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# DEPARTMENT OF MEDICINE STRATEGIC PLAN



# MESSAGE FROM CHAIR & EXECUTIVE MEDICAL DIRECTOR

# THE EXECUTIVE DIRECTOR



Throughout the UCLA Department of Medicine, you will find LEADERS - leaders who are at the forefront of innovation, transforming care, and advancing health for all. Our collective leadership is building the foundation that distinguishes us as a premiere academic department of medicine committed to continuous growth that impacts the lives of people around the world. I am pleased to introduce to you the department's strategic plan, the product of thoughtful engagement based on valuable input by a wide cross section of our community, including department faculty, staff, trainees, community partners, health system and campus leadership. In this strategic plan summary, we present the vision, goals, and strategies that will guide our objectives across four missions: research, education, patient care, and community engagement and investment. As we move forward, we will be guided by our core values which recognize that the heart of our department's success is the well-being and success of the people who make up the Department of Medicine at UCLA.

I invite you to explore the UCLA Department of Medicine's strategic plan and get involved as we work together to lead in innovation, transform care, and advance health for all.

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**E. Dale Abel, MD, PhD**

Chair and Executive Medical Director

Department of Medicine

David Geffen School of Medicine at UCLA and UCLA Health



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# OUR VISION



**LEAD IN INNOVATION  
TRANSFORM CARE  
ADVANCE HEALTH**

A person wearing a white lab coat and safety glasses is focused on working with a complex mechanical assembly in a laboratory. The scene is dimly lit with a strong blue color cast. The person is leaning over their work, which involves various metal components, pipes, and a circular gauge. The background shows more laboratory equipment and a computer monitor.

**VATION.**  
**ARE.**  
**LTH FOR ALL.**

**WE LEAD WITH  
CORE VALUES.**

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**LEADERSHIP**  
**EQUITY**  
**ACCOUNTABILITY**  
**DISCOVERY**  
**EXCELLENCE**



# OUR

# ERS

**RESPECT SERVICE**

## LEADERSHIP

We cultivate visionary leaders from diverse backgrounds who inspire, guide, and drive positive change.

## EQUITY

We share an unwavering commitment to justice, equity, diversity and inclusion as a guiding principle and an essential component of excellence.

## ACCOUNTABILITY

We prioritize transparency, open communication, and trustworthy decision-making to promote integrity and build trust.

## DISCOVERY

We foster curiosity, bold exploration, and novel ideas to drive transformative advancements in medicine.

## EXCELLENCE

We pursue inclusive excellence through high standards, innovation, and teamwork.

## RESPECT

We emphasize empathy, kindness, and respect that embraces the diversity of our communities, in all interactions.

## SERVICE

We provide compassionate service, promoting well-being, health equity, and partnerships to address unique health challenges.



E. Dale Abel, MD, PhD  
Chair, Dept of Medicine

Staratowne, MD

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# OUR MISSION PILLARS & GO

# GOALS



## Research

Accelerate the growth and impact of our research and discoveries.



## Education

Develop leaders who will drive the future of medicine and health sciences.



## Patient Care

Provide the highest quality patient-centered, innovative, integrated healthcare for all.



## Community Engagement & Investment

As a public university, advance health and improve outcomes for our diverse communities.

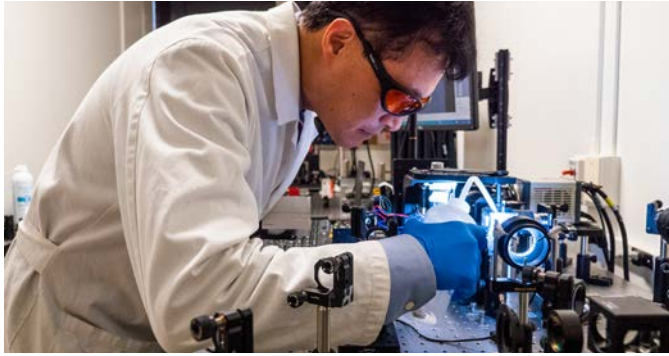


## Foundational Goal

Build community within the DoM, grounded in our vision and core values.

# Research





## GOAL

Accelerate the growth and impact of our research and discoveries.

