

# Pacific Northwest University of Health Sciences Strategic Plan 2014-2020

## Year 5 Plan

July 1, 2018 – June 30, 2019

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## 2014-2020 Strategic Plan, Year 5

The Year 5 Plan of the 2014-2020 PNWU Strategic Plan is the continuation of and commitment to the priorities developed by the PNWU Board of Trustees in 2013. By design, the annual plans are dynamic, building on the goals and objectives met in the previous years of the plan and adding elements identified through the annual strategic plan review. Through that annual review, a new annual plan is developed and objectives assigned to the individual most suited to shepherd the objective to fruition.

A number of additional factors came into play in the development of this Year 5 Plan. (1) The PNWU 2014-2020 Strategic Plan was in large part developed around accreditation occurring in 2020. Achieving regional accreditation two years ahead of schedule provides for reorganization and reprioritizing of strategies and activities. (2) The College of Osteopathic Medicine has developed its own strategic plan—necessary for COM reaccreditation per the new Commission on Osteopathic College Accreditation (COCA) standards. (3) Factors 1 and 2 would typically trigger development of a new multiyear strategic plan; however, the president plays a vital role in development of a strategic plan. With Dr. Watson’s retirement, it is prudent to postpone the full strategic planning process until his successor is fully oriented and engaged. Thus, this Year 5 Plan is a bridge between the University’s status as a single-program institution and the next long-term strategic plan as an accredited University.

### Year 5 Implementation Team

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## Overview of the 2014-2020 PNWU Strategic Plan, Year 5

Mission + Vision	Priorities	Goals
<p><b>Mission</b></p> <p>Pacific Northwest University of Health Sciences educates and trains health care professionals emphasizing service among rural and medically underserved communities throughout the Northwest.</p> <p><b>Vision</b></p> <p>Continually improving the availability and quality of health care for those we serve.</p>	<p>1</p> <p>Position PNWU for Complementary Programs</p>	<ol style="list-style-type: none"> <li>1. Achieve Programmatic Accreditation for Additional Health Care Professional Programs <a href="#">Revised from Year 4</a></li> <li>2. Complete Campus Master Plan <a href="#">Accomplished Year 1</a></li> <li>3. Advance Comprehensive Development Program to Support University Growth and Enhance Mission Attainment</li> <li>4. Create and Implement Health Care Education Approaches that Meet the Need of Today's Learners and Prepares them for Health Care Delivery Models of Tomorrow</li> <li>5. Advance Operations and Infrastructure to Support University Growth</li> </ol>
	<p>2</p> <p>Strengthen and Advance the COM (<a href="#">COM Strategic Plan</a>)</p>	<ol style="list-style-type: none"> <li>1. Prepare Mission-Centric Osteopathic Physicians</li> <li>2. Promote Continual Improvement of the COM</li> <li>3. Cultivate Partnerships that Advance the Mission of the COM and Contribute to the Health and Education of Communities</li> <li>4. Promote the Distinctive Value and Tenets of Osteopathic Medicine</li> </ol>
	<p>3</p> <p>Become an Academic Leader in NW Communities</p>	<ol style="list-style-type: none"> <li>1. Develop and Expand Innovative Scholarly Activity Programs that Align with Mission and Address Needs from Local to Global</li> <li>2. Expand Recognition and Visibility of PNWU</li> <li>3. Expand Existing and Develop New Partnerships that Advance Team-Based Health Care and Provide for Mutually Beneficial Health Care Education Models <a href="#">NEW</a></li> </ol>

## Priority 1: Position PNWU for Complementary Programs

As a university of health sciences, PNWU seeks to expand graduate level educational opportunities that align with PNWU's mission and vision. Such programs must embrace the philosophy that a person is a unit of mind, body, and spirit; the body is capable of self-regulation, self-healing, and health maintenance; and structure and function are reciprocally interrelated.

The Affordable Care Act, advances in medical technology, and the collective social conscience play important roles in the ever-changing health care landscape. PNWU will stay informed and contribute to these and other evolving frontiers in order to respond with graduate level health care programs that are both necessary and feasible.

### Goal 1: Achieve Programmatic Accreditation for Additional Health Care Professional Programs Revised from Year 4

With regional accreditation attained, PNWU will pursue programmatic accreditation in critically needed and in alignment with the University mission.

