

GW SMHS and MFA Strategic Plan 2023-2026

GW SMHS AND MFA STRATEGIC PLAN 2023–26

The George Washington University (GW) Academic Medical Enterprise is composed of the GW School of Medicine and Health Sciences (SMHS) and the GW Medical Faculty Associates (MFA).

Founded in 1824, the George Washington University (GW) School of Medicine and Health Sciences (SMHS) is the 11th oldest medical school in the nation and the first in Washington, D.C. As we prepare for our 200th anniversary, we lay the foundation for our future growth.

Incorporated in 2000, The GW MFA is a non-profit, physician-led practice group that offers comprehensive patient care in 52 medical and surgical specialties.

What Distinguishes our Academic Medical Enterprise

- **Educational Excellence and Innovation:** The GW academic medical enterprise has a reputation for leadership and innovation in medical and health sciences education. We will continue that tradition through an innovative curriculum, an emphasis on population health, health equity and antiracism, support for faculty excellence, and the application of new educational technologies across all our learning environments.
- **Excellence in Core Research Areas:** The GW academic medical enterprise is at the leading edge of high-impact medical and health sciences research and a leader in the translation of discoveries into clinical care and improved health equity. Our future prioritizes areas of strength which will drive growth and excellence in research – from discovery to implementation.
- **Distinction in Healthcare Delivery:** GW clinicians aspire to provide the highest quality of care to our patients. We embrace novel approaches to providing value-driven health care to serve the needs of all patients to achieve health care that is accessible and equitable in outcomes.
- **Location in our Nation’s Capital:** The GW academic medical enterprise is strategically located in Washington, D.C, providing unparalleled opportunities to integrate leadership, policy, and advocacy into our education, research, and service activities.

Our Strategic Planning Process

This most recent GW SMHS and MFA strategic planning process was initiated in 2020 with a goal of maximum engagement of our academic medical enterprise community. That process produced sequential drafts of our Strategic Plan which were informed by a cascading series of meetings with SMHS leadership, three community-wide Town Halls and a survey distributed to every SMHS and MFA faculty and staff member. Major organizational changes to the academic medical enterprise combined with lessons learned during the COVID-19 pandemic created important institutional growth that were integrated into a newly informed and structured Strategic Plan in early 2023.

Our Assessment and Improvement Process

The SMHS Institutional Effectiveness and Evaluation Committee (IEEC) uses a data-driven continuous quality improvement process to advise the leadership of the GW academic medical enterprise on progress for achievement of academic program excellence as defined by our accrediting bodies such as the Liaison Committee on Medical Education accreditation standards and accrediting bodies of other programs in health and clinical sciences.

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Mission, Vision and Values

Mission Statement

The mission of our academic medical enterprise is to enhance the health and health equity of individuals and communities through world-class education, research from discovery through implementation sciences, and patient care. We actively pursue excellence in all areas of our mission.

Vision – The GW School of Medicine and Health Sciences and MFA is an academic medical enterprise that:

- Trains world-class scientists, clinicians, and health care leaders using innovative platforms and technologically advanced clinical education tools to meet tomorrow’s scientific and health care system needs.
- Delivers high-quality, accessible, preventive and clinical care by leveraging multi-specialized interdisciplinary teams and harnessing technology.
- Creates new knowledge through clinician/scientist collaboration to have a sustainable impact on biomedical science, clinical practice, and public health.
- Leads by example in equity, antiracism, diversity, and inclusion.
- Invests in the health, wellness, and career advancement of the entire GW SMHS/MFA community.
- Improves the health of the Washington, D.C. region, through bidirectional community engagement.
- Maximizes our unique location by infusing our regional, national, and global connectivity into educational, training, research, and clinical activities.

Shared Cultural Values

Our shared cultural values reflect our mission as a unified academic medical enterprise and are integrated into the four pillars of the GW academic medical enterprise strategic plan. As an institution, we strive to achieve:

1. Programs for optimal staff, faculty, student and trainee WELLNESS

We support an inclusive culture of health and wellness that promotes personal and professional satisfaction at all levels of the academic medical enterprise.

