University of Rochester
Department of Neurology

Strategic Plan, 2014-2018

“From Vision to Reality”

“To learn, discover, heal, create and make the world ever better for patients and families with neurological disorders”
A revolution in health care is under way and is fundamentally changing how Academic Medical Centers and Departments operate. We are challenged to reinvent our approaches to achieve our missions. Every aspect of Academic Medical Center and Department operations will undergo transformation in the years ahead: the delivery of neurological care; education of residents and students, and their integration into clinical care; the organization and funding of our research enterprise; and the synthesis of these missions within and across departments in new and meaningful ways.

We will thrive in the years ahead as we implement our Strategic Plan, 2014-2018: From Vision to Reality. The Plan focuses on six main themes: 1) Radically Change Clinical Practice, 2) Strategic Translational and Clinical Research Growth, 3) Targeted Educational Efforts, 4) Develop New Leaders, 5) Intense Relationship Building, and 6) Financial Sustainability.

Since 1966, the Department of Neurology has established a legacy of enduring excellence. Working together, we will again capitalize on our opportunities and overcome challenges, as we have done in the past. We are an immensely talented group of faculty, trainees and staff, who will no doubt bring our Department to new heights of achievement, thereby fulfilling our motto – Ever Better.

Robert Holloway, MD, MPH
Professor and Chair
Department of Neurology
The Department’s Strategic Plan is moving from vision to reality. 
5-Year Goals, 2014-18

Goal 1: Radically Change Clinical Practice
To implement a transformed neurological clinical practice to thrive in population health management.

Goal 2: Strategic Translational and Clinical Research Growth
To optimize translational research (bench-bedside-community) and research training; to achieve better linkages between the fundamental neuroscience research community and clinical programs; and to use technologies to assess methods of services and to perform implementation research.

Goal 3: Targeted Educational Efforts
To maintain the excellence of our medical student and graduate medical education programs, while improving our undergraduate pipeline; to develop career pathways for residents, fellows, advanced practice providers; and to bolster our faculty development efforts. To enhance local and international training opportunities for neurology residents and fellows in neuro-intensive care, experimental therapeutics and headache.

Goal 4: Develop New Leaders
To develop a cadre of Division Chiefs, Associate Chairs, and Administrative Leaders who reflect upon and take ownership of the strategic goals of the department, and who are the next generation of departmental and institutional leadership. Faculty retention, development and diversity will be the focus of major effort.

Goal 5: Intense Relationship Building
To design and implement a regional expansion plan; and to strengthen our Public Relations and Marketing efforts to serve development objectives, reputation-building, and recruitment efforts for trainees, providers and faculty.

Goal 6: Financial Sustainability
To develop a revenue-enhancement, expense-control and compensation model that will bring a consistent positive profit/loss margin and create financial sustainability for the department
Goal One: Radically Change Clinical Practice
To implement a transformed neurological clinical practice to thrive in population health management.

“We are at the forefront of providing patient-centered, family-oriented and evidenced-based care of the highest quality. We have to extend neurological services well beyond the traditional models, and thoughtfully integrate clinical teams in new and exciting ways. We have much to accomplish in caring for patients and families with neurological disease, and we will be leaders of change, rather than followers.”

Anthony Maroldo, MD
Assistant Professor of Neurology
Associate Chair, Ambulatory Care and Clinical Innovation

“We have the region’s only Neurocritical Care Unit and Joint Commission-accredited Comprehensive Stroke Center. Our comprehensive services are an example of where technology and healing meet and we are committed to staying ahead of the curve, always putting the patient and family at the center of all we do.”

Manjunath Markandaya, MD
Assistant Professor of Neurology, Director, Neurocritical Unit

“We are committed to integrate the nursing and medical models of care delivery to optimize the management of patients and families with neurological disease across the continuum of care. We will attract and recruit the best and brightest nurses and Advanced Practice Providers to work in neurology and provide career opportunities from new graduate RNs to doctorally-trained providers.”

Kathy England, NP
Director, Neurology Advanced Practice Providers
Goal Two: Strategic Translational and Clinical Research Growth

To optimize translational research (bench–bedside–community) and research training; to achieve better linkages between the fundamental neuroscience research community and clinical programs; and to use technologies to assess methods of services and to perform implementation research.