#### Objective A: Receive preliminary authorization/accreditation for next program – E. Bilsky

##### Year 5 Planned Activities/Strategies:

- Prepare and conduct presentation to constituent groups regarding possible complementary programs
- Obtain board approval to proceed with next program(s)
- Initiate search process for program director(s)
- Complete and submit necessary applications for authorization/approval from external agencies

Indicator(s) of Success
Approval from Board of Trustees
Meet necessary criteria for authorization from the Washington Student Achievement Council (WSAC)

### Goal 2: Complete Campus Master Plan Accomplished Year 1

### Goal 3: Advance Comprehensive Development Program to Support University Growth and Enhance Mission Attainment

PNWU's comprehensive development program successfully engages constituents in meaningful ways to advance the mission and vision of the University. It is vital to inspiring investment in academic facilities, programs, and student support. The development program accelerates new program development, strengthens the COM, and positions PNWU to be the leader in health care education, focused on the needs of rural and medically underserved populations.

**Objective A: Advance the comprehensive campaign – M. Erickson**

Year 5 Planned Activities/Strategies:

- Complete Advancement phase of the campaign
- Launch Leadership & major gift phase of the campaign

Indicator(s) of Success
Leadership volunteers engaged (board and community)
\$4 million+ in support raised

**Objective B: Elevate development program effectiveness – M. Erickson**

Year 5 Planned Activities/Strategies:

- Mature the metrics driven major gift program
- Develop the annual giving program
- Grow the planned giving program
- Develop the foundations and corporations relations program
- Engage through the stewardship and development events program
- Strengthen the advancement services program

Indicator(s) of Success
Increased metrics of donor engagement (giving, volunteering, attending)

**Objective C: Expand development efforts in PNWU regional areas– M. Erickson**

Year 5 Planned Activities/Strategies:

- Launch a regional engagement program (REP)
- Collaborate with regional CE program, students, alumni, donors, and foundations

Indicator(s) of Success
Baseline metrics for REP are measured (giving, volunteering, attending)
3 -4 focused regional areas have functioning REP networks

**Goal 4: Create and Implement Health Care Education Approaches That Meet the Needs of Today’s Learners and Prepares them for the Health Care Delivery Models of Tomorrow**

The diminishing desire for place-based education, changing student demographics, and financial constraints have combined to create an atmosphere that requires new higher education models. PNWU seeks to increase value for current and potential students through models that meet their learning, employment, and financial expectations.

**Objective A: Evaluate alternative and emerging models and best practices – R. Sorrells**

Year 5 Planned Activities/Strategies:

- Create ad hoc committee of the COM curriculum committee and include representation from Technology Services, IPE, Simulation, Operations/Facilities as well as those outside PNWU with experience in other modes of education delivery with a purpose to:
  - Investigate alternative, emerging, non-traditional education models/practices
  - Explore emerging educational technologies
  - Evaluate models/practices regarding their ability to meet the learning, employment, physical, technology, and financial expectations of students and PNWU
  - Develop mechanism to introduce and test models/practices determined to have the highest potential for effective outcomes

Indicator(s) of Success
Report from committee regarding alternative and emerging models

**Objective B: Augment and enhance the simulation lab to serve regional site needs<sup>1</sup> – L. Munoz**

Year 4 Planned Activities/Strategies:

- Perform needs assessment for clinical education department
- Develop a plan to address needs aligned with strategic plan

Indicator(s) of Success
Identify key needs for regional sites
Develop strategic plan that encompasses regional site needs along with other stakeholders

**Goal 5: Advance Operations and Infrastructure to Support University Growth**

Infrastructure support provides the framework necessary to accommodate the growth of the University. Imbedded process improvement systems and procedures allow for continuous improvement and adaptability to evolving educational models that are responding to the changing health care delivery environment.

**Objective A: Implement organizational development approaches that prepare PNWU for growth – E. Murphy**

Year 5 Activities/Strategies:

- HR strategic plan to make PNWU the employer of choice. Focus:
  - Compensation
  - Total rewards and benefit review
  - Performance management
  - Learning and development

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<sup>1</sup> See also Priority 3, Goal 3, Objective C

- Operationalize framework elements such as compliance program, policy management, and imbedded process improvement
- Develop institution-wide campaign to increase efficiencies and effectiveness

Indicator(s) of Success
Compensation structure finalized and implemented
HR master plan

**Objective B: Reconsider Campus Master Plan as Facilities Master Plan – F. Alvarez**

Year 5 Planned Activities/Strategies:

- Revise the role of the director of facilities to incorporate greater administrative oversight and accountability
- Hire director of facilities
- Complete assessment of physical buildings for preventative maintenance and resource planning

Indicator(s) of Success
Draft a five-year facilities master plan to include useful life of key building components and outlines preparation for future physical and financial building needs

**Objective C: Plan for University Advancement – R. Sutton**

Year 5 Planned Activities/Strategies:

- Analyze Advancement Office structures at institutions of similar size and type
- Gap analysis regarding PNWU Advancement Office
- SWOT for Advancement Office

Indicator(s) of Success
Create proposal with case statement for Advancement Office

**Priority 2: Strengthen and Advance the COM**

The College of Osteopathic Medicine aspires to be a premier school of osteopathic medicine recognized for exemplary training of students in rural and medically underserved communities of the Northwest, whose graduates practice in rural, medically underserved, and northwest locations. With over 30 new US medical schools since 2005, PNWU-COM must build on its reputation of excellence to continue to attract the most qualified and dedicated students and faculty.