2. INCLUSIVE and EQUITABLE workplace, clinical and academic programs

We prioritize initiatives that promote the GW academic medical enterprise as an inclusive and equitable institution for patients, staff, faculty, students, and trainees.

3. WELCOMING AND SUPPORTIVE work, clinical & learning ENVIRONMENTS

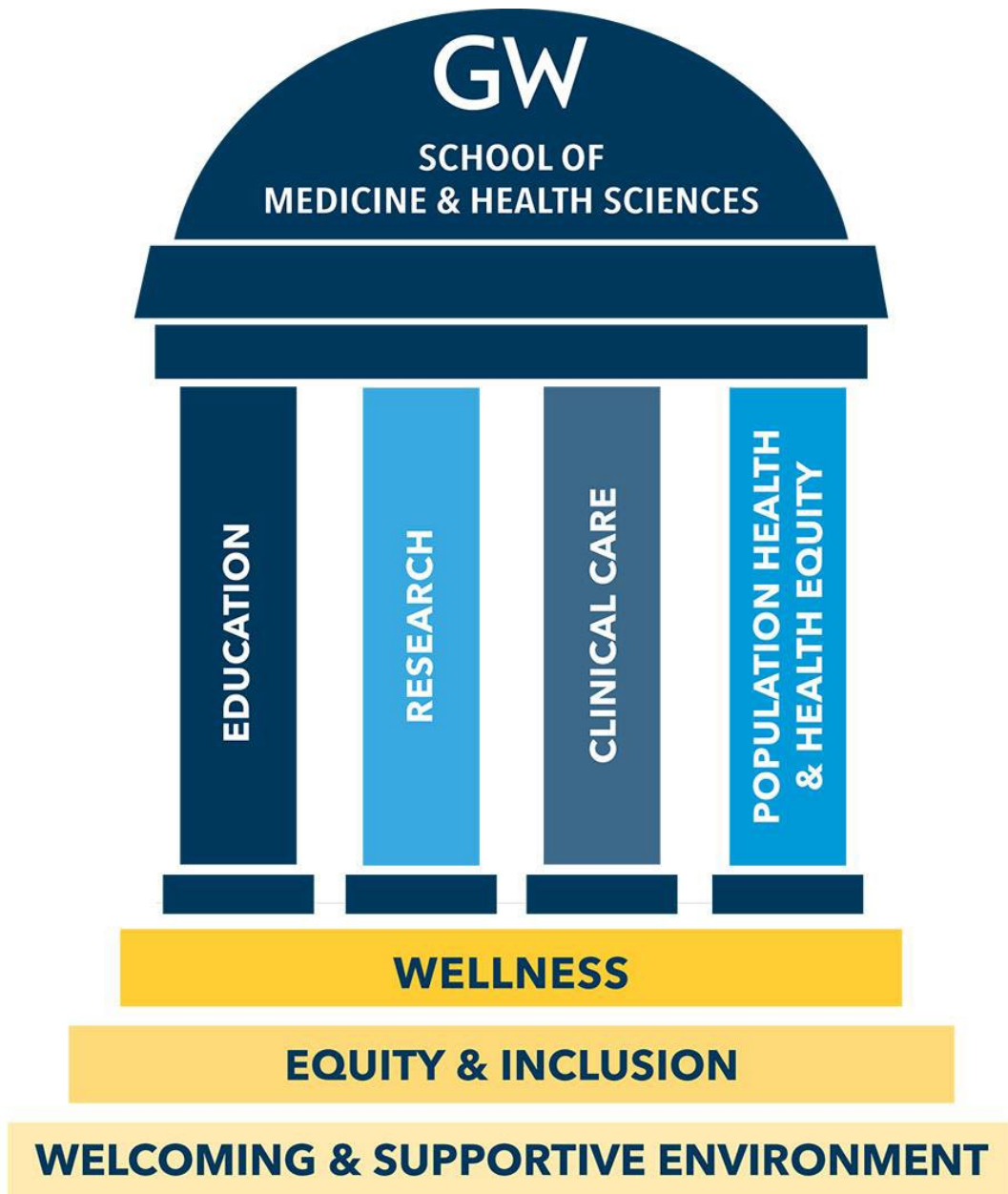
We value a team-based approach, in which we actively foster and maintain an inclusive and supportive working and learning environment that reinforces professional integrity and provides opportunities for learning and growth for all.

