



# 2014-2020 Strategic Plan – Year 4

**Mission**  
Pacific Northwest University of Health Sciences educates and trains health care professionals emphasizing service among rural and medically underserved communities throughout the Northwest

**Vision**  
Continually improving the availability and quality of health care for those we serve

- Core Themes**
- 1 Academic Success
  - 2 Health Care Professionals for the Rural and Medically Underserved of the NW
  - 3 Service to Community

## Priorities

## Goals

## Objectives

## Indicators of Success

Priority 1: Position PNWU for Complementary Programs

Goal 1: Achieve Regional Accreditation	Obj. A: Successful Year 1 Candidacy Report and site visit	___ Substantially meet NWCCU Standards (80% or more) ___ Receive two or more commendations from NWCCU
Goal 3: Advance Comprehensive Development Program to Support University Growth and Enhance Mission Attainment	Obj. A: Launch comprehensive campaign	___ Comprehensive case statement and plan document finalized ___ Complete soft launch and silent phase of campaign ___ Raise \$4,000,000
	Obj. B: Elevate development program	___ Documented procedures ___ Develop engagement baseline
	Obj. C: Expand development efforts in PNWU regional sites	___ Develop baseline for engagement ___ Increase giving totals from AY '17 in identified sites
Goal 4: Create and Implement Health Education Approaches That Meet the Needs of Today's Learners and Prepares Them for the Health Care Delivery Models of the Future	Obj. A: Evaluate alternative and emerging models and best practices	___
	Obj. B: Provide educational opportunities regarding current and emerging approaches/best-practices for various University constituents	___
	Obj. C: Augment and enhance simulation lab to serve regional needs	___ Installation of learning management solution with subsequent staff training ___ Official certification granted by AHA for PNWU as a training center ___ Publish or present results from one simulation-based research project
Goal 5: Partner with Other Higher Ed. Institutions to Provide IPE	Obj. A: Provide ongoing support to the YVIEPC, creating a sustainable model for future interprofessional collaborative groups and laying foundation for a future PNWU-based interprofessional institute	___ YVIEPC's strategic plan objectives for AY '18 implemented ___ IPE institute planning framework finalized and approved
	Obj. B: Continue to support and promote interprofessional practice and education (IPE) activities and the YVIEPC	___ Survey to evaluate IPE/YVIEPC activities and events and baseline established ___ Two IPE/YVIEPC-related presentations made ___ Two IPE/YVIEPC-related articles submitted
	Obj. C: Develop a model interprofessional curriculum based on the YVIEPC's core competencies for IPE	___ IPE curriculum map developed for each YVIEPC participating programs ___ Model IPE curriculum developed and disseminated to the YVIEPC programs ___ HRSA grant curricular and assessment tools and activities integrated into model IPE curriculum ___ Certificate/recognition of students' IPE accomplishments implemented
	Obj. D: Create a faculty development program to enhance interprofessional practice and education across the YVIEPC	___ Data obtained to document T3 faculty development participants' increase awareness and understanding of the rationale for IPE and collaborative practice
Goal 6: Advance Operations to Support University Growth	Obj. A: Research, assess, and recommend an organizational development approach to prepare for future growth of PNWU	___ Proposal for budget consideration regarding systematic approach to organizational development (Dec '17)
	Obj. B: Define alternatives to space limitations to minimize further investments in physical facility expansion until completion of new Innovative Health Care Learning Center	___ Improved/increased utilization of telework policy

