DEPARTMENT OF PEDIATRICS
STRATEGIC PLAN 2016 -2020

Redefining Child Health for the 21st Century
Our Mission, Vision & Values

MISSION
To ensure children and families have access to healing, service and innovation throughout the lifespan; and to assure training, education and opportunities to the next generation of pediatric healthcare leaders.

VISION
We are dedicated to a world in which all children, families and communities achieve their full potential.

VALUES
The development of this plan was guided and inspired by six core values:

- Equity
- Authenticity
- Collaboration
- Diversity
- Innovation
- Quality
About Us
Department of Pediatrics & the Children’s Hospital

Department of Pediatrics
Housed within the largest medical school in the United States, the University Of Illinois College Of Medicine, our program is home to 39 Pediatric Residents, 16 Med/Peds Residents, 14 Fellows, an academic medical faculty of more than 70 (specializing in 16 subspecialties), and a growing, nationally-ranked pediatric research program.

Children’s Hospital University of Illinois (CHUI)
CHUI is a 98-bed specialty pediatric hospital supported by 10 centers of excellence. It includes 24 pediatric medical surgical beds, 12 pediatric intensive care beds, 10 pediatric step down beds and a 50+ bed neonatal intensive care unit (NICU); 30 of those NICU beds are designated as Level III - the highest care designation awarded by the state of Illinois.

Our program and children’s hospital are located in the heart of Chicago, positioned in the center of the city’s north, south, and west sides, within the Illinois Medical District (IMD). The IMD is home to 1,900 hospital beds, 9,000 health sciences students, and 4 hospitals and receives 50,000 visitors daily.

Greater Chicago is home to more than 1.1 million children & adolescents under the age of 18, all of whom are deserving of high-quality, holistic care, delivered with authenticity.
Going above and beyond for children and families has been the foundation of our Pediatrics program since its inception, more than 100 years ago; I believe you’ll find that same dedication in the processes and plans of this report.

After a full year of comprehensive analysis, consensus building, multiple rounds of review, and engagement with more than 100 key stakeholders (including patients) from within the university and beyond, I am extremely pleased to share our vision of the future for UIC Pediatrics and the Children's Hospital with you.

Our strategic plan is designed to improve and refine our internal clinical operations, business practices, educational opportunities and research portfolio, while also challenging the global common practice in pediatric medicine. Through innovation, integration, collaboration and true authenticity, our strategic vision is to build a better model for child health, in Chicago and beyond.

I hope you'll find yourself inspired by our vision and goals, and that you'll join us in redefining child health for the 21st century.

Benjamin W. Van Voorhees, MD, MPH
Seven Strategic Design Teams analyzed the current state of child health at UIC, while also keeping in mind the rapid global evolution of healthcare, in order to develop the strategic priorities above. We believe that the strict implementation of our strategic plan has the potential to positively impact pediatric healthcare citywide and beyond.
Strategic Priority Summary:
Optimize clinical growth & subspecialty development

Core Strategic Themes & Action Items

- Prioritize patient access, transition process improvement and census
- Foster unity, collaboration and integration among UI child health programs (Pediatrics, Family Medicine, OB/GYN, Mile Square)
- Establish a strong, consistent brand, focused on authenticity and innovation
- Establish outreach strategies to better engage external referring physicians and patients
- Develop plans for expanding and exploring new clinic locations, improving access to primary and urgent care 7 days per week
- Build an advanced outcomes and quality improvement initiative
- Increase availability of Developmental and Mental Health services

Intended Outcomes & Impact

- Increased provider collaboration in patient care
- Improved access to and quality of care
- Increased institutional visibility
- Strengthened connection to the community
- Improved health outcomes for children requiring subspecialty care

Strategic Design Team led by:
Dr. Ben Van Voorhees, Beena Peters, Paul Gorksi, Dr. Saba Ahmad, Priyang Baxi, Jordan Henry
Strategic Priority Summary:
Prioritize business and governance development

Core Strategy Themes & Action Items

- Develop a comprehensive organizational structure bridging the department and the children's hospital
- Build on joint efforts with the Office of Advancement and other philanthropic entities
- Explore opportunities for collaborative interdepartmental decision-making, utilizing the CHECK Care Management Committee structure
- Prioritize an enhanced, communicative partnership with UI Health Marketing
- Advance and build partnerships with Managed Care Organizations (MCOs)

