Strategic Plan Overview

Creighton University School of Medicine

Patient Care
Teaching
Research

2008 - 2018
Creighton University School of Medicine Overview

Creighton University is one of 28 Jesuit, Catholic universities – and the School of Medicine is one of only four medical schools – in the United States formed in the Society of Jesus faith-based tradition of academic excellence and service to others. Creighton seeks to educate women and men who are not only proficient in their professions, but who are enlivened with a spirit of service and emboldened to create a more just world.

Members of the Creighton community are challenged to reflect on transcendent values, including their relationship with God, in an atmosphere of freedom of inquiry, belief and religious worship. Service to others, the importance of family life, the inalienable worth of each individual, and appreciation of ethnic and cultural diversity are core values at Creighton.

Vision for A Better World

The Creighton University School of Medicine has a vision for a better world, and that world is in need of what Creighton-educated physicians and researchers have to offer. We aspire to be the preeminent Jesuit, Catholic medical school and one of the premier medical schools in the United States. We are, and will continue to be, distinguished for our preparation of graduates who achieve excellence in their chosen fields and who demonstrate an extraordinary compassion and commitment to the service of others.

Twenty-first century issues arising from new diseases, discoveries and technologies are complex and require values-based scientists and healers who are willing to apply integrated biomedical solutions — solutions that look at healing the whole person: body, mind and spirit. This has always been the School of Medicine’s framework, based on its Jesuit, Catholic tradition and the pioneering spirit of its founders.

Our graduates not only receive the best academic, clinical and professional training, but they are products of “the Creighton difference.” The competence they achieve is molded in ways that lead them to apply moral and ethical responses to scientific and healthcare issues.

That “difference” also extends to the greater community — especially the poor, the disenfranchised, and the medically underserved. Since its inception in 1892, the School of Medicine has been committed to preparing physicians and researchers who have the knowledge, compassion and desire to shape a more just world. From its earliest days as the John A. Creighton Medical College, the faculty insisted upon a “dispensary… for the treatment of the poor.” That clinic operated six days per week for two hours each day, and senior medical students performed rotations there.

These are the School of Medicine’s roots — talented, gifted men and women, nurtured throughout their medical education to engage the world and work to change it responsibly and ethically. The School of Medicine is building on that solid foundation to create a bold new tomorrow. To fulfill our mission in the 21st century and ensure that we attain our goal of preeminence, we must invest in sustaining our traditions, enhancing our progress, and developing new areas of expertise.

Cam E. Enarson, M.D., M.B.A.
Dean, School of Medicine
Vice President for Health Sciences
Creighton University
Creighton University School of Medicine

Guiding Principles

Mission Statement
In the Jesuit, Catholic tradition of Creighton University, the mission of the School of Medicine is to improve the human condition through excellence in educating students, physicians and the public, advancing knowledge, and providing comprehensive patient care.

Vision Statement
We will be a School of Medicine respected by our peers for excellence in teaching, research, and clinical care. We will be distinguished for preparing graduates who achieve excellence in their chosen fields and who demonstrate an extraordinary compassion and commitment to the service of others.

Value Statement
Jesuit education is value-oriented and is preparation for active life commitment. Our values grow from a faith based on ethics that does justice and manifests a particular concern for the underserved. The School of Medicine seeks to form doctors who are “men and women for others,” for whom reflection on experiences leads to action. The School of Medicine pursues excellence in our work and relies on a spirit of community among teaching staff, administrators, hospital and clinic caregivers, and students.

Strategic Goals
• Be the preeminent Jesuit, Catholic medical school and one of the premier medical schools in the United States.
• Be distinguished for our preparation of graduates who achieve excellence in their chosen fields and who demonstrate an extraordinary compassion and commitment to the service of others.
• Substantially grow our research enterprise, reaching new levels of achievement, and national and international recognition.
• Increase endowments to fund program development and professional development opportunities for faculty and students.
• Develop Signature Programs as focused Centers of Excellence: Cancer; Cardiovascular; Nutrition, Metabolism and Related Chronic Diseases; and Neuroscience.
• Develop a Practice Plan governance and financial model that supports centralized clinical operations, and maximizes practice growth and development of financial resources to support the academic mission of the School of Medicine.

School of Medicine’s Adaptation of Creighton University’s Strategic Issues

1. Attract, admit, and retain students with the desired qualities to enable us to thrive as a preeminent Jesuit, Catholic medical school and one of the premier medical schools in the United States.

