

OKLAHOMA STATE UNIVERSITY CENTER FOR HEALTH SCIENCES

Mission

Oklahoma State University Center for Health Sciences educates and trains osteopathic physicians, research scientists, and other health care professionals with emphasis on serving rural and underserved Oklahoma.

Vision

Oklahoma State University Center for Health Sciences will be recognized for:

- Fulfilling the health care needs of rural and underserved Oklahomans;
- Producing graduates who are dedicated, effective, and compassionate community leaders;
- Advancing the frontier of medical research;
- Providing excellent medical care and health related community service;
- Being a leader and innovator in education;
- Being the medical and graduate school of choice.

Core Values

Excellence - We seek excellence in all our endeavors, aspire to new heights, and are committed to continuous improvement.

Integrity - We are committed to the principles of truth and honesty, and we constantly strive to be fair, equitable, impartial and professional.

Service - We believe that serving to others is a noble and worthy endeavor.

Intellectual Freedom – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

Diversity – We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

Stewardship of Resources: We are dedicated to the efficient and effective use of our resources. We accept the responsibility of the public's trust and are accountable for our actions.

Strategic Goals, Critical Success Factors, Objectives, and Strategies

Goal One. Research - Become a center for excellence in research.

Critical Success Factors:

- Expand research facilities and infrastructure to support basic science faculty - 800 sq. ft./investigator.
- Increase extramural funding for basic science and clinical research - \$5M in 5 years
- Increase number of faculty and support personnel in basic and clinical sciences active in research, to total of 40 research faculty and 20 support staff in 5 years.
- Increase the amount of protected time to 20% for clinicians involved in clinical research.
- Have at least one clinical faculty per department qualify to become members of OSU graduate faculty.

Objectives:

Objective 1.1: Provide comprehensive local grant services.

Strategies:

- Establish a grants office
- Comprehensive pre- and post-award management
- Provide research methods support
- Provide grant writing support

Objective 1.2: Implement an intramural grant program.

Strategies:

- Fund an account initially at \$30-\$50K and establish a mechanism for faculty to apply for small grants of \$4-\$7K.
- Within 2 years develop mechanisms to implement an intramural fund for resident and student research (funded out of the \$30-\$50 K listed above).

Objective 1.3: Expand academic relationship between clinical and basic science faculty.

Strategies:

- Arrange meetings to discuss potential research collaborations.
- Have more clinical faculty become graduate faculty.
- Involve qualified clinical faculty in dual degree programs and in graduate courses.
- Directed recruitment of faculty – some research proven associate professors.

Objective 1.4: Increase the number of internal and external research collaborations.

Strategies:

- Through seminars and discussions, identify areas of potential collaboration.
- Provide seed money for new collaborations and provide technical support for collaborative studies.
- Encourage collaborative publications.
- Recruit new faculty that improves critical mass for research and ability to collaborate.
- Through VP of Research, develop strategy that complements all of the departments interests and takes advantage of existing resources.

Objective 1.5: Expand and establish Centers of Excellence (rural health, neuroscience, cardiovascular, genetics).

Strategies:

- Arrange meetings to discuss potential research collaborations.
- Have more clinical faculty become graduate faculty.
- Involve clinical faculty in dual degree programs and in graduate courses.
- Directed expansion of faculty numbers to meet Center needs.

Objective 1.6: Promote faculty activity in local, regional, and national organizations.

Strategies:

- Provide funds for each faculty member to annually attend and present at a research meeting.
- Continue to give recognition and service credit for committee activity and leadership involvement in scientific organizations.
- Promote faculty involvement in leadership roles at the national level.

Goal Two. Fiscal Resources - Diversify fiscal resources.

Critical Success Factors:

- State appropriation per student will be equal to that of the other medical school within the state.
- Annual funding received for federal and sponsored programs will exceed \$30 million.
- Graduate Medical Education funding or its equivalent will exceed \$10 million annually.
- Total revenue for the OSU Clinic System will exceed \$10 million annually.
- OSU Physician sites serving both metropolitan and rural Oklahomans will increase to 25 locations.
- The Center for Health Sciences will have an endowment of \$5 million and an annual fund of \$1,000,000.