Intended Outcomes

- Improved teamwork and communication among faculty and administrators
- Increase in Peds-specific fundraising and philanthropy
- Optimal decision-making, resulting in potential cost-savings and improved operations
- Boost in brand recognition, visibility and patient engagement through marketing
- Increased census (inpatient and outpatient) via insurance acceptance

Strategic Design Team led by:
Dr. Benjamin Van Voorhees, Beena Peters, Paul Gorski, Mary Johnson
Strategic Priority Summary:
Leverage & grow research portfolio & programs

Core Strategy Themes & Action Items

- Redesign research operations and leadership structure
- Further develop mentoring program and support for proposal development, including seed funding for research
- Increase research seminar and education opportunities
- Optimize technology and communications options for further reach
- Ensure consistent dissemination of information on the existing, robust research portfolio
- Explore new opportunities for community-based participatory and health disparities research
- Apply for programs that will connect behavioral and bench research

Intended Outcomes

- Increased efficiency and capacity in grants management
- Increased number and confidence of pediatric faculty researchers
- Improved research visibility and NIH research ranking
- Increased collaboration and integration between researchers
- Additional opportunities for community engagement in research

Strategic Design Team led by:
Dr. Molly Martin, Dr. Marian Fitzgibbon, Dr. Sekhar Reddy, Dr. Lewis Hsu, Mary Johnson
Strategic Priority Summary:
Promote educational leadership

Core Strategic Themes & Action Items

- Collaborate with clinical team on **building census to ensure optimal medical education experience**
- Further develop **community advocacy track**
- Recruit and develop faculty and student experiences in **global health**
- Build on current position at the **forefront of diversity in medicine**
- Explore opportunities for **additional pediatric fellowships**, including Behavioral/Developmental, Neurology, Allergy and General Peds
- Explore **residency collaborations with partner institutions**
- Strengthen opportunities for **student and resident research mentoring**

Intended Outcomes & Impact

- Increased prospective **student/resident/fellow interest in UIC program**
- Improved **experience of medical students and residents**
- Increased **quality of future pediatric physician leaders**
- Enhanced **global opportunities for students, residents and faculty**

Strategic Design Team led by:
Dr. Michelle Barnes, Dr. Amanda Osta
Strategic Priority
Summary:
Foster external strategic partnerships

Core Strategic Themes & Action Items

• Build partnerships within the Illinois Medical District (IMD) and greater Chicago focused on a **collaborative model for redefined child health**
• Focus collaborative efforts on **optimal utilization of facilities, faculty, staff, and programs and cost-efficiency**
• Expand **academic research collaborations** with partner academic institutions in view of **multi-site grants**
• Expand cooperation with other **subspecialty hospitals to share and co-develop resources**
• Explore opportunities for **IMD collaborations built around data driven population health models**

Intended Outcomes & Impact

• Integrated IMD **children's hospital model serving >75,000 children**
• Improved **financial position for pediatrics**
• Increased **citywide impact on child health** via research collaboration
• Stronger reputation for **contributions to global pediatric models**

Strategic Design Team led by:
Dr. Mary Lou Schmidt, Dr. Ben Van Voorhees, Peter Burkiewicz, Jeffrey Grizzell
Strategic Priority
Summary:
Impact population health through CHECK

Core Strategic Themes & Action Items

- Foster **system integration and collaboration** with existing UI Health care coordination team
- Analyze **outcomes and core programmatic functions**
- Optimize **technology options and innovations** considering a possible start-up option to support **CHECK demonstration projects**
- Explore opportunities for **CHECK development and implementation within local partner institutions and across the country**
- Secure **continued funding for CHECK** by conversion to PMPM model and explore other sources
- Review opportunities for **expanding target population**

Intended Outcomes & Impact

- Decreased **healthcare costs**
- Reduced **school absenteeism**
- Increased **patient engagement**
- Established **national model for effective population health program**

Strategic Design Team led by:
Molly Siegel, Dr. Ben Van Voorhees, Dr. Nicole Kazee, Paul Gorski, Dr. Mark Minier, Dr. Molly Martin, Dr. Rachel Caskey, Dr. Usha Raj, Monika Marko, Mary Johnson
Strategic Priority Summary: Build new programs in global health & technology innovation