“The research discoveries in the neurosciences are unfolding at an unprecedented pace. The cellular, genetic and molecular revolution is at our doorstep and there is a collective sense of excitement of the synergies and opportunities that lie ahead.”

Marc Halterman, MD, PhD
Associate Professor of Neurology, Associate Chair, Basic Science Research

“The Department of Neurology has a long tradition of research excellence and training the next generation of clinician-scientists. Trainees gain the necessary skills to: generate new knowledge applicable to the treatment of neurologic disorders; achieve independent research careers; and obtain a tenure-track faculty position in clinical neuroscience. We will build on these traditions and extend our reach to neurological diseases across the globe.”

Gretchen Birbeck, MD, MPH
Professor of Neurology

“We will continue our efforts to conduct hypothesis-driven, rigorously designed, initial investigations of novel therapeutic interventions to improve the quality of life for patients and families with neurological diseases. The Department can do the unprecedented for those with neurological conditions and move toward enabling anyone, anywhere with neurological conditions to receive care, participate in research, and benefit from new therapies.”

Ray Dorsey, MD, MBA
Professor of Neurology
Director, Center for Human Experimental Therapeutics (CHET)
Goal Three: Targeted Educational Efforts

To maintain the excellence of our medical student and graduate medical education programs, while improving our undergraduate pipeline; to develop career pathways for residents, fellows, advanced practice providers; and to bolster our faculty development efforts. To enhance local and international training opportunities for neurology residents and fellows in neuro-intensive care, experimental therapeutics and headache.

“Our department has a long tradition of excellence in neurologic education of medical students, residents, fellows and community physicians. The success of our teaching programs is due, in large part, to the dedication of our faculty and residents, who are all committed to teaching excellence. These traditions will no doubt continue in the years ahead.”

Ralph Jozefowicz, MD
Professor of Neurology, Director, Adult Neurology Residency Program

“We will continue to provide excellent clinical training and a sound fund of knowledge to build clinical, educational and research activities. We will continue to be recognized as leaders in education innovation, and develop the next generation of master teachers and clinicians in neurology.”

Robert Stone, MD
Assistant Professor of Neurology, Director, Child Neurology Residency Program

“I am excited to be part of the Department’s training program. The teaching is designed to be flexible and help anticipate the demands needed for future neurologists in both practice and academic environments. Fellows, residents and students all benefit by the tremendous commitment to the educational mission within the Department.”

Jenie George, MD
PGY-2 Adult Neurology Resident
Goal Four: Develop New Leaders

To develop a cadre of Division Chiefs, Associate Chairs, and Administrative Leaders who reflect upon and take ownership of the strategic goals of the department, and who are the next generation of departmental and institutional leadership. Faculty retention, development and diversity will be the focus of major effort.

“While our core values and purpose remain the same, all else is changeable, and in fact needs to be changed – to accommodate our changing world. Far-sighted leaders know they must prepare for a radically different future and brave these challenges today. Those who do will be our future leaders.”

Robert Gross, MD, PhD
Professor of Neurology, Associate Chair, Academic Affairs

“Personal leadership skills and the ability to capitalize on all the strengths of each faculty will be defining characteristics for successful academic leaders. Principles that these leaders and their teams will need to uphold include unified vision, trust, transparency, accountability, communication, and inclusion.”

Emma Ciafaloni, MD
Professor of Neurology, Faculty Diversity Liaison Officer

“Everything is at play – our structure and organization, research infrastructure, resident and student education, delivery of care – everything. As a result, future leaders of academic health systems must be capable of multiple allegiances: departments; centers; institutes; medical schools; hospitals; and the health system.”

Erica Augustine, MD
Assistant Professor of Neurology
Associate Director, Center for Human Experimental Therapeutics (CHET)
Goal Five: Intense Relationship Building

To design and implement a regional expansion plan; and to strengthen our Public Relations and Marketing efforts to serve development objectives, reputation-building, and recruitment efforts for trainees, providers and faculty.

“Department relationships will be challenged to evolve as our academic health system grows and develops. This will require leadership to support clinical expansion and community engagement. The success of an increasingly interconnected and interdisciplinary health system requires this level of teamwork.”

