



Strategic Plan 2013-2018



Improving Health through
Exceptional Academics,
Research, Social Commitment,
and Community Engagement



Approved by the Boonshoft School of Medicine
Executive Committee
August 1, 2013



1. EDUCATION GOAL

Advance learning experiences that prepare learners for the medicine of tomorrow.

Culture Statement: We value innovative, interdisciplinary, efficient, effective, mutually supportive, and collaborative education that broadly engages our student, academic, and surrounding communities.

Strategies	Planned Tactics
<p>Strategy A Expand and rethink educational options and methods to create highly proficient and intellectually curious professionals who can flexibly respond to the ongoing changes in health care.</p>	<p>Curricular areas</p> <ul style="list-style-type: none"> i. Make scientific inquiry, scholarly activity, and self-directed learning an integral part of the curriculum. ii. Make patient quality and safety part of the curriculum. iii. Increase opportunities for learning the business and political aspects of health care and medical education. iv. Offer longitudinal experiences, preferably with inter-professional teams across patient care settings. v. Integrate more foundational biomedical science information into clinical experiences. vi. Increase understanding of diversity and the global culture through integrated curricula and experiences. vii. Increase interdisciplinary, inter-professional and community-based education. <p>Education methods</p> <ul style="list-style-type: none"> viii. Continue to lead in the development and use of innovative active learning strategies, including simulation and creative assessments, for learners and faculty. ix. Move from more time-based toward more competency-based training—“milestones.” x. Use the latest technology to create highly competitive, cutting-edge learning experiences for all learners. <p>Number and types of programs:</p> <ul style="list-style-type: none"> xi. Enhance student mentoring, advising and support for their career planning with specific attention to both the knowns and unknowns of the future of health care, as well as personal and professional finances. xii. Increase the number of masters’ students, perhaps with new areas of concentration. xiii. Increase emphasis on creating future student and faculty leaders through educational efforts, provision of opportunities, and publically rewarding leadership. xiv. Improve our teaching of medical students in the effective use of electronic health records. xv. Enhance opportunities for Ph.D., pre- and post-doctoral training, including improved orientation and acculturation. <p>Tactics to consider We will investigate the feasibility and appropriateness of:</p> <ul style="list-style-type: none"> xvi. Marketing our well-known skills assessment and simulation training. xvii. Increasing the number of medical students. xviii. Creating new areas of concentrations or tracks for medical students, such as rural health. xix. increasing the number and type of dual-degree programs. xx. Building additional international programs.
<p>Strategy B Enhance education by routinely sharing information, pooling resources, learning together, and collaborating across faculty, staff, and all levels of students, disciplines, and departments.</p>	<ul style="list-style-type: none"> i. Use state-of-the art communication technologies to keep all constituents informed about the school and strategies to advance education, research, and patient care. ii. Enhance faculty development in innovative and inspiring teaching and learning at the bedside, both inside and outside the classroom.



2. RESEARCH GOAL

Advance the school's reputation for nationally recognized research.

Culture Statement: We value a spirit of inquiry and the scholarly pursuit of scientific knowledge to create the best health, medical education, and health care providers, and believe that advancing science requires both teams and partners.

