UMKC School of Medicine / University Health
Department of Emergency Medicine
STRATEGIC PLAN
2025

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Background:
The strategic plan for the Emergency Department was extensively updated in 2008, with subsequent updates in 2009, 2011, 2013, 2015, 2017, 2019, 2021, and 2023. There are multiple ongoing challenges and the purpose of revising the plan was to bring the EM faculty physicians (and others) together to reconfirm the Mission, Vision and Values of the Department of Emergency Medicine and to develop and prioritize multiple objectives that must be addressed in order to carry out the Mission.

Process:
Beginning in early 2025 the Chair asked for volunteers to form planning groups. Four groups: Clinical Care / ED Operations; Education; Scholarly Activity / Research; and Administration met to reconsider progress and objectives. All staff and residents were invited to participate in as many groups as they wished. In addition, nursing, support and administrative staff were invited. Each group met in May and developed objectives. This material was distributed to the staff as well as other stakeholders. After feedback was received, the plan was finalized.

Assumptions:
The assumptions for the revision of this plan are essentially the same as in the past:

1) This is a strategic plan addressing objectives necessary to accomplish the mission of the ED and this is not a business plan. It was assumed that fiscal issues would remain "as is" for the near term and with rare exception are not addressed in the plan. It should be noted that the finances of health care continue to be a challenge.
2) The overall priorities of the department are: 1) Clinical Care, 2) Education, and 3) Scholarly Activity. It is understood, though, that all are important and all must be addressed to a greater or lesser extent.
3) It is understood that the ED is closely tied to UMKC School of Medicine, University Health and University Health Physicians but there was no attempt to directly tie the ED plan into any of the other entities' plans. None of our objectives conflict with the goals of any of these organizations and in fact, most are in general, if not specific, alignment.
4) The ED has a dual leadership structure with physician and resident leadership separate from nursing and support personnel leadership. The objectives can only be accomplished with close cooperation among all staff. In places this is explicitly stated in objectives, but in many it should be implicit.

UMKC School of Medicine / University Health
Department of Emergency Medicine
Vision, Mission and Values Statement
2025

Mission Statement:

The Department of Emergency Medicine will provide state-of-the-art, compassionate emergency care in an environment of academic excellence and innovation.

Vision Statement:

The Department of Emergency Medicine will be a premier academic emergency department providing accessible, equitable care for all.

Values Statements:

1. Patient care comes first.
2. Treat everyone as they want to be treated.
3. Teach and learn something new every day.
4. Look for a better way to do everything.
5. Have fun, enjoy the work.

Emergency Medicine Strategic Plan:
Clinical Care / ED Operations
2023

1) **Improve ED throughput** (ED throughput is multi-factorial and includes multiple issues both inside and outside the direct control of the ED)
   - Continue to work with the Hospital Throughput Committee
     - Participate in Behavioral Health Throughput project
       - Exploring observation encounters for prolonged psychiatric boarding
       - Breakdown barrier between QMHPs and Social Work
       - Increase QMHP staffing
       - Smart clearance form
     - Participate in efforts to establish an admissions/transfer center
     - LWBS rates and Door-to-provider times have been stable for years
     - Work to identify processes that could decrease ED LOS for discharged patients
       - Move patients to another area for non-medical needs (i.e. Social Work, Case management, etc.)
     - Work to identify processes to decrease ED LOS for admitted patients
       - Utilize interim orders when appropriate
     - Explore ways to improve PIT processes with nursing
       - Utilize the swing residents to coordinate with PIT providers
     - Continue to update and improve collaborative protocols
   - Use ED consult order to better quantify consultation times
   - Finish updating mass casualty plan
   - City Shelter/winter preparedness plans
   - PIT nursing/tech staffing
   - Alternative ED beds, waiting room addition
2) **Optimize staffing**
   - Reevaluate provider numbers and work hour distribution
     - Clarify EM specific PTO policy
     - Continue to work with nursing to ensure optimal nurse staffing for the entire department, including PIT and Fast Track
     - Work with Social Work to increase social work coverage
3) **Continue to collaborate with other specialties as appropriate**
   - **Trauma, Critical Care, STEMI, Stroke, Radiology (IR)** – ongoing
4) **Improve departmental quality and safety**
   - Strive to achieve continued improvement in customer satisfaction
     - Monitor/respond to Press Ganey scores
   - Meet or improve upon all Core Measures and CMS and TJC standards
   - Meet or improve upon all time-based core measures:
     - Door to Doc (D2D) – at goal
     - Left Without Being Seen (LWBS) – at goal

    - Length of Stay (LOS) for discharged patients – working via Hospital Throughput Committee
    - LOS for admitted patients – working via Hospital Throughput Committee