Action items that reflect the commitment of our academic medical enterprise to these three shared cultural values are woven into each of the four pillars of the GW SMHS and MFA Strategic Plan.

GW SMHS and MFA Strategic Plan 2023-2026

The Four Pillars of the GW Academic Medical Enterprise

The four pillars of the GW SMHS and MFA Strategic Plan are Education, Clinical Care, Research and Population Health and Health Equity. In each of the four pillars of the strategic plan we aspire for local, regional, national and international recognition of excellence. These four pillars of our academic medical enterprise are built on the foundation of our three shared cultural values of promoting the wellness of our community, championing equity and inclusion, and being a welcoming and supportive environment for all.



EDUCATION PILLAR

GOAL 1: Academic Excellence and Innovation

Deliver world class and innovative academic programs in a supportive environment by expert faculty to passionate and prepared learners across the GW academic medical enterprise.

We will provide world-class, integrated, and innovative academic programs through application of cutting-edge innovations in our pedagogy and educational technologies across all our campus sites. Our academic programs will reflect fundamental knowledge and the latest developments in medical and health sciences education to produce outstanding leaders as health care professionals. We will excel as a world-class academic medical enterprise by intentional recruitment, retention and promotion of passionate, prepared and diverse faculty, students, and trainees.



ACTION 1.1

Develop innovative new educational programs across UME, GME and health sciences, including at the Cedar Hill Regional Medical Center and regional campuses. Establish new family medicine residency program, new approaches to coordinate MD program clerkships performed at multiple sites, leverage interdisciplinary teams.

Metric(s): Number of new programs initiated, increased satisfaction with clerkships.

Timeline: 2023-26

Status: **IN PROGRESS**



ACTION 1.2

Enhance Clinical Public Health curriculum beyond the MD and PA programs. Broaden the clinical experiences of our learners by integration of population health into training and practice. Create and implement a Clinical Public Health Track program for GW GME programs, establish a Clinical Public Health Faculty Collaborative and Faculty Scholars Program.

Metric(s): Measures of engagement in the GME Clinical Public Health Track Program and Clinical Public Health Faculty Collaborative and Scholars Program.

Timeline: 2023-26

Status: **IN PROGRESS**



ACTION 1.3

Enhance coordination with GW undergraduate programs to encourage recruitment of known talent. Establish a collaborative pre-med advising program by leaders in medical education, admissions and Columbian College of Arts and Sciences advisers.

Metric(s): Increase the number of GW undergraduates applying to MD, PA, PhD and MS programs at GW and other professional schools at universities across the nation. Increase applications from GW undergraduates who are historically underrepresented in medicine over the next 3 years.

Timeline: 2024-26

Status: **NOT STARTED**



ACTION 1.4

EDUCATION PILLAR

Ensure excellent student and trainee well-being and educational facilities. Establish and staff Office of Student Support (OSS) with a mission to provide academic support, mental health support and build community for all students within the MD and health sciences programs.

Metrics: Open healthy and affordable dining option in Ross Hall.
Improve quality of student lounge space.
Enhance engagement and awareness of OSS among online students.
Renovate gross anatomy lab student changing space.
Learner climate surveys - to include all MD and health sciences students, including online learners.

Timeline: 2023

Status: **IN PROGRESS**

- **Outstanding metrics:**

- Enhance engagement and awareness of OSS among online students
- Learner climate surveys - to include all MD and health sciences students, including online learners



ACTION 1.5

Invest in the health, wellness and career advancement of the entire academic medical enterprise community.

- Prioritize the development of faculty and staff to increase professional identity and interprofessional teams.
- Continue to refine the MD coaching program focusing on the patient care competencies and professional identify formation.
- Intentionally provide faculty development to those from marginalized and underrepresented backgrounds.

