

GW SMHS/MFA Strategic Plan 2021-24 Discussion Draft #3

1/28/21

Introduction Section – Summary:

The new Strategic Plan will serve both the School of Medicine and Health Sciences (SMHS) and the GW Medical Faculty Associates (MFA) as **one integrated academic medical enterprise**. The Strategic Plan will articulate both the shared mission and vision of our collective institution over the next 3-5 years. The Strategic Plan will comprise five interconnected Pathways, each including specific Goals that together create a roadmap to fulfill our mission and vision for the SMHS/MFA of 2024.

What Makes GW SMHS and MFA Unique – Summary:

The new Strategic Plan will articulate the factors that make our academic medical enterprise truly unique:

- Our location and home in Washington DC
- Our size, which allows us to be nimble in discovery, research, education and clinical care
- The strength we derive from our diversity
- Our close-knit, supportive community

Draft Vision Statement – The GW School of Medicine and Health Sciences and MFA of 2024 is an academic medical enterprise that:

- Improves the health of the DC community through equitable community partnerships.
- Maximizes our unique location in Washington DC by infusing into all education, training, research and clinical activities vigorous application of our regional, national and international connectivity.
- Delivers the highest quality preventive and clinical care in a healthcare system transformed by technologies and interprofessional teams to provide accessible and welcoming services.
- Trains world-class scientists, clinicians and healthcare leaders using new platforms and innovative clinical education tools of clinical public health and population health management to prepare the scientists and workforce needed for tomorrow's healthcare systems.
- Creates new knowledge through interdisciplinary discovery catalyzed by collaborations between our clinicians and scientists that will have sustained impact on biomedical science, clinical practice and public health at the national and international levels. Fosters global leadership through a myriad of international clinical, research, education and training programs.
- Leads by example in equity, antiracism, diversity and inclusion.
- Invests in the health, wellness and career advancement of every student, trainee, staff member and faculty member who learns and works at the GW SMHS and MFA.

Draft Mission Statement

The mission of the GW SMHS and MFA is to enable every student, trainee and member of our staff and faculty to learn and contribute to discovery and translation of state-of-the-art knowledge into practical and racially, socially and economically just actions to improve the health of our patients, families and communities of the Washington DC metropolitan area, our Nation and globally.

Draft Strategic Pathways: Below is an articulation of five pathways with specific goals intended to guide the academic, clinical, research and service activities needed to achieve the GW SMHS/MFA mission and vision of 2024.

Equity Pathway

The Equity Pathway recognizes diversity as an institutional strength and resource that enables all members of our GW community to participate fully to contribute their creativity, energy, and unique heritages towards accomplishing our strategic aims. The Equity Pathway includes goals for a future vision of an anti-racist institution, with full participation and shared power with diverse racial, cultural, and economic groups in determining mission, structure, policies and practices. This pathway includes an enhanced sense of community, mutual caring, and aligns itself with combating all forms of social oppression. This pathway also includes the stewardship of our institution toward equity with particular focus on investing in the people who learn and work as part of the GW SMHS/MFA. GW SMHS/MFA of 2024 will be a representational community from top to bottom.

Goal: Actively dismantle systems that prioritize opportunity and assign value based on one's appearance, gender, sexual orientation, economic background, country of origin and other factors that unfairly advantages or disadvantages individuals and communities.

Goal: Attract and reward top talent (leaders, faculty, clinicians, researchers, staff and learners) with the highest level of professional integrity who will enhance diversity, equity, inclusion and antiracism.

Goal: Support opportunities for scholarship and research that can facilitate academic promotions and leadership for women and minority faculty who currently hold Instructor and Assistant Professor faculty ranks.

Goal: Incentivize the development of our faculty and staff to maximize their potential and nurture their development through creation of inclusive and supportive work environments and opportunities for learning and growth.

Goal: Recognize the potential of each member of our organization to participate in our collective mission to improve the health of our community.

Discovery Pathway

- The Discovery Pathway encompasses goals that focus on interdisciplinary basic and translational science that has the potential to lead to major breakthroughs in biomedical

sciences and to rapidly translate knowledge into practical solutions to complex health problems and improve community health. Near-term GW SMHS/MFA investments will be strategic to bring GW to national prominence in the top areas of our discovery and research. This pathway also includes scholarship to advance GW's science, medical and health sciences education enterprise to create the workforce needed for today's and tomorrow's discovery and changing health care systems.

Goal: Expand the quality and impact of our basic, clinical, health services and translational research by facilitating cross-disciplinary, inter-institutional collaborations and community-informed research. This includes substantive scientific partnership with other GW Schools, Children's National, VA, NIH and other research organizations and agencies in the Nation's capital and beyond.