2. Revise the School of Medicine’s business model to decrease dependency on clinical income, allow flexibility, and also allow for opportunities to secure additional funding that will be allocated to prioritized programs to complete the mission.
3. Ensure that our existing and future infrastructures and support systems enhance our ability to fulfill our core purposes of student learning, patient care, and service to our communities.

4. Increase the capacity for research, especially in biomedical and health science areas and in other appropriate areas across the University, to take advantage of extramural funding opportunities, improve our national stature, and enhance student learning.

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**Creighton University School of Medicine At A Glance**

- Creighton University Board Of Directors
- Creighton University
- Creighton University School of Medicine
- Patient Care, Teaching, Research

- Departments
- Centers
- Creighton Medical Associates (CMA) Physicians
  - Faculty Practice Plan
- Creighton Health System & Teaching Affiliates
  - Creighton University Medical Center
  - Alegent
  - Children’s Hospital
  - Children’s Physicians
  - St. Joseph Hospital, Phoenix
  - St. Mary’s Hospital, San Francisco

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**Creighton University School of Medicine Mission Plans**

The Education, Research and Patient Care Mission Plans are guided by broad-based unit planning, including the 10-year Financial Plan, Capital Plan, and the overall strategic vision for the future of the School of Medicine.

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**Our Education Mission**

Creighton University School of Medicine has been healing and teaching for more than 110 years. Creighton is dedicated to preparing tomorrow’s health professionals for the medical challenges and opportunities that lie ahead in patient care, teaching and research.

The School of Medicine matriculating class has grown 11% since 2000 to a total of 499 medical school students enrolled in 2007. Less than 7% of applicants are accepted each year.
Creighton medical students’ United States Medical Licensure Examination (USMLE) Step 1, Step 2 CK, and Step 2 CS scores exceed national averages. Year after year, over 95% of students match to their specialty of choice. Over 98% of the residency program directors who currently, or previously, worked with Creighton graduates would actively recruit more Creighton graduates to their programs.

Although not required, 100% of students participate in a variety of service activities. One service activity, Project CURA, sent a record number of 53 students to provide medical care to underserved populations in six countries during 2007.

The School of Medicine has an established Clerkship, as well as elective course options, at clinical sites outside of Omaha. These include San Francisco, Phoenix, Colorado and several foreign countries.

Strategic objectives for Education include:

- Promote student learning and excellence in the curriculum by applying information technology innovations, improving the Center for Clinical Skills Education, and expanding the facilities and sites for teaching and learning.
- Develop faculty who are committed to excellence in teaching and utilize innovative teaching strategies to meet the needs of individual students.
- Improve the learning environment to emphasize student-centered teaching and learning, foster Creighton’s culture of service and provide an affordable, high-quality medical education.
- Enhance support for academic, advising and wellness endeavors to develop high-quality students with a commitment to service.

![USMLE Pass Rate Chart]

* Step 2 CS Pass Rate figures not available for these years.

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School of Medicine Facts
- 2007-08 Academic Year

Students
- 499 total medical students
  - 47% women
  - almost 20% are under-represented groups
- 255 residents
- 31 fellows
- 47 Ph.D. students
- 34 Master’s degree students
- 42.1% of graduates participate in faculty research

Resident Match
(Spring 2007 Graduates)
- 116 medical students matched in 15 specialty areas at institutions in 29 states through the National Residency Match Program
  - 18 in Internal Medicine
  - 17 in Obstetrics/Gynecology
  - 15 in Diagnostic Radiology

(Continued on page 6)
Our Research Mission

A strong desire to make a difference in patients’ lives drives research at Creighton University’s School of Medicine. Researchers at Creighton are making discoveries that are positively affecting the health and well-being of patients in the areas of infectious disease, bacterial resistance, cancer, bone biology, hearing loss, osteoporosis, digestive disorders, nutrition, and neuroscience.

The School of Medicine’s million-dollar, newly renovated Criss Health Sciences Buildings provide Creighton faculty and students with modern laboratory facilities that foster a leading-edge approach to research and teaching. The facility design allows researchers to interact with other research groups to encourage teamwork across disciplines and sharing of technologies.

