Speech Pathology.

In 2015, the College of Dentistry, the oldest school of dentistry in the south, opened two dental clinics to serve the working poor in communities at either end of the state – Union City in western Tennessee and Bristol at the far eastern edge of the state. Other clinics exist in Memphis, Jackson and Chattanooga.

UTHSC's Center for Addiction Science was recognized recently as the first Center of Excellence In Addiction Medicine by The Addiction Medicine Foundation. The Center for Addiction Science was founded to address the untreated addiction epidemic, not only in Memphis, but across the country.

The Center for Health in Justice Involved Youth is based on the belief that exposure to trauma and violence in childhood starts a cycle that can lead young people to crime and eventual incarceration. The Center provides information about adverse childhood experiences (known as ACEs), including violence, trauma, household dysfunction and abuse, which may alter a young person's emotional responses and set the stage for future antisocial behavior. The goal of the center is to raise awareness for better mental health services in the community for young people and their families, and to coordinate delivery of those services to ensure the community's youth have a chance to succeed. Center faculty and staff worked with the Shelby County Juvenile Court to establish an assessment center to help diagnose and treat mental health issues of young people who come before the court.

Two new Faculty Affiliated Practice Groups were added during one strategic planning cycle. UT-Regional One Physicians was formed in 2014 and University Clinical Health in 2016.

**\$340  
MILLION**

**CORE AFFILIATED  
PRACTICE PLANS  
NET PATIENT REVENUE  
UP 40% FROM 2013**

**2.5  
MILLION**

**WORK RVUs-AFFILIATED  
PRACTICE PLANS  
UP 25% FROM 2013**



**1433**

**TOTAL RESIDENTS  
AND FELLOWS  
UP 10% FROM 2013**



# VISIBILITY



that target rare diseases but aren't profitable to Big Pharma companies. Two recent accomplishments include: being named Best Renovation (Large Category) by the Memphis Business Journal in its 2018 Building Memphis Awards and designated as a Center of Excellence in global medical product quality and pharmaceutical supply chain security by the Asia Pacific Economic Cooperation (APEC), an international forum supporting economic growth in the Asia-Pacific region.

Methodist Le Bonheur Healthcare (MLH) and UTHSC announced a \$40 million gift, the largest single donation in the healthcare system's nearly 100-year history. The anonymous gift will be used to transform the current Methodist University Hospital Transplant Institute (a partnership between MLH and UTHSC) from a leading transplant program, to a world-class research program and a progressive healing environment for patients and families alike.

The annual Back-to-School Family Affair serves more than 1,000 children from all over the Mid-South, with free health screenings, physical exams, immunizations, dental, vision and blood pressure screenings. UTHSC has participated in the event for more than 20 years, and two years ago, began doing a school supply drive several weeks before the event on campus to equip students for the new school year. Among the services provided, physical exams are conducted by the College of Nursing and dental screenings were performed by the College of Dentistry.

Student members of Kappa Psi, a pharmaceutical fraternity, in the College of Pharmacy made a little girl's dreams come by providing a wish for a 5-year-old through Make-A-Wish Mid-South. The child, who is from Mexico, loves the movie "Frozen" and wished to go to Disney World. Thanks to Kappa Psi, she and her parents were presented with a trip to Disney World. But first, she was the guest of honor at a Disney-themed party. Students dressed in Disney character costumes provided by Make-A-Wish and lined a blue walkway to greet her.

The College of Health Profession's Physical Therapy department hosted GoBabyGo! Memphis, bringing mobility to children with special needs through custom-modified toy cars. The PT department provided off-the-shelf toy cars that have been custom modified for a group of children, ages 13 months to 4 years old, who otherwise might not be able to use them. Push buttons were added for those who can't operate switches, support structures were designed for those who can't sit up, and voice- or head-controls to help those who lack hand mobility.

Families in the Mid-South benefited from more than 21,000 meals thanks to the funds donated by faculty, staff and students during the annual Campus Food Drive held every year around the holiday season. In addition, a total of more than 1,500 pounds of food were donated during the one-month collection period.