Goal: Accelerate growth in emerging areas of research on prevention, discovery and care through strategic recruitment and increased collaboration with our clinical and community partners in areas such as cancer, brain science, infectious diseases, health equity and disparities and the physiological, psychological, and social resilience pathways that can protect and promote health despite exposure to chronic stressful conditions.

Goal: Encourage audacious and rigorous science-based research endeavors that can lead to bold advances characterized by peer-reviewed publications, patents, and investigator-initiated clinical trials.

Goal: Optimize shared resources, research infrastructure, and administrative processes to enhance research productivity and efficiency, attract and retain research talents including graduate students, postdoctoral fellows and other non-faculty research scientists, and raise competitiveness of SMHS/MFA research at the national and global levels.

Goal: Enhance career advancement of research and clinical faculty with new sources of support including industry and philanthropy to advance cross-disciplinary innovation, discovery and diversity.

Goal: Establish GW SMHS/MFA as a leader in innovative scientific, medical and health sciences education research and scholarship that inform our training and contribute to the development of the health care workforce, creation and dissemination of new knowledge and informed innovations that are needed for rapidly changing health care environment locally, nationally and globally.

Education Pathway

The Education Pathway encompasses goals designed to prepare our students, trainees and staff for research and current and future practice in changing healthcare systems and to establish the GW SMHS/MFA as a leader in science and health professions education world-wide.

Goal: Enhance educational innovation to anticipate learner, practitioner, community, and societal needs by applying antiracism curriculum, new technologies, opportunities for lifelong learning and incorporating new interprofessional and community-informed content models.

Goal: Demonstrate our commitment to improving the learning experience by ensuring a positive work and learning environment.

Goal: Strategically enhance and expand the presence of SMHS/MFA regionally - particularly with our Department of Veterans Affairs education and training programs, nationally, and internationally.

Goal: Enhance the value of an SMHS/MFA education for our students and other stakeholders by assessing curricular outcomes, tracking learner competencies, and coaching learners to success across the education continuum that will enable our graduates to be life-long learners.

Goal: Re-invest in our future through expanded pipeline programs and increased scholarship funds so finances are not a barrier to enrich the diversity of students who seek a GW SMHS/MFA education.

Goal: Create a unified GW SMHS/MFA-wide positive and equitable culture that facilitates learning and joins all faculty and staff under the Mission, Vision and Pathways of the SMHS/MFA Strategic Plan.

Excellence in Clinical Care Pathway

The Excellence in Clinical Care Pathway reflects our vision of GW as a healthcare system of the future that is a sought after clinical care destination for best-in-its-class, high-value health care. GW's patient-centered focus will incorporate new clinical care models and adoption of virtual technologies, interprofessional team care and assures the wellness of our staff, clinicians, trainees and students

Goal: Enhance investment, innovation, clinical research and collaboration with our clinical partners to improve access and quality of care and outreach to underserved populations that lead to recognition of our academic medical enterprise for clinical excellence.

Goal: Identify and invest in those areas of our clinical enterprise where GW is poised to become a destination for those seeking the highest quality, cutting-edge care.

Goal: Leverage our people and the work and service of our academic health center in the communities we serve to promote advocacy for improving community health,

to enhancing SMHS/MFA faculty, trainee, staff and student recognition, developing philanthropy and increasing market share.

Goal: Invest in faculty, staff, trainee and student wellness as a priority for our academic medical enterprise by increasing wellness resources that are available and accessible to support mental and physical health.

Goal: Engage with our clinical and community partners to enhance interest in collaboration and investment in our institutional diversity, equity, inclusion and anti-racism and staff wellness goals.

Goal: Achieve fiscally responsible practice that holds leaders accountable for outcomes with a healthy margin on par with industry benchmarks for the region.

Community Health Pathway:

The Community Health Pathway represents our commitment to the health of both the local Washington, DC metro region and global community and the roles our students, staff, faculty and our institution must play to fulfill our responsibilities as citizens of this region and the world.

Goal: Strengthen existing and build new partnerships between community organizations and leaders with our academic medical enterprise to improve community health.

Goal: Teach skills for creating community partnerships that members of the diverse communities we serve experience as respectful, collaborative, and mutually beneficial.

Goal: Facilitate the education, clinical, and community-informed research and service missions of the new GW Hospital at St. Elizabeth's

Goal: Apply the strengths of our academic medical enterprise to fulfill our social missions to serve our local and global communities and champion our commitment to health equity through education, excellence in clinical care, research, service and advocacy.