

## **STRATEGIC PLAN 2009-2019**



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### Strategic Planning Committee

The Strategic Planning Committee is charged with developing the goals, strategies, objectives, and outcome measures comprising the LSUHSC-NO Strategic Plan. The Strategic Planning Committee members, consisting of representatives from all areas of the Health Sciences Center, are as follows:

- Joseph M. Moerschbaecher III, PhD, Chairman, Vice Chancellor for Academic Affairs and Dean of the School of Graduate Studies
- Gregory Bagby, PhD, Professor of Physiology and Medicine, President of the Faculty Senate
- Diana Bajoie, BS, Director of Community Relations
- James Cairo, PhD, Dean of the School of Allied Health Professions
- James Falterman, MD, Medical Director University Medical Center
- Cathi Fontenot, MD, Associate Dean of Alumni Affairs and Development
- Elizabeth Fontham, DrPH, Dean of the School of Public Health
- Ronald Gardner, MHA, Vice Chancellor for Community and Security Affairs
- Henry Gremillion, DDS, Dean of the School of Dentistry
- Deborah Hunt, MEd, Director of Planning and Institutional Research
- Chapman Lee, Head of Surgery at Earl K. Long Hospital
- Steve Nelson, MD, Dean of the School of Medicine
- Frank G. Opelka, MD, Vice Chancellor for Clinical Affairs
- Demetrius Porche, DNS, Dean of the School of Nursing
- Charla Spalluto, MBA, Fiscal Analyst
- Ronnie Smith, MPA, Vice Chancellor for Administration and Finance

## MESSAGE FROM THE CHANCELLOR

As Louisiana's flagship academic health center, educating approximately 70% of Louisiana's health care professionals, LSU Health Sciences Center at New Orleans welcomes the opportunity to describe the course we have set for the Center over the coming decade.

The purpose of this strategic plan is to:

- Provide direction and an integrative framework for planning and implementing the goals that support the mission of the Health Sciences Center at New Orleans
- Establish the foundation for accountability that is fundamental for continuous improvement within all of our programs and activities

This Strategic Plan includes goals that relate to each component of our mission. Objectives relating to each goal are presented, as well as strategies to achieve these objectives. Monitoring outcomes that relate to our goals provides feedback, which insures continuous improvement. This Strategic Plan represents the work of many individuals throughout the University, and I am grateful for their dedication and effort.

With the support of our governing boards in higher education and State government as well as our partners in industry and in communities throughout Louisiana, the goals we have set forth are attainable and will enable LSU Health Sciences Center at New Orleans to better serve the people of Louisiana. Over the next decade, LSU Health Sciences Center at New Orleans can make great progress toward:

- Improving access to quality health care for residents of the entire geographic area
- Recruiting and educating future health care professionals who reflect and celebrate our diverse community
- Reducing the shortage of key health care professionals in Louisiana, especially in the rural areas
- Improving the health of Louisiana citizens through innovations in our health care services, disease management and health promotion programs
- Diversifying Louisiana's economy and increasing the monies we attract into the State through our research enterprise
- Enhancing our outreach capability by forging new alliances while strengthening our relationships with existing partners in communities across Louisiana

## VISION

- Louisiana State University Health Sciences Center at New Orleans (LSUHSC-NO) will provide health care education, research, patient care and community outreach of the highest quality throughout the State of Louisiana.
- LSUHSC-NO will be an advanced, comprehensive academic health sciences center with a campus culture of learning and discovery, positioned for constant change and continuous growth.
- Skilled professionals, specialists in concentrated areas of bioscience and technology, will produce innovative education for students in the health professions, enhance acquisition of knowledge and research grants, and demonstrate excellence in all patient care delivery.
- This bright future, entwined with community and research partnerships, will serve the needs of the State of Louisiana with additional health professionals, new knowledge, economic development, and excellent clinical care.
- LSUHSC-NO will be guided by the highest standard of ethics, professionalism, compassion, quality, accountability and will act in the public good.
- Implementation of these goals will lift the confidence and performance of all members of the LSUHSC-NO community, and strengthen our reputation among our peer academic health centers. The ten-year strategic plan presents an incremental approach to directing and acquiring resources to achieve our vision.

## IMPORTANT WORK

The mission of LSUHSC-NO is to provide education, research, and public service through direct patient care and community outreach. LSUHSC-NO comprises the Schools of Allied Health Professions, Dentistry, Graduate Studies, Medicine, Nursing, and Public Health.