Research awards have grown from $15.9 million in 1998 to over $32.0 million in 2007. NIH funding has increased from $4.9 million in 1998 to $11.6 million in 2007. Submission of grant proposals has increased 60% over the same time frame, resulting in a 58% increase in the number of grants awarded to School of Medicine faculty. These increases are in correlation with the School of Medicine goal to build on emerging research strengths and expand areas of research activity, which have not only been consistently successful in peer-reviewed funding, but also enhance translational research to further advance patient care.

Strategic objectives for Research include:

• Promote current research strengths and promote emerging areas of research strength.
• Initiate new research areas reflecting Jesuit values, such as health disparity research and health services research.
• Promote faculty development in research and faculty investigator teams that interface basic research with translational opportunities.
• Promote collaborative research activities.
• Increase patient-oriented research activity.
• Increase total research and NIH research award dollars.
• Expand research space.
• Maintain and enhance core facilities for biomedical research.
• Promote collaborative research activities with affiliates to enhance state-wide research activities in biomedical science.
• Build a gateway to the School of Medicine for Business technology transfer strategic development.

![Comparison For Number of Grants Awarded To Number of Grants Submitted](chart.png)
Our Patient Care Mission

Creighton University School of Medicine’s philosophy of patient care centers on the Jesuit, Catholic tradition of caring for the whole person: mind, body and spirit. The mission of these providers is to provide excellent, cost-effective care to their patients and to support the clinical, academic and research missions of the School of Medicine.

Creighton participates with other regional hospitals in UniNet, a physician hospital organization, which provides a comprehensive array of clinical programs serving the region. As such, Creighton focuses on patient safety, improving quality of patient care, the efficient use of resources, and the support of managed care services. The Diabetes Care Connection, Telephonic Disease Management Program, Perioperative Beta Blocker Project, and a pilot program for colonoscopy measures are services that Creighton patients participate in that increase quality of care and improve patient compliance.

Creighton Medical Associates (CMA physician group) Initiatives:

- Electronic Medical Record System selection and implementation
- Expansion and renovation of Old Market (downtown) site
- Relocation and renovation of Dundee (midtown) site
- West Omaha sites for increased presence in that area
- Establishment of a Destination Cancer Center with Stereotactic Radiosurgery
- Development of focused centers of excellence and signature clinical programs in a new on-campus building of approximately 100,000 square feet
- More sophisticated management reporting and referral reporting for CMA members

School of Medicine Milestones

- May 30, 1892 – Creighton University Board of Trustees creates The John A. Creighton Medical College
- September 27, 1892 – First session of the John A. Creighton Medical College begins
- February 12, 1896 – Creighton Chemistry/Toxicology Professor produces the first X-ray in Omaha
- 1909 – John A. Creighton Medical College becomes the Creighton University College of Medicine
- 1916 – Clinical clerkships established
- 1917 – Creighton College of Medicine receives Class “A” rating
- April 1918 – College of Medicine recognized by Royal College of Physicians and Surgeons
- 1926 – Creighton College of Medicine becomes the Creighton University School of Medicine
- January 1929 – St. Catherine’s Hospital becomes the clinical site for the School of Medicine

(Continued on page 8)
CMA Planning Objectives:

- **Practice Model**
  - Develop governance and financial model that supports centralized clinical operations, maximizes faculty and practice growth and development of CMA financial resources to continue to support the academic mission of the School of Medicine

- **Clinical Operations**
  - Continue to improve efficiencies, patient encounters and patient satisfaction in our clinical operations

- **Growth**
  - Enhance customer service and marketing strategies to maximize patient encounters
  - Faculty recruitment and retention

- **Financial**
  - Diversify and increase income, consolidate expenditures, promote transparencies in financial reporting and expand assets

- **Communication**
  - Joint strategic planning among, and with, affiliated hospitals

- **Strategic Planning**
  - Address primary care (Family Medicine, General Internal Medicine, Pediatrics, and Psychiatry) role and funding within CMA
  - Review and expand services and efficiencies for the rural market
  - Implementation of a new business plan with clear, measurable goals and defined timelines linked to downstream measures
Signature Program Plans

- Cancer Program
- Cardiovascular Program
- Nutrition, Metabolism and Related Chronic Diseases Program
- Neuroscience Program

Cancer Program

*Creighton University Cancer Program is committed to cancer services that are patient- and family-programmed, safe, effective, timely, efficient and equitable. Our destination Cancer Center emphasizes our expertise in the treatment of solid tumors, and basic, translational, and clinical research.*

**Mission:** To provide compassionate care to patients and individuals affected by cancer.

The Cancer Program will provide excellent, high-quality care with the focus on patients and families, with a culture of compassion for patient/family/friends; a team approach to assure integrated total care of the patient (multi-, inter-, intradisciplinary); specialty conferences to ensure all options and treatments are considered; reduced time for diagnosis and treatment plan options with a focus on what works for the patient and family; and align with Creighton University’s Jesuit Mission by accommodating the psycho-social, spiritual and holistic needs of the individual.