5) **Gain/maintain accreditation from TJC as primary stroke center and primary heart attack center**
6) **Optimize utilization of electronic health records**
    - Constantly updating order sets
    - Suki
    - Improving charting efficiency
7) **Incorporate publishable research projects into operational/improvement activities whenever possible**
8) **Explore other potential revenue streams- (i.e. telehealth)**
    - Continue billing for ultrasound interpretation
    - Billing for all procedures completed in the Emergency Department
    - Acute unscheduled care management
    - Virtual healthcare
    - Urgent care
9) **Pharmacy**
    - Expand ED pharmacist coverage
    - Med rec
10) **Case Management**
    - Post ED follow up

Emergency Medicine Strategic Plan:
Resident/Fellow Education
2025

1) **Continue to qualitatively improve innovative resident education**
   - Sustain opportunities for simulation (both high fidelity and task training,) small group learning, and flipped classroom sessions
     - Address preparation for new certifying exam
     - Grow simulation communication skills curriculum
   - Sustain opportunities for interprofessional and cross disciplinary education, both didactic and simulation-based
     - Continue work with Trauma Services and enhance collaboration with Internal Medicine, OBGYN, Cardiology, Critical Care, Pharmacy, Radiology, GI, Psychiatry, etc.
     - Continue presentations by Pediatric Emergency Medicine and increase simulation-based pediatric learning
   - Maintain opportunities for asynchronous learning-
     - Guidance/oversight by curriculum/program leaders
     - Explore opportunities for ongoing "hybrid" in-person/virtual conferences
     - Advertise other options (besides ALiEM, EM Foundations) for asynchronous learning
   - Enhance curriculum with more opportunities for learning about and participating in quality improvement, patient safety, wellness, administration/leadership activities, social determinants of health, and modern EM/professional practice
     - Develop curriculum map for quality improvement/patient safety and administration/leadership
     - Street medicine, addiction medicine electives
     - Med/Ed/EMS education tracts
     - Ultrasound tract
     - Provide resident quality dashboard (includes: number of patients seen, length of stay of admitted/discharged patients, acuity breakdown of patients seen, percent of patients admitted to hospital, percent of patients admitted to ICU)
   - Enhance wellness initiatives with focus on resident service, cultural awareness, financial planning and career development
     - Continue to involve Wellness Chief resident in planning
     - Maintain a budget for wellness activities
     - Increase faculty engagement in wellness activities
     - Consider creating a formal wellness elective
     - Continue to mature/support wellness elective and evaluate outcomes
   - Maintain quality Ultrasound curriculum
     - Continue to have ultrasound session during simulation conference days
     - Implement longitudinal QI
     - Expand simulation based US assessment
   - Continue to optimize EMS Education
     - Continue opportunities for mass gathering and event medicine.
     - Engage faculty in disaster drills along with residents
     - Ride alongs
   - Continue to recruit faculty with EMS expertise

- Board exam preparation

2) **Recruit highest caliber and diverse applicants**
   - Increase on-line exposure of residency via web/social media
     - Department website, virtual residency fairs, SAEM
   - Holistic applicant review task force
   - Maintain high quality recruitment
   - New screening/interview platform/criteria
   - Students in need scholarship
   - Participate in UMKC GME Health Equity Disparities committee
     - Social Media Committee will continue to assess/monitor
3) **Continue to foster faculty participation** (Core faculty must attend in 20% of didactic educational activities per updated RRC rules)
   - Internally publicize faculty activities incorporated into Departmental Incentive Plan

4) **Medical Education/Simulation Fellowship**
   - Refine fellowship curriculum
   - Continue fellowship recruitment efforts
   - Map curriculum to fellowship-specific EPAs

Emergency Medicine Strategic Plan:
Student Education
2025

1) **Continue to qualitatively improve medical student education**
   - Clinical
     - Continue student EHR documentation/order entry to improve clerkship satisfaction and engagement
   - Didactics
     - Continue to evaluate ongoing didactics to maximize yield for interest and NBME exam results and modify as needed.
       - Maintain success rate on NBME shelf exam
       - Continue hybrid lectures to encourage attendance
       - Continue to use simulation as possible
2) **Continue to engage with Emergency Medicine Interest Group**
   - Continue to refine/maintain curriculum with help of student leaders
   - Hold an annual EMIG Skills Day
3) **Improve extern recruitment**
   - Consider more “invited lectures” at other medical schools to enhance program visibility
   - Student in need student scholarship

Emergency Medicine Strategic Plan:
Faculty Education
2025

1) **Continue to offer support for ongoing professional development activities**
   - Funding advanced training
     - Masters in Health Education
     - ED Director Course
     - ED Leadership Course
     - ACEP Teaching Fellowship
     - QIPS Faculty Scholars
     - Masters in Bioinformatics
   - Consider more faculty development activities in the monthly Departmental Faculty Meeting
2) **Continue skills development and retention program for faculty physicians**
   - This could become a "product" to offer to as a CME course
   - UMKC Faculty Development workshops
   - UMKC Leadership book club
   - Wellbeing workshop
   - EM Faculty development sessions
   - Incorporate publishable projects into educational activities whenever possible