Strategies	Planned Tactics
<p>Strategy A Increase and advance our research portfolio.</p>	<ul style="list-style-type: none"> i. Increase faculty success in research grant processes through faculty development, as well as grant administrative and mentoring support during the grant writing process. Example areas include: <ul style="list-style-type: none"> 1. Strengthening faculty skills in clinical trials research and multicenter clinical trials. 2. Undertaking more internal and potentially outside expert review of grant proposals prior to submission. 3. Improving faculty skills in mixed methods research, epidemiology, and biostatistics. ii. Cultivate and promote translational research by linking clinicians and scientists, and creating innovative funding opportunities and education specific to translational research. iii. Increase the dollars for competitive internal pilot grants. iv. Improve and update core facilities including equipment, software, and billing processes. v. Encourage departments to have department-specific, substantive research support, either internally or in partnership with others. vi. Further develop research incentive programs. vii. Foster our Clinical Trials Research Alliance, with more clinical trials involving more faculty. viii. Foster and expand our participation in Practice-Based Research Networks. ix. Actively feature ongoing and proposed research by Wright State and medical school researchers on our web site and through our newsletters and other communication avenues. x. Review and enhance efficiency of IRB processes as much as possible, particularly for translational research projects.
<p>Strategy B Create a larger interdisciplinary and more interactive research community.</p>	<ul style="list-style-type: none"> ii. Support research through development of more research incubator groups, competitive support for subject-oriented research retreats, and more cluster-type faculty hiring. ii. Proactively identify research projects, partners and funding opportunities, and disseminate the information to faculty. Current partners include groups such as Wright State Research Institute, Clinical Trials Research Alliance, Premier Health, Dayton Children's Hospital, VA Hospital, Wright-Patterson Air Force Base, corporations, community and national health-related organizations, as well as others. iii. Train faculty to assist students in completing mutually beneficial research projects. iv. Create ongoing formal opportunities for researchers to meet with clinicians, residents, students, and hospital administrators. v. Increase postdoctoral Ph.D. research positions.
<p>Strategy C Improve accessibility and availability of clinical data to enhance clinically relevant research.</p>	<ul style="list-style-type: none"> i. Collaborate with hospital and health system partners on their priorities—e.g. patient safety or best practices. ii. Collaborate with hospital and health system partners to encourage the development of research-friendly patient care databases. iii. Enhance use of electronic medical records and access to easy-to-use clinical data.



3. PATIENT CARE GOAL:

Prepare for and create the future of patient care.

Culture Statement: We value people of all types from diverse communities and will serve our patients with gratitude, professionalism, and overall clinical excellence in a way that advances the education of our students, residents, and faculty.

Strategies	Planned Tactics
<p>Strategy A Ensure that the medical school and WSP is the most recognized multi-specialty group in private and community-based regional health care delivery and the preeminent health care managers in Southwest Ohio.</p>	<ul style="list-style-type: none"> i. Create a user-friendly referral and tracking system internal to WSP. ii. Make the medical school and WSP the first choice employer for the best clinicians. iii. Strengthen relationships with Premier Health and other community partners. iv. Create a network of WSU/WSP patient-centered medical homes and a patient-centered medical neighborhood that could be part of an Accountable Care Organization. This will require improved data collection and analysis, strong collaborations between departments, targeted contracts, monitoring of the overall healthcare environment, and increased attention to primary care, specialty and provider mix. v. Develop alternative ways for people to access care—e.g. home visits and services provided by non-physician health professionals. vi. Develop mechanisms for seamless transitions for complex patients. vii. Identify and fill patient care gaps in innovative ways. viii. Incentivize those with WSU/WSP health care plan coverage to obtain their medical care from WSP. ix. Complete formal Wright State Physicians Strategic Planning process, to include enhancing financial success. x. Monitor and respond to the changing health care environment.
<p>Strategy B Create and/or improve access to patient medical records for clinicians.</p>	<ul style="list-style-type: none"> i. Explore capabilities of EPIC and Athena to generate population data. ii. Consider tapping information technology staff and students to develop programs to improve access to patient databases.
<p>Strategy C Stay on the forefront of medical communication technology.</p>	<ul style="list-style-type: none"> i. Improve patient access to health care providers through a central phone system, telemedicine, patient portals, etc. ii. Explore increasing interoperability among technological platforms. iii. Improve medical student access to and ability to use EHR patient information.
<p>Strategy D Investigate the feasibility of new areas of health care that can be financially successful.</p>	<ul style="list-style-type: none"> i. Evaluate the establishment of new alternative medicine practices or addition of more types and numbers of non-physician staff—e.g. more physical therapists and podiatrists. ii. Evaluate the potential to develop concierge practices, wellness programs, and centers for specific rare conditions within WSP.



