WSU Elson S. Floyd College of Medicine

2020-21
STRATEGIC & OPERATING PLAN

Elson S. Floyd
College of Medicine

WASHINGTON STATE UNIVERSITY

VISION

Washingtonians living longer, better.

MISSION

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

2020-21 OBJECTIVES

1. Engage communities and partners across the state.

2. Expand and refine degree offerings, processes and resources across academic programs.

3. Drive growth across all facets of the research enterprise.

4. Continue expansion and implementation of statewide physical and cultural infrastructure.

5. Expand interprofessional clinical care operations.

6. Achieve full LCME accreditation.

7. Achieve GME and CME program accreditation and expand GME capacity.

STRATEGIES

OBJECTIVE

ENGAGE COMMUNITIES AND PARTNERS ACROSS THE STATE

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

2. **DONOR DEVELOPMENT AND FUNDRAISING**
   a. Achieve annual fund development target
   b. Engage with WSU Foundation to establish college goal of $168,500,000 in the planned 10-year $2B campaign

3. **COMMUNICATIONS AND MARKETING**
   a. Conduct a statewide College of Medicine brand awareness and perception market research study
   b. Implement a brand awareness marketing and advertising campaign
   c. Develop a comprehensive inaugural graduation campaign to create awareness and build rapport with communities and legislators
   d. Leverage key initiatives to build the College of Medicine's reputation, generate greater awareness, and incite community engagement

4. CLINICAL CAMPUSES

    a. Further develop regional partnerships for medical student clinical education, building new relationships and strengthening existing relationships

    b. Build presence in the clinical campus communities through engagement with community groups (schools, volunteer organizations, etc.)

    c. Engage with WSU campus in aspirational planning for program development involving the College of Medicine

    d. Develop clinical capacity across the state

OBJECTIVE

EXPAND AND REFINE DEGREE OFFERINGS, PROCESSES AND RESOURCES ACROSS ACADEMIC PROGRAMS

1. **UNDERGRADUATE MEDICAL EDUCATION (UME)**
   a. Revise and improve Longitudinal Integrated Clerkship based on program performance data
   b. Implement the fourth year of the MD program
   c. Develop distributed clinical skills training and assessment model
   d. Evaluate alignment of guiding MD program principles with curriculum
   e. Expand framework for rural training across all years of MD program
   f. 1st and 2nd year assessment and evaluation program
   g. 3rd and 4th year assessment and evaluation program
   h. Continue full build-out of the VCC
   i. Deliver 4 years of undergraduate medical education simultaneously
   j. Develop and implement learn-in-place modalities of medical education
   k. Graduate first cohort of students with future career plan in place at time of graduation
   l. Integrate foundational science learning with clinical learning in pre-clerkship curriculum

2. **DEPT. OF SPEECH AND HEARING SCIENCES**
   a. Change to hybrid PBL/net tuition funding model to achieve sustainability
   b. Establish a PhD program in SHS offered as one of the multidisciplinary and interdisciplinary concentrations in the college's proposed PhD graduate program
   c. Offer and assess a new curricular component in evidence-based practice for first year graduate students

3. **DEPT. OF NUTRITION AND EXERCISE PHYSIOLOGY**
   a. Establish new MS CEP NEP degree program
   b. Secure BS NEP accreditation

4. ADMISSIONS AND RECRUITING
    a. Develop a webinar series
    b. Create a communication strategy for accepted applicants and waitlisted applicants
    c. Institute a virtual interview season

5. STUDENT AFFAIRS
    a. Implement an effective Student Affairs presentation for the admissions virtual interview season
    b. Expand peer academic advising between classes
    c. Develop resources for transition to residencies

6. HEALTHCARE LEADERSHIP
    a. Re-envision LMH
    b. Create and deliver annual leadership training plan
    c. Create an operational Masters in Healthcare Leadership
    d. Create an external-facing healthcare leadership consulting service center

