During the 2011-2012 academic year, the UCLA Department of Pathology and Laboratory Medicine engaged in a collaborative strategic planning process to define its mission and vision for the future. The process culminated in a vision for the UCLA Department of Pathology and Laboratory Medicine to be the leader at the nexus of translational biomedical research and healthcare innovation.

**PHASE I
PLANNING RESEARCH**
- Planning Interviews
- Stakeholder Survey
- Environmental Assessment

**PHASE II
DEFINE STRATEGIC DIRECTION**
- Refine Mission and Vision
- Define Goals with Measurable Outcomes
- Develop Specific Strategies and Tactics

**PHASE III
FINALIZE THE PLAN**
- Finalize the Strategic Plan
- Develop Implementation Plan with Target Dates and Assignments
- Identify Resource Requirements
- Create a Communications Brochure

To assist in the strategic planning process, the Department retained the services of AMC Strategies, LLC, a consulting firm specializing in strategic planning for academic medical centers. A Strategic Planning Steering Committee was formed to oversee the initiative, with 13 members of the faculty serving on this committee. Fifty-six faculty, staff, residents and students participated in the process through in-depth, consultant-led interviews to provide qualitative input on the Department’s strengths, weaknesses and strategic priorities. Approximately 1,300 individuals were invited to participate in an electronic survey to weigh in on the Department’s strategic priorities and nearly 350 responded. An extensive quantitative assessment was conducted on departmental resources within each of the tripartite mission areas of clinical care, research and education, including finances, space and infrastructure, to identify key trends and the strategic implications of each.

Jonathan Braun, M.D., Ph.D.
Department Chair, UCLA Department of Pathology and Laboratory Medicine
The Steering Committee reviewed and discussed the findings and began to construct the framework for the strategic plan at a retreat. A series of strategy sessions followed in which the departmental mission, vision and goals, with supporting strategies and tactics, were formed. Resources required to implement the plan were assessed, measures to track and monitor each goal were identified, and accountabilities and priorities for each strategy were defined—all to ensure successful implementation. The process culminated in a departmental faculty retreat, where a draft of the strategic plan was presented and further shaped by input gathered from retreat participants.

As a result of this intense effort, a shared mission and vision clarifying our future direction has been created, a set of goals has been articulated, and strategic priorities have been established. The strategic plan, a collaborative effort of so many thoughtful, committed, and passionate individuals, is presented on the following pages. The implementation phase of the strategic plan will serve as our roadmap to guide our actions, decision-making and resource allocation over the next five years.

The Department would like to thank the following members of the Strategic Planning Steering Committee, Phase I interviewees and all of the faculty, nurses, staff, residents, fellows, graduate students and post-docs for their contributions and invaluable guidance toward the development of this new and exciting strategic vision.

Strategic Planning Steering Committee

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<tr>
<td>Jonathan Braun, Chair</td>
<td>Charles Lassman</td>
<td>Shannon O’Kelleys</td>
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<td>Linda Baum</td>
<td>Dieter Enzmann</td>
<td>Fernando Palma-Diaz</td>
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<td>Steven Bensinger</td>
<td>Michael Fishbein</td>
<td>Richard Pucci</td>
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<td>Scott Binder</td>
<td>Steven Hart</td>
<td>Dinesh Rao</td>
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<td>Jonathan Braun</td>
<td>Sharon Higgins</td>
<td>Jan Rao</td>
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<td>Ann Chan</td>
<td>Juoti Huang</td>
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<td>James Chen</td>
<td>Susan Kerlourian</td>
<td>Merian Raz</td>
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<td>Debra Cobb</td>
<td>Nina Kharbhi</td>
<td>Elaine Reed</td>
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<td>Paul Colonna</td>
<td>Christina Kim</td>
<td>Jonathan Said</td>
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<td>Galen Cortina</td>
<td>Debra LaCava</td>
<td>Mike Sauk</td>
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<td>Diana Crary</td>
<td>Michael Lewinski</td>
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<td>Gay Crooks</td>
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For more information about the strategic plan and to follow our progress in its implementation, please visit http://www.pathology.ucla.edu/StrategicPlan.
MISSION

