



EMORY  
UNIVERSITY  
SCHOOL OF  
MEDICINE

Department of Surgery

# BUILDING ON OUR LEGACY

[ STRATEGIC PLAN 2020-2024 ]



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## FROM THE CHAIR



### Leading in the face of change.

As I reflect on my last five years as Chair of the Department of Surgery, leading in the face of change has been an important part of our continued success. The substantial transformation of the academic healthcare landscape, surgical practice, and the purview of our own department has challenged us as surgeons to adapt and innovate while upholding the values that the Department was founded on.

We've made significant progress during this period in strengthening our training programs locally and internationally, advancing care through outcomes and health services research, and expanding our clinical footprint across metro Atlanta. While our vision to excel as the leading academic Department of Surgery has remained clear, it has been valuable to take a step back and reevaluate where we have been, where we want to go, and most importantly, how we are going to get there.

Aligned with Emory Healthcare and Emory University School of Medicine strategies, our strategic plan is a blueprint for how the Department aims to prioritize our efforts and invest in the areas where we can maximize our impact. The development of this roadmap would not have been possible without the forethought, creativity, and leadership of the faculty who served on committees and workgroups, nor without the insights provided by the stakeholders invested in our evolution and continued success. My sincere appreciation to you all.

I am proud to present the Emory University Department of Surgery strategic plan: "Building on our Legacy" and look forward to the work we will do together to achieving our goals.

### John F. Sweeney, MD, FACS

Joseph Brown Whitehead Professor and Chair  
Department of Surgery, Emory University School of Medicine  
Director, Surgical Services, Emory Healthcare  
Surgeon-in-Chief, Emory Healthcare

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EMORY  
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Department of Surgery

# 2019 DEPARTMENT FACTS AND FIGURES



**140+**  
FACULTY

**\$181K**

PHILANTHROPIC  
GIFTS



**\$80.6M**

FY19 PGP  
REVENUE IMPACT

**9**  
DIVISIONS



## CLINICAL



**204K+**  
ENCOUNTERS  
IN FY19

**24K+**  
OR PROCEDURES  
IN FY19

**60+ FTE**  
ADVANCED PRACTICE  
PROVIDERS

## RESEARCH

**6<sup>TH</sup>**  
NIH RANKING

**\$21M**  
EXTRAMURAL  
FUNDING  
DOLLARS



**20+**  
FACULTY  
FUNDED IN  
FY19

**\$33M**  
PROPOSALS

## EDUCATION

**96**  
RESIDENTS  
& FELLOWS

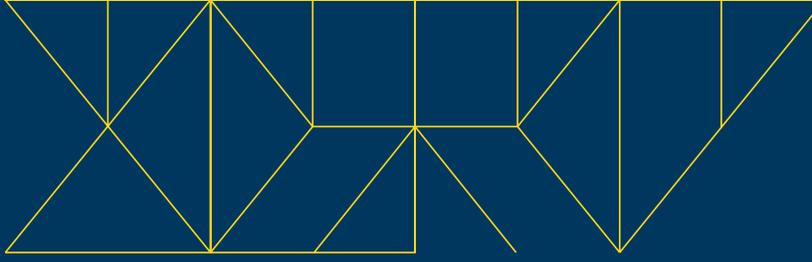
**46**  
M4 SUB  
INTERNS

**131**  
ROTATING MEDICAL  
STUDENTS



# CHARTING OUR PATH FORWARD





“Building on our Legacy” defines the direction of the Emory University Department of Surgery as we shape the future of surgical care, training, and research. The product of more than twelve months of intensive effort by approximately 150 stakeholders, this strategic plan is designed to be a roadmap for excellence in serving our patients, communities, faculty, and staff.

Achieving the plan’s goals will require that we share a common vision for the future so that we may integrate the individual and cardinal strengths of our divisions, campuses, and faculty to full synergistic potential. The timeline below describes the coordinated chain of events and initiatives that worked towards finalizing the Department of Surgery strategic plan.