4. COMMUNITY ENGAGEMENT GOAL

Strengthen community education, community partnerships, and academic partnerships.

Culture Statement: We value people, our medical school and WSU colleagues, and our partners as part of the broader community we serve. We wish to imbue our future generations of physicians and medical researchers with this same belief in the value of service and partnership

Strategies	Planned Tactics
<p>Strategy A Establish the medical school as a hub to meet the clinical, educational and research needs of a variety of organizations.</p>	<ul style="list-style-type: none"> i. Explore partnership opportunities with private business, government, public health departments, health-related associations and foundations, and community health providers on local, regional, state, and national levels. ii. Create learning opportunities (such as a “mini” medical school) for learners outside of the medical school—from the general public to area physicians looking for CMEs.
<p>Strategy B Enhance the medical school and WSP brands</p>	<ul style="list-style-type: none"> i. Become the go-to medical experts for the local media through quick accessibility and faculty media training. ii. Support community and health-related events—e.g. health fairs and races. iii. Encourage partners to increase prominence of the medical school, WSU, and WSP in their marketing materials, i.e., “co-branding.” iv. Issue press releases for awards, research publications, etc. v. Include stories from satisfied patients in various external communications.
<p>Strategy C Increase engagement of medical school faculty, staff, students, and alumni.</p>	<ul style="list-style-type: none"> i. Create more opportunities for faculty and physicians to network and socialize. ii. Develop closer relationships with volunteer faculty and alumni to foster networking, joint CME, recruitment, and development. iii. Leverage patient experiences with students—e.g. consider involving patients in the White Coat Ceremony or recording their stories. iv. Leverage state-of-the-art communication technologies to enhance engagement with our community.
<p>Strategy D Enhance relationships with area physicians and volunteer faculty</p>	<ul style="list-style-type: none"> i. Review and improve our methods for identifying, attracting, and rewarding our volunteer physicians. ii. Provide visible recognition to clinical sites that educate our students and residents.

5. RESOURCE GOAL

Maximize revenue sources and enhance the performance of our fundamental operations.

Culture Statement: We value free exchange of ideas to advance the best infrastructure possible, through financial management, smart policies, pursuit of external support, and having partnerships with our excellent staff, students, and faculty.



Strategies	Planned Tactics
<p>Strategy A Enhance skills and increase diversity broadly.</p>	<ul style="list-style-type: none"> i. Encourage faculty development at multiple levels, from formal mentoring relationships and groups, a master's level education program for master teachers, ongoing leadership training, and encouragement of faculty to participate in external development programs. ii. Increase diversity training to ensure understanding of the benefits of diversity, as well as how to accomplish the diversity of thought and types of individuals. iii. Explore opportunities to increase appropriate work-place flexibility.
<p>Strategy B Increase efficiency and enhance financial status.</p>	<ul style="list-style-type: none"> i. Improve internal procedures both in the medical school and WSP that could enhance financial status; reduce redundancy; and solicit staff and faculty input to identify areas of opportunity. ii. Investigate joint purchasing of office supplies. iii. Develop explicit mechanisms for a rotating internal investment fund for new initiatives. iv. Work with WSU to consider current cost recovery mechanisms for nongovernmental grants. v. Increase intellectual property development and marketing. vi. Increase transparency of the medical school's and WSP's data, including financial, clinical metrics, and quality outcomes of education/research and patient care.
<p>Strategy C Strengthen mechanisms that bring in new potential funding.</p>	<ul style="list-style-type: none"> i. Increase interaction with alumni and friends of the medical school, with development of an advisory leadership council for the medical school and more departmental-based interactions with alumni. ii. Consider sponsorships of student scholarships and/or faculty by nontraditional entities—e.g. businesses and hospitals. iii. Investigate participation in cooperative economic development programs targeted to State of Ohio business development funds. iv. Increase the understanding of faculty about the role of development and their role in our development efforts.