To improve health and health care, the UCLA Department of Pathology and Laboratory Medicine will:

• Create world leaders in pathology and laboratory medicine
• Discover the basis for health, focused on prevention and cures for disease
• Optimize health through community partnerships
• Heal humankind through diagnostic innovation, one person at a time

VISION

The UCLA Department of Pathology and Laboratory Medicine will be the leader at the nexus of translational biomedical research and healthcare innovation.

GOALS

1. Develop research programs that will distinguish the Department institutionally and nationally.

2. Become the destination for translational research services and expertise at UCLA.

3. Educate the next generation of leaders in pathology and laboratory medicine.

4. Become the global leader in precision medicine, virtual pathology and health care design.

5. Increase clinical volume and market share.

6. Develop appropriate financial resources and infrastructure to support the Department.

7. Be the best place to work in pathology and laboratory medicine.
### GOALS AND SUPPORTING STRATEGIES

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| 1. Develop research programs that will distinguish the Department institutionally and nationally. | 1.1 Invest in signature research programs to achieve unparalleled excellence.  
1.2 Foster high priority research partnerships. |
| 2. Become the destination for translational research services and expertise at UCLA. | 2.1 Provide translational research infrastructure and expertise for the campus.  
2.2 Establish the Department of Pathology as the institutional lead for the UCLA tissue and sample biorepository. |
| 3. Educate the next generation of leaders in pathology and laboratory medicine. | 3.1 Continue to strengthen and expand the Department’s residency and fellowship programs.  
3.2 Reengineer the Department’s participation in medical education to attract top students to the field of pathology. |
| 4. Become the global leader in precision medicine, virtual pathology and health care design. | 4.1 Be at the forefront of clinical genomics and innovative diagnostic testing.  
4.2 Become the pivotal hub for quality improvement and clinical innovation in the UCLA Health System. |
| 5. Increase clinical volume and market share. | 5.1 Develop alliances and partnerships with other regional hospitals and health care organizations to expand volume and market area.  
5.2 Prepare for increased patient volume associated with the UCLA Health System “Two Million Lives” strategy. |
| 6. Develop appropriate financial resources and infrastructure to support the Department. | 6.1 Pursue additional revenue in all mission areas to enhance the financial position of the Department.  
6.2 Ensure that the Department has solid financial management, policy and practice.  
6.3 Consolidate and modernize space to optimally support clinical services and research activities. |
| 7. Be the best place to work in pathology and laboratory medicine. | 7.1 Recruit and retain excellent clinical and research faculty and staff.  
7.2 Create a robust departmental management structure with clear reporting lines and operating procedures. |
Develop research programs that will distinguish the Department institutionally and nationally.

**Strategy 1.1**
Invest in signature research programs to achieve unparalleled excellence.

**Tactics**
- Focus intensive departmental effort and resources on the following signature research programs:
  - Clinical Genomics
  - Hematopoietics
  - Digital Pathology
- Identify faculty leaders to spearhead each signature program; reward program leaders and hold them accountable for programmatic success.
- Create an affinity group for each signature program; include interested faculty, graduate students, post-docs, residents and fellows.
- Recruit outstanding residents, graduate students and post-docs and fellows to support signature programs.
- Foster strong collaboration among basic and clinical scientists.
- Identify and cultivate external partnerships to support signature programs.
- Aggressively promote signature program accomplishments.
- Cultivate philanthropic support for signature programs; ensure that funders have a clear understanding of the impact of each program.
- Develop programmatic business plans and pro formas to confirm preliminarily identified resource needs for signature research programs.