#### **Reflecting on Our Past and Our Future: Fall 2018**

In September 2018, the strategic planning process was launched and directed by Dr. John Sweeney and a Steering Committee comprised of physician and administrative leaders. Stakeholder input was solicited regarding the strengths, areas of opportunity, and desired future direction of the Department. Over thirty feedback sessions were conducted with over 100 participants from across the Department, Emory University School of Medicine, Emory Healthcare, and affiliate organizations. To broaden the scope of information gathered, a comprehensive environmental assessment was conducted to explore the trends impacting surgical departments across the country.

#### **Defining Our Framework: Winter 2018 – 2019**

The Steering Committee began determining the framework for the strategic plan in December 2018. Based on the input gathered in the fall, the committee defined the Department’s mission, vision, and values, which serve as the basis of our purpose and inspiration for the avenues we will take to make lasting contributions to Emory as an institution and to the futures of our patients and trainees.

#### **Establishing Our Focus: Spring – Summer 2019**

After reviewing feedback obtained at the Department’s February 2019 Faculty Retreat, the Steering Committee identified five goal areas and twenty strategies to serve as a foundational structure for the plan. During the following summer, fifteen work groups representing key areas were formed and charged with developing recommended actions and measures of success.

Over 150 faculty and staff participated, creating a cooperative atmosphere where a wide range of ideas and perspectives from across the Department’s divisions and campuses could be distilled and reconciled for the common good.

#### **Envisioning Our Path Forward: Fall 2019**

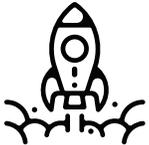
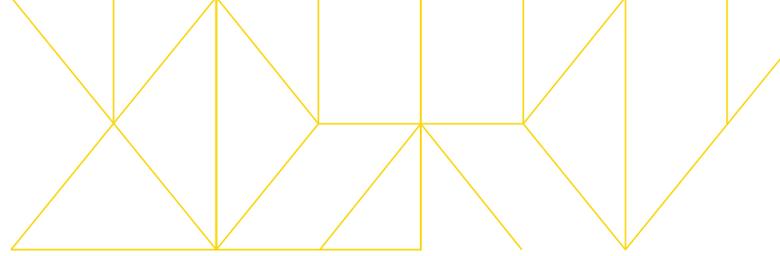
Using the work groups’ recommendations, the Steering Committee finalized the framework for the strategic plan and identified the priorities to be initially addressed. We are grateful to all of the team members who so diligently dedicated themselves to crafting the Department’s future direction, and extend additional gratitude to the co-chairs who led the workgroups.

#### **Implementing Our Plan: 2020 – 2024**

Building on the momentum and engagement of the planning process, newly created committees will be organized and tasked with implementing the plan’s initiatives. This activity will align with the Department’s transition to a Lean operating system as part of Emory’s EmPower initiative.

A new Board of Advisors will be established to oversee the Department’s strategic direction, monitor its performance, and provide recommendations to the Chair. Similar to the diverse composition of the committees, the board will be comprised of clinical and administrative leaders across all divisions and locations.

# STRATEGIC FRAMEWORK



## MISSION

To provide high value, compassionate care to every patient through a collaborative and team-based culture while defining the future of surgery through discovery and education.



## VISION

Be the leading academic Department of Surgery, defining surgical excellence for the future by combining the highest quality care, cutting edge innovation, and education of the next generation of surgeons.