**\$40 MILLION**

IN ANONYMOUS GIFTS

**1000**

CHILDREN RECEIVED FREE HEALTH SCREENINGS AT BACK-TO-SCHOOL FAMILY AFFAIR SERIES

**\$22 K+**

WORTH OF FREE DENTAL SERVICES PROVIDED AT GIVE KIDS A SMILE DAY

## PRIORITY

- Implement Expanded Marketing/Branding Strategy for UTHSC
- Increase Awareness of UTHSC Community Contributions
- Align Messaging of and Enlist Advocacy by Partners/Alumni
- Strengthen Legislative Interaction
- Expand Awareness of UTHSC as a Statewide Enterprise
- Implement Strategies to Demonstrate Health Impact

## HIGHLIGHTS

The bright orange UT icon was added to new exterior signage at Methodist University Hospital, and the hospital will be referred to as Methodist UT Hospital in recognition of the successful and growing partnership between UTHSC and the Methodist Le Bonheur Healthcare system. Methodist UT Hospital is a core teaching hospital for UTHSC.

The Plough Center for Sterile Drug Delivery Systems, a \$16 million, state-of-the-art facility for manufacturing drugs will train pharmaceutical students while at the same time developing small-batch compounds for testing in clinical trials and producing "orphan" drugs



**16 MILLION**

PLOUGH CENTER FOR STERILE DRUG DELIVERY SYSTEMS



# CULTURE OF EXCELLENCE



The University received independent accreditation from the Southern Association of Colleges and Schools Commission on Colleges in 2015. This resulted in the separation of UTHSC from UT-Knoxville. The review resulted in full-accreditation with no monitoring. The next review is scheduled for April 2020. Once that review is completed, the cycle will include reviews every ten years with five-year interim reporting.

The University started a health initiative to provide primary care onsite. The goal is to ensure the health and well-being of faculty and staff. Two groups of employees, facilities workers and administrative professionals, were offered free biometric screenings and follow-up consultations. Approximately 50 to 75 percent of the employees in those groups took advantage of the offer. A similar program was started in the College of Dentistry to provide free dental screenings to facilities and administrative employees.

The campus received the designation as a “VETS Campus” which recognizes UTHSC’s work to help military veterans transition from military service to higher education. The University seeks to make health care education more accessible to qualified students who have served their country. UTHSC was the first in the statewide University of Tennessee System to be named a VETS Campus.

Campus Recreation created the Healthy Living Program, a 12-week program that provides structure, expert tips, and encouragement in a group setting. The program targets employees who seek to adopt healthier habits. Since its inception, it has helped 51 participants who have lost a total of 99 inches. Participants meet to discuss topics of nutrition, fitness and exercise one night a week.

The Office of Finance developed a budgeting process which requires requests to be tied to the strategic plan and specific priorities. This ensures investment in initiatives that support the overarching goal to advance the health of Tennesseans.

**4 YEARS**  
AS A TOP WORKPLACE  
IN MEMPHIS

**\$2.3  
BILLION**  
ADDED TO TENNESSEE’S  
ECONOMY

**FIRST**  
VETS CAMPUS  
IN THE UT SYSTEM

**SMOKE  
FREE  
CAMPUS**  
AS OF JAN. 1, 2018

## PRIORITY

- Address Prioritized Needs/Deficits Requiring Additional Resources
- Increase Program Collaboration Across the UT System
- Allocate Space Based on Need Across UTHSC
- Re-engineer Clinical and Core Services to Increase Effectiveness & Efficiency
- Optimize Productivity and Alignment of Faculty, Staff, Students and Administration
- Create a Culture of Philanthropy
- Develop Succession Plans at all Levels of Leadership

## HIGHLIGHTS

UTHSC has been named one of the 2017 Top Workplaces in the Greater Memphis area by the Commercial Appeal. It is the fourth consecutive year the university has achieved the designation. The recognition is based solely on employee surveys.