**Strategy 1.2**
Foster high priority research partnerships.

**Tactics**
- Increase collaborations across UCLA to bolster the following priority partnership programs:
  - Stem Cell
  - Oncology
  - Transplantation
  - Neurodegenerative Disease
  - Chronic Inflammatory Disease
  - Molecular Metabolism
- Create an affinity group for each program; include interested faculty, graduate students, post-docs, residents and fellows.
- Identify faculty leaders to coordinate each of the priority research partnerships.
- Identify and cultivate internal and external collaborators for priority partnership programs.
- Track and monitor research productivity and collaborative projects in high priority partnership programs.
**GOAL 2**

*Become the destination for translational research services and expertise at UCLA.*

**Strategy 2.1**

*Provide translational research infrastructure and expertise for the campus.*

**Tactics**

- Leverage UCLA Clinical and Translational Sciences Institute, UCLA Jonsson Comprehensive Cancer Center, UCLA Broad Stem Cell Research Center, and UCLA Brain Research Institute to bolster Department’s research infrastructure.
- Deploy a management and operations team to provide a range of client services.
- Leverage departmental expertise/tech center to provide analytic support to campus researchers.
- Utilize clinical biospecimens and genomic data from the UCLA Health System for research purposes.
- Work closely with UCLA Health System on important initiatives including electronic health record implementation, digital reporting and Institute for Molecular Medicine.

**Strategy 2.2**

*Establish the Department of Pathology as the institutional lead for the UCLA tissue and sample biorepository.*

**Tactics**

- Strengthen the institutional tissue and sample biorepository in accordance with regulatory guidelines.
- Ensure that the Department of Pathology is involved in the initial design of specimen collection and storage protocols at all clinical sites.
- Prepare for consolidation of departmental bio banks as regulations make distributed bio bank model infeasible.
- Link bio bank data with electronic health record and research database.
- Develop pilot projects using bio bank data.
- Explore industry partnerships to offer bio banking beyond UCLA.

**GOAL 3**

*Educate the next generation of leaders in pathology and laboratory medicine.*

**Strategy 3.1**

*Continue to strengthen and expand the Department’s residency and fellowship programs.*

**Tactics**

- Enhance and personalize the recruitment process to proactively attract and capture top candidates.
- Enhance education and training experiences for residents.
- Increase scholarly/academic focus among residents.
- Align career development and training experiences of fellows with clinical innovation and research priorities of the Department.
- Encourage fellows to obtain Master degrees in programs that are available at UCLA.
- Identify funding sources to support additional years of training.
- Strengthen educational infrastructure including space, facilities, information technology and website.

**Strategy 3.2**

*Reengineer the Department’s participation in medical education to attract top students to the field of pathology.*

**Tactics**

- Enhance the Department’s participation in medical school curriculum planning and student recruitment.
- Engage faculty involved in medical education to spearhead needed curriculum changes; work with medical school leadership to advocate new approaches for pathology blocks.
- Promote breadth of opportunities and scope of work in the field of pathology.
- Enhance participation of departmental faculty in Medical Scientist Training Program.
- Assess the impact of pathology curriculum changes.
**GOAL 4**

**Become the global leader in precision medicine, virtual pathology and health care design.**

**Strategy 4.1**

Be at the forefront of clinical genomics and innovative diagnostic testing.

**Tactics**

- Enhance clinical genomics.
- Advance the Radiology-Pathology Integrated Diagnostic Program.
- Become a world leader in digital pathology development and implementation by leveraging signature research program in digital pathology.
- Partner with the UCLA Santa Monica Hospital Personalized Medicine Initiative.

**Strategy 4.2**

Become the pivotal hub for quality improvement and clinical innovation in the UCLA Health System.

**Tactics**

- Ensure that pathology and clinical lab components in the clinical information platforms are designed to support clinical innovation and quality improvement.
- Take a leading role in the development of quality improvement initiatives at UCLA Health System.
- Expand faculty expertise in quality improvement and clinical innovation.
- Pursue new federal funding for translational research related to quality improvement and clinical innovation.
- Develop a quality improvement focus in fellowship and residency programs.

