



# **UK College of Dentistry Strategic Plan 2016-2020**

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# (1) Leadership

## **Overall Strategic Objective:**

To lead through inclusion, equality and innovation.

**Strategic Objective 1.1:** Strengthen the College's humanistic culture where students, staff and faculty are included and valued for their contributions and ideas

**Strategic Initiative 1.1.1:** *Establish an open, accepting, welcoming and inclusive learning environment for students, and collegial workplace for staff and faculty, by providing formal inclusiveness and diversity professional development opportunities for all.*

Action Step 1.1.1.1: Develop and implement a plan to improve climate, inclusion, and diversity in the College, in coordination with institutional diversity and inclusivity efforts (from U str. plan).

Action Step 1.1.1.2: Develop and implement a plan to increase the number, proportion and retention of faculty and staff where representation is less than proportionate.

Action Step 1.1.1.3: Annually educate faculty, staff and students level of cultural awareness, empathy and attitudes towards diversity through the cultural competency assessment tool developed in collaboration with the College of Health Sciences and launched for our student population in 2012.

**Metrics:** Increase number of students, staff and faculty from diverse backgrounds. Increase cultural competency measured through assessments. Increase the number of trainings, seminars, surveys, focus groups engaged with enhancing the Humanistic culture in UKCD.

**Strategic Objective 1.2:** Transform our leadership structure to enable more effective and efficient decision making across the College

**Strategic Initiative 1.2.1:** *Create a functional matrix organization by breaking down silos. College leaders will work as a cross functional team aiming to significantly impact our business processes, thus enabling faster growth and efficient use of resources.*

Action Step 1.2.1.1: Promote organic growth of leadership: “first among equals; lead through consensus, based on broad representation.

Action Step 1.2.1.2: Shift to a shared governance model for staffing: standardization and cross training within similar job families, creating a pool of clinical and administrative staff.

Action Step 1.2.1.3: Break down barriers in order to better integrate the academic, clinical and research missions of the College.

**Metrics:** Increase in effectiveness and efficiency of personnel and financial resources utilization.

**Strategic Objective 1.3:** Foster, support and reward innovation, initiative and execution.

**Strategic Initiative 1.3.1:** *Encourage promote faculty and staff innovation and entrepreneurialism to move the College forward.*

Action Step 1.3.1.1: Create opportunities for professional development through initiatives such as the Junior faculty development group and Staff leadership academy.

Action Step 1.3.1.2: Assist faculty and staff in creating business proposals for innovative ideas.

Action Step 1.3.1.3: Investigate ways to increase technical support for researchers. Offer resources to streamline grant writing for our research enterprise.

**Metrics:** Assess the number of academic and administrative awards/promotions.

**Strategic Objective 1.4:** Strengthen the College’s financial health so we are able to grow as a College irrespective of economic conditions and budgetary challenges.

**Strategic Initiative 1.4.1:** *Diversify our financial resources in support of long-term sustainability.*

Action Step 1.4.1.1: Engage development to assist in identifying new sources for scholarships and awards for students.

Action Step 1.4.1.2: Increase operational efficiency and effectiveness throughout our College (*Do more with Less*)

Action Step 1.4.1.3: Expand Products and Services (clinical-educational-research)

**Metrics:** Monitor our success through a formal Outcomes Assessment program (developed jointly by Faculty Council and College Administration).

## (2) Education

### **Overall Strategic Objective:**

The Objective of the educational program in predoctoral and doctoral dentistry programs is to pave the pathway to create 22<sup>nd</sup> century general practitioners, general practitioners with advanced training, and specialists, and to be the dental school of choice in the country.

### **Strategic Objective 2.1: Professional Education**

To be the University of choice for aspiring dental students within the commonwealth and beyond by strengthening the quality and distinctiveness of our program in order to transform our dental students into accomplished professionals who contribute to the Commonwealth and beyond through excellence in service.