LSUHSC-NO educational programs prepare students for careers as health care professionals and scientists. The Health Sciences Center disseminates and advances knowledge through State and national programs of basic and clinical research, resulting in publications, technology transfer, and related economic enhancements to meet the changing needs of the State of Louisiana and the nation.

LSUHSC-NO provides vital public service through direct patient care, including care of indigent and uninsured patients. Health care services are provided through LSUHSC-NO clinics in allied health, dentistry, medicine, nursing, and in numerous affiliated hospitals and clinics throughout Louisiana.

LSUHSC-NO provides referral services, continuing education, and information relevant to the public health of the citizens of Louisiana. In addition, LSUHSC-NO works cooperatively with two Area Health Education Centers (AHECs), whose programs focus on improving the number and distribution of health care providers in underserved rural and urban areas of Louisiana and on supporting existing rural health care providers through continuing education programs.

LSUHSC-NO works collaboratively with other Academic Institutions (Tulane University Health Sciences Center, Xavier University, Dillard University, Loyola University, and the University of New Orleans) and with Medical Institutions like Children's Hospital of New Orleans and the Ochsner Health System in region-wide projects. Projects include the Louisiana Cancer Research Consortium, the Louisiana Gene Therapy Research Consortium, New Orleans BioInnovation Center, The Clinical and Translational Research, Education, and Commercialization Project, the Research Institute for Children, and the Louisiana Cancer Control Partnership.

## **PHILOSOPHY**

LSUHSC-NO seeks to fulfill its mission by:

- Pursuing excellence in educational opportunities, scientific discovery, health promotion and prevention, and the delivery of health care
- Undertaking all of its activities with the highest ethical standards
- Maximizing our human, intellectual, and fiscal resources
- Employing proactive and sound decision making; and effectively and efficiently satisfying the needs of the public for education and health care
- Using evidence-based best practices and technology in providing teaching, research, and patient care
- Extending opportunities for health care education to all segments of the population
- Striving to attract and retain faculty, staff, and students that reflect Louisiana's diverse population
- Seeking collaborations and partnerships within the Health Sciences Center, the LSU System and with outside agencies, institutions, and communities
- Promoting development of our faculty through a commitment to lifelong learning and achievement

## PLAN IMPLEMENTATION

The Strategic Plan presents goals for a ten-year time frame. Inevitably, assumptions have been made regarding future internal and external environments. The future is difficult to predict. However, it is important that this document is understood to be the first step in an ongoing process of assessment, analysis, and planning. Our ten-year strategic plan represents an incremental approach that over time will redirect and acquire resources (both intellectual and financial) required for goal implementation.

Some goals, like the new LSU Hospital at New Orleans, will take longer to reach than others. Achievement of goals will be an incremental process. By implementing select strategies, we will accomplish the objectives that encompass our goals.

Strategies will be implemented by:

- Meeting with concerned parties both internal and external, gathering information and eliciting cooperation needed to implement a strategy
- Determining mechanisms/actions needed (e.g., new committees, curriculum change, policy change, fellowship program, newsletter, recruitment)
- Setting funding priorities
- Implementing mechanisms/actions
- Evaluating ongoing mechanisms/actions
- Using evaluation to enhance achievement of strategies

## GOALS

### **Goal 1 ► Environment**

LSUHSC-NO will create a learning environment of excellence dedicated to effectively carrying out all activities with the highest standards of ethics, openness, fairness, respect, professionalism and accountability.

**OBJECTIVE 1.1** To foster professionalism, interprofessional collaboration, ethical sensitivity, and skill among faculty, staff, trainees, and students

**STRATEGY 1.1.1** Ethical behavior encompasses the students' commitment to professional responsibilities, including demonstration of respect, compassion, and integrity. The curriculum of each school incorporates ethics education.

**STRATEGY 1.1.2** All LSUHSC-NO students and faculty members adhere to the professional code of the relevant school/professional organization.



**STRATEGY 1.1.3** All faculty and staff of LSUHSC-NO adhere to the LSUHSC-NO Code of Conduct.



**STRATEGY 1.1.4** The Office of Compliance Programs contributes to the institution's overall excellence by increasing faculty, staff and student awareness of and compliance with applicable statutory, regulatory and policy requirements.

