



**Building Community**  
UNIVERSITY OF WISCONSIN  
SCHOOL OF MEDICINE AND PUBLIC HEALTH

Every person.  
Every action.  
Every time.

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# STRATEGIC PLAN

## 2018-2023

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### FROM THE DEAN

Creating a community in which all learners, staff and faculty feel valued, included and empowered is one of the very top priorities for the University of Wisconsin School of Medicine and Public Health.

As we train the next generation of health care professionals, educators and researchers, we are committed to advancing and emphasizing professionalism, compassion, respect, altruism, civility and empathy.

While we have recently made great strides toward improving the environment in which we work and learn, we recognize that there is still much work to be done to fully realize our vision. To that end, we are embarking on BUILDING COMMUNITY – a fundamental transition in how we approach our working and learning environment. This is a call to action for everyone within our school to examine the ways in which we can build the most inclusive, collegial and respectful community. This vision is ambitious, and it is backed by the leadership and resources needed for success. Together, we can – and we will – make it happen.

Thank you for your partnership in this imperative.

Robert N. Golden, MD  
Robert Turell Professor in Medical Leadership  
Dean, School of Medicine and Public Health  
Vice Chancellor for Medical Affairs  
University of Wisconsin-Madison

## WHY ARE WE DOING THIS?

Quite simply, it is the right thing to do. When we are at our best, our skills in interacting with each other are a source of strength for our patients and drive our discoveries and learning forward. We are leaders in education, research, patient care and service, and yet we remain vulnerable to the challenges facing medical schools and academic health centers across the country, including burnout and incivility. While we know these issues are complex and pervasive, we simply will not settle for good enough. We aim to set the gold standard for professionalism, collegiality and inclusiveness.

We must create an exceptional culture in which our faculty, staff and learners feel empowered to reach their goals and be the best they can be. We must be able to recruit and retain physicians, scientists and students from diverse backgrounds. We must welcome them and make them feel valued. Moreover, we must take better care of each other and ourselves to address issues of stress and burnout.

This effort requires nothing less than total commitment from each of us. It will at times be difficult, and it will not happen quickly. Nevertheless, it is imperative to fulfilling our mission.

## OUR MISSION

Together, we are advancing health and health equity through remarkable service to patients and communities, outstanding education, and innovative research.

## OUR SHARED VALUES

### INTEGRITY AND ACCOUNTABILITY

Every person, every action, every time.

### COMPASSION

Treat all with kindness, understanding, and empathy.

### DIVERSITY, EQUITY, INCLUSIVITY

Advance health and health equity by respecting the rights, dignity, and differences of all.

### EXCELLENCE

Strive for the very best in all we do.

## OUR VISION

Healthy people. Healthy communities.

## OUR FOUNDATION

The University of Wisconsin School of Medicine and Public Health is focusing on one goal: to create a community where all learners, staff and faculty feel valued, included and empowered. A community in which diversity and inclusion is valued in every interaction and all aspects of our work. We will create a culture that rewards skillful behavior that exemplifies altruism, empathy, respect and professionalism as we work and learn together, as well as clarify the expectations about personal accountability for inappropriate behavior.

This fundamental transition in how we approach our working and learning environment is a call to action for everyone within the School of Medicine and Public Health to commit to building an inclusive, collegial and equitable community.

Building Community is backed with the leadership and resources needed for success and as we train the next generation of health care professionals, educators and researchers, we are committed to the work needed to realize our vision. This effort requires every member of the SMPH community to embody our shared values and nurture the objectives of this movement:

- Promote awareness, understanding and commitment to our shared values of integrity, accountability, compassion, diversity, equity, inclusivity and excellence.
- Ensure that the learning and working environments across SMPH are welcoming to all and allow all individuals to feel connected and to flourish.
- Continue to build a diverse community of faculty, staff and learners.
- Promote a culture in which there is zero tolerance for discrimination and harassment.
- Ensure individuals and departments have resources that will allow them to enact transformational change in our organization's culture.

## OUR PROCESS

Since the beginning of 2018, the BUILDING COMMUNITY STEERING COMMITTEE has conducted research and listening sessions to gather community feedback on ideas regarding the best ways to achieve the goals of this effort. Success in accomplishing the vision of Building Community in the School of Medicine and Public Health is dependent on the ongoing commitment and engagement of all members of the SMPH community and continued collaboration with UW Health, our statewide campuses and other partner institutions.

The Steering Committee oversees the work of all strategic planning and action teams, provides guidance and oversight of the planning process, helps remove barriers, monitors progress and ensures availability of and access to needed resources. It also makes critical decisions on recommendations that arise from work teams and monitors and responds to risks and changes as they develop.

To provide structure and leadership for these efforts, and to create avenues for participation at all levels of the organization, strategic planning teams were created to focus on the following critical areas:

- Equity, inclusion and engagement
- Professionalism and accountability
- Well-being

Each strategic planning team was composed of a diverse group of SMPH community members, including students, staff and faculty, and was charged with identifying the directions, initiatives and tasks that must be accomplished to ensure the team vision is achieved.