As a patient- and family-programmed organization, the Cancer Program will provide medical oncology, chemotherapy treatment, surgery oncology, outpatient procedures, radiation oncology consultation, radiology/mammography services, patient consultation, and conference capabilities in a unified manner. Research faculty and scientists are fostering collaboration and translational research, developing a strong point of differentiation for Creighton University in our region.

Translational research moves science to the patient’s bedside and identifies clinical problems that can be studied back in the laboratory. Translational research is well established at Creighton, and will continue to progress as molecular and cancer biologists interested in translational research are recruited. These highly motivated scientists observe the patient’s whole experience. They meet the patients, see the disease’s effects, evaluate processes, ask questions, and view operations or treatments. They take this information to the laboratory to study, apply theory and establish possible treatment options. A vast amount of data is collected, shared and evaluated through the translational research process, which leads to new and innovative treatment options.
School of Medicine Milestones

(Continued from page 9)

• Fall 1985 – Establishment of Creighton Center for Diabetes Research and Treatment
• Fall 1985 – Flow Cytometry Core Facility lab set up
• Fall 1985 – Post-doctoral program in antimicrobial chemotherapy begins
• 1986 – Cardiology opens Electrophysiology (EP) Lab
• Spring 1986 – Creighton Perinatal Center established
• July 1986 – Pediatric Infectious Disease Division added to the School of Medicine
• Fall 1986 – Department of Family Practice institutes a curriculum for residents emphasizing health-care for the elderly
• Fall 1986 – Creighton Electron Microscopy Center established
• Fall 1986 – Creighton University Gastro-intestinal Diagnostic and Research Core Center starts
• Winter 1986 – Center for Hard Tissue Research

(Continued on page 11)

Cardiovascular Program

Mission: In the Jesuit, Catholic tradition of Creighton University, the mission of the Creighton Cardiovascular Institute (CCVI) is to pursue excellence in clinical care, research and education; to be a national leader in providing integrated cardiovascular care in a collaborative, innovative, clinically effective, and safe environment; and to maintain the highest standards of service with ethnic, cultural sensitivity and compassion.

The Creighton Cardiovascular Institute will bring together the School’s resources in heart and vascular treatment, research, and education for comprehensive care. Patients will benefit from improved coordination among healthcare professionals. Basic research will be brought to clinical application more smoothly. Everyone – from medical students to practicing physicians to community members – will have more opportunities to learn about the origin, diagnosis, prevention and treatment of conditions ranging from high blood pressure and aortic diseases to heart attack and stroke.

The cardiovascular research program is designed to increase scientific knowledge of cardiovascular diseases (CVDs), including their epidemiology, risk and risk factors, prevention, detection and diagnosis, and treatment and prognosis, in the context of community-based healthcare delivery, which is the environment in which most clinical and preventive care is delivered.

GOALS

Cancer Program: Continue to build an integrated multidisciplinary program. Establish a centralized presence for the Cancer Program as an anchor location of the new clinical building on campus.

Clinical: Expand recognition in the region as a destination Cancer Program, focused on solid tumors and subspecialty areas of cancer care. Increase participation in clinical research.

Hospital: Apply (with two years of supporting data) for accreditation in the category of Teaching Hospital Cancer Program (THCP) by the American College of Surgeons Commission on Cancer.

Research: Continue to build a cancer research program with scientist recruitments and expansion of laboratory space. Promote translational research and collaboration among Cancer Program members.

Education: Apply for a clinical surgical oncology fellowship and research fellowship.

National Recognition Cancer Program: Apply for National Cancer Institute (NCI) designation.
Cardiovascular care occurs in diverse patient care settings (inpatient, outpatient), where longitudinal care (including prevention, diagnosis and treatment) of the major CVDs is provided. Such care includes an interdisciplinary effort that combines the talents of cardiologists, cardiothoracic surgeons, cardiac-focused nursing, and patient services, who all work together to provide the highest quality of care for patients with cardiovascular disease.