**STRATEGY 1.1.5** The Office of Research Services disseminates information about all laws, regulations and guidelines that govern human, animal, basic science, and applied science research.

**STRATEGY 1.1.6** LSUHSC-NO websites contain accurate and current information concerning relevant policies and procedures. Faculty, staff and students can elect to receive email updates of changes to the Bylaws and Regulations, LSUHSC-NO Chancellor's Memoranda, and the LSU System Permanent Memoranda.

#### **PERFORMANCE INDICATORS 1.1**

-  Enhanced student skills and attitudes relating to professionalism and interprofessional collaboration – At intervals, students demonstrate (through examination and performance) attainment of the knowledge, skills and attitudes necessary to provide legal, ethical, and culturally sensitive care to their patients.
-  Increased compliance with rules and regulations – The Office of Compliance Programs monitors institutional compliance with HIPAA requirements, Federal and State laws and regulations, LSU System, and LSUHSC-NO Policies and Procedures.

-  Increased compliance with laws/regulations/guidelines governing human, animal, basic science and applied science research – The Office of Research Services assures compliance with all laws, regulations and guidelines that govern human, animal, basic science, and applied science research.
-  Increased effectiveness of internal controls – The LSU System maintains the Office of Internal Audit to measure and evaluate the effectiveness of the internal controls within the accounting, financial, and operating systems of the LSU System.

**OBJECTIVE 1.2** Enhance the culture within to promote positive attitudes and interprofessional interactions, professionalism, satisfaction, and consideration of others to further augment institutional excellence




**STRATEGY 1.2.1** Continue to inspire pride and motivate achievement by distributing an electronic newsletter that identifies significant accomplishments of those affiliated with the Health Sciences Center

**STRATEGY 1.2.2** Celebrate and recognize faculty, staff, and student excellence in instruction, research, and patient care, furthering the mission of the Health Sciences Center

**STRATEGY 1.2.3** Develop a program for more systematic recognition (and reward) of worthy faculty in distinct categories of activities, while continuing and/or enhancing existing programs of recognition and incentives, particularly in teaching and research

**STRATEGY 1.2.4** Encourage a positive atmosphere of charity and camaraderie by sponsoring extracurricular and community activities, such as the Art Fair, the chorus, N.O. AIDS Walk, and blood donations

**PERFORMANCE INDICATORS 1.2**

-  Continued distribution of electronic newsletter
-  Increased efforts to celebrate and recognize excellence in all areas of the Health Science Center
-  Increased sponsorship of extracurricular and community activities

**OBJECTIVE 1.3** Establish a clear and standardized process for annual reporting and periodic academic unit review for each School in the Health Sciences Center

**STRATEGY 1.3.1** Require departments, centers, and programs to report annually on activities, using a standardized methodology



**STRATEGY 1.3.2** Evaluate departments, centers, and programs (and their leadership) on a five to seven year cyclical basis

**PERFORMANCE INDICATORS 1.3**

- Developed standardized process for reporting
- Use of a standardized process to report annually on each School's academic activities
- Evaluation of all departments, centers, and programs (and their leadership) on a cyclical basis

**OBJECTIVE 1.4** Maximize Institutional Effectiveness

**STRATEGY 1.4.1** Identify expected outcomes for each area within LSUHSC-NO, which include but are not limited to the following:

- Educational programs, including student learning outcomes
- Administrative support services
- Educational support services
- Research
- Community/public service

**STRATEGY 1.4.2** Assess the extent to which each unit achieves its outcomes and uses the results to maximize its effectiveness.

**PERFORMANCE INDICATORS 1.4**

- Presentation of evidence of improvement based on analysis of results by each unit

## **Goal 2 ► Education**

LSUHSC-NO will:

- Provide a quality education to students in the health sciences
- Increase the number of students graduating in focus areas of need in Louisiana (nursing, allied health, dental hygiene, and graduate studies, graduate medical education, and public health)
- Expand and strengthen the Rural Scholars Track

**OBJECTIVE 2.1** Provide faculty members with support programs that enhance their skills in the areas of teaching, advising/mentoring, instructional design, curriculum development, interprofessional education, and assessment of learning

**STRATEGY 2.1.1** Continue support of the Academy for the Advancement of Educational Scholarship, a center-wide initiative of the Chancellor's Office, established to support an interprofessional community of scholars that nurtures and recognizes excellence and scholarship in teaching and education

