

RUSH UNIVERSITY

# Strategic Plan

*A learning health care system*

*2022-2027*



## INTRODUCTION AND INTEGRATION

Rush University (RU) is an integral part of Rush University Medical Center (RUMC) and the Rush University System for Health (RUSH). The University plays a central role in the RUSH promise to improve the health of our patients and our communities by delivering high value care. The strategies at RUSH are rooted in our people; guided by foundational ICARE values (innovation, collaboration, accountability, respect, and excellence); and driven by the concept of a “learning health care system”, including proven strengths in research, education, community engagement, and the delivery of outstanding clinical care (see Fig. 1).



*Figure 1. The RUSH Strategic Plan*

## Integration of RU and RUMC Strategic Initiatives

Rush University is also integral to the RUMC strategic plan, supporting several components of its FY22 strategic initiatives. RUMC has 5 strategic initiatives in FY22. They are as follows (see Fig. 2):

1. **People:** Attract, educate, develop, and retain a diverse and inclusive workforce with revolutionary curricula, lifelong learning opportunities and open paths to career growth. Foster and promote a wellness culture for providers, students, and staff.
2. **Growth and Reach:** Develop integrated clinical service lines that lead the market and extend the reach and brand of RUSH across the region through innovation, partnerships and a highly integrated delivery network focused on delivering care closer to home.
3. **Quality and Value:** Deliver high-quality, cost-efficient care that focuses on disease prevention and supports improved health outcomes of the population served by leveraging analytics and technology.
4. **Financial Strength:** Ensure fiscally responsible care across the continuum that continues to decrease the total cost of care and improve financial trends allowing for reinvestment and continued growth across RUSH.
5. **Equity:** Eliminate inequities across our patients, people, communities and organization.



*Figure 2. RUMC Strategic Initiatives*

The integration of RU with RUSH affords the faculty and staff an opportunity to integrate innovative education and research with cutting-edge clinical opportunities to continue to build and grow a highly trained, agile, health workforce that is ready to meet the demands of evolving health care needs.

The RU Strategic Plan is aligned with RUSH (see Fig. 3) which

1. Contributes to the broader vision and mission of RUSH
2. Is foundational to the RUSH Learning Health Care System
3. Is foundational to the research aspirations of RUSH
4. Creates strategic integration towards achievement of improved health
5. Partners with RUSH to address evolving workforce needs in the clinical setting
6. Builds on current RUSH academic and clinical standards of excellence



*Figure 3. Integrated view of RUSH and RU Strategies*

## RUSH UNIVERSITY STRATEGIC PLAN

The RU Strategic Plan was contributed to by the faculty, staff and students of Rush University; the Board of Governors; and the leadership of RUMC and RUSH. The plan was initiated by a series of design studios and work groups. After the initial plan was written, Boston Consulting Group (BCG) was engaged to perform a market analysis which was integrated into the plan and resulted in a series of tactics. The strategies and tactics were edited by the individual deans and colleges, and tied into the RUSH and RUMC strategies. The RU Strategic Plan was endorsed by RUMC and RUSH leadership; the Board of Governors Strategic Plan Advisory Group; and the Board of Governors. RUSH Board of Trustees approved the Strategic Plan.

The RU Strategic Plan is designed to span three to five years. Progress will be monitored and the plan will be updated annually to reflect the ongoing challenges of higher education and health care.

## MISSION

Rush University champions a learning environment in health and biomedical sciences through collaboration, education, research and equity for our students, faculty, staff and the communities we serve

## VISION

Rush University is a model for improving health through innovative research and transformative education in a culture of excellence and equity

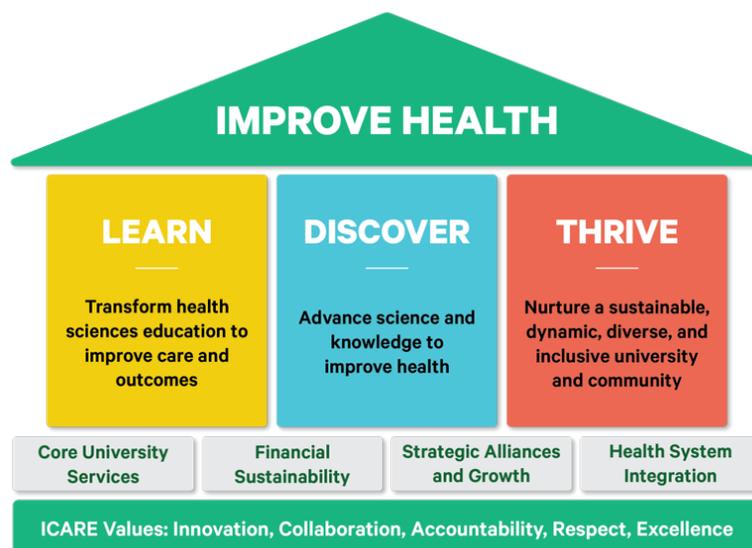
## STRATEGIES AND TACTICS

The RU Strategic Plan framework is comprised of three interrelated pillars: LEARN – DISCOVER – THRIVE. Each pillar supports the goal of “Improved Health” (see Fig. 4) The three pillars are:

**LEARN** – Transform health sciences education to improve care and outcomes

**DISCOVER** – Advance science and knowledge to improve health

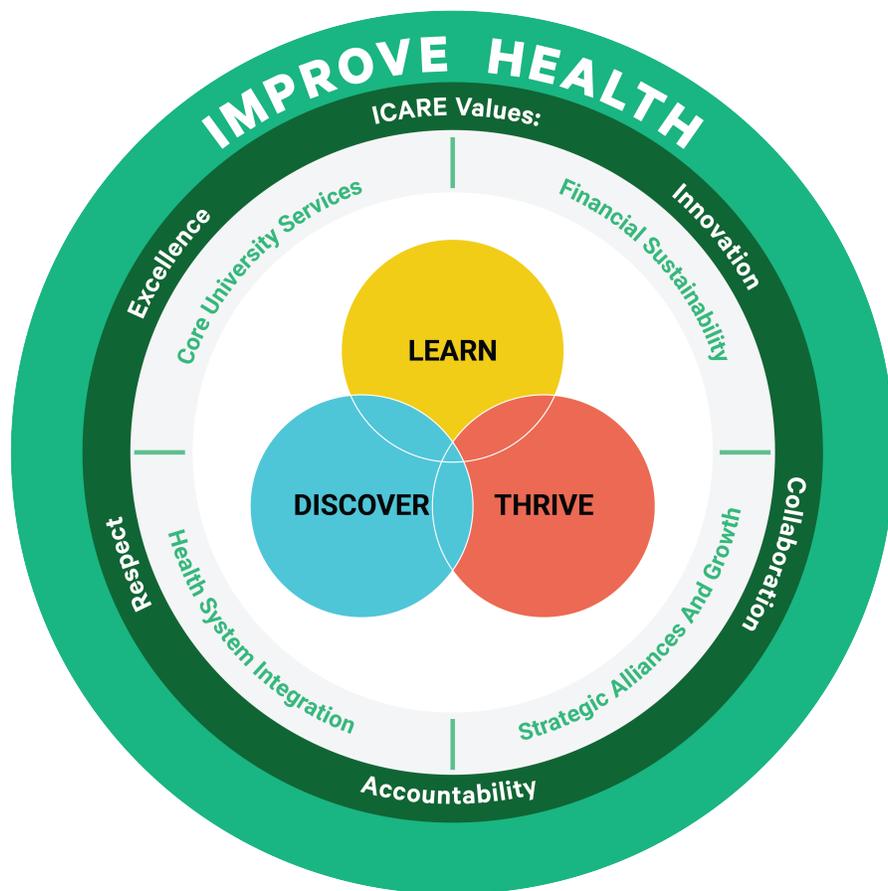
**THRIVE** – Nurture a sustainable, dynamic, diverse, and inclusive university and community



*Figure 4. RU Strategic Plan with Pillars and Fundamentals*

The pillars enable a structured approach towards achieving the goals by implementing targeted strategies. The three pillars are not silos, but intersect with each other to create a continuum of strategies and tactics to reach the overall goals (see Fig. 5).

The pillars are undergirded by the fundamental operational strategies of: core university services including shared services of RUSH; financial sustainability; strategic alliances for growth; integration with the health system; and the ICARE values.



**Figure 5. The intersectionality of the Strategic Plan Pillars with Fundamental Operational Strategies**

## THE STRATEGIES AT A GLANCE

The strategic plan includes nine strategies, each with a series of supporting tactics. Each pillar contains three key strategies that the university will pursue in the next three to five years (see Fig. 6).



*Figure 6. Strategies under LEARN DISCOVER THRIVE*

### LEARN Pillar Strategies and Tactics:

The LEARN Pillar is dedicated to the transformation of health sciences education. The strategies are designed to grow existing programs, add new innovative programs, and respond to the health system and marketplace workforce needs and skills, as defined by the market analysis. Through an evaluation of labor market need, competitive positioning, financial positioning, job demand and estimated growth potential, the following strategies were identified:

1. **Grow targeted programs based on our mission, community needs and market trends**
2. **Transform health sciences education**
3. **Respond to industry informed workforce demands**

#### Tactics:

The three LEARN strategies are enabled by the following tactics:

- A. Support the creation of comprehensive strategic plans for each college, consistent with the overall university strategy and the teacher-practitioner model

- B. Enhance inter-college collaboration to expand programs and create innovative course options to meet evolving student expectations, supported by a progressive funds flow and tuition scholarship model
  
- C. Transform Rush University by adding, expanding, or modifying targeted programs highlighted by the market analysis and industry-informed market demand within colleges, among colleges and with strategic partners. Examples may include:
  - CHS: Doctor in Physical Therapy, MS in Counselling, Physician Assistant programs
  - TGC: Data Science, population health, health equity and health care design programs; MD/MS in clinical research; MS degrees in biotechnology, clinical research, and research administration
  - RMC: Workforce development, dual degrees, targeted leadership development
  - CON: PhD program and practice-based partnerships, facilitate a university consortium to study the impact of climate change on human health
  