Core Strategy Themes & Action Items

- Engage experts from within the College of Medicine and beyond in program development processes
- Study models for technology innovation, global health and potential opportunities for creative integration between the two
- Explore intellectual property, licensing and business development for technology innovation
- Expand upon and leverage existing global health collaborations and build new partnerships
- Develop curricular opportunities for health science colleges students specific to pediatric global health and technology innovation

Intended Outcomes

- Established university-approved programs in global health and technology innovation
- Potential for increased revenue via technology innovation developed in-house
- Increased research & innovation contributions to children worldwide
- Improved student experience via innovative curriculum options

Strategic Design Team led by:
Dr. Dharmapuri Vidyasagar, Dr. Arvind Shukla, Monika Marko, Dr. Ben Van Voorhees
UIC Child Health Redefined, 2020
Visualizing our program upon strategic implementation completion

Integrated Multi-Hospital System

Population Health
- CHECK Program expansion & replication
- Patient Quality of Life Initiatives
- Population Sciences Program Collaboration

Strategic Partnerships
- Illinois Medical District Hospitals
- U of I Health Science Network
- FQHCs & PCPs
- Managed Care Organizations
- Community & Faith Based Orgs

Clinical Services
- >75,000 patients
- >30 Primary Care Practice
- 3 NICU, 1 PICU, 1 Ward
- Centralized Quality Initiatives
- 15 Subspecialties
- Additional Clinic Locations, City & County-Wide
- Developmental & Behavioral Health
- Expanded ENT, Ortho, Radiology & Toxicology
- Unified Care Management Software & EMR

Research
- Community-Based Participatory & Health Disparities Research
- Research Education Core
- Clinical Research Core
- Integrative Biology & Laboratories Core
- Collaborative Citywide Academic Research Partnership

Technology & Innovation

Global Health

Education
Redefining Child Health for the 21st Century
As written as a profile for, and featured in, Adjacent Government Nov. 2016

Dr. Benjamin Van Voorhees discusses strategies for redefining child health for the 21st century in clinical practice, education, research and beyond...

Co-Authors: Mary E Johnson, AM, LSW and Allison Stinson, MPH(c)

Since its inception more than 100 years ago, the Pediatric Program at the University of Illinois at Chicago (UIC) has worked to stay at the forefront of the ever-changing practice and study of child health. Today it is home to an academic medical faculty of more than 70 (specialising in 16 subspecialties), a newly designated 98-bed Children’s Hospital, and a growing, nationally-ranked paediatric research program.

It is housed within the largest medical school in the United States – the University of Illinois College of Medicine. UIC Pediatrics is also in a unique position in the ever-growing, ever-competitive metropolitan child health landscape.

Chicago and Cook County, US, are home to eight designated children’s hospitals and nine accredited Pediatric Residency Programs. At the heart of all of this, positioned in the centre of Chicago’s north, south, and west sides, lies the Illinois Medical District (IMD). The IMD is home to 1,900 hospital beds, 9,000 health sciences students, and four hospitals, one of which is UIC. The Program exists within a saturated healthcare market; however, the demand and need continue to far outweigh the supply.

Greater Chicago is home to more than 1.1 million children and adolescents under the age of 18 (US Census Bureau), all of whom are deserving of high-quality, holistic care. The primarily African-American and Latino communities that surround the IMD are some of the most economically disadvantaged and most vulnerable to health inequalities. And yet, despite the number of institutions in proximity, they do not have access to a central child health community that is specifically designed to address all of their needs.

The quality of care for the children of these neighbourhoods suffers as a result of this fragmentation. As such, UIC Pediatrics has spearheaded an initiative to address these issues.

“...in order to address the physical, social and environmental issues that most profoundly affect children living in adversity, UIC Pediatrics has developed strategies to provide comprehensive, customised care to their communities.”

UIC Pediatrics is dedicated to creating an integrated, multi-hospital system that builds upon the current assets offered by the Program and the Children’s Hospital, and implementing a new model of care delivery. To accomplish this, UIC’s Pediatrics Program has completed a strategic review that included comprehensive analysis, consensus building with IMD partners, multiple rounds of assessment and engagement with more than 100 key stakeholders. The result is a five-year strategic plan designed to create strategic partnerships and guide the Program into the next decade. The development of this plan was inspired by five core values relevant to the needs of the community: authenticity, collaboration, diversity, innovation, and quality. It is designed to improve and refine internal clinical operations, business practices, educational opportunities and research portfolio, while also challenging the global common practice in paediatric medicine.

