



UCLA Dentistry 2023
Our Strategy for Excellence

Dean's Message

Our Strategy for Excellence

I am energized by the participation and creativity of our faculty, staff, and students, all of whom worked with pride and passion to help develop our Strategy for Excellence. This inclusive process engaged our entire community through the work of specific teams, discussions at several town hall meetings, and breakout sessions at a faculty retreat. As we move our strategy into action, please keep in mind that we must always carry on the work of the day – the essential functions of a school of dentistry. A new strategy does not supersede these important daily functions; instead, the new strategy outlines the key activities we will perform to realize our vision.

This strategy includes our shared vision, mission, and values, and it represents the blueprint of our path forward. By continually evaluating our key performance indicators, we are committed to staying focused on achieving our goals, which are to:

- Cultivate big ideas for dental education and research that shape our profession;
- Reach beyond the walls of our school to develop meaningful partnerships within our great University and diverse community; and
- Set the standard for new models of integrative health care training for future oral health providers and leaders in dental education.

Our common purpose is to develop future academic and community leaders who have the confidence, capabilities, and ethical decision-making skills to improve the oral and general health of our communities. By acting on our new strategy we come together to ensure UCLA School of Dentistry achieves this shared purpose.

I would like to thank the entire UCLA School of Dentistry community for participating in the creation of this document, especially those who served on the Strategy Development Team and the Culture Action Team. You helped to develop this strategy document into the major contribution I know it will be to the future of our school, to our profession, and to all the individuals who will benefit from our performance and growth.

We will lead and transform how dentistry is taught and practiced



Paul H. Krebsbach, DDS, PhD
Dean and Professor

Vision

Our aspirations inspire, motivate, and energize us for the future we want

UCLA School of Dentistry will lead and transform how dentistry is taught and practiced.

Mission

Who we are | What we will do | How we will do it

The mission of the UCLA School of Dentistry is to improve the oral and general health of the people of California, the nation, and the world through education, research, patient care, and public service.

Core Values

Fundamental principles that guide all our actions... our cultural cornerstones

Innovation

As a school at one of the world's great research universities, we believe that the elements of discovery, creativity, and innovation define our actions in education, patient care, research, and service.

Professionalism and Humanistic Culture

We seek to provide an environment of compassion, inclusiveness, open-mindedness, tolerance, and mutual respect.

Uncompromising Excellence

We make it a habit to continuously challenge ourselves to excel in all that we do.

Altruism

We seek to improve the oral health of those who do not have access or do not have the means to afford care.



Strategic Imperatives

*The small number of major shifts that must occur to succeed in our vision.
These are the accomplishments without which we will surely fail.*

Person-centered Care

Digital Transformation

STRATEGIC IMPERATIVES

Preeminent Dental
School

Positive Organizational
Culture



Strategic Imperative 1

Prepare our students to deliver person-centered care in an integrated health care delivery system

The core of this imperative is to provide our students with educational experiences that best prepare them to adapt to and function in evolving health care models. Considering the future role of dentists in the evolving landscape of integrated health care delivery, we envision that a sizable portion of dental care will be delivered in an integrated health care environment with team-based, multi-professional expertise. Based on current trends, oral health care delivery approaches will likely emphasize health and wellness, and person-centered care. To prepare our graduates to function in this evolving environment, we seek to provide an educational system in which students learn to be thinkers and problem solvers, with effective communication skills, and with the ability to leverage technology to deliver oral health care.

Experience in person-centered and integrated health care delivery is one component of the overall clinical education, however our students will continue to gain a major portion of their clinical training in our current patient care environments. While some strategies are targeted to specifically enhance pre-doctoral student patient experiences, postdoctoral residency programs will be equally enriched by the infrastructure and educational framework that ensues from implementation of the strategies.

- * Person-centered care is an approach that focuses on health care management in the context of the person's values, preferences and needs, coordinates their care with other health care providers, and seeks to improve the person's overall health and well-being.
- ** Integrated health care refers to a collaborative approach to health care delivery with a high degree of communication and information sharing among team members, and addresses the biological and psychosocial needs of the patient.

