

From: LCOM Office of the Dean <COMOfficeOfTheDean@med.uvm.edu>

Sent: Friday, May 22, 2020 12:51 PM

Subject: Message from Dean Rick Page to the Larner Community

Dear Larner Community:

We, and our entire state, can be proud of the progress made in limiting COVID-19 over the past three months. As such, Vermont is among the states most prepared for the gradual reopening allowed by our governor and being undertaken in our teaching, clinical and research missions. I ask you continue to follow the regular messages about those areas. Please note that we all are obligated to complete our state COVID-19 Mandatory Health and Safety Training prior to returning.

I hope that many of you will be able join the Faculty Meeting/Town Hall today. We will share the latest draft of Vision 2025: A Unified Strategic Plan for the Larner College of Medicine (see attached). Our College was due for a new strategic plan, and with our LCME site visit coming in April 2021, this is a good time to define who we are, what we care about, and our plans for the future. I appreciate the contributions we receive from many of you in various venues over the last 12 months. Based on the resulting SWOT (strengths, weaknesses, opportunities, threats) analysis, this plan has been developed and further improved through review by various groups, most recently the College of Medicine Advisory Committee (COMAC). We intend to finalize this Strategic Plan in the coming weeks and use this document to guide our progress in the coming years.

Even as we look to our future, last week we said goodbye to the wonderful class of 2020. Medical Commencement 2020 (I never call it “virtual”) occurred using Zoom on Sunday. And thanks to our outstanding staff, Associate Dean for Technology/CIO Jill Jemison, Gordon White, Bruce Kimball, Jason Towsley, Vicki Gilwee, Colleen Case, Elizabeth Dohrman, Ed Neuert and Senior Associate Dean for Medical Education Christa Zehle and I had the opportunity to bring the world into the homes of 105 students as they received their doctoral hoods. In addition to participation by President Suresh Garimella (his first “live” graduation), medical luminaries who joined us on-line included Dr. Stephen Leffler, Dr. Laurie Leclair, Dr. Lewis First, and our invited commencement speaker, Dr. Joia Mukherjee. The show-stopper was certainly the special surprise visit from our own Mike Cross. We wish our graduates well, as they enter a health care environment that needs good doctors more than ever.

As of today, I will have participated in three Larner town halls, two special meetings to discuss reentry, and five Town Halls with our medical students and graduate students. Even with physical distancing, I am so thankful to have the technology that allows us to interact together in a meaningful way. Today I also counted 12 weeks in a row where I have sent at least one of these messages to our community. I plan to reduce the frequency, which is a good sign. I will always strive to connect with you when important issues need to be communicated or discussed.

I’ll close with the final words from my letter of March 11, even more true today:

As our state’s only college of medicine, with faculty serving our state’s only tertiary/quaternary medical center, we have a unique obligation to our students, faculty, staff and community. I am proud of the efforts that have already been undertaken and am confident that we can address this challenge based on science, public health expertise, professionalism and compassion. As always, thank you for everything you do.

Stay well,

Rick

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VISION 2025

A UNIFIED STRATEGIC PLAN FOR THE LARNER COLLEGE OF MEDICINE

VISION

The Vision of the University of Vermont (UVM) is to be among the nation's premier small research universities, preeminent in our comprehensive commitment to liberal education, environment, health, and public service.

MISSION

In support of this vision, the mission at The Robert Larner, M.D. College of Medicine at The University of Vermont is to educate a diverse group of dedicated physicians and biomedical scientists to serve across all the disciplines of medicine; to bring hope to patients by advancing medical knowledge through research; to integrate education and research to advance the quality and accessibility of patient care; and to engage with our communities to benefit Vermont and the world.