Metric(s): Number of new curricular themes in the MD program.
Submit a grant for the American Medical Association (AMA) request for proposal on coaching.
Actively diversify future faculty through leadership development programs and enhance opportunities for those underrepresented in medicine; Establish Faculty mentoring committees and department equity leaders in clinical departments; Faculty committee on diversity, equity and inclusion (DEI); Annual reports on achievements; Anti-Racism Coalition (ARC), women, faculty search toolkit. Mid-career, Appointment, Promotion and Tenure (APT) tracks.
Reduce faculty and staff attrition to below national average.
Maximize research employee satisfaction to above national average.
Increase representational diversity with a focus on group historically underrepresented in medicine.
Initiate program evaluation. Implement evaluation recommendations.

Timeline: 2023

Status: **IN PROGRESS**



ACTION 1.6

Maintain ACGME commendation status for the institution and full accreditation for all GME programs.

EDUCATION PILLAR

Metric(s): Maintain ACGME commendation & full GME program accreditation.
Timeline: 2023-2026
Status: **ONGOING** – currently in active accreditation process

ACTION 1.7

Develop Strategic Plan for Clinical Public Health and Population Health Practice Program (CPHPPH)

Metric(s): Completed strategic plan
Timeline: 2023
Status: **ACHIEVED**

GOAL 2: Strategic Partnerships

Expand local and regional partnerships to benefit community partners, advise strategies and provide high-quality opportunities for education, training and research.

Expanding community-responsive partnerships throughout the local region will benefit our academic medical enterprise, enhance our faculty and learner scope of practice and support our communities to improve individual, community and population health.

ACTION 2.1

Enhance our clinical partnerships to better serve our catchment area and meet the needs of MD and PA program learners. In collaboration with community partners, develop student and faculty opportunities at Children’s National Hospital, the LifeBridge Health System and the DC VA to better serve the community. Expand our clinical partnerships at Anne Arundel Medical Center and Sinai Hospital to increase clinical rotation sites to meet the needs of MD and PA program learners and the communities we serve.

Metric(s): Launch initial clinical years cohort in Spring 2023 with 5-10 students.
Successfully enroll a complete Regional Medical Campus (RMC) cohort class of 20-30 students for matriculation in 2024.
Timeline: 2023 – first clinical years cohort
2024 – full program launch
Status: **IN PROGRESS**

GOAL 3: Support Equity

Recruit and train health care workforce that includes candidates from backgrounds that have traditionally been excluded to better serve the needs of all patients.

A diverse health care workforce will better serve a diverse patient population and promote health equity. Medical and health sciences professionals and researchers from different backgrounds bring unique perspectives and experiences that builds trusting clinician-patient relationships, improves communication and ensures better outcomes and patient satisfaction.



EDUCATION PILLAR

ACTION 3.1

Reduce financial barriers to SMHS academic programs to increase the number of learners who come from socioeconomically disadvantaged backgrounds.

Metric(s): Reduce relative debt ranking to at or below the median of comparable institutions. Increase donor support of student scholarships by 25% over the previous 3-years. Enhance donor support measured by “Power and Promise” giving.

Timeline: 2022-26

Status: **IN PROGRESS**



ACTION 3.2

Increase the representational diversity of students, trainees, faculty and staff through enhanced recruitment, retention and leadership development of individuals from marginalized and underrepresented groups.

Metric(s): Underrepresented in medicine (AAMC) data.

Timeline: 2023-26

Status: **IN PROGRESS**



ACTION 3.3

Expand enrollment in pathway and pipeline programs for the health sciences.

Metric(s): Increase the number of students entering from guaranteed admission agreement (GAA) programs with community colleges by 20% in 3 years.

Timeline: 2022-26

Status: **IN PROGRESS**

RESEARCH PILLAR

Research is a foundational pillar of our academic medical enterprise and the GW University. We are a community of investigators, and our strategic plan supports our research mission. Our path forward will enhance the research workforce, grow multi-PI programs, expand enabling facilities, partner to recruit and sustain diverse faculty, staff, and students, and increase school-university collaborations. These endeavors place an emphasis on excellence to promote our mission, vision and core values as an institution.