Emergency Medicine Strategic Plan:
Research / Scholarly Activity
2025

1) Continue to seek and support funded research

- Continue to support Emergency ID Net and send industry sponsored contact information to the Network
- Continue and complete ongoing studies:
    - Missouri Hospital Association Overdose to Action (OD2A) public health surveillance project - Ongoing
    - BioFire Diagnostics LLC, LLC/BioMerieux, SA: Evaluation of Accuracy and Ease of Use of the BioFire SpotFire –Sexually Transmitted Infection Panel on the BioFire Spotfire System in a Near-Patient Setting - New
    - EMERGEncy ID NET: Prevalence of pathogens in synovial fluid obtained from emergency department patients and clinical and laboratory features of patients diagnosed with septic arthritis, ongoing
        - UH/TMC protocol authors
        - UH/TMC is the coordinating center for the laboratory portion
        - Abstract presentation at SAEM 2025
    - DxH 900 ESId/MDW for Early Detection of Patients Having or Developing Sepsis – Clinical Accuracy Protocol; ongoing
- Continue to seek out industry sponsored research
- Support SIREN grant with JHU; ongoing
- Continue to seek out industry sponsored research

2) Continue to enhance ED Research Activities

- Research Director
    - Resident Research Policy and Timeline regular review/updates
- Continue to review and optimize review and approval of resident research projects
    - Assess resident research project deadlines to allow for submissions of presentations at regional/national meetings
- Encourage faculty and residents to apply for ED Internal Grant(s)
- Encourage faculty/residents to submit abstracts to UMKC Quality and Patient Safety Day
- Continue to work with and support ED Research Staff
- Continue to incorporate Medical Students in research projects as “research assistants” as possible and appropriate including maintaining a list of medical students interested in ED research
- Maintain/expand the online repository of ongoing studies and study ideas
    - Enhance regular dissemination of research ideas, opportunities, updates
- Explore opportunities to enhance administrative support for research activities
- Post Abstracts of completed Resident Case Reports and Research Studies to EM Website
- Explore opportunities to foster ED research

    - Collaboration with other departments
    - Supporting completion of UMKC certificate and/or Masters programs
    - Grant opportunities from Charitable Foundation or Frontiers
    - UMKC DBHI students for data analysis
- Identify consistent funding mechanism for resident/faculty meeting presentations
- Identify other opportunities to collaborate on research
    - Industry sponsored research
    - Frontiers

3) Assist with future recruitment of St. Luke's/Missouri Endowed Chair of Emergency Medicine

- Recruitment of a non-physician researcher and encourage/facilitate research collaboration

4) Develop Research Groups within the Department as possible

- EMS, Operations, Education, Infectious Disease, Pharmacology/Toxicology, and Others

5) Continue to enhance and refine Department Journal Club

- Host several evening journal clubs yearly
- Continue to optimize delivery of statistics education/curriculum

Emergency Medicine Strategic Plan:
Administration
2025

1) **Continue to work with Security, Nursing and others to improve workplace safety**
   - Address ACEP checklist for workplace safety items relevant to UH
2) **Develop and enhance Emergency Medicine Sections**
   - EMS Section
     - Continue to explore possibility of establishing an EMS fellowship
     - Tactical medicine partnership
     - Event medicine opportunities
   - Toxicology Section
     - Dr. Christian is now the section chief at CMH
   - Ultrasound Section
     - Having two cart-based machines in the ED at all times
     - Continue faculty development to maintain US skills
     - Continue to enhance QA and billing
     - Explore possibility of establishing a fellowship
     - Explore medical student education opportunities
   - Education/Simulations Section
     - Medical Education fellowship established
       - Graduated one fellow
       - Two fellows starting July 2023
     - New Simulation Center coming
3) **Expand the UMKC/UH Emergency Medicine brand**
   - Maintain UMKC EM website
     - Ultrasound website created
   - Social Media committee continues to drive engagement with the residency
   - Encourage/support faculty to pursue leadership, advocacy and service
     - Local, regional, national committees, presentations, publications, media appearances
4) **Explore alternative funding mechanisms**
   1. Psychiatric observation unit
   2. Tele-health
   3. Acute unscheduled care management
   4. Procedural service
5) **Enhance emergency medicine residency alumni outreach/philanthropy**
   - Work with TMC charitable foundation on enhancing philanthropy
6) **Continue to advance and enhance Department wellness efforts**
   - Wellness Committee plans events for 5th Thursdays
   - Encourage faculty to take Well-Being Index and find ways to act on suggestions
   - Strive to archive high job satisfaction by faculty, residents, and administrative personnel

7) Support UH LW EM clinical/administrative needs