



Pathology Strategic Plan 2021–2024



Message From the Chair



Thank you for your interest in our department and our strategic plan for 2022-2027! This is an exciting time for UC Davis Health and for our department. Under the leadership of Vice Chancellor Lubarsky, UC Davis Health is rapidly evolving into a more fully integrated academic health center to better serve our region. We are recognized for excellent clinical care – in pathology and laboratory medicine and all specialties – with strong synergies that bring our research discoveries to our patient care work as well as to our educational programs. We take great pride in providing the health care professionals of the future to our region and to the world – and sending them out with leading-edge knowledge and tools to deliver tomorrow’s health care today.

Our plan is intentionally designed to complement and leverage UC Davis Health’s organizational mission of transforming lives and communities by providing unparalleled care across California that is grounded in equity. We also share UC Davis Health’s vision for “the next generation, the next innovation, the next cure”, as well as the organizational values of kindness, trust, and inclusion. We join all of our UC Davis Health colleagues in our promise to patients that they are at the center of everything we do.

We have many strengths to build from -- our department has grown in people, accomplishments, and resources over the 12 years that I have served as chair. Our innovation, dedication, and commitment to patient care and community health distinguishes all of our departmental activities and particularly stood out during the COVID-19 pandemic. These qualities are embedded within all aspects of our departmental strategic plan.

I hope you enjoy learning about us through our strategic plan, and through the many pages of our website <https://health.ucdavis.edu/pathology/>. We look forward to partnering with new and existing collaborators and friends to provide a future of good health and opportunity to the people of California and the world.

Sincerely,

Lydia Pleotis Howell MD
Professor and Chair
Pathology and Laboratory Medicine

Departmental Strategic Planning Process

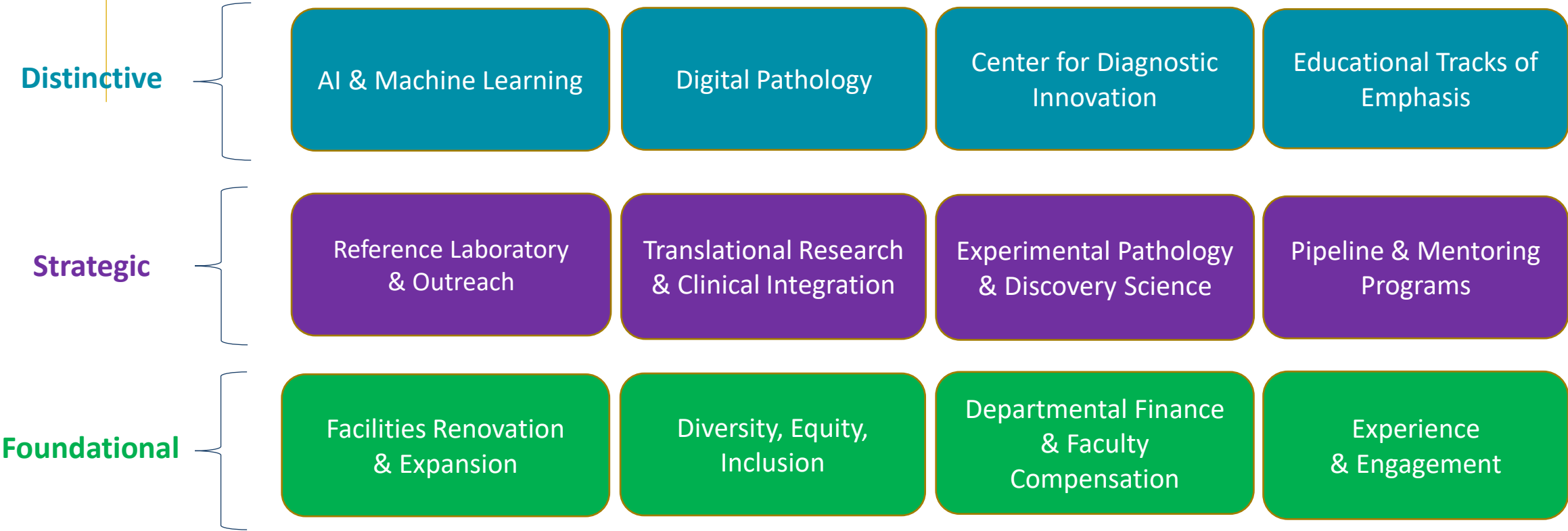
This plan was developed in collaboration with the UC Davis Health Strategic Planning Office over a period of many months beginning in academic year 2020-21.

The process included large interactive meetings as well as small focus groups with many stakeholders.

Through these meetings, the following priorities were identified which shaped the strategic initiatives within the plan:

- Enhance the learning, teaching, research, and care delivery experience
- Expand services and offerings to meet the needs of patients in our region and abroad
- Innovate and deliver new technologies and methods of care delivery and education
- Discover and deliver tomorrow's healthcare today

Tiers of Strategy with Initiatives for the Department of Pathology & Laboratory Medicine