GOAL 4: Cross-Disciplinary Research

Promote an innovative and impactful cross-disciplinary research programs.

Research activity and scholarship has grown significantly at SMHS in the last 7 years providing a base from which to imagine new opportunities. To fully achieve our goal to enhance the health of our communities and the nation, integrated programs that accelerate research growth and link discovery, clinical, community and education research will be implemented.

ACTION 4.1



Take advantage of our DC location to develop expertise and assert GW SMHS leadership in Federal research policy, innovation, transparency and health equity. Continue growth in foundational science. Establish clinical and translational research excellence; Build community responsive studies.

Metric(s): Increase the number of investigators by 10% over five years; establish sustainable centers, programs and departments; relate to DC Health outcomes.

Timeline: 2022- 2026

Status: **IN PROGRESS**

SMHS has approximately 120 investigators among 4 basic, 4 health sciences and 14 clinical departments, with approximately \$50 million in expenditures in FY 2022.

- Achieved: recruitment of Cancer Center Director (2021), Vaccine Center (2022), resumed faculty hires
- In progress: recruitment of chairs and vice chairs (anatomy, pharmacology and physiology, etc.), further investments in cancer
- Future Activities: Translational Neuroscience, (2023), Immunotherapy (2024)

ACTION 4.2



Increase representational **diversity and inclusion** among staff, faculty and student researchers. Recruit, welcome, and retain under-represented scholars. Develop pathway programs that support inclusion of marginalized and underrepresented groups with extramural support.

Metric(s): Establish SMHS in the top quartile for diverse research workforce; enhanced research climate survey outcomes.

Timeline: 2023-2026

Status: **IN PROGRESS**

- Achieved: Existing diversity pathways programs (Summer Program to Advance Research on Cancer (SPARC), Mentored Experience To Expand

RESEARCH PILLAR

Opportunities in Research (METEOR); Committees (Diversity Equity faculty committee 2022; Anti-Racism Coalition (ARC).

- Future goals: goals for PREP program, R25 programs to engage community.

ACTION 4.3



Increase the breadth of **training and effective mentoring** pathways. Partner with other GW schools and institutions (including School of Engineering & Applied Science, the School of Public Health, Children's National and the DC VA) for cross-disciplinary research programs. Establish financial mechanisms to effectively manage multi-school research training programs.

Metric(s): Pursue extramurally funded training program in areas of strength. Establish faculty mentoring programs in all basic, clinical and health science departments for all assistant professors. Develop leadership programs for midlevel and senior faculty.

Timeline: 2023-2026

Status: **IN PROGRESS**

- Department equity leaders in clinical departments.
- Faculty mentoring committees in four basic science departments.

ACTION 4.4



Raise endowment funds to support student and resident research projects and presentations.

Metric(s): Generate support for up to 5 trainee projects/presentations/year.

Timeline: 2023-2026

Status: Augment current Gill Summer Fellowship and HS support.

IN PROGRESS

GOAL 5: Prepare the 21st Century Research Workforce

Enhance career pathways for the 21st Century research workforce.

The success of our research enterprise reflects the quality of the research teams. A premier academic medical center requires a vibrant community of research faculty and staff, trained with competencies for the future that are appropriately rewarded and effectively supported.

ACTION 5.1



Develop **researchers with skills to meet emerging needs** and careers in medicine and health. Increase engagement with clinical trials, and diversify training programs for foundational, clinical and translational research. Develop financial management to support research protected time.

Metric(s): Onboard investigators and research leaders in each clinical department; Double the number of NIH Career Development (K) grants within 5 years, earn NIH T32 postdoctoral training grants in areas of strength.

Timeline: 2022-2028

Status: **IN PROGRESS**

RESEARCH PILLAR

Active recruitment for research chairs, faculty and staff in basic and clinical departments.



ACTION 5.2

Promote **workforce development policies and process** for education and promotion of faculty and staff, ensure access for research career pathways and retain excellence.

Metric(s): Achieve salaries in the top 60% (AAMC Northeast) for active research faculty; develop DC competitive salaries and benefits for staff.