UTHSC is in the midst of more than \$20 million in security upgrades, including a \$2 million renovation to an unused building for the campus police. The funding is being used to upgrade video security technology, improve wireless and keyless access for all buildings and outfit an emergency operations center.





# PARTNERSHIPS



## PRIORITY

- Prioritize Existing and Potential Partnerships
- Define/Align Benefits and Expectations of Key Partnerships
- Foster Individualized Approach to Managing Each Key Partnerships
- Coordinate and Nurture Partnerships Across UTHSC
- Leverage Existing Partnerships to Build New Ones
- Invigorate Lifelong Partnership with Students, Donors and Alumni

## HIGHLIGHTS

UTHSC partnered with William and Diane Young to create a volunteer coalition for the newly-opened Wellness and Stress Clinic in South Memphis. UTHSC is providing furniture, exam equipment and resources for the building, as well as medical, physician assistant, nursing and pharmacy students and faculty volunteers. The partnership also includes the City of Memphis, Rhodes College, University of Memphis and West Cancer Center.

In an effort to advance the practice of nursing and improve community health, the College of Nursing launched a new Center for Community Partnerships and Nursing Innovation. The Center is designed to develop sustainable partnerships with clinical, research and service institutions in the Mid-South to advance health care, foster innovative nursing strategies, reduce health disparities, and improve patient outcomes.

The College of Dentistry provides free dental services to elementary and middle school students on National Give Kids a Smile Day. In 2017, a total of 893 dental procedures worth \$17,954 were performed during the service event, one of many ways UTHSC annually works to improve health in the community. The Dentistry students also joined the Mid-South Mission of Mercy for a two-day free dental clinic offering services to the underserved in Memphis and the Mid-South in February 2017. More than 1,856 registered volunteers treated 2,154 patients and provided \$1,166,091 of free dental procedures to the community.

UTHSC hosted a white coat ceremony for high school students from across the Mid-South. The ceremony is the conclusion of a six-month program called Determined to be a Doctor Someday (DDS). The initiative is the creation of local dentist and UTHSC College of Dentistry alumna with the goal of stimulating and encouraging minority and under-represented students to pursue careers in health care. With the help of the American Dental Association and continuous support of UTHSC, the program provides mentors for participants and facilitates identification of the necessary resources to achieve their goals of becoming health care professionals.

UTHSC hosted the fourth Live! Memphis Breast Cancer Summit, presented by the Memphis Breast Cancer Consortium (MBCC). The annual event was conceived to educate African-American women about breast cancer and to encourage preventive measures to promote early detection, which often leads to a cure. UTHSC works in collaboration with community groups that also seek to battle breast cancer in the African-American community. UTHSC served as the host and lead sponsor in 2015, and has been joined in the sponsoring role each following year by Baptist Cancer Center and West Cancer Center.

UTHSC has formed a partnership with Birmingham's Southern Research to advance promising research that could lead to new drugs to address unmet medical needs. The program links the drug discovery and development expertise of Southern Research with UTHSC's research network, which spans four campuses and has been involved in sponsored programs valued at \$240.5 million in 2016.

The Health Informatics and Information Management Program at UTHSC partnered with Girls Inc. of Memphis this summer to teach information technology skills to teenage girls. The girls, ages 13 and 14 years old, are part of the Eureka! program, a five-year STEM program at Girl's Inc., and a year-round program with an intensive summer session that exposes girls to careers in science, technology, engineering and math. The girls were taught the basics of website design.

UTHSC's Boling Center for Developmental Disabilities and LeMoyne-Owen College are partnering on a project aimed at getting more minority students interested in studying developmental disabilities. The partnership is funded by grant through the U.S. Department of Health and Human Services' Administration for Community Living. With the project, the Boling Center and LeMoyne-Owen hope to generate more African-American interest, develop more opportunities for people with disabilities, promote cultural competence in the disability field, and enhance the skills of faculty to deliver timely and culturally competent training and services to the students they serve.