**STRATEGY 2.1.2** Fund educational scholarship mini-grants to support innovations and enhancements in teaching

**STRATEGY 2.1.3** Develop programs and resources (i.e., study groups, mentorship) to support faculty development and collaboration related to teaching with colleagues at other institutions





**STRATEGY 2.1.4** Host annual colloquia to allow faculty members to focus on specific topics of interest and interact with teaching scholars and educators of national and international acclaim

**STRATEGY 2.1.5** Fund a travel grant program to support presentation of educational scholarship at professional meetings

**STRATEGY 2.1.6** Establish a two-year fellowship program that will allow select faculty members to pursue in-depth learning, collaboration, and mentorship in the science and scholarship of teaching and education

### **PERFORMANCE INDICATORS 2.1**

- Continued institutional support of the Academy for the Advancement of Educational Scholarship
- Funding of educational scholarship mini-grants to support innovations and enhancements in teaching
- Development of programs and resources to support faculty development and collaboration related to teaching with colleagues at other institutions

-  Establishment of annual colloquia to allow faculty members to focus on specific topics of interest and interact with teaching scholars and educators of national and international acclaim
-  Funding of a travel grant program to support presentation of educational scholarship at professional meetings
-  Establishment of a two-year fellowship program allowing select faculty members to pursue in-depth learning, collaboration, and mentorship in the science and scholarship of teaching and education
-  Increased faculty skills in teaching as measured by course evaluations and student licensure exam scores






**OBJECTIVE 2.2** Use technology to enhance interprofessional student learning and matriculation experiences

**STRATEGY 2.2.1** Continuously update infrastructure to accommodate evolving technology developments

**STRATEGY 2.2.1** Provide training to students, faculty, and staff in the use of online library resources for study and research

**STRATEGY 2.2.3** Meet the objectives of the Quality Enhancement Plan submitted to the Southern Association of Colleges and Schools (SACS), which includes use of state-of-the-art patient simulators in instruction

**PERFORMANCE INDICATORS 2.2**

-  Timely infrastructure upgrades
-  Online student registration and payment of tuition and fees
-  Improved online library skills of faculty, staff and students
-  Increased use of state-of-the-art simulators in instruction
-  Enhanced student learning as measured by examination scores and licensure exams

**OBJECTIVE 2.3** Increase the number of students graduating in the focus areas of need in Louisiana, expanding in concert with resources and partnerships. The focus areas are Nursing, Allied Health, Graduate Medical Education, and Public Health.




**STRATEGY 2.3.1** Improve recruitment efforts using channels of mass media and contacts with local high schools, and regional colleges and universities

**STRATEGY 2.3.2** Maintain the stipends at the level of the Southern Regional Average for recruitment of the highest quality future physicians and graduate students, and return to pre-Katrina levels of house officers

**STRATEGY 2.3.3** Maintain relevance of the curriculum and clinical experience by using feedback from students and input from area health care professionals

**STRATEGY 2.3.4** Seek funding, like that offered through Nursing Workforce Development programs, authorized under Title VIII of the Public Health Service Act, to address the shortage of various health care professionals in this geographic area.

**PERFORMANCE INDICATORS 2.3**

-  Increased number of student graduates in the focus areas of need
-  Increased number of in-house officers
-  Increased number of grants that address the shortage of health professionals in this geographical area

**OBJECTIVE 2.4** Implement a full range of clinical, didactic, and scholarly experiences, as well as curricular and administrative strategies that will lead to a strong and distinctive Rural Scholars Track in the School of Medicine




**STRATEGY 2.4.1** Develop written curriculum and learning objectives to distinguish the Rural Scholars Track from the remainder of the undergraduate curriculum in the School of Medicine

**STRATEGY 2.4.2** Formalize administrative support for the Rural Scholars Track in the School of Medicine and expand training site opportunities

**STRATEGY 2.4.3** Review admissions recruitment strategies

**STRATEGY 2.4.4** Increase exposure to primary care in the curriculum of the Rural Scholars Track in the School of Medicine.

**PERFORMANCE INDICATORS 2.4**

-  Development of a distinctive Rural Scholars Curriculum in the School of Medicine
-  Increased number of students in the School of Medicine Rural Scholars Track
-  Increased number of graduates in the School of Medicine Rural Scholars Health Track

## **Goal 3 ► Research**

LSUHSC-NO will be a local, national, and international leader in biomedical research.