Strategies

- *Increase patient experiences that prepare students to deliver integrated oral health care*

To enhance predoctoral clinical experiences, we will provide maximal opportunities for clinical skills development earlier during the four-year predoctoral curriculum. We will streamline the curricular schedule, minimize redundancies, and introduce the new curricular content necessary to prepare our students as valuable members of an integrated oral health care environment.

- *Redesign our educational program to enhance student and patient experiences in the School of Dentistry Clinics*

We will continue to provide our graduates with a strong scientific foundation in medicine and dentistry, with the ability to apply the knowledge to oral health care. To enhance this knowledge for dentistry of the future, we aim to redesign the curriculum to update the knowledge levels and skill-sets that are expected of our students. To encourage diverse student achievements, we anticipate that our curriculum will allow for a degree of flexibility to pursue different enrichment paths.

- *Identify learning environments to provide our predoctoral and postdoctoral students with experiences in integrated health care delivery*

To prepare our future graduates to function in integrated health care teams, we seek to provide students with learning experiences in diverse clinical care environments and health care delivery systems. We anticipate that such educational experiences will likely be provided in settings outside the School's physical infrastructure.

- *Provide continuous faculty development to support student and curricular advances*

As our curriculum for "Dentistry of the Future" evolves, our faculty will need to adopt new approaches to education delivery and measures of student preparedness. To support our faculty as they tackle these challenges, we will provide them with opportunities to learn skill-sets to create, refine, and implement educational advances. We envision that our faculty will design creative approaches that 1) explore nontraditional methods, 2) harness communication technologies, and 3) use diverse teaching and assessment strategies that enhance the efficiency and effectiveness of our curriculum.



Increase patient experiences that prepare students to deliver integrated oral health care

Provide continuous faculty development to support student and curricular advances

STRATEGIC IMPERATIVE 1

Prepare our students to deliver person-centered care in an integrated health care delivery system

Redesign our educational program to enhance student and patient experiences in the School of Dentistry Clinics

Identify learning environments to provide our predoctoral and postdoctoral students with experiences in integrated health care delivery

Strategic Imperative 2

Lead digital transformation of dental education and oral health care through creativity, innovation, and research

Evolving digital technology continues to drive innovations and improvements in education, health care, and the process of discovery. In education, these technologies have transformed content management and delivery, access to information, and student assessment. In dentistry, these technologies—electronic health records, diagnosis and imaging, and digital design and manufacturing—have the potential to increase efficiency and accuracy. These technologies are being rapidly adopted in patient care to facilitate workflow and interdisciplinary communication.

A school-wide robust technology architecture is paramount to successful outcomes of the proposed strategies. Such an architecture should provide access to patient information across the school's various constituent educational and patient care programs, and potentially with satellite clinics and partner sites. We expect that incorporation of these patient care technologies will translate into better educational experiences for all our pre-doctoral students, postdoctoral residents, and other clinical trainees.

The access to digital health information should also provide opportunities for research and scholarly activity. As our digital environment grows, we seek, in parallel, to support our faculty to exploit opportunities to develop sustainable research programs in all areas of our research portfolio.

For the School of Dentistry to become a leader in digital transformation, our faculty will be the frontrunners, collaborating with industry and other partners, to discover, innovate, and study such technologies and their applications in enhancing our education delivery and patient care.



Strategies

- **Implement a best-in-class digital architecture that provides access to and integrates a broad array of health information, including information from all disciplines at the School of Dentistry**

We expect that this “virtual patient” platform will facilitate interprofessional care, and improve efficiency, productivity, and effectiveness of patient care, while providing our predoctoral and postdoctoral students with positive experiences to prepare them to deliver person-centered health care.