Timeline: 2022-2025

Status: **IN PROGRESS**

Annual equity review for faculty in basic sciences, goal for clinical faculty; market-value for staff.



ACTION 5.3

Promote **GW as the place to build your research career**. Sustain faculty, staff and students with lifestyle and wellness programs. Elevate workforce for national recognition and prizes. Ensure a safe research environment, free of harassment and bias.

Metric(s): Reduce faculty and staff attrition to below national average.

Maximize research employee satisfaction to above national average.

Timeline: 2022- 2026

Status: **IN PROGRESS**

Programming in the Center for Faculty Excellence, Establishment of Center for Resiliency and Wellbeing, Monitor exit interviews.

GOAL 6: Effective Institutional Structures and Shared Resources

Catalyze researchers' productivity through supportive administrative structures and shared resources.

An outstanding research environment is characterized by the availability of state-of-the-art equipment for discovery as well as effective administrative processes. We will strive for timely personnel recruitment, contract negotiation and access to cutting-edge technology to remain a competitive research institution.



ACTION 6.1

Enhance **essential processes and offices to support research** including Human Resources, Information Technology, Grants and Contracts and Finance. Ensure timely research faculty and staff hiring. Reduce the time to initiation for industry sponsored clinical trials.

Metric(s): Measure and reduce time for recruitment from ad to onboard; Track the time for clinical trial start up; Collaborate with support services to develop research-oriented responses.

Timeline: 2022-2028

Status: **IN PROGRESS**

RESEARCH PILLAR

Work with University leadership to identify research champions in essential services, the Office of Clinical Research (OCR) is tracking clinical trial start up time and identifying barriers.



ACTION 6.2

Coordinate **enabling cores to support researchers' needs** for cutting-edge tools and facilities led by experienced staff. Support clinical investigation with essential tools. Ensure oversight and sustained funding.

Metric(s): Annual evaluation of use, needs and satisfaction; review process to acquire new equipment for needs; obtain partial extramural funding support; % costs on user grants.

Timeline: 2023-2026

Status: **IN PROGRESS**

- Achieved: shared equipment user group established (2022); OCR established (2021); New confocal microscope funded (2023).
- In Progress: Extramural Research Facilities Improvement Program grant (CO6) (2023) submission; Establish user review groups to monitor needs; common sign up and support.

GOAL 7: Innovation in Research

Conduct innovative science, medicine and health sciences research and scholarship.

As an academic medical center, we have a unique opportunity to build innovative research and scholarship across a broad spectrum of health-related disciplines. National recognition for selected programs will enhance our overall research reputation.



ACTION 7.1

Focus on specific clinical areas to **build reputation**. Establish Vice Chairs for Research and scientific review committees. Engage with GW Academic Medical Enterprise Centers of Excellence for integration. Increase individual scholarship. Expand educational scholarship to highlight success. Take advantage of our DC location to develop research policy programs.

Metric(s): Increased US News and World Report, NIH funding, other rankings. Use and satisfaction with Center for Faculty Excellence programs, faculty prizes, alternative metrics that identify team science, impact on health.

Timeline: 2023- 2026

Status: **IN PROGRESS**

- Achieved: Associate Dean for Evaluation appointed 2021



ACTION 7.2

Promote our reputation through **effective communication, marketing and development** programs that engage faculty, students and staff. Showcase research to the community and potential donors. Build internal communications (i.e. market share, rankings, registries) as well as external communications (increase patient visits, program applications, donors, etc.)

RESEARCH PILLAR

Metric(s): Number and placement of reputational communications, increased development interactions.

Timeline: 2023-2026

Status: **IN PROGRESS**
Bi-monthly research/communications meetings; Research Showcase.

CLINICAL CARE PILLAR

GOAL 8: Highest Quality, Patient-Centered Accessible Care

Provide highest quality clinical care that is optimally accessible to our community,

Our academic medical enterprise will be a premier health provider serving all members of our community, with implementation of patient-centered complex primary care at multiple service locations and quality care in selected disciplines on our Foggy Bottom campus. Through establishment of new service locations staffed by the best clinicians we will serve our local community, improve public health, health equity and build trust within the community.