2022-23 Strategic Initiatives and Focus Areas: Distinctive

Initiatives	Project Scope	Focus Areas
Educational Tracks of Emphasis	<ul style="list-style-type: none"> This initiative builds on UC Davis Health’s strong academic standing and existing programs to provide house staff with special expertise that can embellish their training experience and enhance preparedness for the contemporary job market 	<ul style="list-style-type: none"> Create and implement focused tracks for residents to demonstrate added qualifications and enhance job opportunities Align with national efforts for restructuring residency curriculum Explore new and existing educational resources/content
Digital Pathology	<ul style="list-style-type: none"> This initiative aims to expand anatomic pathology services beyond traditional microscopy using digital pathology and support clinical work at remote locations. 	<ul style="list-style-type: none"> Validate new instrumentation and train faculty and staff. Implement for subspecialty teams.
Center for Diagnostic Innovation	<ul style="list-style-type: none"> This initiative aims to improve translation pathway from bench to clinical lab by providing a CLIA-certified space for clinical validation and clinical trials. The Center also aims to attract new industry partnerships, create educational opportunity for cross-disciplinary literacy, and enhance a learning health system through innovative approaches to quality improvement. 	<ul style="list-style-type: none"> Install and implement new clinical automation line in CDxI Validation Laboratory Hire a manager Complete mass spec COVID-19 FDA trial Identify new partners and sponsors to achieve financial security.
Artificial Intelligence and Machine Learning	<ul style="list-style-type: none"> This initiative aims to develop and utilize new AI/ML tools to enhance clinical care and create efficiencies that will improve patient care, save dollars, and create efficiencies. 	<ul style="list-style-type: none"> Recruit a new pathology informatics faculty member who will grow AI/ML applications through application and development of new AI tools. Leverage MILO for new collaborative opportunities. Identify new AI collaborations with industry and at UCDCMC.

2022-23 Strategic Initiatives and Focus Areas: Strategic

Initiatives	Project Scope	Focus Areas
<p>Experimental Pathology and Discovery Science</p>	<ul style="list-style-type: none"> This initiative aims to increase resources and collaboration within the department by collaborative work and alignment with UC Davis Health goals, and goals of centers of excellence. 	<ul style="list-style-type: none"> Build cross-disciplinary research program in immuno-oncology in collaboration with Cancer Center by leveraging recruitment of new Stowell Chair Xiao-Jing Wang Grow faculty involvement in American Society of Investigative Pathology through on-site visit by current President William Muller. Align and integrate with UC Davis Health research strategic plan currently in development
<p>Pipeline & Mentoring</p>	<ul style="list-style-type: none"> This initiative builds on UCD's strong academic standing and existing programs to create an environment in which senior faculty are involved in mentorship of junior faculty, academic excellence and achievement are recognized, and a clear pipeline is implemented to increase retention and promotion of junior faculty. 	<ul style="list-style-type: none"> Collaborate with DEI committee to revise mentoring program and to host URM residents from other schools. Work with PATH-SIG to increase medical student interest in pathology as a career choice.
<p>Translational Research & Clinical Integration</p>	<ul style="list-style-type: none"> This initiative grows inter-departmental collaboration that will enhance coordination and adoption of new technologies and services to improve patient care. This can include, integration of AI, collaboration on grant funding, integration of proprietary innovations into clinical application and as a revenue generating stream and improving overall system capabilities to provide better patient care. 	<ul style="list-style-type: none"> Highman Lecture for 2022 to focus on new technologies (Spatial-omics) Establish new industry partnerships and affiliations Build capacity via new space with CLIA certification Integrate AI into clinical activities Involve more house staff in clinical research projects, including new technologies
<p>Reference Lab and Outreach</p>	<ul style="list-style-type: none"> This initiative aims to expand laboratory testing to better support the Cancer Center, Transplant service, and other subspecialty areas to provide leading edge clinical care to our region, supports clinical trials and new treatments, provides a future-oriented educational environment for trainees and students, and career satisfaction to faculty. 	<ul style="list-style-type: none"> Repatriate send out testing, the recommended first phase for lab expansion identified by NMG consultants. Support expansion of renal pathology and transplantation services to a broader region through recruitment of two additional renal pathologists, Identify tests and resource needs for expanded lab menu to support Cancer Center; use savings from repatriation to fund resources.

2022-23 Strategic Initiatives and Focus Areas: Foundational

Initiatives	Project Scope	Focus Areas
<p>Experience & Engagement</p>	<p>This initiative aims to increase satisfaction and work-life balance for faculty and staff by building on areas of strengths and identifying and addressing areas of frustration faced by staff, faculty, house staff, and students.</p>	<ul style="list-style-type: none"> • Work with UCD Organizational Excellence consultant to follow-up on departmental engagement survey to take action on identified pain points and to optimize recruitment. • Optimize use of remote work to better serve patients and provide work-life balance needs of faculty, house staff, and staff. • Improve on-boarding
<p>Diversity, Equity, Inclusion</p>	<ul style="list-style-type: none"> • The DEI initiative aims to create an environment of sharing cultures, embed cultural competence in all programs, and increase diversity of the department's student body, faculty and staff. 	<ul style="list-style-type: none"> • Participate in recruitment of new faculty to increase diversity. • Use experience from spring 2022 DEI retreat to establish protocols for socializing new hires within the department. • Collaborate with pipeline committee to revise mentoring program for new faculty and staff and to host URM residents from other medical centers. • Initiate SEED training targeted at new pathology and lab medicine
<p>Facilities Renovation & Lab Expansion</p>	<ul style="list-style-type: none"> • This initiative aims to grow laboratory capacity and complexity of testing to better serve UC Davis Health patients and programs, attract outside clients and improve faculty satisfaction. 	<ul style="list-style-type: none"> • Work with UCDH facilities leaders on short-, intermediate- and long-term plans for PATH building, including office space, and to acquire more research space. • Implement first phase of NMG consultant plan for lab expansion focusing on repatriation of send-out tests. • Explore research options for molecular and genomic industry relationships as first step toward growing clinical molecular services.
<p>Department Finance and Operations</p>	<ul style="list-style-type: none"> • This initiative aims to grow laboratory capacity and complexity of testing to better serve UC Davis Health patients and programs, attract outside clients and improve faculty satisfaction. 	<ul style="list-style-type: none"> • Work with Finance Advisory Committee to update compensation plan to better recognize and reward faculty contributions, and to improve transparency. • Work with UCDH Finance and others to evaluate the first year experience of funds flow change, including metrics for staffing model.