In this transitional year, the COM has developed a separate strategic plan aligned with the original priority established by the trustees in 2013. The diagram that follows shows how the goals and objectives from the Year 4 Plan continue within the COM Strategic Plan.

**PNWU Strategic Plan Priority 2: Strengthen and Enhance the COM Year 4 Plan**

**Goal 1: Enhance Academic Success**

- Objective A: Provide professional development to enhance educator effectiveness
- Objective B: Standardize processes for curriculum and assessment
- Objective C: Enhance student support strategies for academic success

**Goal 2: Develop Robust, Effective Alumni Program**

- Objective A: Formalize structure, function, and culture of Alumni Association
- Objective B: Grow and/or enhance relationships among alumni and with the University
- Objective C: Develop Alumni communications plan

**Goal 3: Increase Capacity by Adding Depth at Clinical Training Sites**

- Objective A: Increase number of master preceptors
- Objective B: Train physicians and office staff in PNWU-COM model of precepting
- Objective C: Expand curriculum specific to medical scribing and EMR/EHR to assist with PNWU Efficient Practice Model for Precepting
- Objective D: Increase participation by existing preceptors and recruit physicians to precept in areas of greatest rotation needs
- Objective E: Enhance awareness of PNWU in C suites of strategic institutions

**Goal 4: Develop and Support Graduate Medical Education (GME) in the Northwest**

- Objective A: Work with state and federal legislators and agencies that impact GME
- Objective B: Work with communities and GME development partners to expand GME, particularly in rural and medically underserved areas of the NW
- Objective C: Become an academic affiliate for GME programs in the PNWU region

**PNWU-COM Strategic Plan-NEW**

**Priority 1: Prepare Mission-Centric Osteopathic Physicians**

- Goal 1. Deliver a uniformly outstanding educational experience across the continuum
- Goal 2. Use current and emerging technologies and approaches to enhance instruction, learning, and assessment across the curriculum
- Goal 3. Provide support services for learner well-being and professional success
- Goal 4. Address the burden of student debt

**Priority 2: Promote Continual Improvement of the COM**

- Goal 1. Adopt best practices and build systems to simplify, standardize, and sustain operational excellence
- Goal 2. Enhance feedback process for quality assurance and improvement

**Priority 3: Cultivate Partnerships that Advance the Mission of the COM and Contribute to the Health and Education of Communities**

- Goal 1. Build alumni relations
- Goal 2. Strengthen role as academic affiliate with residency partners
- Goal 3. Facilitate support of graduate medical education
- Goal 4. Expand master preceptor model
- Goal 5. Develop a cohesive community outreach program
- Goal 6. Increase interprofessional interactions

**Priority 4: Promote the Distinctive Value and Tenets of Osteopathic Medicine**

- Goal 1. Support and promote scholarship in osteopathic medicine
- Goal 2. Increase the depth and breadth of osteopathic education within GME and CME
- Goal 3. Define and market PNWU-COM's niche/distinctiveness
- Goal 4. Increase visibility of osteopathic medicine in the NW

### **Priority 3: Become an Academic Leader in NW Communities**

For PNWU, academic leadership is creating open spaces where knowledge is co-constructed by communities and academics working together. It is fundamentally about having an opportunity to touch lives, and to foster differing ways of looking at the world and engaging it. As PNWU embraces its place in the Northwest, it too seeks to expand its role in academic leadership.

#### **Goal 1: Develop and Expand Innovative Scholarly Activity Programs that Align with Mission and Address Needs from Local to Global**

Scholarly activity is not only critical to the economic and social development of society; it is also critical to the mission of PNWU. Serving the rural and medically underserved communities throughout the Northwest necessitates a better understanding of the causes of medical conditions among and within those communities and how best to deliver health services to those communities. An approach to scholarly activity that provides for innovation from local to global attracts and retains outstanding students and faculty, and allows for inquiry and discovery to benefit all.

