

## **ABSTRACT: 2018 ELAM Institutional Action Project**

**Project Title: Recruitment Strategic Plan for the University of Arizona College of Medicine, Tucson and Banner University Medical Group**

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**Collaborators and Mentors:** Scott Goodwin, M.D., CEO, Banner University Medical Group; Leigh Neumayer, M.D., Interim Senior Vice President for Health Sciences; David Elmer, M.B.A., Deputy Dean, Finance and Business Affairs and Judy DiMarco, Ph.D., Deputy Dean, Administration and Chief of Staff, College of Medicine, Tucson

**Topic Category:** Primarily clinical, but includes education and research

**Background, Significance of project:** Banner Health, a not-for-profit health care corporation, merged with University of Arizona in 2015. Banner University Medical Division (BUMD) funds the clinical enterprise and has little experience in partnering with academic centers. Therefore, faculty recruitment goals are not fully aligned between the University of Arizona College of Medicine, Tucson (COM-T) and Banner Health. This complicates faculty recruitment, use of resources and strategic planning.

**Purpose/Objectives:** This project's main goal is to formulate a recruitment strategic plan for COM-T with Banner Health spanning across departments of COM-T.

**Methods/Approach/Evaluation Strategy:** Phase #1: Meet with COM-T Department Chairs, and COM-T Dean individually then collectively within the context of a retreat. Determine each stakeholder's vision and priorities for programmatic development and recruitment plans. Phase #2: Meet with key Banner University Medical Group (BUMG) leaders to clarify BUMG programmatic and recruitment priorities for BUMD in Tucson. Phase #3: Identify areas of overlap and synergy between COM-T departments and BUMG. Phase #4: By the end of the ELAM fellowship, begin creation of a 3-year recruitment strategy to leverage strengths and resources of COM-T and BUMG Phase #5: Collect annual metrics to determine if recruitment goals are achieved; if not, then analyze barriers and challenges and develop more effective approaches.

**Outcomes/Results:** Outcome measures will be: 1) ELAM IAP: Creation of faculty strategic recruitment plan that aligns priorities of the COM-T and BUMG. 2) Post plan implementation: a) number of faculty recruited using strategic plan; b) new clinical programs created since strategic plan; c) new patient referrals received; d) patient visits/volume, wRVU; e) overall and downstream revenue generated; f) research grants received from new faculty recruits.

**Discussion/Conclusion with Statement of Impact/Potential Impact:** This project has short, medium and long-term impacts. Short-term impact will be identification of strategic faculty recruitment priorities of COM-T and BUMG by the end of the ELAM fellowship (04/18). Medium-term impact will be implementation of the plan by 10/18, including discussion of financial impact, areas of emphasis, recruits/year in each area, and implementation plan. Long-term impact will revolve around new programs created with subsequent financial and reputational gains by 10/21. This project will provide a much-needed College of Medicine-wide recruitment strategic vision and a clinical recruitment plan to foster collaboration between clinical and basic science departments but also incorporate priorities of COM-T, BUMG and Banner Health.