### **Strategic Initiative 2.1.1: *Recruit and retain outstanding students from all backgrounds.***

Action Step 2.1.1.1: Establish an open, accepting, welcoming and inclusive learning environment for students, staff and faculty, by providing formal inclusiveness and diversity professional development opportunities for all, and by increasing the number, proportion and retention of faculty and staff where representation is less than proportionate.

Action Step 2.1.1.2: Establish competitive compensation and financial aid packages for recruiting predoctoral students from the United States and abroad (from U str. plan).

Action Step 2.1.1.3: Develop and implement a plan to improve climate, inclusion, and diversity in predoctoral and graduate education, in coordination with institutional diversity and inclusivity efforts (from U str. plan).

Action Step 2.1.1.4: Create proactive and responsive programming to enhance retention, quality of life and academic success of our current students

Action Step 2.1.1.5: Develop opportunities to build our pre-dental pipeline by exploring partnerships with other healthcare colleges in the Healthcare Residential College (IHRC) Living Learning Programs which aim to grow the online campus pipeline' or with other universities (similar to our ARDEP program).

**Strategic Initiative 2.1.2: *Increase national competitiveness of predoctoral program***

Action Step 2.1.2.1: Provide new and innovative curricular offerings and state-of-the art teaching. Upgrade current content; utilize potential; import talent if potential not available.

Action Step 2.1.2.2: Invest in state-of-the art classroom facilities and equipment that support active learning, distance learning, new pedagogy, and other leading-edge teaching/learning practices.

Action Step 2.1.2.3: Educate and recruit faculty strategically

**Strategic Initiative 2.1.3: *Cultivate general practitioners with advanced training and specially trained general practitioners to meet the differential oral health needs in the Commonwealth and beyond.***

Action Step 2.1.3.1: Invest in transformative clinical care models that simulate state-of-the art professional practices, and allow developing advanced skill sets in one or more specialty areas to start cultivating general practitioners with advanced training to meet the different oral health needs in communities throughout the Commonwealth and beyond.

Action Step 2.1.3.2: Integrate CE courses on state of the art technology and other advanced topics that are not currently offered in the DMD program into the 4<sup>th</sup> year curriculum (see below Strategic Objective 2.3).

**Metrics:** Gradual increase in applications as evidence that UK has the most desirable dental school. Gradual increase in rate of students accepted in advanced training programs with national recognition or programs of their primary choice. No vacant faculty positions and minimal faculty turnover. Meet or exceed diversity metric indicators as required by UK administration.

## **Strategic Objective 2.2: Post-Doctoral and Graduate Education**

To be the University of choice for dental specialists within the Commonwealth and beyond by strengthening the quality and distinctiveness of our programs in order to transform our graduate students into accomplished professionals who contribute to the Commonwealth and beyond through their service, teaching, and research endeavors.

### ***Strategic Initiative 2.2.1: Stabilize and strengthen our portfolio of graduate and professional programs***

Action Step 2.2.1.1: Stabilize and strengthen the current graduate and professional programs by identifying and resolving any voids and/or redundancies in the core curriculum.

Action Step 2.2.1.2: Strengthen our portfolio of graduate professional programs by identifying high demand specialties and develop such programs to offer a wide variety of postgraduate education, which would also offer opportunities to broaden the experiences of dental students to develop into general practitioners with advanced training.

Action Step 2.2.1.3: Streamline educational offerings by joining forces for mutual education needs, and employing state-of-the-art teaching/learning practices.

Action Step 2.2.1.4: Provide graduate students with the appropriate / individual balance of clinical care, research, teaching, and engagement in scholarly activity that will enhance long-term career success.

**Metrics:** Gradual increase in applications as evidence that UK has the most desirable dental postgraduate programs.

## **Strategic Objective 2.3: Continuing Education**

To be the University of choice for dentists within the Commonwealth and beyond with continuing education needs, so that they can continue to serve their patients with the best possible care by stabilizing and strengthening our portfolio of continuing education course work for oral health care professionals.

### ***Strategic Initiative 2.3.1: Stabilize and strengthen our portfolio of continuing education course work for oral health care professionals.***

Action Step 2.3.1.1: Evaluate current course offerings and explore the need for additional offerings based on market analysis / needs assessment.