**OBJECTIVE 3.1** Provide the funds, policies, and support to direct incremental increases and institutional commitment to the research mission. Focus on areas of current strengths in biomedical research to increase the amount of grant funds over five to ten years.

**STRATEGY 3.1.1** Review the research support systems (“infrastructure”) and enhance where appropriate

**STRATEGY 3.1.2** Develop programs and sponsor research retreats that will enhance productivity and competitiveness for external sponsored research funding

**STRATEGY 3.1.3** Reward faculty for increasing research efforts and highlight research endeavors in the media

**STRATEGY 3.1.4** Provide improved laboratory space and new research facilities




**STRATEGY 3.1.5** Assist in grant and manuscript preparation, and increase awareness of funding research opportunities

**STRATEGY 3.1.6** Encourage entrepreneurship by showcasing successful business startups throughout the health sciences center community, and challenging peers to commercialize inventions

**STRATEGY 3.1.7** Improve research coordination and efficiency by using the LSUHSC-NO Research Council, which is charged with making recommendations on both short and long-term plans for research as well as with examining all aspects of the research infrastructure including capital equipment and space utilization

**STRATEGY 3.1.8** Streamline the research protocol approval process by creating a second Institutional Review Board (IRB) committee as the number of open studies increases

### **PERFORMANCE INDICATORS 3.1**

-  Infrastructure enhanced where appropriate
-  Programs developed and research retreats sponsored that enhance productivity and competitiveness for external sponsored research funding
-  Faculty rewarded for increasing research, and research endeavors are highlighted in the media

-  Improved/new laboratory space
-  Implemented grant and manuscript preparation assistance program
-  Publicized funding research opportunities
-  Successful business startups showcased
-  LSUHSC-NO Research Council focuses on increased productivity
-  Second Institutional Review Board (IRB)
-  Increased number of grant applications
-  Increased number of research publications
-  Increased number of invention disclosures, licensing agreements, and patents
-  Increased research dollars from external source

**OBJECTIVE 3.2** Manage faculty recruitment in concert with retention and replacement





**STRATEGY 3.2.1** Use competitive packages for attracting additional investigators

**STRATEGY 3.2.2** Provide improved laboratory space and new research facilities such as the Clinical Sciences Research Building

**STRATEGY 3.2.3** Offer competitive faculty salaries based on the salaries of southern regional peer institutions

**STRATEGY 3.2.4** Reward faculty for research productivity and excellence

**PERFORMANCE INDICATORS 3.2**

-  Decreased faculty salary variance from the Southern Regional average
-  Increased use of competitive packages in recruitment
-  Increased/upgraded research space
-  Increased percentage of faculty retained


**OBJECTIVE 3.3** Leverage research recruitment to coordinate with focus areas in patient care and education to enable translational research to occur and promote interdisciplinary (involving two or more academic subjects or fields of study from more than one department or school) cooperation

**STRATEGY 3.3.1** Raise awareness and participation in the Clinical/Translational Research Initiative, which provides teams comprising basic scientists, clinicians, and mentors with funding to develop pilot translational research projects thus improving the success of our recruitment and retention efforts in this area and enhancing the development of future clinician-scientists

**STRATEGY 3.3.2** Identify research initiatives that may directly translate to patient care and education; communicate research findings and collaborate with clinicians and teachers

**STRATEGY 3.3.3** Improve research coordination, collaboration, and efficiency on our campus using the LSUHSC-NO Research Council, which is charged with making recommendations on both short and long-term plans for research as well as with examining all aspects of the research infrastructure including capital equipment and space utilization

**PERFORMANCE INDICATORS 3.3**

 Increased number of interdisciplinary projects






**OBJECTIVE 3.4** Promote economic growth through technology development

**STRATEGY 3.4.1** Develop closer ties with industry

**STRATEGY 3.4.2** Conduct internal outreach (through OTD website, meetings with researchers and departmental/center leaders, new hires, etc.) to communicate the role of the Office of Technology Development




**STRATEGY 3.4.3** Fully implement a comprehensive technology database, which includes inventions with non-confidential summaries and licensing prospects with specific areas of commercial interest

