

Tilman J. Fertitta Family College of Medicine Mission Statement

The Tilman J. Fertitta Family College of Medicine is accountable to society for improving the overall health and health care of the population of Greater Houston, Texas and beyond by:

- Educating a group of physicians who will provide compassionate, high value (high quality at a reasonable cost) care to patients, families, and communities, with a focus on primary care and other needed specialties.
- Conducting interdisciplinary research to find innovative solutions to problems in health and health care.
- Providing integrated, evidence-based, high value care delivered to patients by inter-professional teams.
- Engaging, collaborating with, and empowering underserved patient populations and community partners to improve their health and health care.

Tilman J. Fertitta Family College of Medicine Vision Statement

The Tilman J. Fertitta Family College of Medicine will be recognized nationally for educating physicians who have a deep understanding of the non-medical determinants of health and health disparities, know how to work with communities to improve their health and health care, and are experts in providing high value health care, managing the health of patient populations, and continuously improving health care delivery. We seek to graduate physicians who choose to practice primary care and other needed physician specialties in underserved (urban or rural) communities. We want to be exemplars of educating physicians from underrepresented groups, beginning with K-12 and college pre-medical pathway programs. We want to be known for conducting high impact, interdisciplinary research that contributes to improving health and health care, capitalizing on the breadth of talent and expertise present across our Tier One research university. We aspire to be outstanding in providing inter-professional team-based care to patients in surrounding communities and beyond that is integrated, evidence-based, safe and of measurable high value. Additionally, we want to be recognized for contributing to measurable improvements in the health of the underserved populations in surrounding geographic communities that are currently socioeconomically disadvantaged and have significant health disparities.

Strategic Goal: Faculty

By 2029, the Fertitta Family College of Medicine will recruit and develop additional well-rounded faculty to deliver the curriculum, provide clinical training, conduct impactful scholarly activity, and serve the college, university and community.

Objective 1.1: Update and operationalize a revised onboarding process for full-time and voluntary faculty based on job assignments and expectations by September 1, 2024.

- Outcome: 80% Faculty satisfaction with onboarding process

- Metric: Faculty survey
- Outcome: 100% of employed faculty with teaching duties have an individualized teaching and learning portfolio
 - Metric: Teaching and learning portfolio on file with faculty affairs

Objective 1.2: Implement a College of Medicine-sponsored continuing professional development (CPD) program, with additional high-quality faculty development offerings.

- Outcome: Increase faculty attendance at College of Medicine Grand Rounds by 30% in AY 23-24.
 - Metric: Grand Rounds attendance records
- Outcome: Offer at least one accredited CME activity other than Grand Rounds in AY 23-24.
 - Metric: Documented CME sponsorship of activity and attendance records
- Outcome: Increase faculty attendance at College of Medicine Grand Rounds by 20% per year from AY 24-25 through AY 28-29
 - Metric: Grand Rounds attendance records
- Outcome: Offer a portfolio of 20 enduring, on-demand CME activities, by June 2026
 - Metric: Accessible database of 20 activities available
 - Metric: Records of faculty utilization of on-demand CME activities

Objective 1.3: Open two ACGME-accredited residency programs with the College of Medicine as the Sponsoring Institution.

- Outcome: ACGME accreditation for 2 residency programs by July 2026
 - Metric: Documentation of initial residency program accreditation from the ACGME
- Objective 1.4: Improve efficiency in faculty hiring.
 - Outcome: Reduction in length of time from decision to hire a new faculty member to the issuance of an offer letter by 40% by August 2024
 - Metric: Number of days from decision to hire to employment agreement.

Strategic Goal: Curriculum

By 2029, the Fertitta Family College of Medicine will continue to provide a mission-driven, medical education program that graduates compassionate and competent physicians with a focus on primary care and other needed specialties, and prepares students for residency and independent practice in their chosen specialty.

Objective 2.1: Ensure that policies, procedures, and structures are in place to regularly evaluate and improve the curriculum to meet student needs and accreditation requirements.