Action Step 2.3.1.2: Launch new educational (CE-based) programs, including Advanced Education in General Dentistry and Externships (Oral Medicine-Endodontics-Oral Pathology-Orofacial Genetics).

Action Step 2.3.1.3: Explore options and establish mechanisms to offer introductory CE courses on state of the art technology and other topics that are not offered in the DMD program.

Action Step 2.3.1.4: Explore and if deemed desirable, establish dental assistant training course: basic-expanded-digital dentistry.

Action Step 2.3.1.5: Explore and if deemed desirable, dental laboratory technician training course: conventional-digital dentistry

**Metrics:** Gradual increase in number of CE courses offered, and gradual increase in number of participants in such courses.

## **(3) Clinical Care**

### **Overall Strategic Objective:**

Provide leading edge patient-centered care and clinical education for all student levels.

### **Strategic Objective 3.1: Patient-Centered Care Delivery**

To deliver the best high quality patient care, both complex and routine, in a comfortable environment.

**Strategic Initiative: 3.1.1: *Improve the College dental health care delivery system to be recognized as the premier dental patient experience.***

Action Step 3.1.1.1: Establish 4<sup>th</sup> Year comprehensive care teams that each function as a comprehensive care general dental practice.

Action Step 3.1.1.2: Establish 3<sup>rd</sup> Year discipline-oriented clinics that also recognize vertical integration with 4<sup>th</sup> Year Teams to improve the continuity of care.

Action Step 3.1.1.3: Include 2<sup>nd</sup> and 1<sup>st</sup> Year clinical activities with appropriate 3<sup>rd</sup> and 4<sup>th</sup> Year clinics.

Action Step 3.1.1.4: Develop and implement a Diagnosis and Wellness Center for patient triage, screening, urgent care, and wellness.

Action Step 3.1.1.5: Develop and implement a restructured functional clinical operations structure that achieves service excellence for all clinics and includes the use of evidence-based protocols.

**Metrics:** Increases in the number of comprehensive care and complex cases completed. Increases in the number patients receiving indicated recall care. Implementation of a restructured functional clinic operations structure that includes increases in the number and quality of the evidence-based clinical care protocols. Increases in production, collections, and net revenue after expenses. Increases in patient satisfaction with clinical services and with the clinical care environment as measured through patient surveys. Increases in student satisfaction with clinical experiences as measured through student surveys. Increases in employee satisfaction with clinical operations as measured through employee surveys.

### **Strategic Objective 3.2: Personalized Student Clinical Education**

Provide high quality personalized clinical education for all student levels that assures the acquisition of required core competencies while customizing the clinical experience to meet the needs and desires of the individual student beyond the required core competencies.

**Strategic Initiative 3.2.1: *Strengthen the quality and distinctiveness of College clinical education programs to produce accomplished clinical providers who can also advance into academic and research activities.***

Action Step 3.2.1.1: Clearly define the complete portfolio of core clinical competencies for all student levels.

Action Step 3.2.1.2: Increase the number and quality of clinical experiences that lead to the acquisition of core competencies as early in the curriculum as possible.

Action Step 3.2.1.3: Increase the number of customized clinical clerkships offered post core competencies.

Action Step 3.2.1.4: Increase the number of students participating in customized clinical clerkships.

**Metrics:** Achieve core CODA-required core competencies as early and as quickly as possible. Increases in the number of customized clinical clerkships for 4<sup>th</sup> Year DMD students. Maintain or increase passage rates for board exams and subsequent licensing to practice. Survey students pre- and post-graduation to ascertain increases in satisfaction with clinical education.

### **Strategic Objective 3.3: Technologies, Facilities and Therapies of the Future**

Utilize the technologies, techniques, facilities, and therapies of the future now.

**Strategic Initiative 3.3.1: *Create a digital dentistry patient care environment that is recognized as world leader in the development and provision of the best available evidence-based clinical services in all treatment areas.***

Action Step 3.3.1.1: Establish a Digital Dentistry Center at Turfland.