The new institute will allow these programs to work together and seek synergistic opportunities for new initiatives and better care.

With the new cross-disciplinary focus the institute will provide, researchers will be able to expand their basic research of the genetic and biochemical underpinnings of cardiovascular disease, and their clinical research in gene therapy and the management of congenital heart disease. They also will be better able to study how patients' care affects their quality of life, and how healthcare systems affect the adoption of new practices and technology.

The new cardiovascular program will focus on the future of cardiovascular research and care by training medical and graduate students, residents and regional physicians, using the latest technological, clinical and epidemiological knowledge.

**GOALS**

- Provide an integrated, state-of-the-art cardiovascular program, including minimally invasive cardiac surgery, which will optimize patient care, safety and quality, but also exceed standards of excellence in scholarship and research.

- Expand basic research of the genetic and biochemical underpinnings of cardiovascular disease and gene therapy.

- Establish a cardiovascular training program for medical and graduate students, residents and regional physicians, using the latest technological, clinical and epidemiological knowledge.

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**Nutrition, Metabolism, and Related Chronic Diseases Program**

Creighton’s Nutrition, Metabolism, and Related Chronic Diseases Program focuses on the growing problem of obesity and the maintenance of long-term health.

Chronic diseases, including cardiovascular disease, diabetes, kidney disease, and digestive disorders, result in a staggering number of deaths and disabilities each year. Within this constellation of chronic diseases, there are commonalities in the underlying mechanisms, predisposing risk factors, treatment and prevention strategies, and impact on health services and systems.
School of Medicine Milestones
(Continued from page 11)

- 1991 – One of the first institutions to undergo a newly formalized Institutional Review process by the Accreditation Council for Graduate Medical Education (ACGME)
- 1991 – Merger of Creighton Pediatrics residency program with University of Nebraska Medical Center
- June 14, 1991 – ACGME accreditation for five years
- 1992 – School of Medicine celebrates Centennial Year
- July 1992 – Creighton Florence Clinic opens in north Omaha
- September 29, 1992 – The Peekie Nash Carpenter Endowed Chair in Medicine established
- Spring 1993 – Office of Technology Licensing in School of Medicine opens
- Summer 1993 – Beirne Tower completed
- Fall 1993 – New Positron Emission Tomography (PET) chemistry lab named Menolascino Lab in memory of Dr. Frank Menolascino

Creighton will establish collaborative health research within, and across, the research themes (basic, clinical, health services and policy, and social, cultural and environmental determinants of health). This will create new collaborative research opportunities expected to undertake multidisciplinary and cross-theme research, including the establishment of new investigators who will help build capacity and initiate the undertaking of novel and outstanding multidisciplinary health research.

Productive partnerships of research teams will continue research in the area of type 1 diabetes and its complications, as well as type 2 diabetes.

Creighton’s clinical and research programs aim to enhance health in relation to diet, digestion, excretion, and metabolism; and to address causes, prevention, screening, diagnosis, treatment, support systems, and palliation for a wide range of conditions and problems associated with hormone, digestive system, kidney, and liver function.

GOALS

- Increase understanding of the measures, causes, prevention, treatment, and consequences of obesity, and the maintenance of a healthy body weight, through the application of innovative approaches.
- Improve obesity therapy using an integration of medical and surgical treatments with new technology.
- Increase the understanding of obesity/healthy body weight in the Midwest through surveillance of prevalence, risk factors (including environment and policy), co-morbidities, program/service utilization and efficacy, and direct and indirect costs.
- Identify and promote utilization of health and environmental policies for preventing obesity and chronic diseases, and promoting personal health through healthy eating, active living, and other health-related strategies including a healthy body weight.

Neuroscience Program

The Neuroscience Program’s strategic goal is to establish multidisciplinary clinical specialty programs, such as epilepsy and movement disorders with functional neurosurgery; neuro-oncology and radiation oncology with brain/spine tumor surgery; and neurovascular neurology with cerebrovascular and endovascular neurosurgery and interventional radiology. These programs will be comprised of highly interactive, collaborative, and multidisciplinary clinical groups.
Concurrent program opportunities include:

- Stroke care expansion by capitalizing on the strength of the Creighton cardiology program and the skill set of our neurosurgeons. This will require recruitment of an interventional radiologist and endovascular neurosurgeon.
- Neuro-oncology by leveraging the new CyberKnife and the two fellowship-trained brain tumor surgeons at Creighton.
- Spine assessment clinic development at Creighton primary care centers, leveraging the expertise of the two spine surgeons at Creighton.
- Neuro-trauma by leveraging Creighton University Medical Center’s established position as a trauma center and institutional interest in neuro-trauma.