Seven strategic design teams analysed the current state of child health at UIC, while also keeping in mind the rapid evolution of healthcare, in order to develop strategic priorities. A major component of the analysis was guided by an ecological model that considered micro, macro, and mezzo trends in child healthcare delivery. Our priorities are to:

1. Optimize clinical & subspecialty growth
2. Prioritize business & governance development
3. Leverage & grow research portfolio and programs
4. Promote educational leadership
5. Foster external strategic partnerships
6. Impact population health programs through CHECK;
7. Build new centers in global health & technology innovation.

Key faculty and staff have been assigned to each priority to lead
Redefining Child Health for the 21st Century

As written as a profile for, and featured in, Adjacent Government Nov. 2016

Key stakeholders convened for a strategy retreat in 2015. (Pictured above)

In summary, in order to address the physical, social and environmental issues that most profoundly affect children living in adversity, UIC Pediatrics has developed strategies to provide comprehensive, customised care to their communities. This plan unites stakeholders in creating a medical community that is reflective of the needs of the 21st century. UIC Pediatrics is at the forefront of the dramatic changes taking place in the provision of healthcare, as is reflected in its adoption of strategies that will redefine child health for the 21st century, in Chicagoland and beyond.

teams in carrying out pre-established goals, objectives, and action items, as demonstrated in the figure.

Some of the major anticipated outcomes of strict implementation of the plan, among many others, include:

1. More than 75,000 patients under care;

2. Integrated, 2-4 hospital system;

3. Multi-site residency;

4. New centres in global health and technology innovation;

5. A leading education model for advocacy; and

6. A model population health programme being replicated in other institutions.

The programme’s leadership will continue to take its unique position within the greater Chicago market and IMD into consideration at every stage of the process. The complexity and enormity of this landscape is a strength in strategy. Neighbouring institutions serve as motivators, models, and current and future partners and collaborators. It is the vision for truly integrative partnerships which serves as the linchpin for the UIC Pediatrics plan for 2020.

“Seven strategic design teams analysed the current state of child health at UIC, while also keeping in mind the rapid evolution of healthcare, in order to develop strategic priorities.”
Strategic Review Conveners & Authors:
----------------------------------------
Benjamin W. Van Voorhees, MD, MPH
Interim Head, Department of Pediatrics
Mary E. Johnson, AM, LSW
Director of Strategy & Planning, Pediatrics
Beena Peters, MS, RN, FACHE
Associate Chief Nursing Officer, UI Health
Paul Gorski
Sr. Director, Clinical Services, Integration & Operations Officer, UI Health
Jordan G. Henry, BS (Co-Author)
Clinical Practice Data Analyst, Pediatrics

----------------------------------------

Participating UIC Departments & Programs
----------------------------------------
CHECK
College of Medicine
College of Nursing
College of Pharmacy
College of Urban Planning & Public Affairs
Department of Disability & Human Development
Department of Emergency Medicine
Department of Family Medicine
Department of Obstetrics & Gynecology
Department of Pediatrics
Department of Psychiatry
Institute for Health Research & Policy
Jane Addams College of Social Work
Midwest Latino Health Research, Training, Policy Ctr
Mile Square Health Centers
Office of Health Literacy
Office of the Vice Chancellor for Health Affairs
School of Public Health
UI Health

----------------------------------------

Participating Community Partners
----------------------------------------
Chicago Public Schools
Cicero Youth Task Force
Community Link Foundation
Corazón Community Services
El Hogar del Niño

Stay up to date with our strategic plan implementation process and other UIC Pediatrics news:

Department of Pediatrics
pediatrics.uic.edu

UI Health
hospital.uillinois.edu

Contact
Mary E. Johnson, Strategy & Planning
maryj@uic.edu
312-996-8297

Visit Us
Department of Pediatrics
840 S. Wood St, 12th Floor
Chicago, IL 60612

UI Health & Children's Hospital
1740 W. Taylor St
Chicago, IL 60608

Outpatient Care Child & Youth Center
1801 W. Taylor St
Chicago, IL 60612

Outpatient Care at Maxwell Clinic
722 W. Maxwell St.
Chicago, IL 60607