**PERFORMANCE INDICATORS 3.4**

-  Implemented technology database
-  Increase in fully executed licenses
-  Increase in industry funded research at LSUHSC-NO labs
-  Increase in fully executed disclosures received
-  Increase in start-up companies in Louisiana

## **Goal 4 ▶ Patient Care**

LSUHSC-NO will:

-  Improve access to quality health care for the entire geographic area
-  Provide quality health care to the citizens of Louisiana
-  Promote disease prevention and health awareness

**OBJECTIVE 4.1** Implement and expand programs to increase public awareness of and support for the proposed LSU Hospital at New Orleans

**STRATEGY 4.1.1** Promote the need for a new LSU Hospital in New Orleans through LSUHSC-NO publications, websites, and mass media outlets

**STRATEGY 4.1.2** Correct misconceptions about charity hospitals



**STRATEGY 4.1.3** Increase awareness that partnering with the VA will enhance patient care while producing operational savings by sharing equipment such as CT and MRI equipment and sharing infrastructure such as power plant, food services and laundry.

**STRATEGY 4.1.4** Educate external stakeholders regarding the mutual dependence between medical education and the LSU public hospitals

**STRATEGY 4.1.5** Partner with the State Legislature in making decisions about health care services and encourage full disclosure about budget issues

**STRATEGY 4.1.6** Structure existing and new clinical programs to fulfill short and long term goals while strategically positioning the Health Sciences Center for the completion of a new LSU Hospital

### **PERFORMANCE INDICATORS 4.1**

-  Increased citizen support for the LSU Hospital in New Orleans
-  Completion of LSU Hospital in New Orleans

**OBJECTIVE 4.2** Deliver health care to all LSUHSC-NO patients demonstrating both concern for each individual and excellence in the art and science of health care




**STRATEGY 4.2.1** Gather information using patient satisfaction survey

**STRATEGY 4.2.2** Maintain excellence in patient care by efficiently using all available resources related to the delivery of health services such as the use of partnerships with private practices, house officers, and community hospitals.

**STRATEGY 4.2.3** Provide high quality yet effective service to the patients while maintaining fiscal responsibility



### PERFORMANCE INDICATORS 4.2

-  Increased satisfaction reported on patient surveys
-  Continued use of partnerships with private practices, house officers, and community hospitals
-  Balanced budget

**OBJECTIVE 4.3** Develop mechanisms for expanding statewide access to health care

**STRATEGY 4.3.1** Expand the Rural Scholar Track to the Schools of Dentistry, Nursing, and Allied Health Professions





**STRATEGY 4.3.2** Develop written curricula and learning objectives for the Rural Scholars Track in the Schools of Dentistry, Nursing, and Allied Health Professions

**STRATEGY 4.3.3** Provide administrative support for the Rural Scholars Track in the Schools of Dentistry, Nursing, and Allied Health Professions and expand training site opportunities

**STRATEGY 4.3.4** Develop recruitment strategies for the Rural Scholar Track in the Schools of Dentistry, Nursing, and Allied Health Professions

**STRATEGY 4.3.5** Develop outreach programs using telemedicine

### PERFORMANCE INDICATORS 4.3

-  Developed Rural Scholars Curricula in the Schools of Dentistry, Nursing, and Allied Health Professions
-  Established administrative support for the Rural Scholars Track in the Schools of Dentistry, Nursing, and Allied Health Professions
-  Developed recruitment strategies for the Rural Scholar Track in the Schools of Dentistry, Nursing and Allied Health Professions
-  Developed communications and information technologies, which are used for the delivery of clinical care and non-clinical services such as medical education, administration, and research through telemedicine

**OBJECTIVE 4.4** Consolidate the Faculty Clinical Practice into a fully integrated multi-specialty academic group practice that excels as a regional referral resource for complex tertiary care and demonstrates an ongoing commitment to improvement of the health status of citizens of Louisiana

**STRATEGY 4.4.1** Improve clinical program operational and financial integration by establishing multidisciplinary programs that provide a seamless continuum of care for patients





**STRATEGY 4.4.2** Review shared practice management support operations (shared billing systems, back-office billing functions and the flow of dollars from professional fee collections supporting compensation and growth of clinical faculty) to insure efficiency through the use of best business practices

**STRATEGY 4.4.3** Institute common ambulatory care management, which involves establishment of enterprise-wide ambulatory care practice standards, optimal service location and facility use, and shared management and support staff, all of which requires advanced levels of departmental cooperation

**STRATEGY 4.4.4** Increase coordination of physician workforce planning, thus resolving critical physician workforce issues (For example, recruiting physicians in one department often creates service demands on physicians in other departments, calling for coordinated planning.)