Objectives:

Objective 2.1: Develop and implement a need-driven formula for the request of new appropriations for CHS based upon parity with the other medical school within the state.

Strategies:

- Identify funding per FTE at both state medical schools to determine level of CHS funding needed to achieve parity.
- Develop a legislative agenda to move CHS to parity with the state's other medical school.

Objective 2.2: Increase the number of research and grant proposals funded by federal and private sources.

Strategies:

- Identify nationally recognized courses (through NIH, NSF, etc.) in grantsmanship and assist in sending appropriate faculty to these workshops.
- Form a seminar series for faculty development targeting grantsmanship and scholarly activity.
- Assist faculty in targeting their research interests with the appropriate funding sources.
- Identify and develop mechanisms to establish and implement an intramural fund for resident and student research.
- Work with clinical and basic science departments to identify, develop, and implement additional faculty, staff, and student development opportunities, focusing on training and education to enhance research-related skills (e.g., grant writing, applied statistics).
- Identify and build on strengths and promote the development of collaborative centers.
- Identify and develop applications for program project/training grant funding as an additional revenue source.

Objective 2.3: Increase the level of funding for Graduate Medical Education.

Strategies:

- The Dean's GME fund is a fixed number; therefore, CHS needs to develop a mechanism that will maximize our participation in the funding formula that determines the GME distribution.
- Create better relationships with physicians providing specialty care to increase access to that care for our Medicaid members.
- Encourage a system in our clinics that will allow for an increased number of Medicaid members assigned to OSU Physicians for primary care.
- Establish a comprehensive package of tuition waiver and stipends to support dual degree and Ph.D. students.

Objective 2.4: Increase the volume of medical insurance reimbursements to the OSU clinic system.

Strategies:

- Restructure the clinic business office to provide increased focus on collections of unpaid claims from insurance companies.
- Restructure the clinic system to provide more efficient use of resources and to increase patient flow.

Objective 2.5: Increase the level of private funding support.

Strategies:

- Identify and foster opportunities for faculty, staff, and students to partner with both intra- and extramural entities (e.g., with other OSU areas and units, business, community organizations, government) in developing research and promoting its application by way of programs, technology, and service delivery.
- Create two new positions that will focus on fostering new relationships that will lead to increased private funding (Executive Director of Development and the VP for Research and Sponsored Programs).
- Better identify and capture indirect costs associated with sponsored programs.
- Increase the number of alumni givers from 14% to 80% in 5 years.

Goal Three. Collaboration - Establish new partnerships and strengthen existing relationships in order to enhance OSU-CHS as a leader in research, education, and community outreach.

Critical Success Factors:

- Increase alumni and physician supporters' participation with OSU-CHS by 200%.
- OSU-CHS will be conducting 8 health care events each year to address Oklahoma community health issues.
- 100% of faculty and staff participate in community service.

Objectives:

Objective 3.1: Increase awareness in the community that OSU-CHS is an advocate for the health of all Oklahomans through education, research, and community service.

Strategies:

- Develop and implement an external marketing campaign for CHS.
- Identify external audience (students & public at large).
- Tailor message to target audience(s).
- Identify product resources (size of campaign and affordability).
- Secure funding (cost).
- Network with osteopathic medical associations and physicians to increase visibility.

Objective 3.2: Establish a more interactive and visible presence within the OSU System.

Strategies:

- Identify and tailor message to faculty, staff, and students.
- Identify product resources and size of campaign.
- Offer incentives for information sharing.
- Actively participate in all system-wide activities.
- Facilitate systematic interaction among Stillwater leaders.
- Promote our OSU identity internally (CHS).

Objective 3.3: Establish a more interactive and visible presence within the Tulsa community.

Strategies:

- Develop and maintain relationship with Eugene Field elementary school, including patient care and mentoring components.
- Lead the patient care for the Tulsa indigent population.
- Actively participate in public policy decisions within Tulsa, Oklahoma, and the US.

Goal Four. Image/Recognition - Guarantee recognition of the Center for Health Sciences in urban and rural areas.

Critical Success Factors:

- OSU climbs in national rankings within 5 years to be included in the top ten medical schools for rural medicine and family medicine.
- OSU-CHS will be a household name.
- OSU-CHS brand identity appears in printed and electronic media – increase by 50%.
- The number of business and community organizations involved at CHS shows a 10% per annum increase.

