



LSU Health
NEW ORLEANS

People Centered, Health Focused

Strategic Plan 2024-2028

Vision: To be the catalyst for a healthy Louisiana

Mission

We educate the future health professions workforce, lead advancement in research and scholarship, provide exceptional and equitable health care, and partner and advocate to build healthy communities.

Elevate and enhance **investment in educational and research** endeavors.



Advance and sustain **meaningful, collaborative partnerships** across all missions.



Maximize our collective impact as an academic HSC.



Expand our influence on health outcomes and healthcare delivery to **address health equity challenges** in Louisiana.

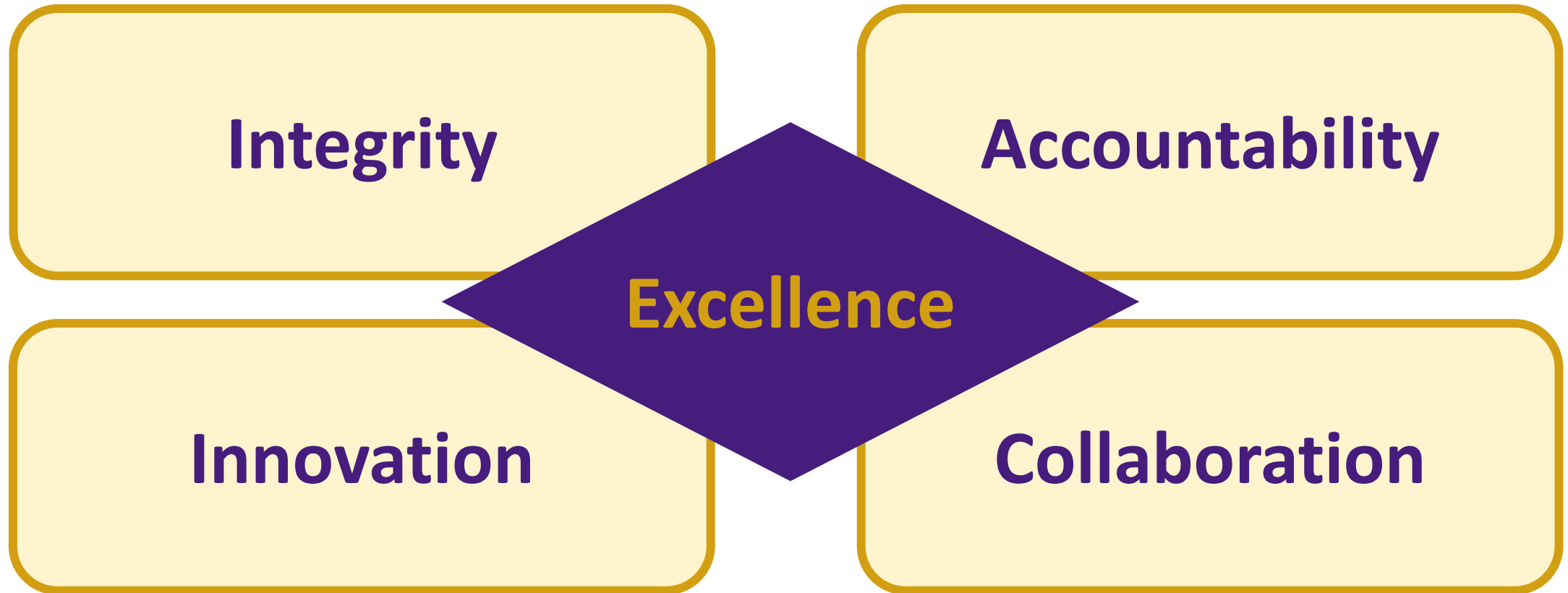


Transform and optimize our **culture and operations**.



Goals

Core Institutional Values Shaping Organizational Culture



Institutional Value Statements

Excellence

We commit to achieving the highest standards and exceptional results in all our endeavors.

Integrity

We are intellectually honest, ethically transparent, and respectful.

Accountability

We take ownership of our commitments, demonstrate consistency and resilience, and act diligently in service to all of our communities.

Innovation

We foster ingenuity, the spirit of inquiry, and a culture of discovery.

Collaboration

We create and value teams that draw on diverse backgrounds, professions, and perspectives.

Transformational Strategies

1

Student Success: Design and deliver academic offerings for the next generation of learners and health professions workforce, enabled by contemporary teaching models, interprofessional approaches, and technology.

2

Louisiana-Focused Research: Advance research and discovery on health issues prevalent in Louisiana through comprehensive, HSC-wide initiatives.

3

Building Healthy Communities: Cocreate interdisciplinary partnerships across Louisiana that advance outreach, prevention, access to care, and advocacy to address health equity.

