



2022-2027 Saint Louis University School of Medicine

STRATEGIC PLAN

EXECUTIVE SUMMARY



SAINT LOUIS UNIVERSITY
—
SCHOOL OF MEDICINE

WELCOME



To the 2022 – 2027 Saint Louis University School of Medicine Strategic Plan

This plan draws from our strength as a School of Medicine and addresses our opportunities in the next five years. The plan is the result of conversations and input from community members across the School of Medicine. Thanks to the many faculty, chairs, and thought leaders who contributed and refined our goals, objectives, and strategies, and who will work in the years ahead to help us realize this vision.

This plan draws from the Saint Louis University mission and aligns with *Magis*: Saint Louis University's Strategy for the Future.

This plan comes at a key inflection point for our School of Medicine. The School of Medicine partnership with SSM Health Care has steadily grown since 2015 when SSM acquired SLU Hospital. On July 1, 2022, the SLUCare faculty practice fully integrated, becoming the academic medical group of SSM Health. This integration will grow our **clinical practice**, improve our ability to recruit clinical faculty, and provide support toward education and research.

As the first medical school west of the Mississippi, the School of Medicine has a long tradition of excellence in medical school, graduate medical **education** and graduate education. Medical education is rapidly evolving; we must innovate our methods and facilities to prepare our learners for success.

The School of Medicine basic, translational, and clinical **research** has grown slowly in recent years. Now is the time to grow the number and activity of our faculty investigators, mentor and support faculty on their research trajectory, and strengthen our research operations. We must grow research and nurture scholarship.

Grounded in Jesuit values, we serve our **community**. The St. Louis region faces challenges of poor health indicators, education, poverty, and racism. The regional 2021 Community Health Needs Assessment conducted by SSM Health identified key health priorities of behavioral health, obesity and chronic conditions, high-risk pregnancy/women's health, and violence/injury prevention. The School of Medicine continues to work for health equity and wellbeing of our neighbors.

Through all this work, the School of Medicine must continue the path toward greater **diversity and inclusion**. We need **visionary leaders** from within and without, and we must be **wise stewards** of our human and financial resources. Together, we will achieve excellence as a leader in advancing the health of our people, through our research, education, patient care and community engagement.

Christine K. Jacobs, M.D.
Dean and Vice President of Medical Affairs
Saint Louis University School of Medicine



SAINT LOUIS UNIVERSITY

SCHOOL OF MEDICINE

VISION

Saint Louis University School of Medicine will be the school of choice for learners, educators, and investigators for excellence in teaching, research, and healthcare, with a commitment to improving the health of all in our diverse community.

MISSION

To pursue excellence in education, research, clinical care, and improving the health of our community through professional development, collaboration, and social justice, grounded in our Jesuit values.

CORE VALUES

- *Cura Personalis* – Care for the whole person, rooted in the Ignatian principle that God created us to do good in the world, and embracing the humanity in all
- Scholarship – Delivering transformative education and creating new knowledge
- Discovery – Research, scientific inquiry, and the application of that knowledge
- Equity – Striving for justice, fairness, and diversity in our education, research, and service to the community
- Collaboration – Partnership across Saint Louis University, SSM and the wider community

OUR MISSION

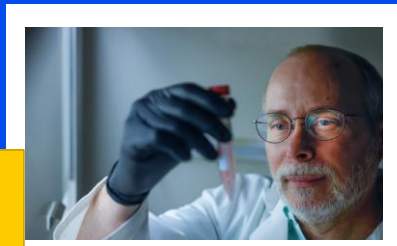


EDUCATION

SLU School of Medicine includes 720 medical students, over 650 residents in 62 accredited graduate medical residencies, and over 100 graduate students. Our educational approach embraces active learning, building upon our basic, translational and clinical research; the provision of patient-centered, compassionate, culturally competent health care; and engagement with the community through public service.