VALUES

- **PROFESSIONALISM** at the heart of patient care, research, and education
- **DIVERSITY, INCLUSION AND EQUITY**, as essential components of all we do
- **COMMITMENT TO THE WELLNESS** of students, staff and faculty
- **INNOVATION** of clinical care, research and education
- **ADVOCACY** promoting public health and improve social conditions, including rural health disparities
- **BUILDING ON OUR LAND-GRANT HERITAGE** to improve the health of Vermont and our region
- **EXCELLENCE** in all we do
- **STEWARDSHIP** of resources
- **SERVICE** to our patients, our university and our community

PROFESSIONALISM

AT THE LARNER COLLEGE OF MEDICINE

OUR LARNER COLLEGE OF MEDICINE COMMUNITY UPHOLDS THE HIGHEST STANDARDS OF PROFESSIONALISM AS WE FOLLOW OUR PASSION FOR LIFELONG LEARNING AND IMPROVEMENT. WE DEMONSTRATE PROFESSIONALISM

THROUGH INTEGRITY, ACCOUNTABILITY, COMPASSION, ALTRUISM, AND SOCIAL RESPONSIBILITY. WE HONOR THE TRUST OUR SOCIETY HAS PLACED IN US AS STEWARDS OF THE ART AND SCIENCE OF MEDICINE, RELYING ON CULTURAL HUMILITY, KINDNESS, AND RESPECT TO GUIDE OUR DAILY INTERACTIONS. WE EXPECT ALL MEMBERS OF OUR COMMUNITY TO EMBRACE THESE PRINCIPLES OF PROFESSIONALISM AS WE STRIVE TO CONDUCT AND SUPPORT PATIENT CARE, RESEARCH, AND EDUCATION THAT ARE SECOND TO NONE.

Strategic Priorities	Objectives			
<p>CLINICAL Maximize UVMHN collaboration and partnerships</p>	<p>1. Incorporate missions of research and education into full implementation of network departments</p>	<p>2. Commitment to public health, population health, and health services research and value-based population care</p>	<p>3. Fully develop the role of Director of Research to increase the availability of clinical trials across the UVMHN; focus on rural healthcare delivery across our region</p>	<p>4. Fully develop the role of Director of Education to enhance clinical clerkship sites within the network; support graduate medical education; support innovation in continuing medical and interprofessional education</p>
<p>EDUCATION Prepare the physician of the future (MD 2030)</p>	<p>1. Preserve the fundamentals of being a physician: Professionalism, First, do no harm, Joy of caring, Wellness</p>	<p>2. Promote Inter-professional education and care; incorporate personalized medicine (genomics, proteomics, etc.)</p>	<p>3. Enhance communication through telemedicine, social media, and digital health devices</p>	<p>4. Incorporate public health, environmental change, population health, health services research (big data, informatics, and artificial intelligence)</p>
<p>RESEARCH Advance scope and impact of research</p>	<p>1. Improve infrastructure: Firestone Building, Center for Biomedical Shared Resources, Given Building renovation; sustained access to shared resource services; enhanced data processing/storage capabilities</p>	<p>2. Focus on current strengths and future opportunities: strengths in mechanistic, translational, and clinical research domains; support for innovation and entrepreneurship</p>	<p>3. Strengthen mentorship and career development for faculty, graduate students, post-doctoral fellows, medical students, and staff; maximize recruitment and retention</p>	<p>4. Diversify funding portfolio for research support (Foundations, Industry partnerships, Philanthropy)</p>
<p>COMMUNITY Commit to the health of our state and region</p>	<p>1. Build on the land grant tradition of UVM in commitment to accessibility across economic class and leveraging our knowledge in support of the community</p>	<p>2. Focus on primary care and public health</p>	<p>3. Further strengthen partnership and synergy with the UVMHN</p>	<p>4. Strengthen policy and advocacy to promote public health and improve social conditions, including rural health disparities</p>

STRATEGIC FOUNDATION

- Caring for our people (students, faculty, staff)
- Commitment to a culture of continuous quality improvement
- Getting the word out to the Larner community, UVM and beyond