**STRATEGY 4.4.5** Arrange for the construction of a privately funded Medical Office Building that would be leased to the LSUHSC Faculty Clinical Practice, because centrally located Clinical Practice Departments will enhance coordinated planning and provide a seamless continuum of patient care.

**PERFORMANCE INDICATORS 4.4**

-  Established multidisciplinary programs provide a seamless continuum of care for patients
-  Reviewed practice management support operations assure the use of best business practices
-  Implementation of common ambulatory care management
-  Construction of a Medical Office Building to house the LSUHSC Faculty Clinical Practice.

**OBJECTIVE 4.5** Promote communication between LSUHSC-NO and all members of the community where we live and serve, to increase the level of health care awareness and to increase participation in health care screening




**STRATEGY 4.5.1** Use mass media outlets to highlight outreach activities benefiting the community such as the New Orleans Musicians' Clinic, the Center for Acadiana Genetics and Hereditary Health, and the Student Run Homeless Clinic

**STRATEGY 4.5.2** Use LSUHSC-NO's publications, websites, and mass media outlets to promote health care screenings such as the Louisiana Education and Early Detection (LEED) program dedicated to increasing public awareness of the importance of the early detection and treatment of prostate cancer

**STRATEGY 4.5.3** Organize informational seminars and support groups for the personal management and acceptance of disease, such as cancer and Alzheimer's disease.

**STRATEGY 4.5.4** Enhance information on the LSUHSC-NO website about preventive medicine, diseases, and treatments with emphasis on the activities of LSUHSC-NO programs, specifically the Centers of Excellence

#### **PERFORMANCE INDICATORS 4.5**

-  Increased use of mass media to promote health care education
-  Increased number of cancer screenings
-  Increased number of informational seminar and support group participants

## **Goal 5 ► Community**

At LSUHSC-NO, we seek to eliminate barriers and nurture talent. It is part of our institutional culture to promote participation by every member of our university community, encourage involvement from citizens of our city and State, and provide excellent medical care for Louisiana's diverse multicultural population.

LSUHSC-NO will constantly seek ways to promote multiculturalism in our:

- 📌 Faculty, staff and student body
- 📌 Curriculum
- 📌 Patient care activities
- 📌 Interactions with the general public

LSUHSC-NO's new Associate Vice Chancellor for Academic and Multicultural Affairs will be instrumental in implementing the strategies related to this goal.

### **OBJECTIVE 5.1** Establish multiculturalism as a priority at LSUHSC-NO

**STRATEGY 5.1.1** Routinely review all of LSUHSC-NO's planning documents to ensure that they emphasize the role LSUHSC-NO must play in responding to the gap between the race/ethnicity of our health care workforce and the general population this workforce serves

**STRATEGY 5.1.2** Interview current/recently graduated minority students, LSUHSC-NO minority students who did not complete their academic program, and minority faculty members to gauge their experiences at LSUHSC-NO and to ascertain any recommendations for improvement that might strengthen the minority presence at LSUHSC-NO

**STRATEGY 5.1.3** Develop a presentation that outlines state/national trends and issues in health care with an eye toward highlighting LSUHSC-NO's role in preparing more diverse health care professionals and providing more multicultural experiences across schools to better understand and meet critical needs of an increasingly diverse patient population.

#### **PERFORMANCE INDICATORS 5.1**




- 👁️ Documentation of the importance of multiculturalism at LSUHSC-NO
- 👁️ Compilation of student recommendations regarding improvements that might strengthen the minority presence at LSUHSC-NO
- 👁️ Completion of presentation highlighting LSUHSC-NO's role in preparing more diverse health care professionals

**OBJECTIVE 5.2** Build internal relationships that promote multiculturalism

**STRATEGY 5.2.1** Meet with the Deans, Admissions Officers and other key staff of each LSUHSC-NO School to: (a) discuss LSUHSC-NO overall mission of increasing minority student presence across programs in each school; (b) learn of existing initiatives relative to increasing minority enrollment and retention; (c) set goals for increasing minority student presence across schools; (d) discuss strategies for monitoring and reaching goals; and (e) identifying a representative from each School to serve on Multicultural Leadership Council for LSUHSC-NO