## VALUES

Collaboration

Inquiry

Stewardship

Compassion

Integrity

Transparency

Diversity and Inclusion

Respect

Resilience



## GOALS



Best Place to Work



Best Place to Create Value



Best Place to Provide and Receive Surgical Care



Best Place to Innovate



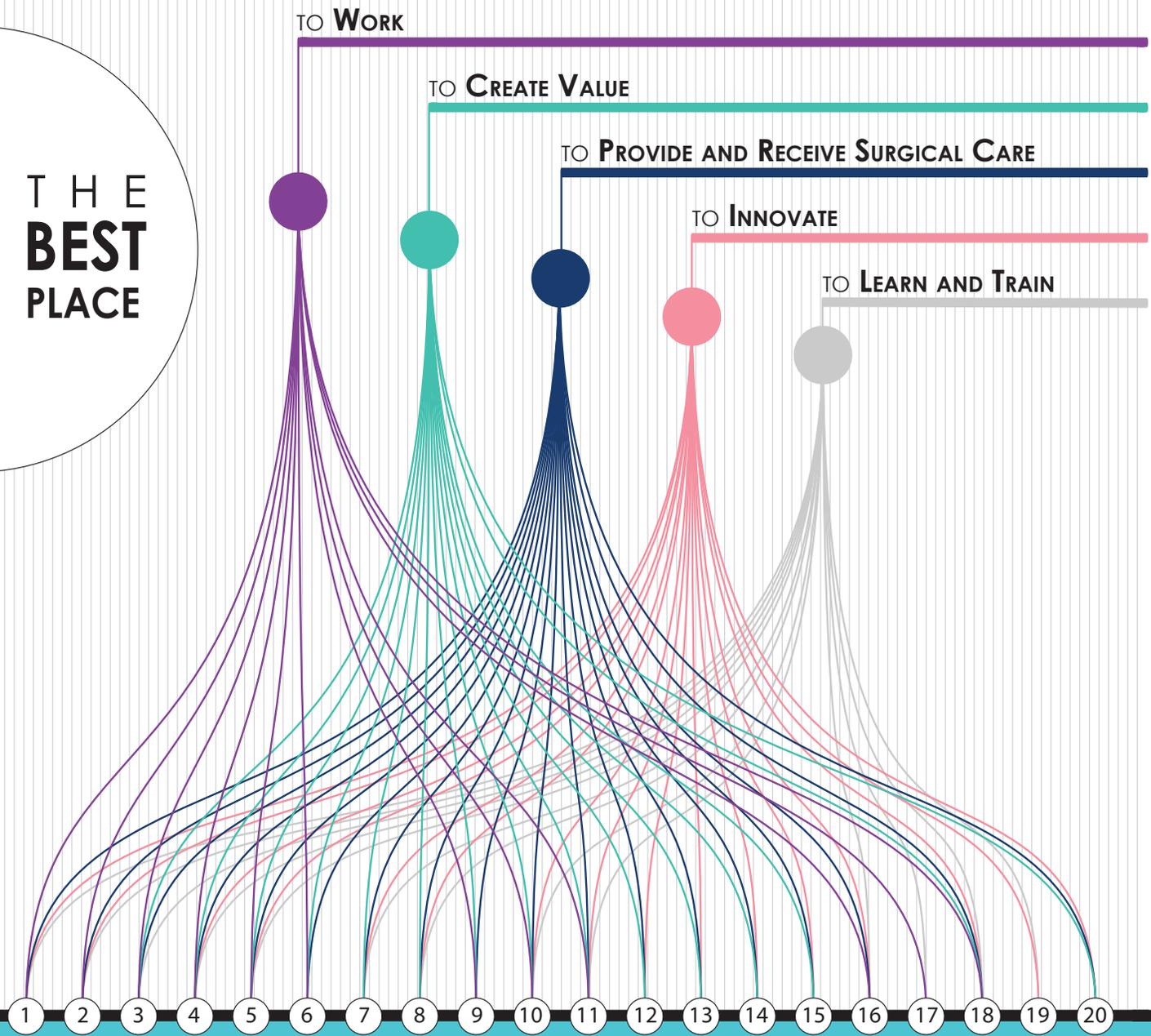
Best Place to Learn and Train



# STRATEGIES

The merging strategies define the approaches that the Department of Surgery will take to thrive in the future. The graphic below is a visual representation of the planned alignment between departmental strategies and goals.