Need objective measures of quality clinical care



ACTION 8.1

Enhance access to care for residents of DC through expanded clinical care locations across the DMV with a focus on the residents of DC in Wards 7 and 8.

Metric(s): Staff urgent care locations in District of Columbia Wards 7 and 8.
New primary care neighborhood sites in Alexandria, Silver Spring and Bethesda.
Convert existing Immediate and Primary Care locations to primary care.
Incorporate behavioral health and care navigation into primary care practices.

Timeline: 2023-26

Status: **IN PROGRESS**



ACTION 8.2

Develop high-quality clinical care programs for the new Cedar Hill Regional Medical Center aligned with community health needs and in collaboration with existing community organizations.

Metric(s): Launch of clinical care services at new Cedar Hill Regional Medical Center
Family Medicine residency program at Cedar Hill

Timeline: 2024-26

Status: **IN PROGRESS**



ACTION 8.3

Enhance access to care through innovative health systems transformation initiatives.

Metric(s): Launch telehealth initiative to provide access to GW medical care for residents in Wards 7 and 8 at home or in community hubs.
Launch behavioral health initiative with expanded insurance program participation and recruitment of advance practice providers, licensed professional counselors, social workers, and therapists.

Timeline: 2023-26

Status: **IN PROGRESS**



ACTION 8.4

CLINICAL CARE PILLAR

Achieve established benchmarks for quality care in primary care and outpatient specialty care services in alignment with our value-based care strategy.

Metric(s): Utilize existing metrics in Accountable Care Organizations (ACOs) and evolve to payer agnostic system-wide metrics. Achieve the established benchmarks for each key quality indicator.

Timeline: 2023- 26 Review annually.

Status: **IN PROGRESS**

- Begin with metrics in the current Accountable Care Organizations
- Center for Population Health Sciences and Health Equity (CPHSHE) staff will assist in the development of these metrics in collaboration with the MFA



ACTION 8.5

Develop Centers of Excellence that represent state of the art integrated health delivery.

Metric(s): Establish and operationalize 3 Centers of Excellence in Cancer, Neurological Sciences and Cardiology.

Timeline: Cancer 2022, Neurological Sciences 2023, Cardiology 2024

Status: **IN PROGRESS**

GOAL 9: Operational Excellence

Provide fiscally responsible clinical practice that meets or exceeds quality of care targets.

Implement and maintain appropriate contractual relationships with our partner institutions and health care providers to meet current and future needs of world class health care delivery. Deliver and communicate financial performance metrics across the enterprise.



ACTION 9.1

Align contractual relationships with GW Hospital partner.

Implement a transparent, modern clinical faculty mission-based compensation plan with clear alignment across SMHS and the MFA

Establish national appropriate funds flow model.

Metric(s): Target clinical faculty compensation at the 50% mean based on MGMA AAMC national benchmarks allocated for effort in clinical care, research and education. Aim for transparent support for academic mission from clinical operating margin.

Timeline: 2023-26

Status: **IN PROGRESS**



ACTION 9.2

Build market share through unified and strategic branding strategy to distinguish our entire academic medical enterprise and position it for further growth.

Metric(s): Brand activation and marketing campaign.

CLINICAL CARE PILLAR

Measure market share, brand reputation.
Timeline: 2023-26
Status: **IN PROGRESS**

≡≡≡ **ACTION 9.3**
Grow development across the academic medical enterprise.

Metric(s): FY22 attainment = \$20 million (*Achieved*)
FY23 attainment goal = \$21 million
Timeline: 2023-26
Status: **IN PROGRESS**

≡≡≡ **ACTION 9.4**
Complete organizational programmatic restructuring in support of a high-performance clinical care delivery enterprise.

Metric(s): Build effective administrative functions for clinical mission in MFA; finance, legal, communications, IT and human resources.
Bi-annual wellbeing survey metrics tracking burnout and resilience.
Timeline: 2023-26
Status: **IN PROGRESS**

POPULATION HEALTH AND HEALTH EQUITY PILLAR

GOAL 10: Build Initiatives

Identify and build clinical and research programs to improve population health and health equity for the communities served by the GW academic medical enterprise

The GW academic medical enterprise will be a leader in population health sciences research and practice with a focus on improving access to healthcare services, eliminating disparities in health outcomes and achieving health equity.