Recruitments will include a neuroradiologist, two stroke neurologists, a neuro-oncologist and additional neurosurgeons. Additional neurosurgeons should be recruited since there are only currently 14 in Omaha and its surrounding area. Also, Psychiatry has a robust program of research in clinical neuroscience and psychopharmacology, and rapidly developing collaborations in Deep Brain Stimulation with neurosurgery at a teaching affiliate. Equipment acquisitions include biplane angiography equipment and MRI equipment.

GOALS

- Develop strong linkages between the scientists and clinicians.
- Develop fellowships in the neurosciences, including neurosurgery.
- Creighton University Medical Center will receive certification as a stroke center.

Infrastructure Planning

Planning for the infrastructures of schools of medicine and academic medical centers in a highly competitive market has challenges, as well as many rewards. An assessment of risks and opportunities, moderated by internal capabilities and the opportunity to expand resources, provides the foundation of the Creighton University School of Medicine planning process. Consideration is given to:

- The evaluation of maximum student class size
- Increased competition for highly qualified medical students
- Increased competition for faculty with funded research
- Expansion of clinical training opportunities for medical students
- Expansion of residency and fellowship programs
- Competition from nearby healthcare delivery systems
The School of Medicine’s revenue for 2008 is projected to be $193M. The Strategic Plan and 10-Year Financial Plan assume implementation of the four Signature Programs, as well as other initiatives requiring significant growth in endowment, gifts, grant income, and clinical income. Overall annual revenue will grow to $266M in five years and $291M in 10 years for a total increase of approximately 50%.

Tuition and Fees growth is capped at no more than 4.5% due to an expectation that there would be significant growth in endowment for scholarships. An additional $280k per year in gift income is separately needed to control growth in student debt. Endowment dollars of $88M will be needed to cover existing scholarships supported by the unrestricted budget and to increase those scholarships by 100%.

The dream to make a difference, achieve the School’s vision, and help determine the future of healthcare education and training is a testament to the great faculty and staff of Creighton University School of Medicine.

People and Financial Plan

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Included in the 10-Year Financial Plan is an expectation to add $3.9M to bring faculty salaries to the AAMC Mean, $5.7M annually to provide adequate financial support for clinical faculty teaching time, $447k annually in support of residency program directors release time, $347k in bridge funding for research faculty, $3.5M annually for a competitive marketing and business development program, $350k per year for a new contributed service faculty program, $3M annual core support for the Basic Sciences Departments, $2.8M annually for Primary
Care, $20M for resolution of existing School fund balances, $16M for eight endowed chairs, and $16.5M for 11 endowed professorships. Gifts needed for capital projects and equipment are $54M in Year 1, $19M in Year 2, and $9M in Year 3, and include one clinic expansion, one clinic relocation, tenant improvements, and two new buildings: one for signature programs and one new medical education building.

It is expected that three to five new Department Chairs will be hired, as well as 72 new basic and clinical faculty. In an aggressive market, physician faculty salaries must remain competitive with the private higher education sector and AAMC benchmarks. Recruitment and retention of highly talented faculty is an important issue for the School of Medicine. Therefore, a recruitment and retention program was developed. The recruitment phase has been fully implemented. The final program component to be executed is the retention phase.

As part of the School of Medicine philosophy to value and appreciate staff, training and workshops are encouraged to continually enhance staff skills. Wages have been targeted to the appropriate competitive market benchmarks, and incentives have been developed to reward staff who achieve milestones, certain academic certifications, and/or advanced degrees.

Current marketing and public relations efforts will ensure that the faculty, staff, alumni and public are uniquely aware of Creighton University School of Medicine; its educational, clinical and research programs; and its overall contribution to society.

Facilities Plan

The buildings that comprise the School of Medicine administration and basic research facilities on campus were renovated with attention focused on enhancing and expanding resources that encourage and promote research, and the scholarly and creative activities of faculty and students.