## PARTNER HOSPITALS INCLUDE

### MEMPHIS

Methodist University Hospital, Regional One Health, Memphis VA Medical Center, Le Bonheur Children's Hospital, Memphis Mental Health Institute, Baptist Memorial Hospital, St. Francis Hospital, and Germantown Methodist Hospital

### NASHVILLE

Saint Thomas Health

### KNOXVILLE

University Health System Inc.

### CHATTANOOGA

Erlanger Health System

## HOSTED

# 4TH

## LIVE MEMPHIS BREAST CARE SUMMIT

# 2154

## PATIENTS SEEN BY VOLUNTEERS INCLUDING COD STUDENTS AT MID-SOUTH MISSION OF MERCY



# DIVERSITY



## STUDENT STATS

**62%** FEMALE  
**38%** MALE

**70%** WHITE  
**30%** UNDER-REPRESENTED

## FACULTY STATS

**37%** FEMALE  
**63%** MALE

**69%** WHITE  
**31%** UNDER-REPRESENTED

## STAFF STATS\*

**69%** FEMALE  
**31%** MALE

**47%** WHITE  
**53%** UNDER-REPRESENTED

\*Excludes residents and postdocs

## HIGHLIGHTS

The Office of Equity and Diversity (OED) increased communication to the campus regarding diversity initiatives. The OED's Diversity Matters newsletter was refreshed and distributed monthly via email. An inclusion listserv was created with a focus on ways to value, respect, and support students, postdocs, medical residents/fellows, staff and faculty across UTHSC. Information shared through the listserv allows equal access to opportunities and resources offered or facilitated by OED. It also provides the opportunity to hear from the UTHSC community about ideas, perspectives and experiences that supports institutional mission successes with diversity and inclusion.

The College of Pharmacy was the only pharmacy in the country to receive the 2017 Health Professions Higher Education in Excellence in Diversity Award from INSIGHT into Diversity magazine. More than 140 institutions applied for the honor which recognizes health science

schools that demonstrate an outstanding commitment to diversity and inclusion. Only 23 schools received the recognition.

The Tennessee Institutes for Pre-Professionals (TIP) continues to inspire students to pursue careers in health care. TIP prepares Tennessee's underrepresented college students in professional academic health care programs through exposure to clinical shadowing opportunities, personal and professional development, standardized entrance exam preparation, as well as clinical simulations.

Identifying the next generation of dentists is important to a College of Dentistry alumna and the Determined to Be a Doctor Someday (DDS) Symposium was born. The annual program, targeting minority students, involves guest speaker, hands-on activities, breakout sessions and panel discussions. Scholarships are linked to the program.

The College of Medicine Chapter for the Student National Medical Association (SNMA) hosted the Dream Big Conference which targeted middle and high school students. The conference was designed to sharpen their social, cultural and professional skills. The SNMA, the oldest and largest independent student organization focusing on the concerns of back medical students in the United States, fosters growth and development in the community, especially in underserved areas.

The Diversity and Inclusion Committee was formed to serve an advisory roll to the Chancellor regarding how the campus can better leverage diversity and inclusion as an advantage in pursuing an integrated program of education, research, clinical care and public service.

Students at UTHSC and the other UT institutions participated in The Student Experience Survey Which was designed to assess the climate on campus. We were pleased that 37% of our students responded to the survey and 87% rated the climate of the overall campus as "very comfortable" or "comfortable. Eighty-two percent of Students rated the climate in the academic department and 83% rated the climate in the classroom as very comfortable" or "comfortable. Results will be used to add to our knowledge base of how students feel about the campus climate and the resources available.