Grounded in an understanding of the scientific method and our exceptional appreciation for personal commitment and service to others, these diverse educational experiences prepare individuals for careers and leadership roles in medicine and the biomedical sciences.

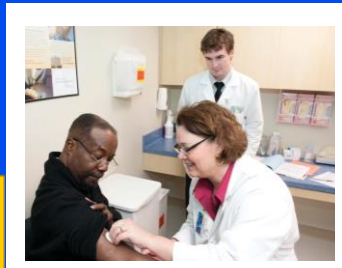
The Continuing Medical Education (CME) office serves physicians regionally and nationally with 48 Conference, Symposiums, Activities and 64 regularly scheduled Series (Grand Rounds, M&M, Journal Club, Case Conference, Faculty Development) in 2021. Interprofessional education extends beyond the classroom to interdisciplinary programs at SSM SLU Hospital and SSM Cardinal Glennon Hospital.



RESEARCH

The School of Medicine is an active center of basic, translational, and clinical research, including the legacy of Dr. Edward Doisy, Department of Biochemistry professor and Chairman from 1923 to 1965, who was awarded the Nobel Prize for his discovery of vitamin K. As one of ten NIH-funded vaccine research institutions, SLU's Center for Vaccine Development has conducted groundbreaking research on the H1N1 influenza vaccine, Zika virus, and has been a key leader in Covid-19 vaccine trials.

In addition to basic research strengths in Biochemistry and Molecular Biology, Pharmacology and Physiology, and Microbiology and Molecular Immunology, the School of Medicine is the home of the SLU Liver Center, the Neuroscience Institute, the Institute for Drug and Biotherapeutic Innovation (IDBI), the Stephen C. Peiper and Zi-Xuan Wang Institute for Vaccine Science and Policy (IVSP), the Advanced HEALth Data (AHEAD) Research Institute, and the Department of Health and Clinical Outcomes Research.

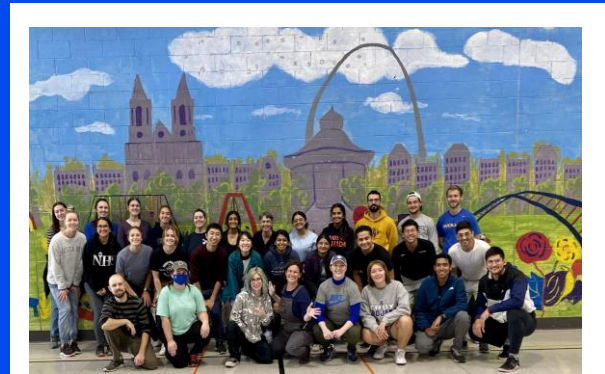


CLINICAL CARE

Building on a decade-long partnership and shared mission to provide high quality compassionate care across the St. Louis region and beyond, SLUCare Physician Group is now the academic clinical practice of SSM Health.

A fully integrated SLUCare Physician Group into SSM Health provides the community with improved and seamless access to all levels of care, from primary care and prevention services to highly specialize quaternary procedures and clinical trials that can deliver potentially breakthrough life-saving treatments.

The faculty of SLU School of Medicine practice at SLU Hospital, SSM Cardinal Glennon Hospital, SSM St. Mary's Hospital, and over 30 locations across Missouri and Illinois. SLU School of Medicine is the academic partner of the 4-state SSM Health system.



COMMUNITY ENGAGEMENT

Faculty, learners, and staff of SLU SOM embrace *Cura Personalis*, the ideal of care for the whole person. Our hospitals and clinics serve a diverse urban population. Principles of social determinants of health and health equity are integrated into medical education.

At the Health Resource Center (HRC), medical and other health students provide free care to the community, and a mobile van will be added in the next year. SLU SOM is committed to being a diverse and welcoming place for faculty, staff, learners, and our neighbors in the community.

GOALS

This plan draws on our strength as a School of Medicine and addresses our opportunities to advance in our mission areas over the next five years.

