Strategic Plan
2011-2016

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Executive Summary

Strategic planning has been conducted on a regular basis for the Department of Pharmacy Practice. The current strategic plan was scheduled to be completed by 2010. In addition, a new College Strategic Plan was put into place in 2007 with the start of a new Dean and a new department head was appointed permanently in late 2008. As such, it was time to begin a new strategic planning process to determine the directions of the department for the next 5 years.

The strategic planning exercise was developed and approved by the departmental advisory committee. A survey was sent out to the faculty in the Department of Pharmacy Practice that queried faculty on a variety of issues pertinent to the operations and direction of the department. The survey also performed a SWOT analysis of the teaching, research and service missions of the department. Results of the survey were analyzed and presented to the faculty at a departmental faculty meeting. A day-long strategic planning meeting was held where questions and topics developed from the results of the survey were assigned to working groups. Faculty were randomly assigned by the department head to working groups led by a chair to discuss these issues. Based on the discussions of the working groups and subsequent faculty input during the strategic planning meeting, a new strategic plan for the department was developed.

Yearly objectives will be developed based on the overall department goals listed in the strategic plan. The strategic plan is envisioned to serve the needs of the department for the next 5 years.
STRATEGIC PLANNING FRAMEWORK

The strategic planning process began in September 2010. A discussion was held with the department advisory committee to begin the planning process. The following outline guided the strategic planning process:

- Review of current department strategic plan, College strategic plan, department research strategic plan
- Based on these documents, a faculty survey was developed that addressed departmental issues as well as a SWOT analysis of the department.
- Items identified from the survey were categorized and assigned to one of 5 faculty working groups
- A strategic planning meeting was scheduled. The day started off with an analysis of the survey results and a presentation outlining the vision of the department head. Faculty then broke down into working groups that were pre-assigned specific tasks.
- The working groups developed recommendations which were then presented to the full faculty in attendance for review and comment.
- Reports from each working group were compiled and developed into the strategic plan including action plans. Completion of the action plans will contribute towards realizing the goals of the department.
- The Department Advisory Committee reviewed and approved the strategic plan.
- The Strategic Plan was then presented and discussed with the faculty.
MISSION STATEMENT

The Department of Pharmacy Practice is an academic department within the University of Illinois at Chicago College of Pharmacy (Chicago and Rockford Campuses). The department is also a service unit that provides pharmacy services within the University of Illinois Medical Center and affiliated sites. Among the most comprehensive units of its type in the United States, the Department is composed of faculty and staff who are teachers, scholars and/or practitioners.

Members of the department continue a tradition of exemplary service through the following activities:

- Educating and training Doctor of Pharmacy (PharmD) students, undergraduate and graduate students, post-PharmD residents and fellows, and practicing pharmacists, to become nationally and/or internationally recognized for their leadership, knowledge and competence in practice, research, and/or teaching roles.

- Providing innovative pharmacy services across the continuum of care to the diverse patient populations of the University of Illinois Medical Center and affiliated sites.

- Creating through research, and disseminating in the biomedical literature, new scientific knowledge about the effective, safe, and economical use of medications with the intent of improving the rational use of drugs in patients and in society.

- Developing, evaluating and disseminating innovative educational methods for educating pharmacist leaders of the future.

- Advocating professional roles for pharmacists on local, state, national and international levels.

- Collaborating with other health science professionals in teaching, service and research activities.

- Serving the public through the promotion of health and optimal use of medications.

- Advancing the profession of pharmacy through activities in professional societies both in the United States and internationally.

- Sharing our expertise to facilitate advancement of global pharmacy education, practice and research through collaborative programs.

- Creating entrepreneurial opportunities that advance pharmacy practice and further the professional and financial interests of the department, medical center, college, and university.
VISION STATEMENT

The University of Illinois at Chicago College of Pharmacy, Department of Pharmacy Practice will continue to be an international leader in advancing the practice of pharmacy through our contributions to research, teaching, service and entrepreneurship. The Department will be widely recognized for its educational and training programs preparing pharmacists to be the predominant resource for therapeutics in all patient care settings as well as for integral and visible patient care services within the University of Illinois Medical Center at Chicago and affiliated sites.
DEPARTMENT OF PHARMACY PRACTICE
CORE VALUES/GUIDING PRINCIPLES

In order for the department to be successful, the core values include:

- A cause worthy of commitment
- A significant role for each member of this unit
- Ability for the department to make a contribution to the College, UIC and the profession
- Recognition of individuals, the department and others who support our department
- An optimistic and physically comfortable environment

Guiding Principles of the Department include:

- **Excellence** in educating and teaching the rational use of medications and clinical pharmacy practice to students, residents and pharmacists
- **Innovation** in practice, knowledge creation and education
- **Leadership** in the profession of pharmacy
- **Collaboration** with health science colleagues
- **Professionalism** in all work endeavors and in the image of the Department
STRATEGIC DIRECTIONS OF THE DEPARTMENT OF PHARMACY PRACTICE

After a comprehensive analysis of the College Strategic Plan, the Department Mission Statement, environmental scanning data including the results of a faculty survey, the following areas were identified as the five strategic directions of the Department.