4

Reducing Cancer's Burden: Develop a team science approach that engages all schools; integrates our community and clinical partners; and improves cancer prevention, community engagement, and patient care and outcomes to achieve NCI designation with a focus on rural and urban health and health disparities.

5

Clinical Growth: Maximize alignment with our partners to collaboratively build clinical programs, expand patient access, and develop care models.

Enabling Strategies

1

Focus on Our People: Accelerate the recruitment, retention, growth, and development of our faculty and staff.

2

Culture of Excellence: Foster a transparent and inclusive environment that engages and inspires learners, staff, and faculty to reach their highest potential.

3

Economic Sustainability: Diversify and solidify sources of revenue via growth of the clinical enterprise, innovative research initiatives and partnerships, and expanded philanthropy.

4

Operational Effectiveness: Work as a highly integrated and efficient HSC with institution-wide policies, processes, technology frameworks, and data-driven decision-making to serve all stakeholders.

Transformational Strategy 1: Student Success

Description: Design and deliver academic offerings for the next generation of learners and health professions workforce, enabled by contemporary teaching models, interprofessional approaches, and technology.

Tactics

- C** 1. Modernize teaching methods, including technology tools, the use of AI, and the continued enhancement of simulation training.
- C** 2. Augment student success resources, including academic success, tutoring, career planning, student health, mentoring, and wellness.
- M** 3. Collaborate internally to capitalize on existing capabilities and expertise within the HSC and more effectively share resources based on a mapping of curricula.
- LT** 4. Enhance the interprofessional education model, including developing a basic common curriculum across programs.
- LT** 5. Deepen and/or broaden degree and program offerings to potentially add doctorates, microcredentialing, and certificates.
- LT** 6. Prepare to engage learners who are working professionals and those across the state and region, especially in more rural communities, via an expanded digital and physical presence.

Metrics

Number of Student Applications and Enrollments

Degree Completion, Placement, and Board/Licensure Pass Rates

Number of Student Achievements

Number of Program and Degree Offerings

In-State Matriculation Rate

Student Wellness Outcomes Improvement

C

Core Priority

M

Momentum Builder

LT

Long Term

Transformational Strategy 2: Louisiana-Focused Research

Description: Advance research and discovery on health issues prevalent in Louisiana through comprehensive, institution-wide and LSU-system wide initiatives.

Tactics

- C** 1. Rebuild and grow research infrastructure, including creating a vice chancellor of research role, centralizing strategic cores, renovating research facilities, expanding academic partnerships, and streamlining policies/processes.
- C** 2. Launch HSC-wide research initiatives with a deeper, integrated, and collaborative focus on health issues that impact Louisiana and expertise across the spectrum of basic, translational, population, and clinical research.
- M** 3. Extend the interdisciplinary research framework to foster interprofessional collaboration, facilitate idea sharing, and expand the purview of research questions.
- LT** 4. Revitalize the School of Graduate Studies to increase its impact on research activities through enhanced programs that attract high-quality students and prepare them for careers in the biomedical sciences.
- LT** 5. Amplify centralized research support services (grant writing; statistics; protocol design; regulatory support; and grants contracting, budgeting, and management) and staff.
- LT** 6. Devise a data and technology strategy to support the research enterprise, including a centralized biostatistics and data science core, clinical data standardization, simulation, computational biology, and opportunities for external collaboration.

Metrics

Number of High-Impact and Peer-Reviewed Publications

Internal Operational Turnaround Time (e.g., IRB, regulatory, contract)

Number and Dollar Value of Program Projects, Centers, and Cooperative Agreements

Number of Disclosures, Patents, Licenses, Inventions, and Start-Ups

Transformational Strategy 3: Building Healthy Communities

Description: Cocreate interdisciplinary partnerships across Louisiana that advance outreach, prevention, access to care, and advocacy to address health equity.

Tactics

- C** 1. Strengthen and/or expand Pathway Programs (K–12 community colleges; within LSU, other universities), building on the success of AHECs and best practices nationally and promoting health professions opportunities for underrepresented communities.
- C** 2. Focus health education efforts with students, the community, and the legislature on a specific health issue(s) in collaboration with community-based organizations, clinical practice partners, and other educational institutions.
- M** 3. Develop a structured approach for community outreach, with shared goals and appropriate resources, that coordinates and integrates efforts across schools to address overlaps and gaps.
- LT** 4. Link outreach partnerships with community-based organizations, clinical practice partners, and government agencies, among others, to HSC-wide research initiatives.
- LT** 5. Enhance health advocacy at the local, state, and federal levels to influence policy that impacts the people and improves health equity and outcomes of New Orleans and greater Louisiana.

