



Applying Research to Optimize Care®

FY2017 – FY2022 Strategic Plan

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Preamble

The University of Kentucky Center for Health Services Research (UK CHSR) is an active contributor to the University *for* Kentucky's focused efforts to become a national model for a thriving, public, residential, research-intensive campus and UK HealthCare[®] advancing to serve the health care needs of Kentucky and beyond. The Center particularly focuses on how best to enhance the value of health care delivered by a well-integrated health delivery system to individuals, families, organizations, institutions, communities, and populations.

Over the next five years, the Center's leadership will use the following plan to direct acquisition and investment of resources in faculty recruitment, seed grant development funding, space, and other mechanisms to promote health services research at UK.

The CHSR's strategic planning process is a dynamic undertaking guided by multiple levels of input and interactions, including: CHSR leadership, faculty and staff, a Steering Committee, an Internal Advisory Board and an External Advisory Board. The CHSR's guide for success is integrated and aligned with institutional and UK HealthCare[®] initiatives. This iterative process has led to the following comprehensive strategic vision for the Center for Health Services Research.

Mission

Applying research to optimize care[©]

Vision

Become a national leader in health services research focusing on inter-professional team-based practice, education and research to advance the science of health and health care delivery.

Connect, Catalyze, Create

Goal 1: Advance UK Health Services Research and the Science of Health Care Delivery

Undertake, facilitate and coordinate *inter-professional collaborative research* aimed at improving population health through delivering high value health care and community health, and provide leadership in the *science of health care delivery* and guidance across the University of Kentucky while engaging faculty and staff from the relevant Colleges.

Strategy 1.1: Grow Extramurally Funded Research Through Collaborative Efforts

Objective 1: Submit ≥ 2 peer-reviewed, nationally competitive research applications per year to NIH, AHRQ, HRSA, PCORI, CMMI, DoD, or other major funding agencies

Objective 2: With guidance from senior faculty mentors, ≥ 1 Assistant Professors in the Center will submit a career award application to NIH or AHRQ within 3 years

Objective 3: $\geq 50\%$ of full-time regular or research faculty members will receive nationally competitive research funding as a Co-Investigator within 3 years; $\geq 40\%$ of faculty members will receive peer-reviewed, nationally competitive research funding as PI within 5 years

Objective 4: Establish partnerships with peer centers at two other institutes by 2019

Strategy 1.2: Increase the Center's Output of Peer-Reviewed Articles, Presentations and Briefs

Objective 1: Each full time faculty will author/co-author ≥ 3 peer-reviewed manuscripts per year; ≥ 1 of the published articles will be as 1st or senior author

Objective 2: Each faculty will give 2 presentations per year at local, regional or national meetings

Strategy 1.3: Expand the Center's Research Capacity, Expertise, and Output and serve as a Connector

Objective 1: Increase collaborations with the six health colleges at UK and others (e.g., College of Arts and Sciences' Departments of Sociology and Psychology, Communication and Information, Gatton College of Business, College of Engineering, College of Education, etc.) to develop research ideas/projects and grant submissions. Collaborate on ≥ 1 proposal submission for external funding per year.

Objective 2: Utilize Work-in-Progress (WIP) sessions to enable faculty communication and collaboration. Increase the frequency of WIP sessions to 2 per month by 2020.

Objective 3: Host monthly HSR seminars and promote campus and external collaborations

Objective 4: Collaborate with ≥ 1 external partner on research project or proposal submission per year

Goal 2: Catalyze the Transformation of UK HealthCare[®] into a Learning Health System

Align with UKHC's strategic plan – patient-centered care, growth in complex care, strengthen partnership networks, and value-based care and payment. Provide essential knowledge, skills and resources needed for UK Healthcare[®] to become a *learning health system* as defined by the Institute of Medicine and provide guidance to health care teams to optimize the *value of care* for patients by leveraging expertise in information technology, analytics, implementation science, survey methodology, decision making and quality improvement.

Strategy 2.1: Support Operations, Process Improvement (PI), and Implementation Research Projects within UKHC and Regionally

Objective 1: Initiate and lead ≥ 3 new improvement projects per year through the support of and collaboration with the Office for Value and Innovation in Healthcare Delivery (OVIHD).

Objective 2: Provide expert support and facilitate ≥ 8 improvement projects for units and service lines within UKHC per year. Assist others seeking to undertake quality improvement (QI) and PI within UKHC.

Objective 3: Provide QI/PI education and training to develop sustained PI capability and support infrastructure at UKHC.