7. DIVERSITY AND INCLUSION
    a. Increase diversity of candidate pipeline
    b. Develop and implement a 3-year comprehensive and sustainable strategic diversity plan for college aligned with WSU and college strategic plans
    c. Collaborate with Communications and Marketing to include Diversity and Inclusion (Health Equity and Inclusion) as an objective in the 2021-22 College Strategic Plan

Elson S. Floyd College of Medicine
WASHINGTON STATE UNIVERSITY

DRIVE GROWTH ACROSS ALL FACETS OF THE RESEARCH ENTERPRISE

1. RESEARCH PRODUCTIVITY

    a. Maintain research capacity in face of COVID-19 pandemic

    b. Develop clinical and laboratory research space

    c. Support research relationship with Range Health

    d. Establish Center for Interprofessional Health Education Research and Scholarship (CIPHERS)

2. RESEARCH ADMINISTRATION

    a. Increase capacity to submit and manage grants and contracts

3. TENURE TRACK FACULTY

    a. Increase the number of tenure track research faculty

4. COMMUNICATIONS AND FOUNDATION

    a. Fill communications and development positions

5. GRADUATE PROGRAMMING

    a. Develop PhD programming

Elson S. Floyd College of Medicine
WASHINGTON STATE UNIVERSITY

CONTINUE EXPANSION AND IMPLEMENTATION OF STATEWIDE PHYSICAL AND CULTURAL INFRASTRUCTURE

1. CLINICAL CAMPUSES

   a. Ensure comparability of facilities and student experience across all sites

2. STUDENT SERVICES

   a. Expand community host program to include continued engagement between student and hosts in years 3 and 4

   b. Continue building student resources

3. TECHNOLOGY SYSTEMS

   a. Continuous quality improvement for technology user experience

   b. Implement effective technology and processes that support operational and strategic goals by utilizing cost effective and best in class technology solutions

   c. Explore and implement technology innovations in healthcare, medical education, and scholarly projects

   d. Communicate and create awareness of Med IT scope of services

4. BUSINESS SERVICES

   a. Implement College of Medicine component of Workday ERP system

   b. Foster a customer centric culture of excellence that improves process effectiveness, communications, and the overall quality of our products and services

5. COMPLIANCE

   a. Build out auditing infrastructure

   b. Expand compliance engagement across the college and university

6. DIVERSITY AND INCLUSION

    a.   Develop infrastructure to collect data needed to support Diversity & Inclusion and excellence in talent acquisition across the college

7. FACULTY AFFAIRS

    a.   Comprehensive faculty workload model in place

    b.   Faculty development program in place

8. CULTURE

    a.   Co-create best-in-class organizational culture

9. CAPITAL

    a.   Consolidate college administration and operations into a single collaborative facility

    b.   Expand capacity to do foundational science and clinical research (HSB II)

    c.   Expand capacity for interprofessional simulation-based training

    d.   Create capacity for clinical skills education at each campus due to COVID-19/Learn in Place model

OBJECTIVE

EXPAND INTERPROFESSIONAL CLINICAL CARE OPERATIONS

1. RANGE HEALTH
    a. Establish Range Health
    b. Establish operating agreements
    c. Begin operations

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

OBJECTIVE

ACHIEVE FULL LCME ACCREDITATION

1. **LCME ACCREDITATION**
    a. Achieve full accreditation

2. **CONTINUOUS QUALITY LEADERSHIP (CQL)**
    a. Standards-based Continuous Quality Leadership Program

O B J E C T I V E

ACHIEVE GME AND CME PROGRAM ACCREDITATION AND EXPAND GME CAPACITY

1. GME

a. Recruit and hire GME positions

b. Apply for and receive accreditation for internal medicine residency program in Everett

c. Apply for and receive accreditation for family medicine program in Pullman

2. CME

a. Apply for and achieve institutional accreditation to offer CME