- Outcome: Completion of Phase 1 and 2 reviews by November 2023, then annually for the first three iterations and periodically thereafter.
 - Metric: Approval of the phase reviews documented in Curriculum Committee minutes
- Outcome: Completion of full curriculum review by January 2025, then annually for the

first three cycles and periodically thereafter.

- Metric: Approval of the curriculum review documented in Curriculum Committee minutes
- Outcome: Demonstrated ability to map and track achievement of MEPOs.
 - Metric: Full implementation of MedHub and Canvas, with documented ability to run complete curricular mapping report by April 2024.
- Outcome: 80% student satisfaction with ability to identify Advanced Clerkship and Elective options by December 2024.
 - Metric: Demonstrated completion of searchable database of Advanced Clerkships and Electives by June 2024
 - Metric: Satisfaction measured by student survey by December 2024

Objective 2.2: Demonstrate that students are meeting or exceeding national averages on key benchmarks for residency preparation.

- Outcome: USMLE Step 1 first attempt pass rate at or above national average by August 2027
 - Metric: USMLE Step 1 first attempt pass rate by enrolled class
- Outcome: USMLE Step 1 pass rate of 100% by the students' second attempt
 - Metric: USMLE Step 1 first and second attempt pass rate by enrolled class
- Outcome: USMLE Step 2 mean score for graduating class at or above national average by August 2029
 - Metric: USMLE Step 2 mean score on first attempt by enrolled class
- Outcome: Match rate for graduating senior students in their chosen specialty at or above national average for graduates of US Medical Schools by March 2028
 - Metric: Match rate in the main NRMP match for graduating students

Objective 2.3: Develop sufficient and sustainable relationships with hospitals, medical groups and physician practices.

- Outcome: 110% of required preceptors and sites identified for Longitudinal Primary Care, Longitudinal Integrated Clerkship, Advanced Clerkships and Electives prior to the start of each clinical practice.
 - Metric: calculated number of preceptors and rotation sites required for each clinical activity based on the number of participating students
 - Timelines
 - LPC: June 2026
 - LIC: February 2027
 - ACE: February 2027
- Outcome: 80% of all students satisfied or very satisfied with required clinical experiences on a student survey by May 2025
 - Metric: ISA, GQ

Strategic Goal: Students

By 2029, the Fertitta Family College of Medicine will continue to maintain a mission-focused recruitment and increase the number of students served by pathway programs.

Objective 3.1: Develop and refine effective practices for recruiting students likely to go into primary care.

- Outcome: 50% or more of students match into residency training in primary care
 - Metric: NRMP match data
 - Metric: QI data for admissions
 - Metric: GQ specialty choice and intent to provide care to underserved

Objective 3.2: Identify partners to build and augment our student pathways, including K-12 and undergraduate programs.

- Outcome: increase number of students served yearly by 20% per year
 - Metric: Student participation data
- Outcome: increase partner K-12 schools by 1 each year
 - Metric: Participation agreements
- Outcome: 80% satisfaction by SOAR program participants annually
 - Metric: SOAR program evaluation
- Outcome: 1 or more SOAR graduate(s) matriculate in the College of Medicine in AY 2026-27 and annually thereafter
 - Metric: Admissions data

Objective 3.3: Create a culture of wellness for students, including learning specialists, tutors, mentors and role models.

- Outcome: 50% of students participate in at least one wellness activity each year
 - Metric: attendance records for wellness activities reviewed in July of each year
- Outcome: 100% of students meet with academic support by the end of August of the M1 year
 - Metric: Meeting records with academic support director and/or manager each year
- Outcome: 80% of students satisfied with wellness services
 - Metric: Student surveys (ISA, AAMC Y2Q, GQ)

Objective 3.4: Develop an effective student financial aid program that results in graduating student debt that is lower than the national average for public medical schools.

- Outcome: Debt of medical school graduates will be lower than national average for the prior academic year
 - Metric: AAMC GQ reported indebtedness reported July 2024 and annually thereafter
 - Metric: student financial aid reports of student indebtedness
- Outcome: 10% increase in number of full and partial scholarships annually
 - Metric: Scholarships reported by office of advancement and student financial aid
- Outcome: 80% student satisfaction with student financial aid services
 - Metric: Student survey results (Y2Q, GQ, ISA) reported September 2024 and annually thereafter

Objective 3.5: Implement a longitudinal career advising and career readiness program that starts in orientation and continues through graduation.

