Ideas Survey Summary

Strategic Planning Project

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Introduction

A survey to capture ideas for strategic planning from WesternU’s stakeholders was announced on January 17. We asked that ideas be submitted by January 27, and indicated that “no idea is too big or too bold. In fact, the bigger and bolder, the better.”

Method

We decided that we should allow people to submit multiple ideas in one survey response, and we would not limit them to one response. We also asked that the respondents identify their relationship to the University and assign a category to their idea. Relationship options were: student, faculty/staff, alumnus, advisory board member, and member of the professional community. Category choices were: academic direction and programs, patient care, research and scholarship, internal/infrastructure and “other,” with a text field to fill in what “other” meant.

Respondents

The survey was completed and submitted 373 times. Because the number of responses per person was not limited, in many cases we received multiple responses from the same person. Therefore, though we can indicate below the breakdown by relationship to the University of all the responses, we cannot come to any conclusions on what percentage of the total student body or of the staff and faculty completed a survey. With that explanation, the breakdown of responses is as follows.
Major Ideas

Since a definition of what constitutes a “big, bold idea” can vary widely, we will explain how the 690 ideas submitted were condensed to what follows. With the large number of ideas received, of course much of what was offered were improvements to existing programs, pleas for increased space or funding for a particular area, overall employee issues, etc. For the most part, we did not include these kinds of ideas unless there were some, such as in the case of what we have labeled “campus facilities,” that could be grouped together into an overall vision. What we are considering “major” ideas have been grouped below by category: Academic Direction & Programs, Patient Care, Research & Scholarship, Internal/Infrastructure and Other.

Academic Direction & Programs

The Institute for Interprofessional Education (and Team Based Care or Practice)

- IPE curriculum
- IPE education research and metrics
- Skill inventories and measuring instruments
- Model practices
- Think tank
- Graduate certificate or degree in IPE
- Immersion activities
- Conferences and Think tanks

Center for Excellence in Health Education

- Develop yearly meeting/conference for health professionals where faculty and others present research, ideas, etc.
- Medical innovations newsletter and speaker series
- Community health education offerings
- WesternU multi-college conference for students and faculty to work together to present topics that are of interest to their college to the rest of the community
- Publish an electronic (or print?) journal (more on this in Research category as separate idea)
- Offer more CME/CEU courses on weekends and over the summer; take advantage of space and parking that’s already in place on off times

Offer New Programs

Many people suggested increasing the programs at Oregon. There were also many suggestions for new programs that should be offered at WesternU, so we have considered this one idea, and have provided more detail in bullets below.
- Orthotics/Prosthetics (CHAP)
- Graduate dental programs, special needs patients
- LCSW program
- PhD in Research, possibly interdisciplinary
- PhD in biomedical sciences
- Dual DNP/PhD
- Sports Medicine
- Disaster Medical Management (interface with medicine and law enforcement)
- Masters in Medical Illustration
- Masters in Healthcare Administration, partner with Drucker at CGU
- Global/Public Health (see College of Public Health below)
- Dental Hygiene
- Paramedic/EMT
- DO/PhD
- Osteopathic DVM
- Occupational Therapy
- Psychology
- Masters of Science of IPE
- Healthcare Entrepreneurship
- Clinical Toxicology/Environmental Medicine
- BSN, DNP
- Master of Health Sciences in Infection Prevention and Control

New Academic Partnerships

- Partner to add undergraduate studies to become international university (CalPoly mentioned as possibility)
- Collaborate with schools of business and law to offer such programs as DO/MBA, PharmD/MBA, PharmD/JD, etc.
- Partner with UC Global Health Institute regarding College of Public Health (more below)

College of Public Health

- Incorporate “One Health” model of UC’s Global Health Institute (water, animals, food, society, etc.); One Health Center of Excellence; involve USDA, CDC, other relevant universities
- Conduct a rigorous evaluation of how WesternU can lead the nation in a new health delivery model
- Research and education in nutritional health; “nutritarian” eating; food as medicine, micronutrient education, etc.
- One Health lunchtime learning series
- Incorporate IPE
• International office with visa advisors for processing F-1, J-1, H-1B visas
• Infectious diseases?
• Develop line of nutritional supplements (see in Other below)
• Disaster Medical Management

Greater Emphasis on Residencies

This is a topic of great interest, especially among students.
• Create more residency opportunities for students by developing stronger ties to quality sites
• Develop more programs outside southern CA
• Develop residency programs at Eisenhower Medical College in Rancho, UCLA’s Jules Stein Eye Institute, etc.

