



## **Draft Strategic Plan**

**June 23, 2010**

- Mission/Vision/Goals of Alliance
- Summary: Strategic Plan Recommendations
- Part I: Institute of Health Science
  - The case for the Institute
  - Organization
  - Education programs
  - Research programs
  - Outreach programs
- Part II: Shared services
- Part III: Alliance Leadership
- 5 year development plan

# Alliance Mission/Vision/Goals

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## ***Mission/Vision:***

Capitalizing on the unique and special strengths of RIT and RGHS, we will innovate in medical care, education and research for the betterment of individuals in our institutions and the greater community

## ***Goals:***

- I:** Elevate the reputation for innovation and excellence of RIT and RGHS
- II:** Improve the quality and cost of healthcare delivery
- III:** Demonstrably improve the health and the healthcare delivery within the Western New York Region and beyond

**Part I:** The development of an RIT & RGHS  
Institute of Health Sciences

**Part II:** The development of mutually beneficial  
shared services

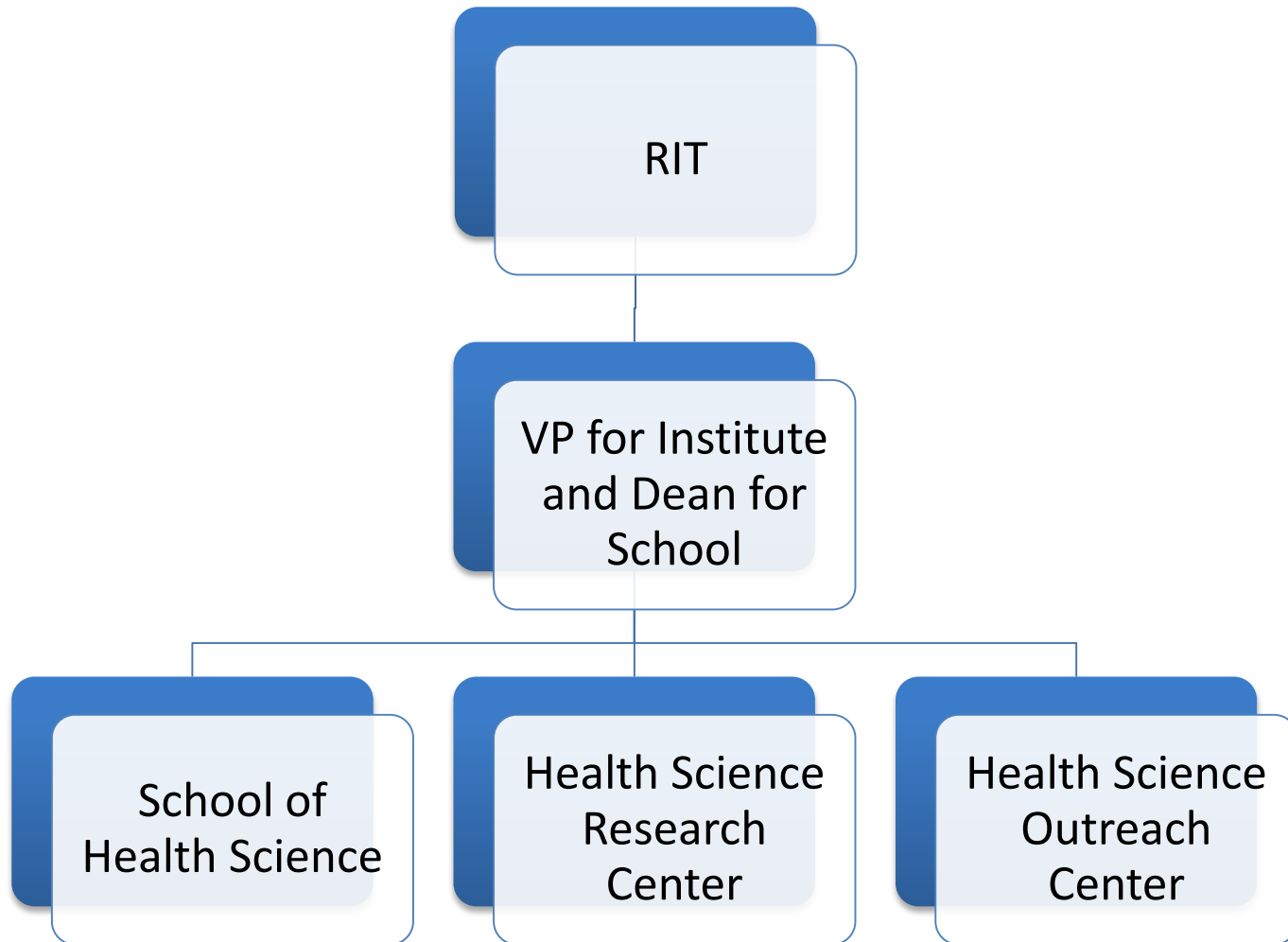
**Part III:** Continued support of Alliance leadership  
and administration