Action Step 3.3.1.2: Develop and implement clinical digital technologies at Kentucky Clinic.

Action Step 3.3.1.3: Implement digital technologies throughout the College clinics and labs.

Action Step 3.3.1.4: Implement the best evidence-based clinical services throughout the College.

**Metrics:** Increase the number of current faculty and of new faculty recruits able to lead the implementation and evaluation of the digital clinical technologies, facilities, techniques, and therapies of the future. Increase the number of leading-edge evidence-based clinical protocols, policies, procedures, and guidelines implemented for digital dentistry and for all other clinical care approaches and facilities.

### **Strategic Objective 3.4: Smart Clinical Operations**

Operate all clinics efficiently and effectively to improve outcomes.

**Strategic Initiative 3.4.1: *Build the best world class systems to support efficient and effective clinical operations that include clinical education.***

Action Step 3.4.1.1: Develop and implement a functional clinical operations structure that supports service excellence for all clinics while restructuring clinical support systems for maximum efficiency and effectiveness.

Action Step 3.4.1.2: Develop and implement a Diagnosis and Wellness Center for patient triage, screening, urgent care, and wellness.

Action Step 3.4.1.3: Implement a “Dental Hospital” structure for all clinical operations staff.

Action Step 3.4.1.4: Identify and implement key performance indicators for clinic operations.

Action Step 3.4.1.5: Implement activity-based costing for clinical operations.

Action Step 3.4.1.6: Improve reporting and analytic capabilities for clinical operations.

**Metrics:** Completion of a functional organizational chart for restructured clinical support systems. Implementation of the Diagnosis and Wellness Center; Implementation of a “Dental Hospital” operations structure for clinical operations staff based on the College functional organization chart. Increases in the number and quality of key performance indicators available for clinic operations. Increased and improved reporting and analytic capabilities for clinical operations as judged by end users. Implementation of activity-based costing for clinical operations. Increases in patient, student, and employee satisfaction with the clinical care environment and services as measured by surveys.

### **Strategic Objective 3.5: Partnerships**

Establish mutually beneficial partnerships and collaborations to achieve shared goals.

**Strategic Initiative 3.5.1: *Build partnerships with industry and others to develop, implement, and evaluate the best clinical technologies, facilities, techniques, and therapies.***

Action Step 3.5.1.1: Build mutually beneficial partnerships with industry to develop, implement, and evaluate clinical technologies, techniques, facilities, and therapies.

Action Step 3.5.1.2: Build mutually beneficial interprofessional and transdisciplinary collaborations with other Colleges within the University of Kentucky to develop, implement, and evaluate clinical technologies, techniques, facilities, and therapies.

Action Step 3.5.1.3: Establish mutually beneficial collaborations with external academic intuitions and other entities to increase support, including unrestricted grants, to develop, implement, and evaluate clinical technologies, techniques, facilities, and therapies.

**Metrics:** Increases in the number and value of partnerships with industry to develop, implement, and evaluate clinical technologies, techniques, facilities, and therapies. Increases in the number and value of interprofessional and transdisciplinary collaborations with other Colleges within the University of Kentucky that develop, implement, and evaluate clinical technologies, techniques, facilities, and therapies. Increases in the number and value of collaborations with external academic intuitions and other entities to increase support, including unrestricted grants, for the development, implementation, and evaluation of e clinical technologies, techniques, facilities, and therapies.

# (4) Community Engagement

## **Overall Strategic Objective:**

To create lasting solutions to dental disease epidemic.

## **Strategic Objective 4.1:** Partner with community health providers

Promote the adoption of prevention at the community level by implementing evidenced-based strategies.

### **Strategic Initiative 4.1.1: *Develop community partnerships to improve population health management approach targeting high-risk groups: children and pregnant women.***

Action Step 4.1.1.1: Educate new and expectant moms on oral health behaviors and nutrition.

Action Step 4.1.1.2: Coordinate well child visits and preventive services with primary care providers. Provide training for primary care providers using the Oral Health Delivery Framework aligned with the American Academy of Pediatric Bright Futures Guidelines to implement preventive oral health services during well-child visits.