Objectives:

Objective 4.1: Strengthen OSU-CHS relationships with its alumni and physician supporters.

Strategies:

- Establish “Fire Side” chats between President/Dean, Development Officer, and potential donors.
- Create a Development Advisory Committee with appropriate administrative, faculty, and staff representatives to assist in identifying development activities.
- Continue to support and increase the frequency of “Doctor Orange” programs.

Objective 4.2: Establish a more interactive and visible presence within the OSU System.

Strategies:

- Identify and tailor message to faculty, staff, and students.
- Offer incentives for information sharing.
- Actively participate in all system-wide activities.
- Facilitate systematic interaction among Stillwater leaders.
- Promote our OSU identity internally (CHS).

Objective 4.3: Increase awareness of CHS brand identity across Oklahoma.

Strategies:

- Develop and implement external marketing campaign.
- Develop and implement internal marketing campaign.
- Utilize and maximize existing resources to tell the CHS story to various audiences (i.e., media, legislators, alumni, students, prospective students).
- Actively recruit outstanding faculty with promotional literature.

Objective 4.4: Increase alumni participation and “buy in” from the nearly 2,000 graduates.

Strategies:

- Offer financial and emotional incentives to join Alumni Association.
- Create email newsgroup for alums to chat on-line.
- Pair alumni with admitted students in mentoring program.

Objective 4.5: Promote CHS among business and community organizations.

Strategies:

- Nurture relationship with retiring physicians so they can be better ambassadors.
- Provide health and wellness exams via telemedicine to selected business leaders.
- Financially support health-related community events (sponsorships).
- CEO joins Rotary, Chamber, and other significant community groups.
- CHS partners with scientific and research oriented companies to promote and expand clinical and biomedical research on campus.

Objective 4.6: Attract a larger pool of qualified students to OSU-CHS medicine and graduate programs.

Strategies:

- Send promotional DVD to every pre-med student in Oklahoma.
- Create a student video diary for the website.
- Advertise on alternative, rock, and campus-owned radio stations.
- Hold health fairs at undergraduate institutions.
- Offer 2-3 media blitzes a year featuring successful graduates.
- Improve relationships with pre-med advisors.

Objective 4.7: Influence policy at both the state and federal levels.

Strategies:

- Create and distribute quarterly legislative update featuring the CHS.
- Invite legislators to monthly campus meeting with President, key faculty, and students.
- “Walk the halls” at the state capitol during the legislative season.

Goal Five. Teaching/Academic Excellence - Provide the highest quality health sciences education.

Critical Success Factors:

- Maintain consistently high scores for medical and graduate students on appropriate professional boards – 95% pass rate.
- Increase the quantity of the applicants to the medical and graduate programs by 15%.
- Increase faculty recognition at the national level – average of 1 national presentation/faculty member.
- 40% increase of faculty participation in the study and/or research on teaching, learning, and assessment issues.
- 70% participation of faculty involved in programs and/or activities that promote excellence in teaching, learning, and assessment.

Objectives:

Objective 5.1: Evaluate the graduate curriculum to improve the focus of the biomedical and forensic sciences programs.

Strategies:

- Assess course and student performance over last 3 years to determine strengths and weaknesses and needs.
- Update written document on the philosophy and content of the graduate curriculum to address needs assessment.
- Collaborate with other departments to enhance delivery of current courses.

Objective 5.2: Evaluate the medical curriculum to improve the focus of the basic sciences courses.

Strategies:

- Assess course and student performance over last 3 years to determine strengths and weaknesses and needs.
- Evaluate student comments of courses over last 3 years and evaluate common themes and suggestions.
- Collaborate with other departments in order to deliver current courses.
- Stay current on medical education issues and trends through participation in professional development opportunities.

Objective 5.3: Evaluate the medical curriculum to improve the focus of the clinical sciences courses.

