



Department of Orthopaedic Surgery

Strategic Plan 2018 – 2023

VISION

To lead and excel in the delivery and advancement of integrated, comprehensive, patient-centric musculoskeletal care.

MISSION

The Department of Orthopaedic Surgery is dedicated to improving the musculoskeletal health of patients of today and tomorrow via a culture of collaboration and diversity. We will focus and leverage our expertise in clinical care, advancing knowledge through innovation, education and advocacy.

DEPARTMENT VALUES

Compassion, Integrity, Stewardship, Support, Ethics, Honesty, Citizenry

STRATEGIC PILLAR: WORLD-CLASS, VALUE-DRIVEN CLINICAL CARE

Description: The UC Davis Department of Orthopaedic Surgery is consistently ranked among the nation's best in the care of patients afflicted with musculoskeletal disease. UC Davis Health is a leader in trauma and emergency care. With new health center leadership there is an emphasis on further developing our ambulatory care through quaternary care service lines thereby enabling us to expand our clinical care mission. At the core of this pursuit is taking care of patients and establishing metrics and benchmarks to be world class with a focus on value driven care.

Goal: Optimize delivery of highest quality care

- Strategy: Improve access
 - Work with Medical Center leadership to resource clinic urgent booking and template adaptability with goal of new patient access within five business days
 - Increase number of new patient slots
 - Eliminate default mandatory two week post-op appointment making service discretionary
 - Work with Center for Health and Technology to enable telemedicine and virtual appointments
 - Increase access to additional operative locations
- Strategy: Optimize clinic operations
 - Evaluate staffing allocation in the clinic to optimize support of providers
 - Optimize advanced practitioners (NPs and PAs) to work at top of license
 - Coordinate radiology scheduling with clinic appointments
 - Develop high-level patient education program
 - Integration of care with the Medical Center
- Strategy: Optimize perioperative care
 - Work intensively with Perioperative Services to address current operational challenges
 - Work with campus leadership to separate scheduled vs nonscheduled (e.g. trauma) surgical care such that each can work independently to suit their needs without disrupting the other
 - Extend Same Day Surgery operations to accommodate more ambulatory surgery, moving cases from the Pavilion, thereby freeing up available time in the Pavilion and doing ambulatory cases in a more appropriate setting
 - Engage Perioperative Services to develop discipline specific team
 - Utilize/optimize current facilities better

- Strategy: Optimize clinical care within the Medical Center
 - Engage Medical Center leadership to optimize inpatient services, specifically addressing ancillary services (e.g. PT)
 - Develop subspecialty clinical pathways
 - Optimize advanced practitioner support
 - Market ourselves as world-class via social media, marketing, website

Goal: Develop Value Driven Programs and Initiatives

- Strategy: Create a Chief Value Officer for the department
- Strategy: Embed Patient Reported Outcomes into the delivery of care via the EMR
- Strategy: Develop quality projects per section and incentivize behavior to implement and sustain
- Strategy: Adapt section specific registries
- Strategy: Enable surgeons to reduce the cost of care they deliver

STRATEGIC PILLAR: INNOVATION THROUGH LEADING-EDGE RESEARCH

Description: UC Davis Department of Orthopaedic Surgery has a rich and storied history of musculoskeletal investigation. We want to foster new growth and energy by intra and extra-departmental collaborations across the medical and main campuses. Academic orthopaedic surgeons, musculoskeletal focused physicians, as well as mechanistic scientists will work together and be a driving force in research to ensure that our investigations address patient needs and provide practical solutions for improving their care.