The renovation included construction of space between two existing six-floor buildings that increased overall square footage by 17,815 square feet, and now consists of research and clinical labs, small group discussion rooms, student areas, and offices. This renovation and construction complements the existing architecture and significantly enhances the research labs for shared research activities.
The School of Medicine has a comprehensive plan to improve and expand facilities, including a patient ambulatory facility conveniently located and connected via a walkway to Creighton University Medical Center and the Cardiac Center. This approximately 100,000-square-foot facility will be built on existing land, and will house signature programs and centers of excellence. Planning is also underway for new and expanded Psychiatry space due to the rapid growth of its program. Another component is a new Medical Education Building that will be connected to the existing School of Medicine complex by a walkway. The proposed 50,000-square-foot building will accommodate the growing class size within the School of Medicine, and will include lecture halls, small group classrooms, student space, a conference center, and a state-of-the-art clinical assessment and simulation center. Planning is also under way for a Stereotactic Radiosurgery Center, which will become Creighton’s Destination Cancer Center on a one-acre site west of the Creighton University Medical Center. This destination facility will house the CyberKnife, and offer a comprehensive line of radiation therapy services for patients in the greater Omaha area, as well as the region.

Creighton has clinics strategically placed throughout the metropolitan Omaha-area for primary care, obstetrics and gynecological care. These clinics also support the student clinical and residency training, and represent 99,890 square feet at 16 locations. Plans for expansion of the Old Market clinic are progressing, as well as the relocation of the Dundee clinic to a new strategic location that will provide additional opportunities for patient care and student training.

### Current Facilities and Planned Growth

#### Current School of Medicine Square Footage

<table>
<thead>
<tr>
<th>Building Description</th>
<th>Square Footage</th>
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<tr>
<td>Criss I Building and Beirne Tower</td>
<td>31,173</td>
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<tr>
<td>Criss II and III Buildings</td>
<td>189,546</td>
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<tr>
<td>Health Professions Center Building (located at CUMC)</td>
<td>118,904</td>
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<tr>
<td>Boyne Dental Building</td>
<td>8,609</td>
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<tr>
<td>Cardiac Center</td>
<td>62,978</td>
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<tr>
<td>CMA (clinic sites)</td>
<td>99,890</td>
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#### Planned School of Medicine Square Footage

<table>
<thead>
<tr>
<th>Building Description</th>
<th>Square Footage</th>
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<td>Ambulatory Care Center</td>
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<td>Medical Education Building</td>
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<tr>
<td>Destination Cancer Center</td>
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### Technology Plan

Technology at the School of Medicine has been emerging and advancing at a steady pace for the last seven to eight years. Exciting strides have been made in each of the School’s primary missions.

**Education:**

- Medical Education received a Pipeline grant for Interviewing and Physical Examination (IPE), a course given to medical students in their first year, which provides seed money for technology innovations dealing with improvements in patient interview training.

  Working with the University Information Technology Department, Medical Education
developed procedures to digitally capture the individual interview training sessions and post them online by using a new university software, BlueTube. This new online tool allows both the students and faculty to review the sessions and provide valuable feedback to the student regarding his/her performance.

- The Pathology Department is providing online virtual microscopy for 1st and 2nd year Medical students. The virtual microscope slide has a quality and resolution similar to the original glass slide viewed through a microscope.

- BlueLine – The School of Medicine is piloting Creighton’s new online curriculum management system. Medicine is the first school to provide the electronic delivery of course support materials using BlueLine.

- Expanded use of simulation tools such as heart sounds, virtual microscopy, respiratory, etc.

- Student access, in learning situations at Creighton University Medical Center, to the same electronically stored patient data systems used by attending physicians via the use of handheld PDA devices

- Creighton Podcasting to deliver lecture materials to students and faculty

- 100% online testing

Research:

- The Creighton Flow Cytometry Core Facility is equipped with two state-of-the-art flow cytometers. The new FACSaria was the first one of its kind worldwide, and has since become the “gold standard” for core facility research instruments. It is a state-of-the-art cell sorter, capable of analyzing up to 14 fluorochromes simultaneously, while sorting at a rate of up to 30,000 cells/second.