Priority 2: Strengthen and Advance the COM

Goal 1: Enhance Academic Success	Obj. A: Provide professional development to enhance educator effectiveness	___ Faculty development director hired no later than Jan 1, 2018 ___ Faculty development included in DM and faculty contracts ___ Faculty development program implemented by June 2018
	Obj. B: Standardize processes for curriculum assessment	___ Published Wiki page with curriculum and assessment procedures ___ Distribution of curriculum map to faculty ___ List of curricular opportunities from regional assistant deans for annual consideration
	Obj. C: Enhance student support strategies for academic success	___ Maintain or improve student satisfaction with tutoring/support services as reported in the Annual Satisfaction Survey ___ Reduce number of students receiving letters of academic warning
Goal 2: Develop Robust, Effective Alumni Program	Obj. A: Formalize structure, function, and culture of Alumni Association	___ Charter, bylaws, and officers in place
	Obj. B: Grow and/or enhance relationships among alumni and with the University	___ Accurate residency, fellowship, practice, and bio demographics information ___ Increase number of alumni participating in engagement opportunities
	Obj. C: Develop Alumni communications plan	___ Update Alumni website ___ Establish communication measures and targets based on analytics
Goal 3: Increase Capacity by Adding Depth at Clinical Training Sites	Obj. A: Increase number of master preceptors	___ Master preceptors in disciplines of greatest need
	Obj. B: Train physicians and office staff in PNWU-COM model of precepting	___ All regional assist deans and regional site admins trained as trainers ___ Preceptor training schedule in place for AY '19
	Obj. C: Expand curriculum specific to medical scribing and EMR/HER to assist with PNWU Efficient Practice Model for Precepting	___ Increased number of preceptors with medical student as scribe training ___ Increased number of students scribing during rotations ___ Increased number of institutions with medical students as scribes policy
	Obj. D: Increased participation by existing preceptors and recruit physicians to precept in areas of greatest rotation needs	___ Preceptors in all core rotations in all sites ___ Reduced number of times student rotate outside assigned site ___ Capacity for sharing of rotations with other COMs
	Obj. E: Enhance awareness of PNWU in Csuites of strategic institutions	___ Previously resistant organizations now willing to meet and collaborate ___ Increase inpatient rotation opportunities ___ Increased research opportunities
Goal 4: Increase GME Opportunities in NW	Obj. A: Work with state and federal legislators and agencies that impact GME	___ Two new or revised statutes or programs in PNWU's region by June 2020
	Obj. B: Work with communities and partners in GME development to expand GME, particularly in rural and medically underserved areas of the NW	___ All affiliated GME programs have ACGME accreditation by 2020 ___ 50% of FMRN residency programs will achieve ACGME Osteopathic Recognition by June 2020
	Obj. C: Become an academic affiliate for GME programs in the PNWU region	___ PNWU identified as academic affiliate for 50% of FMRN residency programs by June 2020

Priority 3: Become an Academic Leader in NW Communities

Goal 1: Develop and Expand Innovative Scholarly Activity Programs that Align with Mission and Address Needs from Local to Global	Obj. A: Develop and implement a systematic integration of research across the curriculum and throughout the four-year DO program	___ Increase student participation and productivity in scholarly activity
	Obj. B: Identify, expand, and engage a robust base of active research faculty	___ Increased contracted time for scholarly activity ___ Increased faculty participation in scholarly activity ___ Increased number of designated research professors
	Obj. C: Partner with existing and new organizations to enhance research partnerships and experiences	___ Increased number of collaborations ___ Increased faculty and student participation and productivity in regional scholarly activity
	Obj. D: Provide necessary support staff to build and maintain scholarly activity	___ IRB coordinator hired by Jan 1, 2018
Goal 2: Expand Recognition and Visibility of PNWU	Obj. A: Coordinate communications and marketing specific to each of PNWU's five-state regions	___ Increased reach of social media overall and by site ___ Increased distribution of PNWU-related content
	Obj. B: Provide communication and marketing services for comprehensive campaign	___ Materials produced on time and tailored to specific purpose
	Obj. C: Establish framework for local community interactions	___ Define expectations within units/positions for community interactions
	Obj. D: Establish and manage major PNWU-branded community involvement/service partnership	___ Signed partnership agreement ___ Identify the growth of shared social media communication with partners
Goal 3: Act as a Facilitator for Developing New Health Care Solutions	Obj. A: Expand annual event to address regional and national health care/education issues impacting Yakima and PNWU sites	___ 150 participants with half from outside Yakima ___ Overall participant satisfaction with event over 80%
	Obj. B: Develop models by which PNWU effectively collaborates with ACH organizations to impact local health indicators	___ Secure state and federal dollars to be used for programming that positively impacts high priority local health indicators/needs

NOTE: Goals and objectives met in previous years do not appear in this Year 4 Plan.