Action Step 4.1.1.3: Develop comprehensive technical support for primary care providers.

Action Step 4.1.1.4: Design new diabetes and prenatal dental initiative with Health First FQHC that will be modeled across the state.

Action Step 4.1.1.5: Link children to appropriate dental care provider through coordinated care and develop capacity for referral and treatment.

Action Step 4.1.1.6: Provide unique oral health educational resources, interventions and novel technology (Oral Health Apps) for at-risk families.

Action Step 4.1.1.7: Assist families in accessing technology and educational resources and interventions.

Action Step 4.1.1.8: Reduce the “Silo Effect” and reconnect oral healthcare to medical care.

Action Step 4.1.1.9: Develop referral protocols modeled after standard primary care providers to medical specialists that include transfer of care expectations and consultation report.

Action Step 4.1.1.10: Educate dentists and dental specialist to increase buy-in of providing the long term oral health care and sharing preventive care across disciplines giving children a valuable foundation for a healthy life.

Action Step 4.1.1.11: Modify pre-dental curriculum to emphasize dental public health and the construct of Systems Thinking to prepare students for the changing care delivery models in which they will be practicing upon graduation.

Action Step 4. 1.1.12: Create graduate level dental public health academic opportunities for dental professionals which emphasize the coordination of care and integration of oral health into primary care.

**Metrics:** Increase the number of primary care providers who incorporate oral health screenings, risk assessments, and fluoride varnish application to clinical work flow. Increase the number of primary care providers who code and bill for oral health preventive services. Increase the number of dental visits among children aligned with well-child visits. Improve knowledge regarding nutrition among families.

## **Strategic Objective 4.2: Public oral health education**

**Strategic initiative 4. 2.1: *Implement oral health education into school curricula and to make preventive services available to all students by collaborating with school districts.***

Action Step 4.2.1.1: Develop partnerships with schools and early childhood organizations—leveraging educators in teaching children about the importance of oral health, improving oral health behaviors, decreasing incidence of decay and resulting pain that leads to missed time at school.

Action Step 4.2.1.2: Re-design and expand the current Head Start and Elementary School outreach program in Fayette County through extensive evidenced-based preventive strategies to include every child receives dental screening, preventive services, and referral that will be modeled across the state.

Action Step 4.2.1.3: Develop a statewide quality monitoring system that will allow the state to monitor the program’s impact on oral health and overall health.

**Metrics:** Increase the number of children who receive dental screenings, proven preventive services, and care referrals. Decrease overall DMFT score. Decrease pain associated with urgent dental needs improving readiness to learn.

**Strategic Objective 4.3:** Influence state policies on oral health care.

**Strategic Initiative 4.3.1:** *To advocate for policy changes that will create oral health equity for Kentuckians.*

Action Step 4.3.1.1: Create a comprehensive policy package that addresses oral health systems, dental workforce, and environmental determinants of oral health inequality.

Action Step 4.3.1.2: Advocate for appropriate reimbursement policies within the KY Medicaid and Medicare system.

Action Step 4.3.1.3: Advocate for the expansion of the Statewide Oral Health Program at the KY Department of Public Health.

Action Step 4.3.1.4: Advocate for the expansion of the Public Health Registered Dental Hygienist into primary care settings.

Action Step 4.3.1.5: Advocate for the development of a sugary drink (soda) tax to be secured for the Statewide Oral Health Program at the Kentucky Department of Public Health.

Action Step 4.3.1.6: Advocate for the integration of oral health education in schools.

Action Step 4.3.1.7: Advocate for the removal of soda as a food item to buy with the SNAP program.

**Metrics:** Decrease the number of schools with soda vending machines. Decrease the ability to purchase soda with state assistance funds. Increase the number of Public Health Registered Dental Hygienist.

# (5) Research

## **Overall Strategic Objective:**

The Objective of the research program is through research and the discovery of new knowledge alleviate oral diseases in Kentucky and the nation.