- The Confocal Microscopy Facilities of the Creighton University Integrated Biomedical Imaging Facility are the most advanced in Nebraska. The instrumentation consists of a Zeiss LSM 510 META NLO multi-photon system with the following capabilities:
  1. Confocal microscopy using three lasers with six available laser lines covering the entire visible and near-infra red spectrum
  2. Multi-photon confocal microscopy using a Coherent Chameleon ULTRA tunable infra-red laser with wavelengths from 690 to 1040 nm
  3. A META scanning module for spectroscopy and linear un-mixing
  4. A Becker & Hickl TCSPC system for fluorescence correlation spectroscopy and lifetime imaging

- Expansion of Genomics and Proteomics Core Facilities
### School of Medicine Milestones

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- **August 2005** – Lakeside Clinic opens for Medicine Specialties
- **Fall 2005** – Researchers purchase state-of-the-art technology that can speed the pace of biomedical research – Creighton is one of three institutions to have this type of cell sorting technology
- **September 13, 2005** - The Richard W. Booth, M.D. Endowed Professorship in Cardiology established
- **September 2005** - Implementation of new CMA Practice Management System (GE/IDX)
- **October 2005** – Full accreditation of School of Medicine by the Liaison Committee on Medical Education (LCME)
- **January 2006** – Named one of 16 sites for “Innovative Strategies for Transforming the Education of Physicians” (iSTEP), consortium sponsored by American Medical Association (AMA)
- **January 3, 2006** – Lecture Podcasting starts within the School of Medicine
- **February 2006** – Clerkship affiliation begins with St. Joseph’s Hospital, Phoenix

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### Patient Care:
- State-of-the-art anatomic pathology lab opened in February 2007, and state-of-the-art clinical pathology lab to be opened by July 2008
- Live Anywhere Record Access (LARA) system was developed in-house to provide faculty with easy access to patient information via their handheld personal digital assistants (PDAs)
- Electronic Lab Reporting (ELR) system was developed in-house to electronically notify the Nebraska Health Department of reportable diseases

### Administration/Service:
- Data Management System – a web-based system originally designed to allow for easy tracking and analysis of faculty activity in the areas of teaching, research, patient care, and administration/service. Version 2 allows for the integration of legacy data from an outdated faculty database to provide a more useful and robust management tool for the School’s Academic Affairs Office, Medical Dean’s Office, Department Chairs, and Administrators.
- IDX – a centralized patient scheduling and billing system

Technology will continue to play an ever-increasing role at Creighton University’s School of Medicine. Future plans include:

- Electronic Medical Records (EMR)
- Stereotactic Radiosurgery Center
- Further expansion and development of the Data Management System into a robust Data Warehouse
- Wireless expansion – new coverage to include main lecture halls, and all student and learning areas in the Criss complex, along with current efforts to provide wireless coverage for student use at Creighton University Medical Center

### Conclusion

The School of Medicine is dedicated to the pursuit of truth in all its forms and is guided by the living tradition of the Catholic Church. These beliefs help form women and men to be of service for, and with, others – and to be empowered to examine, engage and change the world.

The care of patients is guided by the healing mission of Jesus as we also treat the human spirit. Creighton is committed to the standards of patient care and professional conduct outlined in the “Ethical and Religious Directives for Catholic Health Care Services” of the U.S. Conference of Catholic Bishops.

The Jesuit, Catholic tradition guides and directly affects the operations of the Creighton University School of Medicine and its education of future physicians, bio-medical researchers, scientists, and other medical professionals.

By presenting this strategic plan, the Creighton University School of Medicine looks forward to a better world, where justice begins with a basic respect for one another, individual beliefs, and religious freedom. The Jesuit mission is an integral part of the School of Medicine’s successful impact and future achievement in teaching, research and patient care, while striving to improve the overall quality of human life and health.
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Creighton University School of Medicine

Patient Care  Teaching  Research

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- Loretta Zuck and the School of Medicine Copy Center

School of Medicine Milestones

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- July 2006 – The Dialysis Clinic Inc.– J. Dan Egan, M.D. Endowed Professorship in Nephrology established
- August 2006 – Creighton Community Health Center opens
- Fall 2006 – First Creighton School to adopt electronic Rank and Tenure Process
- September 14, 2006 – The Sheila and James J. Shea Family Endowed Chair in Anesthesiology established
- February 2007 – Office of Medical Education selected as one of four academic medical sites to serve as a National Institute on Drug Abuse (NIDA) Center of Excellence for Physician Information
- October 2007 – Creighton University medical student awarded the prestigious Herbert Nickens Scholarship by the AAMC
- October 2007 – Creighton Board approval to relocate CFHC Dundee clinic and expand CFHC Old Market clinic
- February 13, 2008 – The Paul S. Mahoney Endowed Chair in Radiology and Medical Imaging established

December 2007