Richard Barbano, MD, PhD
Professor of Neurology
Associate Chair, Community Outreach and Regional Development

“Patients and loved ones are deeply moved by the relationships with their neurologists. These honest efforts to build relations and seek mutual understanding are where advancement begins and ends. It is during this process that donors can truly appreciate how their gifts can have the greatest impact.”

Marc Misiurewicz
Sr. Director, Neuromedicine Advancement

“New relationships and re-aligned incentives will need to be formed across academic, industry, and public interests – around one goal: accelerating the development of treatments for neurological diseases. We look forward to working with our partners to facilitate collaboration, foster innovation and ensure the greatest impact.”

Mike Berg, MD
Professor of Neurology
Goal Six: Financial Sustainability

To develop a revenue-enhancement, expense-control and compensation model that will bring a consistent positive profit/loss margin and create financial sustainability for the department.

“Our ability to develop sound financial planning will be critical to allow for the necessary support to achieve our clinical, research and educational missions. While the interdependence of these missions provides challenges in an uncertain funding environment, it provides unprecendented opportunities to come together like never before to focus on what matters most to patients and families, our trainees, and for all those who stand to benefit from the research we do.”

Christy Miller, RHIT, RN, MPA
Associate Chair, Administration and Finance

“We have a sound process in place to review the financial implication of the Department’s Strategic Plan – all within the context of what is in the best long-term interest of the faculty members and our Department. We are indeed succeeding in gradually strengthening our financial position to achieve our goals.”

Raissa Villanueva, MD, MPH
Assistant Professor of Neurology, Member, Financial Advisory Committee

“We will seek out creative opportunities to support our Strategic Plan and reinforce what we do best. With conscious choice and discipline, we will continue to do great things and secure more than enough to achieve our vision.”

David Herrmann, MD
Professor of Neurology, Member, Financial Advisory Committee
## UR Neurology Strategic Plan, Timeline

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<tr>
<th>Goal 1: Radically Change Clinical Practice</th>
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<tr>
<td>Expand general neurology base, improve access (3-4 FTE)</td>
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<td>Centralize operations, schedule management, bump policies, improve work flow, mid-level integration</td>
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<td>Initiate, plan and move into new state-of-art outpatient facility</td>
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<td>Comprehensive Stroke Center Designation</td>
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<td>Neuro-Intensive Care Unit</td>
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<td>Pilot Neurohospital Care Model</td>
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<td>Optimized inpatient organization of care with transitional teams aligned with outpatient management with appropriate incentives in place for episodes of care/longitudinal management</td>
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<th>Goal 2: Strategic Research Growth</th>
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<tr>
<td>Strategic Recruitment to support clinical and research programs with emphasis on translational research, clinical trials, tele-technology, global health</td>
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<td>2-3 Neurointensivists, Stroke, Neurohospitalists</td>
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<td>Multiple Subspecialty Divisions</td>
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<td>Alignment w CTSI renewal and DelMonte Neuromedicine Institute</td>
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<td>Revitalize WG on Clinical Trials</td>
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<td>Improve training pipeline: R25 resident education; D43 in global health</td>
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<td>Institute Quarterly Research GR</td>
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<th>Goal 3: Targeted Educational Efforts</th>
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<td>Create education committee</td>
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<td>Launch Milestone Project</td>
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<th>Goal 4: Develop New Leaders</th>
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<td>Restructure Leadership</td>
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<td>Institute credible, structured faculty annual reviews with full engagement of Chair and Chiefs</td>
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<td>Increase the overall philanthropic support to the Department of Neurology by an average of 10-15% per year with a specific emphasis on endowment</td>
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<td>Identify 1-2 Professorship donors per year through collaboration with faculty in the department</td>
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<td>Design and...</td>
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<th>Goal 6: Financial Sustainability</th>
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<td>Draft/Pilot Compensation Plan</td>
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<td>Prospectively set financial support provided to divisions with clear performance expectations (i.e., not deficit funding)</td>
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A Department of Enduring Excellence ...

50th Reunion Celebration - 2016

... we look forward to seeing you