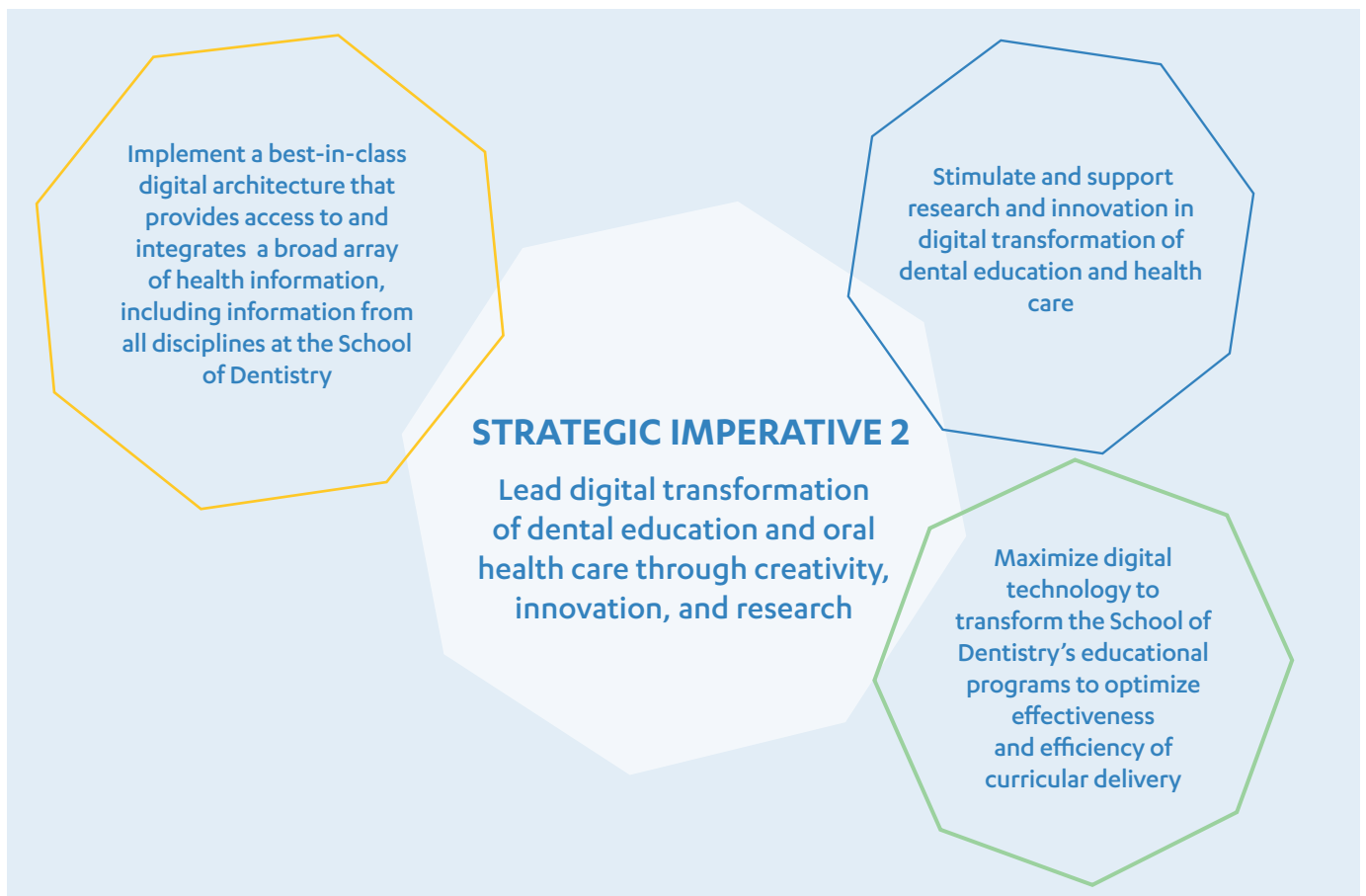
We seek to develop an architecture that integrates digital technology systems for patient records, practice management, imaging, design, and manufacturing.

- **Maximize digital technology to transform the School of Dentistry’s educational programs to optimize effectiveness and efficiency of curricular delivery**

We seek to develop a school-wide infrastructure that educates and supports our faculty in applying digital technologies to enhance all aspects of our educational programs. We anticipate that the implemented systems will facilitate creation, management, and delivery of digital content for education of all our constituents.

- **Stimulate and support research and innovation in digital transformation of dental education and health care**

We seek to create an environment that will drive our faculty to discover, study, and innovate digital technologies, and establish us as a leader in the transformation of digital dentistry.



Expand collaborations among faculty to increase faculty engagement and productivity, and to diversify the School's research portfolio

Increase clinical and translational research programs

STRATEGIC IMPERATIVE 3

Become the preeminent dental school that leads in scholarship, innovation, and research

Create an environment that values scholarship and innovation in teaching and learning, and health care





Strategic Imperative 4

Create a culture of openness, trust, and fairness, guided by our core values, leading to an inclusive environment of dialogue and engagement

The core of this imperative is to foster a vibrant organizational culture that shapes our attitudes and behaviors in wide-ranging ways. The School of Dentistry culture will reinforce our shared commitment to our core values, mission, and strategic goals, creating an atmosphere where all our constituents are valued for their contributions to our mission.