**STRATEGY 5.2.1** Create a Multicultural Leadership Council, comprising faculty and students from each School and community partners (business, industry, K-12 schools, local universities), which will assist in implementing and monitoring activities designed to increase multiculturalism among students and faculty as well as in curricular, clinical and research experiences at LSUHSC-NO

**PERFORMANCE INDICATORS 5.2**

-  Creation of a Multicultural Leadership Council
-  Creation of five-year goals for increasing minority student presence
-  Creation of strategies for monitoring and reaching five-year goals

**OBJECTIVE 5.3** Build external relationships and partnerships and support multiculturalism

**STRATEGY 5.3.1** Meet with regional legislators, local university administrators, local school district superintendents, local middle and high school principals, local fraternities/sororities and local minority church leaders to discuss: (a) the critical state/national need for more minority health care professionals; (b) LSUHSC-NO's mission/strategies for increasing minority student presence across programs; and (c) the role that these individuals might play in helping LSUHSC-NO meet its goals relative to increasing minority student presence

**STRATEGY 5.3.2** Form partnerships with organizations like The United Negro College Fund, American Association of Hispanics in Higher Education, and the National Association for Equal Opportunity in Higher Education to assist in tapping qualified minority students to be recruited into LSUHSC-NO programs






**STRATEGY 5.3.3** Develop partnerships with universities state-wide and nationally to develop pipeline programs that would direct students into various LSUHSC-NO academic programs

**STRATEGY 5.3.4** Develop a consortium of predominantly minority-serving institutions to tap high-performing sophomores in math and science to become LSUHSC-NO minority fellows who would participate in a series of programs throughout their last two baccalaureate years

**STRATEGY 5.3.5** Work with each LSUHSC-NO professional school to develop/enhance programs targeted at increasing interest in health professions among middle and high school students in the region

**STRATEGY 5.3.6** Give oversight to existing service learning projects and create new opportunities across LSUHSC-NO schools in an effort to coordinate activities and track project participants who might show promise for a career in health sciences

### **PERFORMANCE INDICATORS 5.3**

-  Increased minority student presence across programs
-  Formation of partnerships with minority organizations to assist in identifying qualified minority students to be recruited into LSUHSC-NO programs
-  Development of pipeline programs that direct students into various Health Science Center academic programs
-  Development of a consortium predominantly minority-serving institutions to tap high-performing sophomores in math and science to become LSUHSC-NO minority fellows
-  Development/enhancement of programs with each LSUHSC-NO professional school to increase interest in health professions among middle and high school students in the region

### **OBJECTIVE 5.4** Implement multicultural initiatives at LSUHSC-NO

**STRATEGY 5.4.1** Tap a cadre of current minority students and faculty across programs to serve as outreach ambassadors to prospective students who either have applied or are interested in making an application to LSUHSC-NO

**STRATEGY 5.4.2** Work with existing professional student organizations across Schools at LSUHSC-NO to integrate multicultural/diversity conversations into their annual plans. Specifically, each organization will be asked to host at least one conversation per year that centers on a multicultural/diversity topic impacting the health care profession

**STRATEGY 5.4.3** Host a multicultural/diversity lecture series where current faculty or guest researchers will be invited to share their research focused on a multicultural/diversity topic in health care

**STRATEGY 5.4.4** Host an annual state-wide conference focusing on a particular multicultural trend/issue impacting state/national health care

**STRATEGY 5.4.5** Establish a multicultural student and faculty organization designed to provide support to individuals and to seek their assistance in identifying ways to strengthen recruitment and retention of diverse students/faculty at LSUHSC-NO

**PERFORMANCE INDICATORS 5.4**

-  Use of outreach ambassadors for student recruitment
-  Integration of multicultural and diversity conversations into the annual plans of existing professional student organizations
-  Hosted multicultural/diversity lecture series
-  Hosted annual state-wide conference focusing on a particular multicultural trend/issue impacting state/national health care.
-  Formation of a multicultural student and faculty organization, which provides support to individuals and seeks their assistance in identifying ways to strengthen recruitment and retention of diverse students/faculty at LSUHSC-NO.
-  Increased racial harmony as shown of the Louisiana Board of Regents/ACT Student Satisfaction Survey