THE  
BEST  
PLACE



- 1 Diversity and Inclusion
- 2 Career Development
- 3 Culture of Wellness
- 4 Recruit the Best
- 5 Operational/Financial Excellence
- 6 Empower/Lean Operating System

- 7 Elevate the Tripartite Mission
- 8 Philanthropy
- 9 Programmatic Growth
- 10 Patient Experience
- 11 Global Impact
- 12 Quality and Safety
- 13 Basic Science Outcomes

- 14 Translation of Bench to Bedside
- 15 Clinical Research
- 16 Health Services Research
- 17 Interdisciplinary Surgical Training
- 18 Robust Training Experience
- 19 Cutting-Edge Techniques
- 20 Future Surgical Leaders



# BEST PLACE TO WORK

## 1 PROMOTE DIVERSITY AND INCLUSION ACROSS ALL LEVELS OF THE DEPARTMENT

In alignment with Emory University School of Medicine and Emory Healthcare's commitment to diversity and inclusion, the Department will deliberately foster institutional equity, diversity and inclusion by creating leadership opportunities, raising awareness, and providing strategies and tools to bring to life the vision of inclusive excellence on our campus and in the Southeastern United States. Our efforts will focus on providing diversity and inclusion training and awareness through workshops, orientation, grand rounds, research, and other forums. Additionally, the Department will aim to increase faculty development and mentorship for underrepresented groups across the Department.

## 2 ACCELERATE INDIVIDUAL CAREER DEVELOPMENT THROUGH PROFESSIONAL ADVANCEMENT AND MENTORSHIP

The Department will charge efforts around career development and growth opportunities for all Department faculty. The mobilization of mentor programs will connect faculty with advisors within the Department and externally to enable development in areas of professional interest. Additionally, the Department will aim to increase leadership and coaching opportunities, as well as drive recognition of our faculty's national and international achievements.

## 3 CONTINUE TO DEVELOP A CULTURE OF WELLNESS THAT BUILDS RESILIENT AND MINDFUL SURGEONS AND CARE TEAMS

Initially, the Department will establish a baseline level of wellbeing by surveying and compiling information directly from faculty. Based on results, continued feedback, and industry best practices, a tool kit of wellness opportunities will be created for the Department. Components of the tool kit will include online materials, faculty consultations with an external health and wellness coach, crisis intervention responders for support with work life issues, and resources aimed to improve work satisfaction and prevent burnout.

## 4 RECRUIT AND RETAIN THE BEST CLINICIANS, SCIENTISTS, AND EDUCATORS

The Department's recruitment strategy will focus on ensuring the Department has the right complement of faculty across our divisions and campuses to promote success in all parts of our tripartite mission. In parallel, there will be emphasis on the need and desire to retain the breadth of talent within the team.





# BEST PLACE TO CREATE VALUE

## 5 6 ACHIEVE OPERATIONAL AND FINANCIAL EXCELLENCE TO ENABLE STRATEGIC GROWTH AND INVESTMENT

The Department will implement EmPower as our LEAN operating system. Among many benefits, building a LEAN infrastructure will enable the Department to improve access and streamline processes. Initially, the Department will focus on implementing Leader Standard Work and Daily Management Systems across its various sites. Leaders from across the Department will participate in leader training and will assist in the deployment of daily operational readiness huddles across sites. The multi-year implementation will help to enable better care for our patients and increase resiliency for our providers and employees.

## 7 ELEVATE THE TRIPARTITE MISSION BY ALIGNING FACULTY INCENTIVES AND COMPENSATION

Through physician and administrator collaborations, the Department will prioritize the assessment and development of compensation plans utilizing a common framework in which compensation methodologies are transparent and support activities across the tripartite mission. Efforts will be deployed in consideration to market and industry

benchmarks, relevant and strategically aligned performance targets, and the flexibility to continuously enhance compensation and incentives across the Department.