The School of Dentistry aspires to be a community where all faculty, staff, students, and patients have a sense of belonging, mutual respect, tolerance, and concern for the wellness, abilities, and potential of others. We desire that this culture be deeply ingrained into our daily actions and interactions. We believe that such an environment is fundamental to our overall success and fuels our path toward strategic goals in education, patient care, research, and service.

To grow these cultural attributes, our strategies are directed toward leadership alignment, organizational dialogues, professional growth, and personal well-being.

Strategies

- ***Cultivate organizational cultural attributes via awareness, learning, practice, and accountability***

The intent of this strategy is to build a framework to grow the behaviors, attitudes, and practices of our aspired culture. Via leadership alignment and organizational discussions, this strategy seeks to grow a positive vibrant culture through awareness, learning, practice, and accountability.

The framework will engage and support group leaders and managers at all levels to model cultural attributes, coach behaviors in their environments, and redirect attitudes, behaviors, and practices that are not aligned with our culture. Key to the framework are awareness and learning, via information and resources that address codes of conduct, attitudes and behaviors, organizational strategic initiatives and achievements, best practices, operating procedures, processes, etc.

The framework will also support organizational discussions at all levels to encourage a culture of engagement and productive dialogue. This includes avenues for awareness and accountability, for example, town hall meetings, focus groups, workgroup updates and reports, and conflict resolution teams. Key to this strategy are learning opportunities to cultivate productive habits in communication, and in interpersonal and professional interactions.

- ***Encourage an environment that values professional development and personal wellness across faculty, staff, and students***

The intent of this strategy is to incorporate professional development and personal wellness as vital elements that facilitate our cultural growth.

We promote professional development of faculty and staff to enhance our knowledge and skills, to increase our effectiveness and productivity, and to improve individual employee job satisfaction. Avenues for professional development include formal continuing education, campus-based programs for staff training, and informal team meetings and mentorship.

We promote wellness—physical, mental, emotional, and social—to positively impact individual confidence, productivity, interpersonal relationships, and morale. Opportunities for personal wellness for faculty, staff, and students include UCLA’s Healthy Campus Initiative as well as School of Dentistry-based initiatives.



Measuring Success

How we test our assumptions and determine impact

The strategic initiatives are directed toward creating the future of dental education by leading a digital transformation in oral health care and dental education, achieving preeminence in scholarship, innovation and research, and growing a positive vibrant culture.

Success Metrics

- A transformed, adaptive educational paradigm as evidenced by accelerated attainment of clinical competencies and ability to function in an integrated, interprofessional health care environment, with continued faculty development
- A recognized leader for digital integration across multiple platforms (patient care, education, and research), as evidenced by acclaim in scholarly reports, industry collaboration, and improved efficiency and effectiveness of patient care
- A recognized leader in research and scholarly activity, with a diverse portfolio, as evidenced by an increase in collaborative projects, scholarly productivity, and impact on health, health care, and education
- A positive vibrant culture where all constituents are valued contributors to our mission, as evidenced by interactive dialogue, collaboration, levels and networks of support systems, and improvements in satisfaction with our organizational environment
- A positive impact on our financial health as evidenced by increased research funding, numbers of patents, licensed technologies, industry and community partnerships, and stronger philanthropic support of our mission

Designing Our Future

As health care reform evolves, much of the health care system will likely shift its focus from disease management to disease prevention, health promotion, and well-being. To ensure the health of our citizens, this emerging system of care will require a greater emphasis on integration of health provider teams. By embracing this forward-thinking model of care, UCLA School of Dentistry is poised to lead the way in interprofessional education and high-value collaborative care. We are eager to reimagine what a leading dental school can be.

We are motivated to lead and transform how dentistry is taught and practiced



P E S I R E S C O L T H U M A S T R A T
EXCELLENCE
O P E A E A I S U L G
P P E R A E A B S T U L Y
L R E R C A R O S T I T U R E
E T T H H N A T A C U R E

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