Teaching/Education
Scholarship
Service
Faculty Quality of Life
Entrepreneurship

Expected outcomes, external and internal forces and strengths, weaknesses, opportunities and threats were assessed for each strategic direction identified. As a final step, action plans and responsible staff were identified for each strategic direction.

A variety of audiences is served by this department and includes:

- Departmental faculty
- College of Pharmacy and UIC faculty regarding professional issues
- Students
- Medical Center and ambulatory care
- Practice sites
- College administration
- Pharmacists (including our international colleagues)
- Corporate and governmental entities
- Pharmacy associations
- Public
Strategic Direction 1: Teaching/Education

Goals/Action Plans:

1A: Take a leadership role in developing innovative distance education.
   - Review course and teaching evaluations for courses using distance education; develop recommendations for improvement
   - Provide faculty development opportunities for enhancing distance education
   - Query Rockford students for input regarding distance technology pedagogy

1B: Develop a relationship with the Rockford students
   - Administrative team meet in person with Rockford students at least once per semester
   - Provide resources for department faculty to either initiate some lectures or recitations from Rockford or meet with the Rockford students during lunch once each semester

1C: Take the lead in curriculum revision
   - Work to standardize PDAT courses taught by Pharmacy Practice faculty
   - Re-assess IPPE portion of curriculum
   - Reevaluate departmental courses and prerequisites
   - Evaluate pharmacy practice contribution to pathophysiology and other courses
   - Reevaluate need for recitations in some courses
   - Ensure active learning strategies are incorporated into Pharmacy Practice courses and delineated on the syllabus

1D: Explore the development of a graduate program in clinical science
   - Evaluate other graduate programs in the College to determine if there is a fit
   - Outline potential coursework that would be needed for this program
   - Determine workload and costs to the department
   - Develop a final recommendation on next steps

1E: Continue to refine the residency and fellowship programs.
   - Explore the re-activation of the Residency Advisory Committee
   - Examine criteria used for departmental resident and fellow awards
   - Explore methods to more fully involve all departmental faculty in the residency/fellowship program including noon report
   - Consider formal mentors for the PGY 1 residents
1E: Continue to refine the residency and fellowship programs (continued).
   ▪ Review evaluation process to be sure it is meeting programmatic needs,
   ▪ Prepare an annual report summarizing the residency program including outcomes assessment

1F: Outline a plan for teaching succession planning.
   ▪ Evaluate teaching assignments in the department
   ▪ Create a depth chart of faculty who can teach specific topics
   ▪ Determine potential retirements and gaps in expertise
   ▪ Develop a teaching plan for the department

1G: Re-explore the development of a departmental EPC.
   ▪ Evaluate the process in the department of developing new courses or changing current courses
   ▪ Evaluate the process of making teaching assignments
   ▪ Assist those who want increased teaching responsibilities to do so
   ▪ Do a SWOT analysis of current process versus a formal committee process
   ▪ Re-evaluate experiential practice curricular mapping to be sure all activities in Appendix C of the ACPE standards are covered
   ▪ Map IPPE experiences to Appendix D of the new standards
   ▪ Distribute and discuss the new ACPE standards to faculty course coordinators affected by the changes
   ▪ Re-evaluate inter-professional education in courses managed by Pharmacy Practice

1H: Assure that the quantity, quality and types of clerkship sites available meet our educational needs.
Strategic Direction 2: Scholarship/Research

Goals/Action Plans:

2A: Continue to expand laboratory-based clinical pharmacy research with an emphasis on pharmacogenomics, outcomes/pharmacoeconomics and translational research.
   - Recruit faculty in the area of pharmacogenomics and translational research

2B: Create a community of scholars committed to academic leadership and excellence.
   - Create opportunities for informal, scheduled conversations about research

2C: Assure adequate and updated space for laboratory researchers.
   - On an annual basis, review current laboratory space and develop a list of potential improvements, budget permitting

2D. Review departmental sections based on therapeutic areas and re-align to current strengths.
   - Task Department Advisory Committee with reviewing current strengths in the department to determine if there would be benefit to new or re-aligned sections

2E. Continue to refine and improve feedback and guidance in the promotion process
   - Schedule yearly promotion on the clinical track seminars for clinical faculty
   - Department Head and Chair of Department Promotion and Tenure Committee will meet annually to discuss the prior year’s process and potential for improvement
   - More clearly define scholarly expectations for the clinical track faculty
   - Through the mentoring process, provide feedback to tenure track faculty on progress towards promotion

2F. Examine the creation of a clinical tenure track
   - Appoint an ad-hoc committee to examine the issue and make recommendations
   - Bring recommendations to department advisory committee

2G. Formalize mentoring of junior faculty in the department.
   - Create a department policy for mentoring
   - Evaluate mentoring program on an annual basis
2H: Develop ways to enhance public relations efforts in order to bring more recognition to scholarship in the department.
   ▪ Provide UIC Office of Public Affairs with a list of faculty interested in working with the media and their areas of expertise
   ▪ Proactively contact Public Affairs with stories/news of our faculty’s efforts

2I: in concert with the Office of Development, pursue endowments for professorships.

