WSU Elson S. Floyd College of Medicine

2019-20
STRATEGIC & OPERATING PLAN
VISION
Washingtonians living longer, better.

MISSION
To solve problems in challenging health care environments across the state of Washington.

2019-20 OBJECTIVES
1. Increase community engagement across the state
2. Expand and refine processes and resources for all academic programs
3. Drive growth across all facets of the research enterprise
4. Continue expansion and implementation of statewide infrastructure
5. Establish and begin clinical care operations
6. Apply for and achieve accreditation for all academic programs and first GME program
STRATEGIES

OBJECTIVE
INCREASE COMMUNITY ENGAGEMENT ACROSS THE STATE

1. AFFILIATES AND PARTNERS
   a. Establish affiliates and partners relationship information management system
   b. Obtain sufficient clinical affiliates throughout the state to teach the MD program
   c. Holistically engage with our community partners by understanding their local health care ecosystem and jointly identify health care challenges, working towards solutions using college resources

2. DONOR DEVELOPMENT AND FUNDRAISING
   a. Achieve annual fund development target of $4M
   b. Engage with WSU Foundation to establish college position in the planned 10-year $2B campaign
   c. Develop near term high value corporate and private foundation donors

3. COMMUNICATIONS AND MARKETING
   a. Implement a comprehensive crisis communications plan
   b. Conduct a state-wide brand awareness and perception market research study
   c. Implement a marketing and advertising campaign
1. UNDERGRADUATE MEDICAL EDUCATION (UME)
   a. Develop Longitudinal Integrated Clerkship
   b. Develop year 4 curriculum
   c. Implement high fidelity simulation-based training program
   d. Years 1 & 2 assessment and evaluation program operational
   e. Years 3 & 4 A&E program operational

2. SPEECH AND HEARING SCIENCES
   a. Finalize and execute the interagency agreement between Eastern Washington University and Washington State University to operate the communication disorders clinic on the WSU Spokane campus
   b. Change to net tuition funding model to achieve sustainability

3. NUTRITION AND EXERCISE PHYSIOLOGY
   a. Change to net tuition funding model to achieve sustainability
   b. Establish new master’s degree program in exercise physiology

4. RECRUITING, ADMISSIONS AND INCLUSION
   a. Increase the number of mission fit candidates
   b. Increase diversity of candidate pipeline
   c. Decrease number of non-viable candidates
   d. Maximize residency match rate

5. STUDENT AFFAIRS
   a. Expand financial education resources including online modules
   b. Expand peer academic advising between classes
   c. Develop resources for transition to residencies
   d. Formalize and implement career advising program
OBJECTIVE

DRIVE GROWTH ACROSS ALL FACETS OF THE RESEARCH ENTERPRISE

1. RESEARCH PRODUCTIVITY
   a. Increase faculty salary coverage on grants and contracts
   b. Develop clinical and laboratory research space
   c. Finalize research relationship with BAVIHealth

2. RESEARCH ADMINISTRATION
   a. Complete Office of Sponsored Research staffing
   b. Improve post-award reporting

3. TENURE TRACK FACULTY
   a. Increase the number of tenure track research faculty
   b. Increase mentoring for tenure track faculty

4. COMMUNICATIONS AND FOUNDATION
   a. Develop new and diverse sources of funding to support “Drive to 25” research expansion
   b. Improve external communications around research
1. REGIONAL CAMPUSES  
a. All four College of Medicine education campuses fully staffed and operational

2. STUDENT SERVICES  
a. Expand community host program to include continued engagement between student and hosts in year 3 and year 4
b. Expand wellness programming across all four years of undergraduate medical education
c. Enhance notification system and support for summer experiences and other scholarship programs

d. Explore and implement technology innovations in health care, medical education, and scholarly projects

4. BUSINESS SERVICES  
a. Implement College of Medicine component of Workday ERP system
b. Explore integration of Business Services and Research financial systems

5. COMPLIANCE  
a. Comprehensive compliance program implemented
b. CoI program implemented
c. HIPAA program implemented

6. FACULTY AFFAIRS  
a. Office of Faculty Affairs established and staffed
b. Comprehensive faculty workload model in place
c. Faculty development program in place
OBJECTIVE

ESTABLISH AND BEGIN CLINICAL CARE OPERATIONS

1. BAVIHEALTH
   a. Incorporate BAVIHealth
   b. Establish operating agreements
   c. Achieve not for profit / charitable status
   d. Begin operations

2. MOBILE HEALTH
   a. Mobile unit online for education and patient care
OBJECTIVE

APPLY FOR AND ACHIEVE ACCREDITATION FOR ALL ACADEMIC PROGRAMS AND FIRST GME PROGRAM

1. LCME ACCREDITATION  
   a. Achieve provisional accreditation

2. HEALTH SCIENCE DEGREE PROGRAM ACCREDITATION  
   a. SHS accreditation renewal
   b. NEP accreditation renewal

3. GRADUATE MEDICAL EDUCATION (GME)  
   a. Apply for and achieve institutional accreditation
   b. Apply for and achieve first internal medicine program accreditation

4. CONTINUING MEDICAL EDUCATION (CME)  
   a. Apply for and achieve institutional accreditation to offer CME

5. CONTINUOUS QUALITY LEADERSHIP (CQL)  
   a. Fully implement standards-based continuous quality leadership program