Strategies:

- Assess course and student performance over last 3 years to determine strengths and weaknesses and needs.
- Evaluate student comments of course over last 3 years and evaluate common themes and suggestions.
- Collaborate with other departments in order to deliver current courses.
- Expand the scope of years 3 and 4 curriculum to meet changing needs.
- Perform needs assessments with faculty, administrators, and appropriate agencies.
- Increase clinical rotation sites and increase available preceptors to decrease the current student-attending ratio.
- Reevaluate standards for student and faculty assessments.
- Reevaluate the curriculum.

Objective 5.4: Support an academic atmosphere that embraces the individual differences of faculty, students, staff, and the community.

Strategies:

- Educate the OSU-CHS community on the effects of diversity on the delivery of medical care.
- Recruit outstanding faculty and staff that reflect the Oklahoma population.
- Recruit, retain, and graduate disadvantaged/underrepresented minority students into the medical and graduate programs.
- Provide specialized support to students from diverse backgrounds.

Objective 5.5: Increase faculty involvement in education, promoting teaching as scholarship.

Strategies:

- Provide services, resources, programs, and instructional support that enable effective teaching, enhanced learning, and valid, reliable assessment.
- Develop mentor program for incoming faculty that includes senior faculty and staff faculty developer.
- Involve faculty in online professional development opportunities.
- Provide opportunities for faculty/administration to dialog on issues related to education.
- Educate faculty and students about the scholarship of teaching.
- Improve evaluation system to measure good teaching.
- Develop a reward system for excellent teaching.
- Involve faculty in professional development opportunities.

- Increase amount of effective didactics in clinical rotations.
- Hire full-time educational and resource director to focus on curriculum, national board performance, and faculty development.
- Provide relevant programs on the rapidly changing medical issues such as the business aspects of medical practice, medical law.

Objective 5.6: Develop institutional research program to meet needs of faculty and administration for decision-making and research.

Strategies:

- Survey faculty and staff to determine institutional research needs.
- Develop appropriate databases.
- Select program processes most compatible with needs of users.

Goal Six. Patient Care - Be recognized for superior and compassionate patient-centered health care.

Critical Success Factors:

- OSU Physicians will be named as one of the top ten treatment care facilities in the city
- Sixty percent of all underserved patients within the metro area will select an OSU physician as their primary care provider
- Customer satisfaction levels will increase by 50% over their 2004 levels
- Expand Medicaid and third-party payments of patients utilizing OSU Physicians by 50%

Objectives:

Objective 6.1: Increase the visibility of OSU Physicians within the Tulsa metropolitan and across the state of Oklahoma.

Strategies:

- Active participation in community visibility in conjunction with OSU-CHS public relations campaign.
- Increase public awareness of preventative and screening programs by OSU-CHS clinical departments.
- Introduce new faculty at OSU-CHS to the community and professional colleges in the metropolitan area.
- Identify students, faculty, staff, and alumni that are participating in community activities/health fairs.

Objective 6.2: Be a healthcare system of choice to patients within Tulsa and the surrounding area.

Strategies:

- Expand and improve the payer mix of patients utilizing OSU Physicians to include a balance of Medicaid, managed care, and third-party payers.
- Communicate with our current fee-for-service Medicaid population to assist in re-enrollment in OSU-CHS healthcare system.
- Increase ease of referrals within the OSU healthcare system.

Objective 6.3: Recruit, retain, and develop an outstanding, diverse faculty and staff for the delivery of medical care.

Strategies:

- Recruit outstanding faculty and staff that reflect the Oklahoma population.
- Hold human resource workshops.
- Provide programs to educate faculty and staff about multicultural issues.

- Encourage faculty and professional staff to participate in state and national health organizations and meetings.

Objective 6.4: Increase the level of customer satisfaction exhibited by patients visiting the OSU clinic system.

Strategies:

- Improve scheduling methodology.
- Improve triage nurse role.
- Improve telephone access for patients at all OSU clinic sites.
- Increase number of physicians acting as primary care providers with the OSU clinic system.

Goal Seven. Workplace Culture/Organizational Structure - Facilitate the development of quality performance at all levels of the organization.

Critical Success Factors:

- Increase employee satisfaction as displayed through 20% lower turnover rate over the next five years.
- Increase number of employees participating in the ambassador and leadership program by 10% per year for the next five years.
- Increase professional growth opportunities for employees by increasing the number of training classes offered by 10% annually over the next five years.