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The EQUITY, INCLUSIVITY AND ENGAGEMENT STRATEGY TEAM (November 2018-July 2019) was charged with identifying initiatives for ensuring that the learning and working environments across the School of Medicine and Public Health are inclusive and not only welcoming to all, but allow every individual to feel connected and to flourish.

*“Our vision for the future is an SMPH in which positive health and well-being are fostered by valuing, promoting and supporting innovation from everyone throughout the entire organization.” – EIE Strategy Team*

The PROFESSIONALISM AND ACCOUNTABILITY STRATEGY TEAM (November 2018-June 2019) was charged with identifying initiatives for ensuring that every member of the School of Medicine and Public Health is aware of, has a shared understanding of, and is committed to the shared values of our organization.

*“The SMPH we envision ensures that all community members model excellence and professionalism in all aspects of work and education.” – PA Strategy Team*

The WELL-BEING STRATEGY TEAM (November 2019-June 2020) was charged with identifying initiatives for ensuring that the learning and working environments across SMPH encourage personal and professional fulfillment.

*“We visualize an SMPH that inspires healthy lifestyle choices and supports the well-being of the whole person through supportive infrastructure, committed leadership, and celebrating community.” – Well-being Strategy Team*

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The BUILDING COMMUNITY COMMUNICATIONS TEAM (August 2018-Present) was established to create awareness of Building Community and to ensure the provision of timely, accurate, engaging and informational updates to stakeholders. This team provides ongoing support by promoting strategic initiatives and providing an avenue for stakeholders to contribute meaningful input into, and commentary and feedback on, overall project efforts.

The LEARNER ENGAGEMENT TEAM (July 2020-Present) will be charged with obtaining input and perspectives on current and future Building Community initiatives from our learner populations, while ensuring that school administration is engaging with them in a collaborative manner to promote the shared values of the School of Medicine and Public Health. This team will consist of student representatives from all health professions programs, who will collaborate with faculty and administration to develop initiatives for infusing Building Community strategic priorities throughout all SMPH learning environments.

## OUR STRATEGIC DIRECTIONS

Building Community is at the heart of the University of Wisconsin School of Medicine and Public Health's vision of modeling its shared values as we train the next generation of health care professionals and researchers.

### SHARED VALUES

We are committed to ensuring that every member of SMPH is aware of, has a shared understanding of, and is committed to our shared values.

### OBJECTIVES

- Instill shared values and a common understanding to transform SMPH into an equitable, inclusive and engaging community.
- Integrate equitable practices into our internal and external infrastructure to advance our equity, inclusivity and engagement goals.
- Empower positive change in climate and culture through leadership.

### STRATEGIES

- Establish clear expectations for appropriate behavior, personal accountability and the embodiment of the SMPH shared values in our interactions with each other and our community.
- Perform a comprehensive, cross-organizational assessment of policies and practices to identify gaps, address disparities and mitigate barriers related to accountability, equity, diversity, inclusion and professionalism.

- Create educational interventions, coaching opportunities and experiences that advance equity, inclusivity and engagement goals, while allowing for judgement-free inquiry and improved cultural humility.
- Integrate equitable systems throughout our internal and external infrastructure, specifically within SMPH hiring and recruitment practices.
- Identify local and national resources and best practices for organizational culture change and effective community engagement, for implementation within and beyond our walls.

### ACCOUNTABILITY

We are committed to rewarding adherence to our shared values and holding individuals accountable for inappropriate behavior.

#### OBJECTIVES

- Develop an understanding of, and model for, professionalism and accountability in the SMPH community.
- Create, implement and enforce organizational and individual expectations of, and accountability for, equity, inclusivity and engagement goals.
- Create an infrastructure and process to hold people accountable for their behavior.

#### STRATEGIES

- Create a robust, centralized mechanism for confidential reporting of experienced or witnessed inappropriate behavior, which will trigger prompt and accurate triage, investigation, response and tracking of metrics for incidents on an individual and institutional basis.
- Identify metrics and assess baseline data to evaluate themes, trends and progress toward reaching organizational goals for accountability, equity, diversity, inclusion and professionalism.
- Build an SMPH-wide dashboard for real-time monitoring of progress in reaching organizational accountability, equity, diversity, inclusion and professionalism goals. Ensure that all community members assume accountability for the aggregate institutional performance.
- Celebrate those who embody our shared values and are committed to creating the learning and working environment we envision.
- Launch consistent and transparent processes for holding people accountable to the guidelines for behavioral conduct and develop a standard framework for breaches of these guidelines.