2J: Provide opportunities for faculty to pursue advanced research training.
   ▪ Assistant Head for Research will alert department to faculty development opportunities

2K: Develop criteria for senior clinical faculty to qualify for protected time to engage in research.
   ▪ Work with Director, Pharmacy Services and Associate Director, Clinical Services to develop an equitable and workable policy for senior clinical faculty

2L: Evaluate the scope of departmental research administrative support services to eliminate faculty involvement whenever possible from the administrative aspects of the research process; enhance pre-award support.
   ▪ Assistant Head for Research will evaluate current services and make recommendations for changes
   ▪ Evaluate indirect costs from research funding to determine financial implications of providing more services
   ▪ Evaluate potential storage options for FDA-regulated clinical trial data

2M: Increase our competitive research funding base by 10% especially with federally funded programs
   ▪ Hire research faculty with a likelihood to succeed
   ▪ Provide good laboratory and departmental support and infrastructure for research programs
Strategic Direction 3: Service

Goals/Action Plans:

3A: Develop a hiring plan for clinical faculty in inpatient and outpatient pharmacy to reinstate positions lost and provide services to uncovered areas as budget allows.
   ▪ Work with Director, Pharmacy Services and Associate Director, Clinical Pharmacy Services to develop a hiring plan

3B: Continue to grow our ambulatory care pharmacy business
   ▪ Work with marketing consultant to refine and execute our marketing plan
   ▪ Continue to inform clinical faculty of the services the pharmacies can provide and encourage clinicians to refer patients when appropriate.
   ▪ Continue to pursue new business opportunities in the areas of specialty pharmacy services, medical home, mail order services
   ▪ Continue to grow the discharge prescription service. Therapeutic infusion service, IDOC
   ▪ Examine work flow in the pharmacies to streamline services
   ▪ Continue to emphasize that we are one pharmacy operation and not competitors

3C: Develop clinical career ladders within the service model to allow growth as a clinician as well as an academician
   ▪ Work with Director, Pharmacy Services and Associate Director, Clinical Pharmacy Services to develop a plan

3D: Develop departmental faculty handbook.
   ▪ Human Resources Director to work with new faculty, College administrative staff and Department Head to review and update the departmental faculty handbook at least twice per year

3E: Develop better communication between inpatient and outpatient services keeping everyone up to date on new and changing initiatives
   ▪ Schedule quarterly or bi-annual joint inpatient and outpatient faculty meetings

3F: Continue to pursue billing for cognitive services
   ▪ Continue to pursue billing for services in the Medication Therapy Management (MTM) clinic
3G: Look for new opportunities for pharmacist-provided billable services (e.g. Medical Home)  
- Pursue additional opportunities to bill for pharmacy services (e.g. Medical Home, Pharmacogenomics Consult Service)

3H: Increase efforts to document the value and impact of clinical pharmacy services to the medical center.
Strategic Direction 4: Faculty Quality of Life

Goals/Action Plans:

4A: Enhance department website
   - Complete a needs assessment for the departmental website
   - Update information on current website
   - Reconsider how faculty are currently listed on website and consider sorting by interest/topics
   - Assign website responsibility to a specific front office staff member
   - Develop a process to update the news on a monthly basis at a minimum
   - Develop an online residency application process

4B: Communicate functions of front office staff including ITU functions
   - Develop a short, concise directory that lists all office personnel and their functions
   - Twice yearly, communicate with the faculty about front office operations and any changes that have occurred

4C: Build a cohesive team throughout the entire department
   - Host at least twice yearly networking events for all members of the department
   - Continue regular email department updates from the department head
   - Investigate a departmental facebook page with information about different aspects of the department

4D: Provide a new faculty department orientation program for all new faculty within 6 months of their hire date
Strategic Direction 5: Entrepreneurship

Goals/Action Plans:

5A: Continue current support of entrepreneurial arms of the department including the Drug Information Group, Prior Authorization, Therapeutic Infusion Service and Illinois Department of Corrections – Telemedicine Program.
   ▪ Meet on a regular basis with directors of these programs to determine support needed

5B: Further explore the concept of a consulting unit in the department
   ▪ Evaluate the consulting unit proposal developed by DIG for potential operation in the Department

5C: Develop minute clinic concept for ambulatory pharmacies
   ▪ Evaluate market-place for a minute clinic concept at UIC
   ▪ Determine which pharmacy would best be suited for this service
   ▪ Contact the College of Nursing to determine interest in working together

5D: Continue to enhance marketing strategies for our entrepreneurial activities
   ▪ Ask marketing consultant to meet with various entrepreneurial arms of department to develop a marketing plan for these activities

5E: Evaluate need for a pharmacy practice plan.