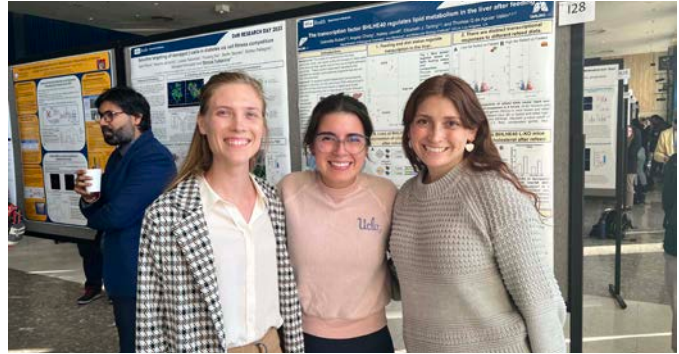
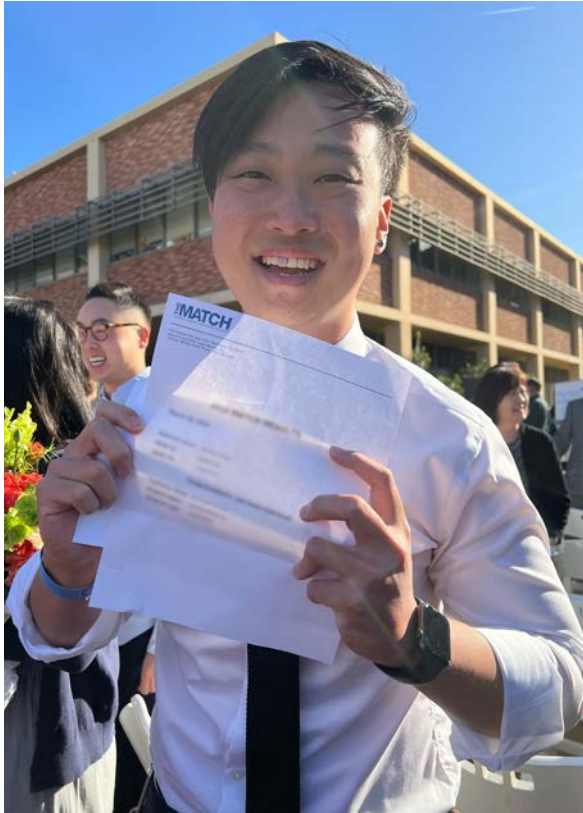
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## STRATEGIC OBJECTIVES

1. Strengthen the research infrastructure.
2. Develop, retain, and recruit researchers and research staff.
3. Implement a DoM-wide approach for identifying targeted, multidisciplinary research areas.
4. Foster a department-wide research community that encourages collaborative, innovative, high-impact research across all areas.
5. Raise the profile of the DoM research portfolio, internally and externally.

# Education





## GOAL

Develop leaders who will drive the future of medicine and health sciences.

## STRATEGIC OBJECTIVES

1. Train leaders who provide holistic, patient-centered care and drive scientific discovery to create a better future for our community.
2. Champion diversity in our trainees, faculty, staff, and patient population.
3. Develop and recognize outstanding faculty educators.
4. Promote the DoM as a nationally recognized leader in education.
5. Create a culture of learning that encourages all DoM faculty, staff, and trainees to reach their full potential.

# Patient Care







## GOAL

Provide the highest quality patient-centered, innovative, integrated healthcare for all.

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## STRATEGIC OBJECTIVES

1. Increase access to high quality, patient-friendly inpatient and ambulatory care.
2. Strengthen clinical infrastructure and operational efficiencies.
3. Create strategic alignment to optimize patient care in collaboration with the DGSOM clinical departments, UCLA Health, our academic affiliates, and community-based partners.
4. Cultivate a culture and environment in the clinical setting that supports provider and staff well-being and retention.
5. Expand external visibility and strategically differentiate the DoM clinical enterprise as a key component of an academic health system.



# Community Engagement & Investment



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kind,  
time.



## GOAL

As a public university, advance health and improve outcomes for our diverse communities.

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## STRATEGIC OBJECTIVES

1. Increase access to care and health resources for historically and contemporarily under-resourced communities.
2. Strengthen engagement and collaboration with organizations caring for historically and contemporarily under-resourced communities.
3. Provide high-quality health equity training for all in the DoM.
4. Advance health disparities research and policy to improve health equity, in collaboration with health systems and community partners.
5. Promote healthier, thriving neighborhoods through health education and disease prevention.



Foundational Goal

**BUILD COMMUNITY  
THE DOM, GROW  
OUR VISION &  
VALUES.**

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The success of our people is at the heart of everything we do.



**COMMUNITY WITHIN  
ROUNDED IN  
AND CORE**

the heart of our department.

# CROSS-CUTTING PRIORITIES

These cross-cutting priorities are evident throughout our strategic plan, and ensure a creative and nurturing environment for the members of our community.

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## People

Develop, retain, and recruit outstanding faculty, staff, trainees, and leaders who are representative of our diverse communities.

## Justice, Equity, Diversity, Inclusion (JEDI)

Advance all dimensions of justice, equity, diversity, and inclusion as essential components of excellence in the DoM.

## Infrastructure

Invest in infrastructure to accommodate growth, alleviate barriers, and increase efficiencies.

## Collaborations & Partnerships

Build collaborations in all regards: across the DoM, with other DGSOM departments, across UCLA, across the UC system, in the community, and beyond.