**Objective A: Support faculty recruitment, hiring, evaluation, and retention practices that promote scholarly activity as an integral and vital component of University norms and expectations – M. McCarroll**

Year 5 Planned Activities/Strategies:

- Work with HR to integrate scholarly activity into recruitment, hiring, evaluation and retention of faculty
- Work with department chairs to integrate scholarly activity into recruitment, hiring, evaluation and retention of faculty
- Develop and implement a SOP for measuring scholarly activity productivity to be used by department chairs for evaluation

<b>Indicator(s) of Success</b>
Faculty evaluation scholarly activity productivity component aligned with contract and promotion expectations

**Objective B: Further develop mechanism/systems to capture scholarly work – M. McCarroll**

Year 5 Planned Activities/Strategies:

- Define scholarly activity based on standards from the COCA and other external entities
- Use DM, Raiser's Edge, IRB Manager, and REDCap to full capability for capturing scholarly activity
  - Develop SOPs for using above databases
- Find ways to integrate reminders regarding documenting scholarly activity

Indicator(s) of Success
Improved and reliable metric for scholarly activity productivity
Fewer quality assurance checkpoints needed

**Objective C: Support and elevate emerging and successful areas of scholarly activity that align with PNWU’s mission - M. McCarroll**

Year 5 Planned Activities/Strategies:

- Provide targeted SEED funding to focus areas to enhance success
- Provide OSA support staff and dedicated space for emerging areas

Indicator(s) of Success
Increase number of reported scholarly activity products in the areas of grants, presentations, peer-reviewed publications, and other scholarly works reported

## **Goal 2: Expand Recognition and Visibility of PNWU**

Increasing awareness of PNWU’s academic success, collaborative endeavors, and service to Northwest communities will create a long-term position within the health sciences education arena and continue to attract the type of student, donor, employee, and partner necessary for mission fulfillment.

**Objective A: Enhance methods to gather and publish stories resulting from academic success, scholarly activity, and service to community – D. O’Driscoll**

Year 5 Planned Activities/Strategies:

- Town Pride Facebook campaign
- Focus efforts of intern toward community outreach
- Create and place stories (e.g. preceptor, alumni, research, service) in regional media outlets

Indicator(s) of Success
Implemented Facebook Campaign
Number of stories/articles regarding academic success, scholarly activity, and service exceed publications of other types

**Objective B: Encourage and support student, faculty, and staff involvement with professional and community-based associations/organizations – B. Sutton**

Year 5 Planned Activities/Strategies:

- Supervisors imbed regular discussion about involvement with professional and community-based organizations in unit meetings
- Regular reminders about updating DM

**Indicator(s) of Success**

Increase in DM measures for engagement in health and education professional membership organizations.

**Objective C: Grow presence at feeder colleges through expanded participation and use of technology – L. Hunter**

Year 5 Planned Activities/Strategies:

- Increase coordinated participation by alumni, faculty, administration, and interprofessional partners at recruitment events
  - Use robots at recruitment events as examples of telehealth
- PR about PNWU grads to the feeder college from which they came
- Work closely with feeder colleges on pre-professional entry degrees and articulation possibilities
- Virtual interview day through Facebook live

**Indicator(s) of Success**

Three feeder colleges with articulation agreements

One to three coordinated recruitment events

**Objective D: Develop strategic long-term community outreach/involvement plan – D. O’Driscoll**

Year 5 Planned Activities/Strategies:

- Inventory type and level of outreach/involvement at each regional site
- Establish structure (i.e., office, position, or responsibilities for existing office) to coordinate community outreach and involvement

**Indicator(s) of Success**

Elevate to budget position in AY '20

**Goal 3: Expand Existing and Develop New Partnerships that Advance Team-based Health Care and Provide for Mutually Beneficial Health Care Education Models NEW**

PNWU’s success, in large part, is a result of collaborative relationships. To foster more rapid attainment of quality team-based health care, particularly for rural and medically underserved populations, PNWU will elevate partnerships with higher education, clinical care, and community agencies. Partnerships will also play a vital role in providing cost-effective and innovative health care education

**Objective A: Clarify and codify role and responsibilities of PNWU IPE, IPE partners, IPE board members, and IPE executive director – E. Bilsky**

Year 5 Planned Activities/Strategies:

- Meeting of stakeholders to determine direction of IPE moving forward

**Indicator(s) of Success**

Develop plan for IPE moving forward

**Objective B: Work with partners to develop a plan that will provide for quality, cost-effective health care education – E. Bilsky/K. Monosky**

Year 5 Planned Activities/Strategies:

- Determine needs among partnerships that would advance/enhance the current health care education program
- Conduct gap analysis among various partner groups (possibly via skills and resources inventory)
- Further the role of ACHs in health care education delivery

**Indicator(s) of Success**

**Objective C: Expand availability and services of Simulation to meet the needs of other health education programs and health care professionals<sup>2</sup> – Munoz**

Year 5 Planned Activities/Strategies:

- Simulation strategic planning with stakeholders
  - COM
  - University
  - Heritage
  - WSU
  - External clients

**Indicator(s) of Success**

Plan developed for simulation activities over the next five years

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<sup>2</sup> See also Priority 1, Goal 4, Objective B