Goal: Develop a Culture of Inquiry via collaboration

- Strategy: Engage faculty in the greater orthopaedic community and the Medical Center
- Strategy: Empower the Vice Chair of Research (VCR) to invite and encourage campus integration and collaboration to build a multi-disciplinary culture within and beyond the department
- Strategy: Align research and build relationships with other departments and centers (e.g. Internal Medicine, Rehab, Center for Musculoskeletal Health, Cancer Center)
- Strategy: Organize and develop trainee research education that offers best-in-class research opportunities for all students (medical students, PhDs, fellows, residents, undergrads)
- Strategy: Codify a process for each resident to produce one project, ready for submission/publication by senior year
 - By the end of PGY 2 year they should complete a hypothesis, literature search and IRB application with a detailed plan designated faculty mentor and reviewed by the department at graduation
- Strategy: Codify a process by which each fellow can produce a tailored research project ready for publication by the end of the fellowship
- Strategy: Record and broadcast the monthly research seminar with a full schedule for the year posted prior to the start of the academic year
- Strategy: Reward academic productivity
- Strategy: Be a driving force in the Aggie Square Initiative, inviting and encouraging campus collaboration
- Strategy: Renovate laboratory facilities to reflect a leading-edge culture of inquiry, incorporating into the Aggie Square Initiative
- Strategy: Invigorate intra-departmental collaborations

Goal: Strive to be an (inter)national leader in innovation

- Strategy: Work with individual investigators to help facilitate growth of grant portfolio via establishing a reward model for research faculty

- Strategy: Develop a training grant campaign (e.g. T-32) in partnership with other departments and centers (e.g. BME)
- Strategy: Disseminate grant opportunities to faculty
- Strategy: Hire a lab manager that addresses the need of the investigators, with priority given to those needing “bridge support” between extramural grants
- Strategy: Hire lab administrative support to work with the CAO and staff to facilitate grant and manuscript prep
- Strategy: Seek corporate sponsorship or private contracts for biomechanical testing of medical devices, using revenue to support a technician for clinical faculty investigation
- Strategy: Develop a well-defined pathway for sustained salary and ancillary support for nonclinical faculty

Goal: Build clinical research infrastructure

- Strategy: Expand CRC capacity to facilitate faculty clinical research, engaging each PI in the process and overseen by the VCR
- Strategy: Engage leadership in the School of Public Health
- Strategy: Create electronic clinical databases

Goal: Define and build areas of excellence for research and resource appropriately

- Strategy: We will recruit faculty and dedicate resources with select areas in mind
- Strategy: Prioritize research focuses

Goal: Create a balanced emphasis between translational and basic science research

- Strategy: Balance short term and long term focus
- Strategy: Bridge clinical and research faculty
- Strategy: Increase opportunities for research residents

STRATEGIC PILLAR: IN-DEMAND, BEST-IN-CLASS EDUCATION

Description: The University of California is one of the most renowned public educational systems in the world. The UC Davis Department of Orthopaedics stands at the leading edge of orthopaedic knowledge and research. We are a central contributor to the UC educational mission. We will further develop and employ novel educational methods to provide best-in-class learning opportunities to medical students, resident physicians, clinical and postdoctoral fellows and graduate and undergraduate students. As part of our mission of community engagement we will reach out to the orthopaedic community at large to develop continuing educational opportunities to practicing orthopaedic surgeons, allied professionals and researchers.

Goal: Prioritize our education mission by empowering strategic decision making that influences our mission and resource allocation

- Strategy: Create an executive level faculty position: Vice Chair of Education (VCE) who will oversee all aspects of our education mission
 - Serve in an advisory role to the subspecialty fellowship director and as a resource to fellows
 - Provide senior leadership and guidance to the residency director and associate director
 - Oversee and coordinate education as it relates to the other pillars
 - Convene an education committee to engage faculty oversight of all educational endeavors

Goal: Develop best-in-class Orthopaedic Residency and Fellowship Educational Programs that are the most sought-after in nation

- Strategy: Engage the UC Davis School of Education to optimize our education techniques, accessing the latest teaching modalities
- Strategy: Via an independent Lipscomb Alumni Society, develop a 501(c)3 not-for-profit endowment and other funds that will provide funding for residents and fellows to attend extramural courses
- Strategy: Focus on/improve the diversity of the residency class
- Strategy: Revisit/improve recruitment and screening process of residents, PhDs, fellows, and medical students