Patient Care

Center for Collaborative Patient Centered Care

• Take Patient Care Center to higher level as a model of collaborative care and team-based care

Build a Hospital

• Establish a teaching hospital that provides high quality care to community
• Rehabilitation center
• Include diabetes, ASD, TBI care, MRI/CT, Orthopedic surgery, internal med, critical care
• Primary site for student training (rotations and residency)
• State of the art facility

Establish a Geriatrics Institute

• Conduct research and educate on aging to increase healthy years and lessen years of decline, partner with others such as Univ of Chicago Center on Aging, or similar
• Aging population in U.S., what medical needs will be increasing?

Establish a Spinal Care Institute

• Non-surgical spinal care and pain management

Establish a Primary and Preventative Care Institute

• Wellness Center
• Emphasis on integrative medicine
• Acupuncture and other complementary approaches
• Osteopathic principles
• Spiritual side of healing as well (partner with Claremont Lincoln/Claremont School of Theology?)

Community Health/Clinics

• Health centers with more integration into community
• Provide health care to lower income in Pomona area and beyond
• Low cost veterinary services to community (low cost or free)
• Satellite facilities
• Reach out to seniors and those with disabilities by creating multidisciplinary team to find creative ways to improve quality of life (medical, rehab, social workers, PAs, etc.)
• Community exercise center, wellness programs, preventive health education
• On campus PT clinic
• Occupational Medical component to PCC; attract use by local employers
• Dedicated center for OMM patient care, and more research
• Build strong relationship to local community through emphasis on raising standard of living through improved health care and education

Research & Scholarship

Expand Research

• Build new research facility
• Increase research interactions with surrounding universities and colleges
• Increase translational research and increase in collaboration with biotech and pharmaceutical companies
• Oncology research center
• Gene and genotype research
• Intrercollaborative research on human subjects

Establish Center for Health Innovations & Technology

• Research, evaluate, develop and use technology-based tools for healthcare such as smartphones, tablets to diagnose, treat, monitor and educate, etc.
• Develop integrated EHR (Electronic Health Record) for all PCC professions that does not merely satisfy current “meaningful use” criteria but most importantly provides ease of use in patient care.
• Other Clinical Informatics technologies

Publish a Journal

• Electronic or print
• Peer-reviewed journal about “interprofessionalism”
• Greater emphasis on publishing faculty research

**Internal/Infrastructure**

**New & Improved Campus Facilities**

There was great interest in an improved campus, with well over 100 ideas focusing on such suggestions as:

• Fitness center/gym/campus community wellness with weekend access; locker room/shower facilities
• Child care
• Better and more food options, with longer hours (evening hours for food, late evening hours for coffee): attract providers such as Starbucks or other chains (food court), healthier food alternatives
• Increased security
• Student housing (buy and remodel closed hotel nearby)
• More study rooms
• Student union
• Student outdoor recreation area
• Parking structure
• Better library facilities
• Studio apartment(s) for visiting professors
• Campus welcome to pets, pet day care center
• “Greener” campus, zero waste, green aspects to new construction, drought-tolerant landscaping, etc.
• Event space
• More research space
• More access to employees to campus dental and other medical facilities

**Bring Internal “Fitness” to Higher Level**

• Optimize the entire organization; permanent committee to review infrastructure and present solutions
• Flesh out an infrastructure to match recent growth that can support WU’s mission/vision
• Develop better decision-making infrastructure; more transparent, enlarging decision makers
• Restructuring and reallocation of resources with wholistic view in mind; eliminate redundancies between colleges
• Break apart “silos” and encourage more collaborative work and teaching among the colleges
• Improve communications across the institution
• Streamline practices/processes and policies; best practices adoption
• Universalize standards/policies
• Engage more employees for input
• Expand and support infrastructure
• Improvements in technology, automation; make full use of Banner; formal enterprise architecture plan
• Pilot full automation of one program, measure effectiveness, then roll out to all
• Leadership development program
• More independence to Board of Trustees
• Strengthen financial plan

Other

Focused Effort on Branding, Marketing, Awareness

• Achieve high nationwide ranking
• Establish awareness as prestigious university through more sophisticated marketing
• Develop awareness outside CA to potential students and beyond campus for health care facilities for community
• Mandate consistency in branding/identity throughout all departments of the university and across all communication media (print, web, etc.); better establish university “colors”
• Create strong brand position amongst competitors to increase student recruitment and retention
• Community health fairs, other outreach to community
• Utilize social media and other new media

Develop Line of Health Products

• Vitamins, minerals, micronutrients
• Whole food supplements
• Other healthy products

Conclusion

Though the above ideas (or idea categories) are what seemed appropriate to be considered “major” based on the criteria mentioned above, there were too many good ideas of a smaller nature that should not be ignored. We greatly urge the appropriate decision makers at WesternU to consider the full list as they plan their own area objectives and tasks in this strategic planning effort.