ACTION 10.1

Establish the Cedar Hill Regional Medical Center Executive Steering Committee and catalogue existing population health sciences and health services research projects and initiatives

Metric(s): Establishment of committee.
Catalogue in development, preparation for data sharing,
Timeline: 2023-25
Status: **IN PROGRESS**



ACTION 10.2

Expand the footprint of our academic medical enterprise to include Cedar Hill Regional Medical Center (CHRMC) through the development of clinical education and research programs that will exist at CHRMC.

Metric(s) Talent acquisition strategy for providers at Cedar Hill Regional Medical Center.
Launch family medicine residency program.
Interprofessional education and training programs for med students, PA students etc.
Develop a Wellbeing Strategy specific to the CHRMC location.
Expansion of selected programs.
Timeline: 2023-26
Status: **NOT YET STARTED**



ACTION 10.3

Conduct community health needs assessment (CHNA) for communities served by the GW academic medical enterprise.

Metric(s) In collaboration with community partners, identify and prioritize community health needs.
CHNA team created, CHNA published
Timeline: 2023-26
Status: **NOT YET STARTED**



ACTION 10.4

Establish priorities for clinical and research population health initiatives in alignment with Centers of Excellence for cancer, neuroscience, and cardiovascular health.

POPULATION HEALTH AND HEALTH EQUITY PILLAR

Metric(s): 3 clinical and/or research population health initiatives identified, 3 clinical and/or research population health initiatives developed and implemented.

Timeline: November 2023-January 2025

Status: **NOT YET STARTED**

GOAL 11: Train and Support the Health Workforce

Develop and implement innovative programs to education and train a health workforce to address population health and health equity.

We will become a destination for training, development and education of clinicians in the principles of population health sciences and health services research, population health practice and community engagement. We will lead in population health practice in the national capital region, the nation, and globally.



ACTION 11.1

Support the professional development of the Clinical Public Health and Population Health Practice (CPHPHP) faculty to enhance the reputation of the program and promote educational goals.

Metric(s): Establish baseline requirements for CPHPHP faculty. Create individual faculty development plans. Monitor advancement of CPHPHP faculty over 3-year interval. Implement CPH collaborative, Establish Clinical Public Health Scholars Program.

Timeline: 2023-26

Status: **NOT YET STARTED**



ACTION 11.2

Build the GW Resiliency and Well-Being Center that will educate and train the workforce and provide the best evidence-based techniques to support well-being and promote whole person care.

Metric(s): Annual well-being survey showing GW in top 25% for well-being scores by 2026. Reduction of attrition rates in GW medical enterprise to national averages by 2026. Implementation of annual leadership surveys by AY 2023-2024 with follow-up. Increase capacity of Caring for Care Giver peers support program by 200% by 2026.

Timeline: 2023-26

Status: **IN PROGRESS**

- R&WC successfully established and now in phase 3 of development plan.

GOAL 12: Strategic Partnerships

Enhance existing and establish new partnerships with community-based organizations and leaders to improve population health and health equity.

POPULATION HEALTH AND HEALTH EQUITY PILLAR

Located in the nation's capital, GW's academic medical enterprise will integrate leadership, policy, and advocacy into our education, research, and service activities. Our strong commitment to advocacy and service is manifest through our bi-directional approach to community engagement and service learning.

≡ ACTION 12.1

Survey faculty existing partners and community members to determine existing partnerships, community priorities and future opportunities for community engagement in research, clinical services and education/service learning.

Metric(s): Survey complete, catalogue created.

Timeline: 2023

Status: **IN PROGRESS**

≡ ACTION 12.2

Identify community organizations to partner with the Centers of Excellence (CoE) to facilitate community engagement in program design and delivery.

Metric(s): A minimum of one new community partner identified for each CoE.

Timeline: November 2023-January 2025

Status: **NOT YET STARTED**