Objectives:

Objective 7.1: Increase high employee satisfaction levels.

Strategies:

- Respond to employee concerns with programs addressing reoccurring issues.
- Create non-threatening system for employees to voice concerns and develop methods to appropriately address concerns.
- Provide professional growth opportunities to all employees.
- Develop and promote an environment of appreciation for employees.
- Establish an on-site wellness center to promote healthy habits for employees.
- Create a faculty lounge area to promote interaction between faculty members from different departments and units.

Objective 7.2: Develop leaders within the CHS.

Strategies:

- Provide incentives to participate in the LDP, ALP, and Ambassador program.
- Provide flexible hours for those pursuing higher education.
- Precipitate employees knowing other employees in order to maximize promotion opportunities for internal candidates by profiling specific employee accomplishments.
- Develop scholarship program for employees.

Objective 7.3: Recruit employees with leadership qualities.

Strategies:

- Develop career ladders as means for recruiting and promoting employees.
- Communicate the strategic plan of CHS when recruiting and interviewing job applicants.
- Develop and maintain a positive working environment in order to establish a good reputation as an employer.

Goal Eight. Student Environment - Create and maintain a student-enriching environment.

Critical Success Factors:

- Significantly increase student satisfaction levels every year using March of 2005 baseline for services, facilities, and technology utilization.
- Maintain current participation in programs including intramural sports clubs, student health care, clubs, and organizations.
- Increase by 200% the general awareness in Oklahoma and appreciation for osteopathic medicine.

Objectives:

Objective 8.1: Maintain high student satisfaction levels.

Strategies:

- Respond appropriately and expeditiously to student concerns.
- When possible, accommodate students' reasonable requests.
- Administration will develop ongoing relationship with students, particularly student leadership.
- Develop non-threatening method for students to voice concerns regarding academic environment. Listen intently and respond appropriately.

Objective 8.2: Provide extracurricular programs that positively contribute to the mental, spiritual, and physical well being of all students.

Strategies:

- Provide relevant programs on current medical issues.
- Provide spirituality component to the curriculum.
- Promote health habits of the students. Establish an on-site wellness center.
- Encourage students to actively participate in program development.
- Increase the health of student body by creating and maintaining services for stress management, emotional and mental health, and wellness center.

Objective 8.3: Educate, increase awareness and appreciation for the osteopathic medicine profession and OSU-CHS.

Strategies:

- Increase viewing scope of advertisements to include Oklahoma City, Tulsa, and other areas and conduct a large ongoing media campaign in order to increase the awareness of osteopathic medicine.
- Bring in prominent osteopathic physicians for programs and forums: heavily promote prior to the event and publicize after the event.

- Create and maintain resident and student led clinics to improve the health and wellness of surrounding areas.
- Maintain connectivity with other osteopathic colleges.

Objective 8.4: Develop student support services targeting career and business guidance to assist students with specialty, residency, and career choices.

Strategies:

- Create support personnel specifically to assist students with making important life-altering decisions about residency and further career choices.
- Create a residency and career center available to students and alumni.
- Create and maintain online information about clinical rotations and residency information.

Objective 8.5: Expand existing facilities and increase student-oriented areas.

Strategies:

- Increase library space so as to provide carrel study areas for each student.
- Increase computer lab areas by 200%.
- Increase “break out” rooms by 300% in 2 years.
- Create sufficient area for histology lab space including areas for student microscopes.
- Increase anatomy lab area and locker areas sufficiently to provide for each student.
- Increase classroom space.
- Increase student lounge area.
- Create a wellness center open 24 hours a day sufficient for 50% at one time of student body to enjoy.
- Create student lounge and study areas in university hospital large enough to accommodate students on core rotations.

Objective 8.6: Increase technology and communication methods.

Strategies:

- Create student aid program to assist student with obtaining laptop computers.
- Increase access to telemedicine facilities.
- Increase classroom technology.
- Make communication methods such as pagers or e-mail for PDA’s available for all students for consistent communication from faculty/staff to student body.

Objective 8.7: Increase opportunities and facilities for graduates.

Strategies:

- Increase the number of residency spots available.
- Maintain and further increase residency programs and clinical sites available.