- D. Create new strategic alliances to expand experiential learning opportunities for our students including clinical placements, certificates and dual degrees. Develop business plans to support internal RUSH needs and external collaborations. Examples may include:
  - Joint degree programs
  - Undergraduate pipeline programs
  - Satellite programs
  - RUSH specific programs
  - Industry-sponsored programs
  
- E. Create more non-degree credentials
  - Certificate programs
  - Continuing Education
  - Continuing Medical Education
  - Alliances for non-degree programs: Medical Assistants and others

### **DISCOVER Pillar Strategies and Tactics:**

The DISCOVER Pillar is dedicated to the transformation of research, discovery, and innovation at RU. The pillar will advance science and knowledge through the RU research enterprise and alliances with industry, technology transfer, and other organizations of higher learning. The pillar will focus on growing research in current areas of strength as determined by current NIH funding at Rush; expected growth in NIH funding in specific areas based on historical trends; faculty composition; and our competitive position within the national research environment. The strategies include a new institute to coordinate the investment in core research services and to support the existing and growing research enterprise. The three strategies are:

- 1. Grow research based on current strengths, healthcare needs and defined areas of focus**
- 2. Advance and enable novel interdisciplinary biomedical and clinical research**
- 3. Invest in infrastructure, training, career development, and core services for translational, basic and clinical researchers**

**Tactics:**

The three strategies are enabled by the following tactics:

- A. Expand targeted research programs supported by NIH-funded research and clinical service line priorities, starting with
  - Neuro-Behavioral Disorders
  - Emerging Infectious Diseases
  - Nursing Human Health Research
  - Musculoskeletal
  - Oncology
  - Community Health Equity
- B. Define focused areas for targeted recruitment of senior researchers to seed new or expanding programs at RU
- C. Create an institute or center for research, discovery and innovation in order to build infrastructure to enable novel interdisciplinary biomedical and clinical research
  - Promote innovation as a catalyst for inter-disciplinary research, new partnerships and acceleration of technology transfer
  - Advance research career development and training models
- D. Invest in infrastructure and core research services; and expand alliances for additional services that reflect physio-sociological, biological, health equity and behavioral, participatory action research and community-based participatory research
  - Assess and invest in core research services
  - Expand alliances to meet the needs of core research services
  - Create novel mechanisms to develop and enhance research skills for existing Rush faculty
- E. Assess, upgrade, and expand research space

**THRIVE Pillar Strategies and Tactics:**

The THRIVE Pillar is dedicated to nurturing a sustainable, dynamic, diverse and inclusive university and community. In collaboration with the Rush BMO Institute of Health Equity and the RUMC equity goals, the THRIVE pillar will concentrate on the educational and research aspects of health equity. The THRIVE pillar will provide additional resources and programs to address student challenges, enhance the learning environment and promote wellness. The three strategies are:

- 1. Advance diversity, equity and inclusion across all colleges**
- 2. Promote wellness and resiliency across the university and community**
- 3. Enhance the physical environment to nurture our culture of collaboration and excellence**

**Tactics:**

The three strategies are enabled by the following tactics:

- A. Leverage the Rush BMO Institute for Health Equity to make an impact on the health of our communities through bi-directional education, research, community clinical practice and community engagement
  - Explore and support work in social justice and anti-racism to advance diversity, equity and inclusion
  - Differentiate Rush University by instilling health equity awareness into each program
  - Enhance faculty and staff expertise in social justice and anti-racism
  - Support partnerships with community based organizations for impactful community research
- B. Create interventions to address stressors and promote wellness across the university community, including assessment of the social determinants of learning for all learners
  - Enhance student, staff and faculty affinity groups
  - Increase scholarships and pipeline programs for all learners
  - Increase access to health insurance and health care
  - Enhance staff and faculty retention
- C. Create university spaces for multi-cultural activities, innovation, design and social interactions
- D. Create robust philanthropic opportunities for faculty, facilities and tuition scholarship programs

## Vital Foundational Elements

The pillars of LEARN, DISCOVER, and THRIVE are undergirded by the fundamental operational elements of core university services including shared services of RUSH; financial sustainability; strategic alliances for growth; and integration with the health system. These operational elements provide the critical infrastructure for the success of the pillars and Rush University.

- A. Core University Services: Review and revise university operations to support the strategic plan, including shared services with RUMC and RUSH
- B. Financial Sustainability: Create a 5-year model such that planning and execution of projects at the university are facilitated, including revision of funds flow and tuition scholarship models
- C. Strategic Alliances and Growth: Enhance core capabilities to create and sustain partnerships with regional, national, and global institutions to expand educational and research opportunities
- D. Health System Integration: Expand shared services, shared programs and shared goals for addressing workforce needs and shortages