<b>UTHSC STRATEGIC MAP: 2014 – 2018</b>					
<b>Position UTHSC as a National Leader in Targeted Areas of Excellence Across Missions, Campuses, and Colleges</b>					
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
	<b>Educate Outstanding Graduates Who Meet the Needs of the State and Its Communities</b>	<b>Grow the Research Portfolio Focusing on Targeted Areas</b>	<b>Create Areas of Clinical Prominence While Expanding Outreach</b>	<b>Increase Visibility and Recognition of UTHSC Contribution</b>	<b>Align UTHSC Resources with Areas of Excellence</b>
<b>1</b>	Expand and Strengthen Interprofessional Training	Provide Necessary Facilities, Infrastructure, and Core Support for Research and Scholarship	Develop Targeted Areas of Centers of Excellence	Implement Expanded Marketing/Branding Strategy for UTHSC	Address Prioritized Needs/Deficits Requiring Additional Resources
<b>2</b>	Support Innovation and Adapt to Evolving Educational Models	Develop Program to Link Clinical and Basic Science Researchers	Establish a Culture of Best Practices	Increase Awareness of UTHSC Community Contributions	Increase Program Collaboration Across the UT System
<b>3</b>	Incorporate Effective Technology Use in Learning and Practice	Foster Collaboration Across Colleges and Campuses	Strengthen Program Quality Using Performance Metrics	Align Messaging of and Enlist Advocacy by Partners/Alumni	Allocate Space Based on Need Across UTHSC
<b>4</b>	Provide Training and Development to Increase Graduate Readiness Across Missions	Develop and Implement Research Mentorship	Develop and Implement Community-Based and Statewide Clinical and Outreach Programs	Strengthen Legislative Interaction	Re-engineer Clinical and Core Services to Increase Effectiveness and Efficiency
<b>5</b>	Offer Graduate Training Programs in Areas of Mission Excellence		Implement Continuous and Seamless Data Sharing	Expand Awareness of UTHSC as a Statewide Enterprise	Optimize Productivity and Alignment of Faculty, Staff, Students, and Administration
<b>6</b>	Recruit and Retain Faculty and Staff Through Development, Support, and Mentorship			Implement Strategies to Demonstrate Health Impact	Create a Culture of Philanthropy
<b>7</b>	Continue to Increase the Diversity of Faculty, Staff, Students, and Administration				Develop Succession Plans at all Levels of Leadership
<b>F</b>	<b>Expand and Strengthen Key Community and Other Partnerships</b>				
<b>G</b>	<b>Increase Strategic Integration Across UTHSC</b>				
<b>H</b>	<b>Strengthen Organizational Effectiveness and Adaptability Through a Focus on a Culture of Excellence Across UTHSC Including Staff, Faculty, and Administration</b>				