### **Strategic Objective 5.1: Promote a Culture of Research Excellence**

To be recognized by faculty, students, the University, and the state as an environment that defines and supports research excellence in the oral health sciences by maintaining a steady-state research activity through the internal and external competitive award of funding to investigators and students and stimulating the development of faculty research clusters.

#### **Strategic Initiative 5.1.1: *Maintain a steady-state research activity through internal and external competitive award of funding to investigators.***

Action Step 5.1.1.1: Offer competitive 1-year seed funding for new collaborative research initiatives to junior faculty (min \$50,000 per annum: 1x\$25,000 + 2x\$12,500) and by offering 2-year competitive renewable awards (\$50,000-\$125,000 according to available funds)

Action Step 5.1.1.2: Reward faculty for grant submissions/funding and peer-review publications through annual performance evaluations, academic advancement, and Wethington awards.

Action Step 5.1.1.3: Develop up to 3 signature areas of oral health research with high impact on our community.

Action Step 5.1.1.4: Recruit research intense faculty members, jointly with other colleges, who complement our initiatives.

Action Step 5.1.1.5: Create forums for faculty member's campus wide to interact and collaborate in research to improve oral health.

#### **Strategic Initiative 5.1.2: *Bolster the research infrastructure and facilities in the College of Dentistry for cutting-edge research capabilities.***

Action Step 5.1.2.1: Devote laboratory space and other resources according to a UKCD model for research productivity.

Action Step 5.1.2.2: Develop a plan for assigning research space, evaluating utilization, and reassigning underutilized space to continuously evaluate and update research facility needs.

Action Step 5.1.2.3: Establish and maintain a database of current research projects for faculty collaboration and research mentors for students.

Action Step 5.1.2.4: Incorporate a formal mentorship program in the college that address all faculty, pairing senior faculty with junior faculty for research mentoring that complements the college and individual faculty career goals towards increasing the quantity and quality of grantsmanship by providing a pre-submission review process and support for additional development for grant applications.

**Strategic Initiative 5.1.3: *Cultivate and advertise a nurturing environment for students to select the college's research tract for the DMD program.***

Action Step 5.1.3.1: Nurture dental students in meaningful research activities through a modified curriculum, robust research mentoring, and research targeted scholarships to students committed to a research focused DMD tract.

Action Step 5.1.3.2: Enroll a minimum of 3 students in the DMD research tract per class

Action Step 5.1.3.3: Develop a dual degree program for Graduate Certification, MS and/or PhD/DrPH with the College of Public Health and the Center for Clinical and Translational Sciences

Action Step 5.1.3.4: Develop a PhD program within the College of Dentistry

**Metrics:** Develop up to 3 signature areas of oral health research that lead to increases in the quantity and quality of peer-review scientific papers published by our faculty. Use increased research expenditures to increase the number of collaborative grant submissions by our faculty and use this model to engage and mentor a minimum of 3 students in the DMD research tract per class.

**Strategic Objective 5.2: Promote scientific research initiatives that will impact the health of the community**

To invest in and stimulate College of Dentistry research and research collaborations that will target principal health inequalities and disparities and develop and support programs focused on oral health equity across communities and populations in the Commonwealth.

**Strategic Initiative 5.2.1: *Develop/expand a research focus on topics identified as community needs and address those through research initiatives.***

Action Step 5.2.1.1: Identify linkages for funding opportunities with private industry addressing oral health care needs and delivery to the population including support for development of SBIR/STTR grants.

Action Step 5.2.1.2: Increase the number of activities that communicate UKCD research accomplishments (eg. media communications, research seminars/presentations) that target communities for outreach and engagement (eg. professional, leadership, population).

Action Step 5.2.1.3: Coordinate with college communications/public relations officer to inform the college, university, and lay community of research publications by all UKCD faculty, oral and poster presentations at National and International meetings.

**Metrics:** Determine research awards and expenditures, publications, and presentations that target outreach and engagement research activities, and development of commercial and entrepreneurial support at the local, regional, and state level.

Approved by UK College of Dentistry faculty on August 29, 2016.