- Identify ideal leadership competencies and performance metrics in support of our shared values. Clarify expectations of leadership and incorporate in performance reviews.
- Engage leadership at all levels in ongoing dialogue and coaching sessions related to equity, diversity, inclusion, professionalism and accountability.
- Communicate behavioral and performance expectations throughout SMPH to infuse our shared values in every interaction and develop processes for ongoing messaging to reinforce expectations for upholding these values.
- Craft individual trainings and group interventions designed to encourage the adoption of desired behaviors and infuse our shared values deep within the organization.

### **WELL-BEING**

We are committed to creating a culture of wellness for all SMPH students, staff, and faculty.

#### **OBJECTIVES**

- Prioritize SMPH wellness through a commitment to workplace autonomy, trust and flexibility.
- Engage the SMPH community in wellness through enhanced communication and sharing of diverse well-being practices.
- Expand the roles and expectations of leaders to infuse and support well-being at all levels of SMPH.

#### **STRATEGIES**

- Establish a Well-Being Advisory Committee to prioritize and direct the development and implementation of well-being initiatives, while providing oversight to leadership engagement and wellness programming action teams.
- Consider need, resources and responsibilities of possible Chief Wellness Officer.
- Develop or amend policies that cultivate an infrastructure of wellness by addressing workplace autonomy, trust, flexibility and the planning and utilization of physical space.
- Mandate leadership education on the benefits of and tactics for enhancing wellness, while incorporating unit wellness as a performance metric for leaders at all levels.
- Direct units to apply resources in the prioritization and improvement of well-being.
- Create in-person forums for wellness dialogue between leadership and communities.
- Communicate strategies and practices that enable all to be well inside and outside the workplace.

## OUR INITIAL PRIORITIES

There has been much hard work and dedication since the beginning of this movement to change our learning and working environment into the welcoming and respectful environment we all deserve. Building Community will become a fundamental element of what we stand for within the organization we strive to be. Many challenges have been identified and in order to move forward we must stay the course and move strategically in order to honor our commitment, meet our goals and ensure long-term effectiveness. In the immediate future, we aim to accomplish the following to move this transformation forward:

### GOALS TO BE ACHIEVED BY Q4 2020 – Q2 2021

- Create SHARED GUIDELINES FOR PROFESSIONAL CONDUCT and develop a communication and dissemination plan.
- Develop POLICY ASSESSMENT TOOLKIT and form POLICY ASSESSMENT TEAM, which will perform comprehensive, cross-organizational assessments of policies and practices to identify gaps, address disparities and mitigate barriers related to:
  - Equity, Inclusion and Engagement
  - Professionalism and Accountability
  - Well-Being
- Form the PROMOTING INTEGRITY TEAM to identify a structure and process for addressing accountability and rewarding adherence to our shared values.
- Launch FACULTY/STAFF CONCERN REPORTING PORTAL for confidential reporting of experienced or witnessed inappropriate behavior, mirroring the existing Student Mistreatment reporting process.
- Continue recruiting for a CHIEF DIVERSITY AND INCLUSION OFFICER.
- Form a WELL-BEING ADVISORY COMMITTEE to:
  - Engage key stakeholders in the development of systems that support well-being (e.g. HR, Facilities).
  - Create structures and processes for the prioritization of well-being goals.
  - Oversee action teams charged with the development of well-being programs and leadership engagement initiatives.
- Liaise with FACILITIES REOPENING TEAM to share key outcomes from the Well-Being Strategy Team, specifically:



- Involving staff in decision-making processes affecting personal physical workspace.
- Applying change management principles, explicitly transparency and communication.
- Create and execute a BUILDING COMMUNITY BRANDING AND AWARENESS CAMPAIGN.
- Continue developing the role of the interdisciplinary LEARNER ENGAGEMENT TEAM.

### **GOALS QUEUED FOR Q3 2021-2023**

- Form WELL-BEING PROGRAMMING and LEADERSHIP ENGAGEMENT action teams charged with developing educational interventions, initiatives, community outreach, events and messaging.
- Incorporate DATA ANALYST AND TECHNOLOGY TEAMS into development and design of tools for tracking key performance indicators and collecting incident reports.
- Build and launch new INTAKE PORTAL, TRIAGE AND TRACKING TOOL for confidential reporting of experienced or witnessed inappropriate behavior.
- Create SMPH-wide ORGANIZATIONAL HEALTH DASHBOARD for real-time monitoring of progress in reaching accountability, equity, diversity, inclusion and professionalism goals.

As Building Community progresses to subsequent phases, we will carefully address the initiatives brought forth by the strategic planning teams, while continuing to form new work teams charged with identifying ways to deepen and extend our commitment to this cultural transformation. Many new opportunities for improvement are on the horizon and involvement from our community is vital for continued progress. For additional information or to Get Involved in Building Community please visit: <https://intranet.med.wisc.edu/building-community/> or email [buildingcommunity@med.wisc.edu](mailto:buildingcommunity@med.wisc.edu) and the Building Community Team will be in touch.