**GOAL 5**

**Increase clinical volume and market share.**

**Strategy 5.1**

Develop alliances and partnerships with regional hospitals and health care organizations to expand volume and market area.

**Tactics**

- Determine capacity and target volume for each service.
- Complete Department’s deployment as a comprehensive center of clinical excellence.
- Increase telepathology capacity and functionality.
- Explore the development of an independent corporate entity for Pathology and Lab Medicine clinical services to change cost base.
- Strengthen relationships with corporate entities interested in advancing genomics.

**Strategy 5.2**

Prepare for increased patient volume associated with the UCLA Health System “Two Million Lives” strategy.

**Tactics**

- Assess capacity, projected volume and geographic factors that will need to be addressed.
- Develop management and professional models to integrate this initiative with the Department’s tripartite mission.
- Expand capacity to handle increased volume of general testing.
- Partner with UCLA Health System to ensure adequate investment is made in personnel and information technology infrastructure.
- Leverage participation in “Two Million Lives” strategy to garner additional support for Department.
GOAL 6

Develop appropriate financial resources and infrastructure to support the Department.

Strategy 6.1  
Pursue additional revenue in all mission areas to enhance the financial position of the Department.

Tactics

- Grow and diversify research funding sources; focus on garnering translational research support.
- Increase funding to support education.
- Continue to expand outreach and reference lab programs.
- Enhance and protect compensation for clinical services.
- Play a leadership role in ensuring that new and existing pathology services are remunerated appropriately.
- Expand philanthropic funding, including alumni support.

Strategy 6.2  
Ensure Department has solid financial management, policy and practice.

Tactics

- Reengineer clinical services.
- Assess departmental faculty staffing model.
- Review faculty and staff salary support from UCLA Health System relative to clinical effort.
- Evaluate faculty compensation plan.
- Engage staff in identifying opportunities for improved efficiency and cost containment.
- Consider offering fee-based administrative services to other UCLA departments.
- Leverage group purchasing power across the Department, UCLA Health System and UCLA campus to reduce costs.
- Utilize business planning to evaluate investments in new faculty, equipment and programs.

Strategy 6.3  
Consolidate and modernize space to optimally support clinical services and research activities.

Tactics

- Develop comprehensive short- and long-term space plan for the Department; address research and clinical space separately.
- Complete planning for clinical space needs that address our regional and telepathology clinical strategies, and associated training activities.
- Pursue planning for research space needs to optimize synergies in signature and partner programs and associated training and clinical activities.
- Ensure existing space is well maintained.

Tactics (Continued)

- Develop program-based profit and loss statements.
- Ensure core business services (e.g., billing, collections, etc.) function well and can accommodate volume growth.
GOAL 7

Be the best place to work in pathology and laboratory medicine.

Strategy 7.1

Recruit and retain excellent clinical and research faculty and staff.

Tactics

- Ensure future faculty and staff recruitments align with signature research programs and planned clinical growth.
- Initiate succession planning to replenish the Department.
- Ensure a transparent approach to annual performance reviews, salary increases and resource allocation.
- Establish distinct career tracks and career development programs for research laboratory employees, clinical laboratory employees and administrative/finance employees.
- Lead in the development of programs to train new laboratory personnel.

Strategy 7.2

Create a robust departmental management structure with clear reporting lines and operating procedures.

Tactics

- Identify attributes of companies recognized as the “Best Places to Work”; explore mechanisms to develop those attributes in the Department.
- Bolster human resources’ function within the Department.
- Strengthen the culture of collaboration and accountability in the Department.
- Establish an integrated unit for marketing, business development and fundraising.
- Integrate management of Health System and Department clinical labs.
- Improve communication and cohesiveness across the Department.
- Develop matrix organizational structure to align all mission areas to support signature programs and priority partnership programs.