## Innovation

Foster innovation and bold new ideas.

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# STRATEGIC PLAN STEERING COMMITTEE & DESIGN TEAMS

## STRATEGIC PLAN IMPLEMENTATION LEADERS

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### Research

Faculty Co-Lead: Judith Currier, MD, MSc

Faculty Co-Lead: Carol Mangione, MD, MSPH, FACP

Staff Lead: Cathy Rujanuruks

### Education

Faculty Co-Lead: Jodi Friedman, MD

Faculty Co-Lead: Tamar Sallam, MD, PhD

Staff Lead: Douglas Ruiz Carbajal

### Patient Care

Faculty Co-Lead: Evelyn Curls, MD, MBA

Faculty Co-Lead: Neveen El-Farra, MD

Staff Lead: Anna Dermenchyan, PhD, RN

### Community Engagement and Investment

Faculty Co-Lead: Dan Kozman, MD, MPH

Faculty Co-Lead: Keith Norris, MD, PhD

Staff Lead: Cristina Punzalan

## STRATEGIC PLAN STEERING COMMITTEE

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E. Dale Abel, MD, PhD  
Olujimi Ajijola, MD, PhD  
Gregory Brent, MD  
Arleen Brown, MD, PhD  
Alejandra Casillas, MD, MSHS  
Evelyn Curls, MD, MBA  
Linda Czepinski, MD  
Eric Esrailian, MD, MPH  
Eve Glazier, MD  
Maria Han, MD  
Albert Haro  
Daniel Kozman, MD, MPH  
Sarah Larson, MD  
Zhaoping Li, MD

Mina, Ma, MD  
Carol Mangione, MD, MSPH, FACP  
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Rushi Parikh, MD  
David Sayah, MD, PhD  
Emily Schwitzer, MD  
Lisa Skinner, MD  
Shatara Townes, MD  
Yanina Venegas  
Tisha Wang, MD  
Otto Yang, MD  
Sun Yoo, MD, MPH  
Jerome Zack, PhD



## RESEARCH DESIGN TEAM

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### Co-Chairs

Judith Currier, MD, Msc  
Carol Mangione, MD, MSPH, FACP

### Team Members

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Steven Chang, MD, PhD  
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David Goodman-Meza, MD, MAS

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Christopher Seet, MD, PhD  
Rajat Singh, MD, MBBS  
Liz Tarling, PhD, FAHA  
Yanina Venegas  
Elizabeth Volkmann, MD, MS  
Deborah Wong, MD, PhD  
Otto Yang, MD  
Jerome Zack, PhD

## EDUCATION DESIGN TEAM

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### Co-Chairs

Gregory Brent, MD  
Lisa Skinner, MD

### Team Members

Douglas Ruiz Carbajal  
Orit Chadorchy  
Lin Chang, MD  
Sarah Chun  
Amy Cummings, MD, PhD

Jodi Friedman, MD  
Ed Ha, MD, MEHP  
Tyler Larsen, MD  
Sarah Larsen, MD  
Mina Ma, MD  
Antonio Pessegeiro, MD  
David Rodriguez, MBA  
Tamar Sallam, MD, PhD  
Emily Schwitzer, MD  
Shatara Townes, MD

## PATIENT CARE DESIGN TEAM

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### Chair

Tisha Wang, MD

### Team Members

Liz Arellano  
Joni Boucher  
Joe K. Brown  
Jeff Butler  
Adam Cavallero, MD  
Chidinma Chima-Melton, MD, MBA, FCCP

Lynn Connolly, MD  
Linda Czipinsky, MD  
Neveen El-Farra, MD  
Eve Glazier, MD  
Maria Han, MD, MBA, MS  
Nika Harutyunyan, MD  
Rushi Parikh, MD  
David Sayah, MD, PhD  
Neil Wenger, MD, MPH  
Sun Yoo, MD, MPH

## COMMUNITY ENGAGEMENT AND INVESTMENT DESIGN TEAM

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### Chair

Daniel Kozman, MD, MPH

### Team Members

Arleen Brown, MD, PhD  
Alejandra Casillas, MD, MSHS  
Briana Cowan, MD  
Evelyn Curls, MD, MBA  
Ravi Dave, MD  
Eric Esrailian, MD, MPH

Robbie Gluckson  
Albert Haro  
Cameron Hines, MD  
Edward Hui, MD  
Alice Kuo, MD, PhD, MBA  
Keith Norris, MD, PhD  
Cristina Punzalan, MPH  
Anjani Reddy, MD  
George Yen, MD  
Hijab Zubairi, MD, MPH

it begins with





We invite you to learn more as we embark upon implementing the UCLA Department of Medicine's strategic plan which will lead us towards realizing our vision to lead in innovation, transform care, and advance health for all.



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Web : <https://connect.uclahealth.org/dom/strategic-planning/>

