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# DEPARTMENT OF MEDICINE STRATEGIC PLAN



# MESSAGE FROM THE CHAIR & EXECUTIVE MEDICAL 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 FOR ALL.**



# WE LEAD WITH OUR CORE VALUES.

# LEADERS

LEADERSHIP EQUITY ACCOUNTABILITY DISCOVERY EXCELLENCE 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.





# OUR MISSION PILLARS & 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.

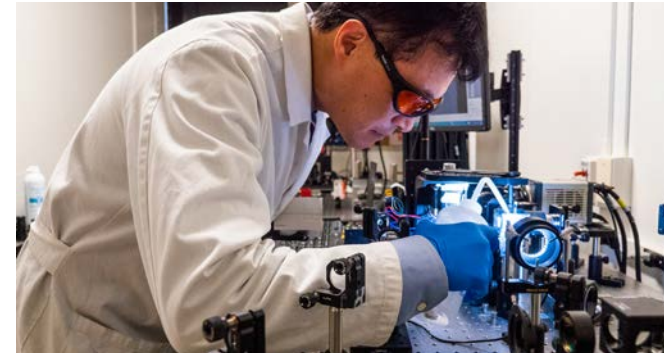


## Foundational Goal

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



# Research



## GOAL

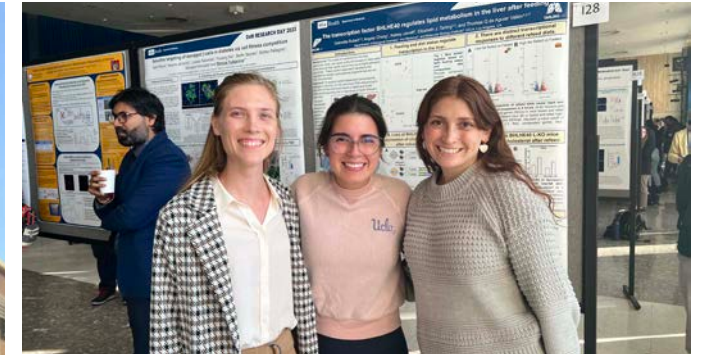
Accelerate the growth and impact of our research and discoveries.

## 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

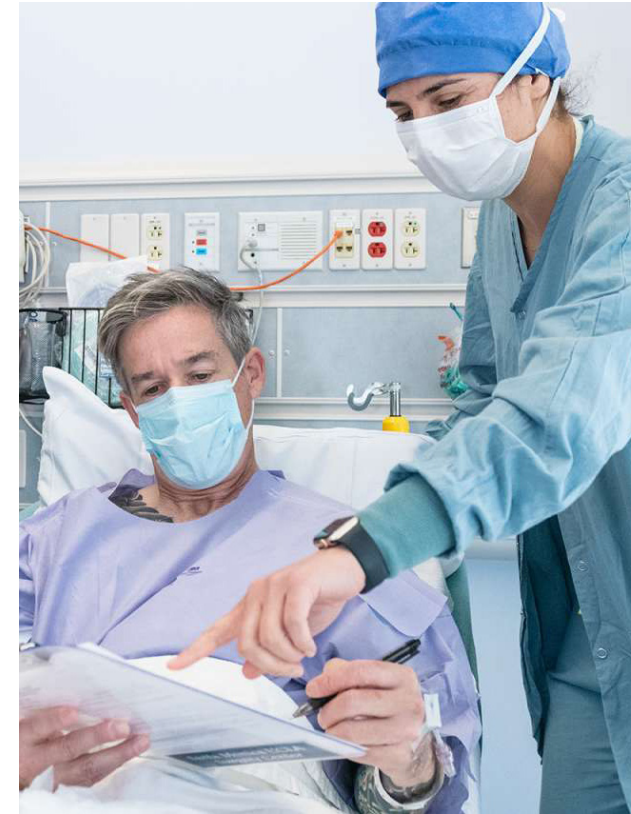
Develop leaders who will drive the future of medicine and health sciences.

## 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.

## 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



## GOAL

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

## 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 WITHIN  
THE DoM, GROUNDED IN  
OUR VISION AND CORE  
VALUES.**

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The success of our people is at 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.

## 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.





# STRATEGIC PLAN STEERING COMMITTEE & DESIGN TEAMS

## STRATEGIC PLAN IMPLEMENTATION LEADERS

### 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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## RESEARCH DESIGN TEAM

### Co-Chairs

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## COMMUNITY ENGAGEMENT AND INVESTMENT DESIGN TEAM

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Anjani Reddy, MD

George Yen, MD

Hijab Zubairi, MD, MPH



it begins with **U**



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/>