- Outcome: 80% student satisfaction with career advising
 - Metric: Student survey results (Y2Q, GQ, ISA) reported in September 2024 and annually thereafter
- Outcome: Implementation of an enhanced career advising program in AY 2023-24
 - Metric: Documented student participation in career advising program, satisfaction with advising program
- Outcome: Implementation of a required, for-credit career readiness course in AY 2024-25
 - Metric: Curriculum committee minutes documenting approval of course and GPSC notification of approval of course by April 2024

Strategic Goal: Community

By 2029, the Fertitta Family College of Medicine will improve the health of the community through an engagement model with community and academic partners.

Objective 4.1: Develop innovative interventions to address non-medical drivers of health by August 2024.

- Outcome: Revised curriculum for Household Centered Care (HCC) course
 - Metric: Curriculum Committee minutes documenting approval
- Outcome: Improve student satisfaction with HCC course to 80%
 - Metric: Student survey and post-course evaluation results
- Outcome: Document that 80% of non-medical drivers of health/SDoH concerns identified by participants in Household Centered Care have been addressed
 - Metric: percentage of SDoH addressed

Objective 4.2: Develop an infrastructure (Health Commons) for health service, education and research partnerships to improve health.

- Outcome: Approved governance structure by July 2024
 - Metric: written and approved governance plan
- Outcome: Implemented communication tool/system by July 2024
 - Metric: meeting minutes documenting discussion of
 - communication strategies and selection of tool(s)/system(s)
- Outcome: Completed Strategic Action Plan by October 2024
 - Metric: written and approved Strategic Action Plan
- Outcome: Increased external funding by 10% annually (50% of revenue source by 2029)
 - Metric: percentage of funding from grant sources

Objective 4.3: Support and align Community Health Worker (CHW) activities throughout the College of Medicine.

- Outcome: Collaboration among CHW programs at University of Houston by October 2025

- Metric: Completion of initial meeting of programs and identification of aligned opportunities
- Metric: number of joint activities
- Outcome: Improved annual CHW retention in Household Centered Care to 50% by September 2024
 - Metric: percentage of CHW employment retention

Strategic Goal: Infrastructure

By 2029, the Fertitta Family College of Medicine will address infrastructure needs to promote growth and meet the mission of the College of Medicine.

Objective 5.1: Work with the UH Facilities Planning & Construction team to design, build and occupy a stand-alone state-of-the-art Biomedical Research facility with spaces facilitating innovation, collaboration and learning.

- Outcome: Occupancy of a 60,000 square foot biomedical research facility on the College of Medicine campus by January 2028.
 - Metric: Certificate of occupancy

Objective 5.2: Develop the infrastructure to support the expansion of clinical operations.

- Outcome: Establish four clinics providing primary care and behavioral health services to the community by June 2029.
 - Metric: Four operating UH Health Family Care Centers

Strategic Goal: Research

By 2029, the Fertitta Family College of Medicine will have established a research infrastructure and agenda to facilitate research productivity among faculty and present opportunities for students to gain hands-on experience with the conduct of biomedical research.

Objective 6.1: Develop an infrastructure to support faculty research

- Outcome: Enhance grant submission processes
 - Metrics: Extramural research grants submitted and awarded
 - Targets: 10 submissions, 3 awards by 2024; 20 submissions, 6 awards by 2029
 - Metric: Extramural research funding in direct costs
 - Targets: \$1M by 2024, \$1.50M by 2029
- Outcome: Establish information platform for training and information sharing
 - Metric: Visits to research page
 - Targets: 90 in 2024; 180 in 2029
- Outcome: Establish faculty research interest group
 - Metric: number of faculty participants in research topic series
 - Targets: 6 attendees/session in 2024; 10 attendees/session in 2029
 - Metric: number of faculty participants in journal club

- Target: 10 attendees/session in 2024; 20 attendees/session in 2029
- Outcome: Facilitate faculty contribution to scientific/scholarly literature
 - Metric: Number of first- or last-authored manuscripts published in peer-reviewed clinical/behavioral/public health/population health journals
 - Target: 40 articles in 2024; 80 articles in 2029