# The Case for an Institute of Health Sciences

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- Academic and clinical strengths of both institutions
- Shortage of health-care professionals, particularly those in the allied areas such as physician assistance, diagnostic sonography, medical technology, medical imaging, medical informatics, etc.
- Opportunity: translational research and innovation work to develop new solutions in the healthcare industry; e.g., developing and deploying new technologies in support of the 'smart hospital'

# IHS Organization Chart



## Existing programs:

- Diagnostic Medical Sonography/Echocardiography
- Nutrition/Dietetics
- Biomedical Sciences/Medical Technology
- Clinical Chemistry
- Health Systems Administration
  - Quality management
- Physician's Assistant
- Clinical Research Management
- Medical Illustration

## Proposed new collaborative programs:

- Exercise/Rehab Science
- Medical Imaging
- Biomedical Sciences
- PA Post-Grad Surgical Residency
- Medical Informatics

## Future possible programs:

- Nursing and/or Nursing Practitioner
- Physical/Occupational Therapy
- Pharmacy
- Surgical Technology/Imaging
- Technology
- Pathologist Assistant
- Medical Physics
- Medical Devices

## **Focus areas of Research Excellence**

- Infectious Disease and Immunology (RGHS)
- Cancer, Cancer Vaccines and Blood Disorders (RGHS)
- Cardiovascular Disease (RGHS)
- Biotechnology, Bioengineering, Imaging Science, Computing and Information Science (RIT)
- Deaf Technologies (RIT)
- Medical Devices (RIT)



## **Regional Workforce Development programs to build capacity for health care sector**

- Retraining displaced workers in lean six-sigma for health care
- Partner programs with regional workforce development agencies
- K-12 programs
- Annual conference on reengineering clinical practice
- Develop/support community health initiatives

## **Part II: Shared Services**

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**Explore mutually beneficial opportunities for shared services to improve quality and cost of services for both organizations, including:**

- Leveraging resources at RGHS to augment and expand RIT's student health services
- Developing a plan for RGHS to become RIT's healthcare provider of choice
- Developing a plan for an outpatient health clinic near the RIT campus that provides 24 hour care, a pharmacy, and a lab for RIT community
- Assisting the RGHS electronic medical records implementation
- Using telemedicine to increase RIT student access to RGHS psychiatrists, dermatologists, and other specialty doctors

## **Part III: Alliance Advancement**

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**The Alliance will continue to advance through the leadership of the Office of the Managing Director and the Joint Affiliation Committee, which report to the President of RIT and the CEO of Rochester General Health System**

- Administer the Alliance overall budget, agreements, communications and outreach
- Develop and/or oversee processes, reports, work plans/projects, and compliance with all federal, state and local legal and regulatory requirements governing each organization
- Serve as a liaison between RIT, RGHS and key community leaders and resources vital to the success of the Alliance
- Provide planning & leadership for future growth and opportunities



# Five Year Development Plan

<u>July - November 2010</u>	<u>July 2011</u>	<u>July 2012</u>	<u>July 2013</u>	<u>2015</u>
Decision from RIT and RGHS Boards to proceed	Administrative structure established	Plan for physical structure	Financial model established	Fully functioning Institute of Health Sciences at new facility
Complete charter for Institute of Health Sciences	Complete alignment of existing programs		Final plans for IHS facility	
Presentation/discussion of charter with stakeholders	Planning for highest priority new programs			
Begin fundraising	Inventory and programming of existing facilities and planning for initial research and education facilities	Fundraising continues	Fundraising continues	
Inventory and programming of existing facilities and planning for initial research and education facilities	Begin educational and research programs through virtual model			