Goal: Develop and enhance current medical student musculoskeletal educational curriculum

- Strategy: Enhance existing longitudinal curriculum with components dedicated towards musculoskeletal care
- Strategy: Develop students' interests in orthopaedics as a specialty of choice
- Strategy: Expand student educational offerings through an emphasis on basic orthopaedic surgical principles (e.g. principles of internal fixation, biology of bone healing) and hands on experience in the center for virtual health care (suturing and internal fixation laboratories)

- Strategy: The Associate Residency Director's responsibility will be to oversee the acting internship and medical student residency application process
- Strategy: Emphasize research methodology
- Strategy: Create mentorship opportunities through laboratory investigation

Goal: Support continuing professional development program in our department and beyond

- Strategy: Provide mentoring opportunities internally and externally with annual monitoring and oversight by Chair and VCE
- Strategy: Support the efforts of our faculty to fulfill requirements for the maintenance of certification
- Strategy: Monitor faculty's educational, clinical, and research performance to develop individualized learning opportunities with direction to leadership/educational/technical opportunities
- Strategy: Explore offering community education — local/regional/(inter)national CME courses
- Strategy: Improve the quality of Grand Rounds

Goal: Enhance orthopaedic learning utilizing the latest technologies

- Strategy: Leverage operative suites with inline video camera systems enabling archiving and streaming capacity
- Strategy: Develop a surgical education fellowship
- Strategy: Create a dedicated Orthopaedic Skills Laboratory that will allow faculty and trainees to work individually and collectively on operative techniques

STRATEGIC PILLAR: IMPACTFUL ADVOCACY

Description: UC Davis Department of Orthopaedic Surgery embraces diversity and advocacy for our patients, faculty, trainees, staff and society. The department will advocate for our patients by providing them with timely access to specialty care, and on-demand web-based information for their orthopaedic questions. This Pillar will also focus on enhancing the reputation of our faculty locally and (inter)nationally through multimedia platforms. Furthermore, we will advocate for our discipline by leveraging our proximity to state leaders. Finally, we will advocate via philanthropic boards to provide resources for our research and clinical mission.

Goal: Advocate for patients

- Strategy: Improve access for all patients
- Strategy: Establish community outreach for orthopaedics via the Patient Care Network, etc.
- Strategy: Partner with Shriners Hospital for Children to optimize care for children to young adults
- Strategy: Hold the department to the highest patient satisfaction and outcome scores
- Strategy: Update website, social, and conventional media to enhance the visibility of our mission

Goal: Advocate for our team

- Strategy: Advocate with the UC leadership to reinforce the importance of the mission
- Strategy: Enhance website, social and conventional media presence to improve local and (inter)national reputation
- Strategy: Practice internal faculty support through regular updates and information dissemination
- Strategy: Develop a culture of giving for our residents and fellows through development of the Lipscomb Alumni Society
- Strategy: Develop philanthropy boards with local leaders to fund our research and clinical missions
- Strategy: Develop a committee dedicated to faculty merits and promotions
- Strategy: Tenaciously model our core value and embrace our vision and mission
- Strategy: Advocate on behalf of our residents as they transition from residency to community
- Strategy: Advocate for other Pillars
- Strategy: Create a Chief Wellness Officer

Goal: Advocate for our Discipline

- Strategy: Encourage, coordinate, and celebrate engagement in local, national and international meetings

- Strategy: Encourage participation in health advocacy lobbying efforts via local, regional, national and international organizations
- Strategy: Engage state and national legislators

Goal: Advocate for UC Davis Health

- Strategy: Support the emerging strategic plan of UC Davis Health
- Strategy: Be an ambassador for UC Davis Health
- Strategy: Encourage diversity in all aspects of UC Davis Health