Objective 6.2: Develop an infrastructure to support and facilitate opportunities for students to gain research experience by March 2024

- Outcome: Establish and institutionalize the Medical Student Research Experience Program (MSREP)
 - Metric: Number of students enrolled in MSREP
 - Targets: 20 in 2024; 40 in 2029
 - Metric: Number of research projects listed in database
 - Targets: 15 in 2024; 25 in 2029
 - Metric: Number of faculty research mentors
 - Targets: 10 in 2024; 20 in 2029
- Outcome: Develop a pre-internship/pre-elective research orientation for students
 - Metric: number of students participating in research internship
 - Targets: 10 in 2024; 30 in 2029
 - Metric: Number of students participating in research electives
 - Targets: 10 in 2024; 30 in 2029
 - Metric: Number of student presentations in regional and national research meetings.
 - Targets: 45 in 2024; 120 in 2029

Strategic Goal: Clinical

By 2029, the Fertitta Family College of Medicine will strengthen the primary care safety net in greater Houston through further collaboration with community-based organizations and local government entities to improve health and health equity.

Objective 7.1: Develop a network of safety net clinics in Harris County under the University of Houston brand to provide excellent primary care and behavioral health to the surrounding population and University of Houston community.

- Outcome: Achieve FQHC look alike status at the UH Health Family Care Center on the campus of University of Houston by June 2024
 - Metric: Application submission to HRSA
 - Target: HRSA approval of FQHC look alike status
- Outcome: Achieve FQHC status at the Family Care Center on the campus of
 - University of Houston by June 2026
 - Metric: Application submission to HRSA
 - Target: HRSA approval of FQHC
- Outcome: Establish 4 satellite UH Health Family Care Centers located in medically underserved areas of Harris County by June 2029
 - Metric: Number of Family Care Centers

- Target: 3 Family Care Centers (one on the campus of
 - University of Houston and two off campus) by June 2029

Objective 7.2: Recruit specialists to respond to the community need for greater access to specialty care through collaborations with local FQHCs and community-based organizations.

- Outcome: Complete the hiring of requested specialties for the correctional health division within Harris Health System by June 2024.
 - Metric: Number of specialists hired by College of Medicine within the correctional health division
 - Target: .8 OB/GYN, .8 infectious disease consultant, .1 neurology, .8 cardiologist, and .8 orthopedic surgery
- Outcome: Expand the existing contract with the Harris Center for Mental Health and IDD to include provisions to hire psychiatrists and behavioral therapists to provide services within their clinics by June 2025
 - Metric: Number of psychiatrists and behavioral therapists hired by University of Houston
 - Target: 1 psychiatrist and 1 behavioral therapist by June 2025 and 2 psychiatrists and 2 behavioral therapists by June 2027.
- Outcome: Expand the scope of practice at the Family Care Center and hire additional specialists by June 2029
 - Metric: Six specialty services offered at the Family Care Center
 - Target: OB/GYN, pediatrics, psychiatry, neurology, cardiology and gastroenterology
 - Metric: Number of specialists at the Family Care Center
 - Target: 4 FTE obstetrician/gynecologists; 0.4 FTE neurologist; 0.4 FTE cardiologist; 1.0 FTE gastroenterology

Objective 7.3: Collaborate with community-based organizations to expand access to preventative health services and screenings for chronic diseases in Harris County.

- Outcome: Increase the number of health fairs and community health outreach events where clinical services are provided by University of Houston faculty and student in 2024 by 10% compared to calendar year 2023.
 - Metric: Number of community health outreach events supported by University of Houston faculty and students
 - Metric: Number of services provided by University of Houston faculty and students
 - Metric: Unique individuals served by University of Houston faculty and students at the community
- Outcome: Enroll the Family Care Center in the Healthy Texas Women plan and Federal Family Planning Program by June 2024.
 - Metric: Application submission to Texas Health and Human Services
 - Target: Texas Health and Human Services approval of the Family Care Center in the Healthy Texas Women plan and Federal Family Planning Program.