## 8 INCREASE PHILANTHROPIC AND FOUNDATIONAL OPPORTUNITIES THAT ENABLE TRANSFORMATIVE EFFORTS ACROSS THE DEPARTMENT

The Department of Surgery will prioritize strategic initiatives to support philanthropic and foundational investments. This will include establishing a shared understanding of the critical role of philanthropy in achieving the tripartite mission. Faculty champions will receive training on the best approaches to philanthropy and receive recognition for active participation.



# BEST PLACE TO PROVIDE & RECEIVE SURGICAL CARE

## 9 EXPAND OUR PROGRAMS LOCALLY AND REGIONALLY IN PARTNERSHIP WITH OUR CLINICAL AFFILIATES

As Emory Healthcare continues to expand its clinical footprint and operating infrastructure, the Department will enhance our structure around ambulatory market and clinical operations. This work will mobilize teams to strengthen collaborations with internal shared services, leverage partnerships with affiliate organizations, assess opportunities to establish Centers of Excellence, and ultimately further expand the Emory Department of Surgery brand. With consideration to marketing, digital technology, and outreach efforts, as well as data driven market and industry analysis, the overall aim is grounded in the Department's commitment to increasing access to services and improving patient experience.

## 10 ENSURE THE BEST EXPERIENCE FOR PATIENTS THROUGH IMPROVING ACCESS AND ENGAGING OUR PATIENTS AND THEIR FAMILIES IN THEIR CARE

The Department's tactics to improve patient experience are centered on access to services, shared decision making and engagement, and efficacy in the care provided. Efforts will include scheduling optimization, improving operating room capacity and referral management, and leveraging new and existing education tools to engage patients' and families' in the continuum of care. In partnership with Department and Division quality leaders, our teams will streamline and standardize processes to eliminate redundancy and improve efficiency, including identifying and designing clinical pathways for specific procedures.

## 11 ENHANCE OUR GLOBAL IMPACT AND REACH BY SPREADING EXPERTISE AND PROVIDING CARE TO UNDERSERVED AREAS, LOCALLY AND ABROAD

To further spread our expertise locally and beyond, the Department's strategic international efforts will be led and managed by the Global Surgery Committee. The committee's aims will consist of better tracking international and regional outreach activities and research interests, promoting such efforts by developing a catalog of current activities, and launching a residency track focused on surgical care in global, rural, and underserved areas. The Department will support the growth of current programs and alike, such as the Emory/Haiti Alliance, the American College of Surgeons' Operation Giving Back, and the ACS/Emory Puerto Rico outreach program.

## 12 IMPROVE QUALITY AND SAFETY AND PROGRESS TOWARDS ELIMINATING HARM THROUGH HIGH-RELIABILITY CARE PROCESSES AND CULTURE

Over the last decade, the Department of Surgery has led and advocated for system wide investment in quality and safety-centered improvement initiatives which has resulted in targeted success in various surgical programs. Building on these achievements, the Department will continue to focus on metric driven care improvements aimed to improve population health, reduce overall costs, enhance patient experience, and improve provider wellbeing. There will be effort to expand quality improvement training opportunities for faculty, fellows, and residents. For instance, the Department will leverage the Co-Management of Operating Room Emergencies (CORE) Simulation Program to enable OR teams to enhance patient safety. Over the course of the plan, CORE will be expanded across clinical affiliate sites.





# BEST PLACE TO INNOVATE

## 13 PIONEER HIGH-IMPACT BASIC SCIENCE DISCOVERIES TO IMPROVE DIAGNOSIS AND TREATMENT

In alignment with the goals of The Woodruff Health Sciences Center, the Department aims to continuously lead in developing, studying, implementing, and teaching care models that improve lives and achieve better patient outcomes and experience at a lower cost, with inherent joy of providing care by the care team. The Department's tactics will be overseen by the existing research leadership and infrastructure.