Objective 4: Secure funds from UKHC to continue support for OVIHD and host an annual symposium on contemporary health care delivery issues that involves participation by faculty, community stakeholders, professional associations, regional health systems, and representatives from state government by 2020.

Strategy 2.2: Enhance Health through the Translation and Dissemination of Evidence-Based Research and Practices, and Translate Quality Improvement Experiences into Scholarship

Objective 1: Initiate ≥ 1 evidence-based practice implementation at UKHC and/or affiliated organizations (e.g., Kentucky Health Collaborative, KPCA) per year.

Objective 2: Connect UKHC and/or affiliated organizations (e.g., Kentucky Health Collaborative, KPCA) to regional or national translational and implementation projects.

Objective 3: Translate ≥ 1 UKHC quality improvement project into a peer-reviewed publication per year.

Goal 3: Create and Enhance Health Services and Value Care Education and Training

Enhance the delivery of rigorous and cutting edge academic and professional training that prepares current and future health services researchers to be leaders in the field.

Strategy 3.1: Contribute to Health Services Research Degree and/or Certificate Programs at UK

Objective 1: Collaborate in the development of a Health Services and Outcomes Master's Degree Program at UK

Objective 2: Grow active e-learning and/or hybrid HSR courses supported by the Center

Objective 3: Center's faculty give ≥ 2 guest lectures per year to relevant Master and/or PhD program courses offered by health and affiliated colleges

Objective 4: Further develop relationships with local and regional health systems to provide internships and practicum experiences on applied research

Strategy 3.2: Communicate Latest HSR Developments

Objective 1: Communicate with our stakeholders on recent publications that are relevant to health services researchers and health policymakers

Objective 2: Evaluate social media strategies for optimization

Objective 3: Leverage information and communication technologies (CTs) for communicating HSR accomplishments

Strategy 3.3: Enhance UK HealthCare Online Workplace Training Offerings

Objective 1: Expand and refine orientation e-learning programs

Objective 2: Develop ≥ 2 web-based training offerings per year for clinicians, nurses, and other frontline staff

Strategy 3.4: Develop Open-Source HSR Educational Tools, Disseminate Information, and Enhance the Visibility of the Center

Objective 1: Develop a resources section on the Center's website to support HSR professionals seeking direction in improving health services by 2019

Objective 2: Develop podcast series on Center's activities by 2019

Goal 4: Enhance the Center’s Capacity to Achieve its Mission by Ensuring Adequate Resources and Operational Effectiveness and Efficiency

Grow and develop the expertise needed for the Center to become a national leader in Health Services Research and for UK HealthCare® to become a learning health system.

Strategy 4.1: Regularly Seek Feedback from Stakeholders to Guide the Direction and Communication of the Center

Objective 1: Utilize the Center’s Steering Committee, Internal Advisory Board, and External Advisory Board to elicit feedback and guidance.

Objective 2: Publish and distribute a Center newsletter two times per year.

Objective 3: Engage staff & faculty in an annual retreat to gain feedback on work environment and progress of the Center.

Objective 4: Publish an annual report to be disseminated to stakeholders.

Strategy 4.2: Partnering with College Deans, Ensure the Center Has Sufficient Faculty Depth and Breadth to Support and Conduct High Quality Research

Objective 1: Recruit 1 faculty member with expertise in organizational studies or implementation science to further enable the Center to successfully compete for implementation science awards from PCORI, AHRQ, and NIH within the next 3 years

Objective 2: Recruit 1 faculty member with expertise in qualitative research methods to better enable the Center to successfully compete for mixed-methods grants from PCORI, NIH, and AHRQ within the next 3 years

Objective 3: Recruit 1 faculty member with expertise in health care finance and health delivery model evaluation to further enable the Center to successfully compete for grants from the state, HRSA, and CMMI within the next 3 years

Objective 4: Have ≥ 1 adjunct faculty at each health professions college by 2020

Objective 5: Create an endowed faculty position at the Center by 2017

Strategy 4.3: Grow Research and Quality Improvement Infrastructure

Objective 1: Add technical capabilities for data intake, management, and analysis

Objective 2: Add the capability to perform de-identification of datasets by HIPAA expert determination methodology

Objective 3: Provide multimedia support for projects within UK and UKHC

Strategy 4.4: Enable Staff Professional Development

Objective 1: Enable each staff member’s development by supporting attendance at 1 conference, seminar, or other educational opportunity per year

Objective 2: Generate annual professional development plan for each staff