Approved: UTHSC Strategic Planning Committee, 1.09.14; Board of Trustees 2.27.14

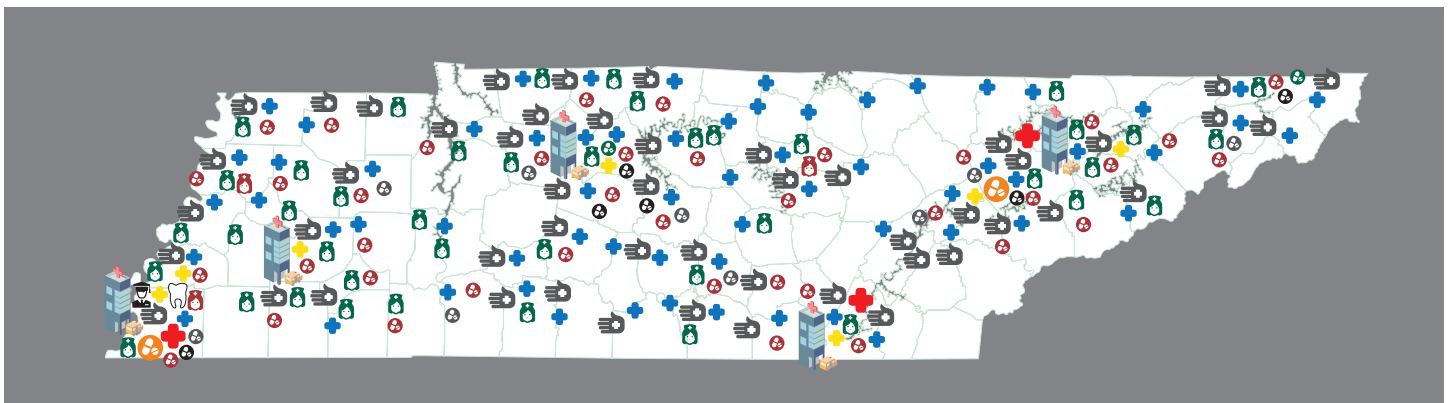
<b>UTHSC STRATEGIC MAP: 2018-2019 TO 2021-23</b>					
<b>The mission of the University of Tennessee Health Science Center is to improve the health and well-being of Tennesseans and the global community by fostering integrated, collaborative, and inclusive education, research, scientific discovery, clinical care, and public service.</b>					
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
	<b>Educate outstanding graduates who meet the needs of the state and its communities</b>	<b>Grow the research portfolio focusing on targeted areas</b>	<b>Create areas of clinical prominence while expanding outreach</b>	<b>Increase visibility and recognition of UTHSC contribution</b>	<b>Align UTHSC resources with areas of excellence</b>
<b>1</b>	Expand and strengthen team-based interprofessional educational experiences	Provide necessary infrastructure for research and scholarship	Develop targeted areas of centers of excellence	Broaden and bolster the branding and marketing strategy	Address prioritized needs/deficits requiring additional resources
<b>2</b>	Cultivate and sustain effective educational models and technologies to enhance student learning and engagement	Enhance connections between researchers at various translational stages (T0 to T4)	Establish a culture of best practices	Increase awareness of UTHSC's healthcare initiatives and contributions, from local to national and international audiences	Increase collaboration across UT
<b>3</b>	Foster student wellness and resilience to prepare them for lives and careers as health professionals	Create a collaborative research network across disciplines, colleges, campuses, universities, hospitals and industry	Strengthen program quality using performance metrics	Renovate facilities to stimulate learning, scientific discovery, and research	Allocate space based on need across UTHSC
<b>4</b>	Prepare graduates to understand and address the social determinants of health in the communities we serve	Develop and implement research mentorship programs	Develop and implement community-based and statewide clinical and outreach programs	Engage stakeholders, including alumni, to be legislative advocates for UTHSC	Re-engineer clinical and core services to increase effectiveness and efficiency
<b>5</b>	Prepare graduates as life-long learners, collaborative leaders, and advocates to improve the shifting healthcare landscape		Expand the scope and quality of integrated clinical practice	Promote UTHSC as a positive and necessary entity in healthcare, education, research, and clinical practice	Optimize productivity and alignment of faculty, staff, students, and administration
<b>6</b>	Recruit and retain faculty and staff through development, support, and mentorship			Offer special events and initiative to promote health within the community	Build and sustain a philanthropic culture across UTHSC, alumni, and external stakeholders
<b>7</b>	Foster and sustain a diverse and inclusive culture where we respect and engage all members of the UTHSC community.				Develop leaders at all levels of the institution
<b>F</b>	<b>Expand and strengthen key community and other partnerships</b>				
<b>G</b>	<b>Strengthen organizational effectiveness and adaptability through a focus on a culture of excellence across UTHSC including staff, faculty, and administration</b>				

Revised 5/9/2018





## Statewide Reach



**Hospital Affiliations**



**College of Dentistry**  
Educational and Clinical sites



**College of Health Professions and Clinical Sites**

(Audiology and Speech Pathology, Medical Laboratory Science, Health Informatics and Information Management, Physician Assistant Studies, Occupational Therapy and Physical Therapy)

**College of Nursing**



Clinical Contract Sites



Faculty Practice Sites



**College of Graduate Health Sciences**  
Hospital Affiliations

**College of Medicine**



Major Sites



Community-Based Clinical Faculty



Graduate Medical Education Clinical Rotation Sites

**College of Pharmacy**



Major Sites



Clinical Education Centers



Clinical Rotation Sites



Community Residency Sites



Institutional Residency Sites

**For more information:**

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