## 14 ACCELERATE THE TRANSLATION OF NOVEL TECHNIQUES, TECHNOLOGIES, AND DISCOVERIES FROM BENCH-TO-BEDSIDE IN COLLABORATION WITH OUR PARTNERS

From Georgia's first "blue baby" open heart procedure in 1962 to the first kidney transplant performed in Georgia in 1966, the Department of Surgery has a strong legacy of innovation. Building on this strong foundation, the Department will continue to foster an environment that supports faculty and trainee research, as well as multidisciplinary collaboration. Our research growth strategy includes establishing a junior faculty pilot research grant program and creating awards to encourage and financially support faculty and trainees to pioneer innovative solutions to improve health.

## 15 STRENGTHEN CLINICAL RESEARCH TO GROW CLINICAL TRIALS AND OUTCOMES RESEARCH

Our strategies to grow clinical research will focus on support of our current faculty and targeted recruitment. Aligned with our overall goal to increase mentorship opportunities, the department will assist faculty in identifying and securing experienced research mentors. Additionally, the Department will explore opportunities to reorganize current research space to leverage collaboration in "like" research areas. Recruitment of new research faculty will be driven by identification of areas of need or growth opportunities.

## 16 DISTINGUISH THE DEPARTMENT AS A NATIONAL LEADER IN ADVANCING INNOVATIVE HEALTH SERVICES RESEARCH

In Health Services Research (HSR), the Department will conduct and disseminate innovative and impactful research to improve value and care for all persons. Our teams will focus on preparing the next generation of health services research leaders by providing training in HSR methods, supporting protected time for research, and improving the quality and diversity of trainees and faculty through recruitment efforts. HSR Committee and Department leadership will identify the resources necessary to drive efficiency and effectiveness of health services research.



## BEST PLACE TO LEARN & TRAIN

**17 18 FURTHER PROVIDE INNOVATIVE AND COMPREHENSIVE SURGICAL TRAINING WITH AN INTERDISCIPLINARY APPROACH AND CONTINUE TO DIFFERENTIATE OUR TRAINING PROGRAMS BY PROVIDING ROBUST TRAINING EXPERIENCES ACROSS DIVISIONS AND LOCATIONS**

The rapid advancement of surgical techniques and technologies, in addition to the ever changing healthcare landscape, drives the need to continuously assess and refine our methods of training. For the Department, one component of this will be evaluating current simulation opportunities, which will require gap analyses and data review of simulation at different fidelity levels. Other efforts will be geared towards leveraging existing and future IT capabilities to facilitate seamless communication and information sharing between sites and from other remote locations. Furthermore, the Department will create online educational content that can be shared between trainee programs across campuses.

**19 EMPOWER OUR FACULTY TO LEAD IN CUTTING-EDGE TECHNIQUES, TRAINING, AND EDUCATION OF THE NEXT GENERATION OF SURGEONS**

The Department's long standing excellence in education is rooted in our faculty's commitment to training the next generation of surgical leaders. Therefore, empowering and recognizing our faculty in this work is at the core of our strategic efforts. The Department will establish an annually rotating "Master Educator" position for senior faculty, which

will involve the development and execution of projects aimed to advance the Department's academic mission. Additionally, The Department will formalize a faculty development program that emphasizes skills and innovation in surgical education, including Emory and national organization sponsored development courses. To further the advancement of surgical education, the Department will promote and support robust research in surgical education and aim to align faculty incentives and compensation models to acknowledge faculty members who meet and surpass standards for educational commitments.

**20 CULTIVATE AND DEVELOP THE PIPELINE OF FUTURE GENERATIONS OF SURGICAL LEADERS**

The Department, in partnership with its clinical affiliates, will encourage and support engagement of students at all levels in surgical education and research. Through programmatic development and increased scholarship for high school students, undergraduates, and medical students from Emory and other institutions, the Department will continue to grow the pipeline of future surgeons. Specifically for medical students, the department will aim to enhance clinical opportunities through partnership and shared learning with affiliate organizations, as well as identifying opportunities for student mentorship.