EDUCATION

GOAL 1: Saint Louis University School of Medicine will be an academically excellent, innovative, and engaging educational environment for learners and faculty, grounded in scientific method and commitment and service to others. Areas of focus include: Undergraduate Medical Education; Graduate Medical Education; Graduate Student Education; Continuing Medical Education.

- Continue full accreditation of undergraduate (medical school) and graduate (residency) medical education.
- Recruit and support Underrepresented in Medicine students and residents.
- Increase the SLU medical school and residency graduates practicing in our region.
- Transition residencies to “SSM Health/Saint Louis University” sponsorship.
- Support and grow Masters and PhD programs.
- Strengthen faculty development and recognition in medical education.
- Establish a state-of-the-art education and interdisciplinary simulation center that will engage, challenge and support students, residents and fellows, faculty, multidisciplinary and community health care providers.

RESEARCH

GOAL 2: Saint Louis University School of Medicine will be the home of research excellence in clinical, translational, and basic science, creating transformative knowledge that will strengthen our academic mission and positively impact the health and well-being of the population.

- Increase basic, translational, and clinical research.
- Significantly grow external (NIH) funding and clinical trials within 5 years, supporting SLU’s Carnegie 1 aspiration.
- Create Clinical Research Units for research operations.
- Engage SSM in our research and become the clinical trials partner of SSM.
- Increase the number and diversity of research faculty

CLINICAL CARE

GOAL 3: Saint Louis University School of Medicine will be a premier academic health care destination for the St. Louis region and the SSM referral network.

- Ensure SLUCare long term growth, market expansion and sustainability as the academic practice of SSM Health.
- Improve and create structures for more consistent wellbeing of healthcare providers.
- Ensure faculty engagement in clinical practice decision-making and operations.
- Establish SLUCare Physician Group as a leader in clinical quality within SSM.
- Engage with SSM Health to promote equitable health care delivery.
- Strengthen the SSM academic and community medical group practices as rich training environments for medical and interdisciplinary trainees.

DIVERSITY, EQUITY & INCLUSION

GOAL 4: Saint Louis University School of Medicine will be a place where everyone is welcomed, respected, and supported.

- Enable a climate of safety and trust for learners, faculty, and staff.
- Increase the diversity of the community of SOM faculty, learners and staff.
- Improve affordability of medical education for students from wide range of socioeconomic backgrounds.
- Ensure the academic and social success of Underrepresented in Medicine (URiM) students and residents.

COMMUNITY ENGAGEMENT

GOAL 5: Saint Louis University School of Medicine will be a community-responsive leader, working in partnership to reduce health inequities and improve the health and well-being of the St Louis region.

- Expand access to healthcare services to the community through the Health Resource Center free clinic and a mobile van.
- Strengthen community-based research to address health equity.
- Increase the next generation of committed physicians for our region.
- Strengthen connections with SSM, SLU alumni and board, and the community.

LEADERSHIP & ORGANIZATION

GOAL 6: Saint Louis University School of Medicine will achieve its educational, research, clinical and service missions with a supportive culture and effective leadership, while being an excellent steward of its people and resources.

- Increase philanthropic support of the School of Medicine.
- Strengthen organizational infrastructure to promote transparency, accreditation, professionalism, accountability, shared governance, wellness, and stewardship.
- Ensure the SOM has strategic, visionary leaders that advance its mission.
- Create a SOM wellness program.

IMAGE & REPUTATION

GOAL 7: Saint Louis University School of Medicine will rise in national reputation, be known as a leader in medical education and scholarship and be a provider and employer of choice.

- Be known as a leader in:
 - Medical education and scholarship to increase medical school, residency, and graduate student applicants.
 - Research across key areas of excellence.
 - Academic medical care in the St. Louis region.
- Be known as a best place to work to attract top faculty and staff candidates.
- Promote a culture that embraces advances in technology and emphasizes communication.

SAINT LOUIS UNIVERSITY



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SCHOOL OF MEDICINE

University Hospital

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