# DEPARTMENT OF SURGERY BOARD OF ADVISORS

## DEPARTMENT LEADERSHIP

**CHAIR**  
DEPARTMENT OF SURGERY

**EXECUTIVE ADMINISTRATOR**  
SURGICAL SERVICES

**ASSOCIATE CHAIR**  
CLINICAL & FACULTY AFFAIRS

**SENIOR ADMINISTRATOR**  
SURGICAL SERVICES

**VICE CHAIR**  
RESEARCH

**VICE CHAIR**  
EDUCATION

**VICE CHAIR**  
QUALITY, PATIENT SAFETY,  
& CARE INNOVATION

**VICE CHAIR**  
ACADEMIC AFFAIRS

**VICE CHAIR**  
DIVERSITY & INCLUSION

**DIRECTOR**  
PATIENT CARE PRACTICE

## DIVISION & HOSPITAL LEADERSHIP

**DIVISION CHIEF**  
PLASTIC & RECONSTRUCTIVE SURGERY

**DIVISION CHIEF**  
GENERAL & GI SURGERY

**DIVISION CHIEF**  
ORAL & MAXILLOFACIAL SURGERY

**DIVISION CHIEF**  
SURGICAL ONCOLOGY

**DIVISION CHIEF**  
COLORECTAL SURGERY

**DIVISION CHIEF**  
VASCULAR SURGERY

**DIVISION CHIEF**  
CARDIOTHORACIC SURGERY

**EXECUTIVE DIRECTOR**  
EMORY TRANSPLANT CENTER

**DIVISION CHIEF**  
PEDIATRIC GENERAL SURGERY

**CHIEF OF SURGERY**  
EMORY UNIVERSITY HOSPITAL MIDTOWN

**CHIEF OF SURGERY**  
EMORY JOHNS CREEK HOSPITAL  
EMORY SAINT JOSEPH'S HOSPITAL

**CHIEF OF SURGERY**  
EMORY AT GRADY

**CHIEF OF SURGERY**  
EMORY DECATUR HOSPITAL  
EMORY HILLDALE HOSPITAL

**CHIEF OF SURGERY**  
VETERAN'S AFFAIRS

## COMMITTEE LEADERSHIP

**COMMITTEE LEAD**  
DIVERSITY & INCLUSION

**COMMITTEE LEAD**  
MENTORSHIP, COACHING & ADVOCACY

**COMMITTEE LEAD**  
WELLNESS & ENGAGEMENT

**COMMITTEE LEAD**  
RECRUITMENT & ONBOARDING

**COMMITTEE LEAD**  
FINANCE & COMPENSATION

**COMMITTEE LEAD**  
PHILANTHROPY

**COMMITTEE LEAD**  
AMBULATORY MARKET STRATEGY  
& CLINIC OPERATIONS

**COMMITTEE LEAD**  
QUALITY, PATIENT SAFETY,  
& CARE INNOVATION

**COMMITTEE LEAD**  
RESEARCH

**COMMITTEE LEAD**  
APPOINTMENTS & PROMOTIONS

**COMMITTEE LEAD**  
EDUCATION

**COMMITTEE LEAD**  
HEALTH SERVICES RESEARCH

**COMMITTEE LEAD**  
GLOBAL HEALTH

THE BOARD OF ADVISORS  
WILL BE ESTABLISHED TO  
OVERSEE THE DEPARTMENT'S  
STRATEGIC DIRECTION,  
MONITOR PERFORMANCE, AND  
PROVIDE RECOMMENDATIONS  
TO THE CHAIR.



SCHOOL OF M



MEDICINE



Department of Surgery

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