Metrics

Number of Matriculants from Pathways Programs

Number, Diversity, and Engagement of
Community Partnerships

Funding Levels for Scholarships, Endowment, and
Foundation Support

Community Participation Rates in Clinical Trials

C

Core Priority

M

Momentum Builder

LT

Long Term

Transformational Strategy 4: Reducing Cancer's Burden

Description: Develop a team science approach that engages all schools; integrates our community and clinical partners; and improves cancer prevention, community engagement, and patient care and outcomes to achieve NCI designation with a focus on rural and urban health and health disparities.

Tactics

- C** 1. Recruit faculty across academic ranks in basic, translational, clinical, and population sciences who are grant-funded or clinical trials principal investigators to build scientific depth in the identified trans-center themes and disease-site priorities.
- C** 2. Grow shared resources, including biostatistics, bioinformatics, data science, and proteomics, among others, to provide access to cutting-edge technology and methodology, scientific consultation, reliability, cost effectiveness, and quality control.
- M** 3. Engage leaders, faculty, and staff across the HSC in delivering on the goals and objectives that are required to achieve NCI designation.
- LT** 4. Enhance the biorepository with partnerships across the state in accordance with best practice and NCI expectations, including improving collection and establishing links to the cancer registry.
- LT** 5. Create an NCI-compliant clinical trials organization and a statewide network to engage communities and facilitate accrual to trials.

Metrics

Number of Participants in Oncology Clinical Trials and Percentage of Target Enrollment

Amount of Oncology Research Funding (NIH or total)

Number of Research Faculty Engaged in Team-Based Oncology Trials and Investigations

C

Core Priority

M

Momentum Builder

LT

Long Term

Transformational Strategy 5: Clinical Growth

Description: Maximize alignment with our partners to collaboratively build clinical programs, expand patient access, and develop care models.

Tactics

- C** 1. Optimize the public-private partnership model in each market to align on innovative clinical program priorities, research emphases, and joint recruitments and to increase the promotion and awareness of LSU Health–NO’s contributions to healthcare, its clinical partners, and the community.
- C** 2. Lead the development of holistic care models that optimize the full interprofessional team to deliver high-quality, cost-effective, and coordinated care, integrating prevention, primary care, oral health, mental health, and maternal health.
- M** 3. Engage faculty leadership to identify opportunities for improving collaboration in clinical practice operations, planning, program development, and recruitment and for designing more integrated and comprehensive partnership models with our clinical affiliates.
- LT** 4. Enhance the affiliation with VA Southeast Louisiana Healthcare System, expanding clinical, educational, and research collaboration opportunities.
- LT** 5. Cultivate additional clinical affiliations with FQHCs, FCCs, and others to ensure long-term sustainability and a high-quality educational, clinical, and research experience for learners across the HSC.
- LT** 6. Explore creative partnerships with payers and community-based agencies, among others, to expand disease prevention, wellness, and initiatives; the primary care workforce via rural tracks and APPs; and geographic reach.

Metrics

Revenue/Investment from the Clinical Enterprise

In-State Resident/
Fellow Retention Rate

Rural Track Program Success

Clinical Program Growth

C

Core Priority

M

Momentum Builder

LT

Long Term

Enabling Strategy 1: Focus on Our People

Description: Accelerate the recruitment, retention, growth, and development of our faculty and staff.

Tactics

- C** 1. Invest in faculty development (i.e., Center for Teaching Excellence and Innovation), including modern pedagogical techniques and technologies, peer feedback, mentorship, and the recruitment of educationally focused faculty.
- C** 2. Enhance professional development, recognition, and advancement for all faculty and staff roles and career stages, including leadership development, management training, cross-training, mentoring, and expanded support processes, structures, and resources.
- C** 3. Attract and retain faculty, staff, and leaders who are representative of Louisiana and inclusive of varied backgrounds.
- M** 4. Develop further opportunities for transparency, accountability, and communication with staff, including the creation of a staff senate, involvement of staff on institutional committees, and enhancement of the annual review and engagement process.
- LT** 5. Recruit, retain, and mentor research faculty, including well-funded, midcareer, and rising scientists, aligned with the HSC's identified research priorities and to address current research and training needs across schools.
- LT** 6. Identify recruitment priorities across the clinical enterprise via a comprehensive, multiyear workforce plan to address the needs of our clinical and community partners.
- LT** 7. Support an environment with a focus on wellness and well-being.

Metrics

Faculty and Staff Applicants and Retention

Faculty and Staff Engagement

Number of Faculty by Rank and/or Engaged in Research

Average Research Funding per Faculty

Faculty Elected to a National Academy

C

Core Priority

M

Momentum Builder

LT

Long Term

Enabling Strategy 2: Culture of Excellence

Description: Foster a transparent and inclusive environment that engages and inspires learners, staff, and faculty to reach their highest potential.

Tactics

- C** 1. Complete the rebuilding of the human resources infrastructure, optimizing functions such as onboarding, talent development, performance evaluations, and succession planning; improving and simplifying processes; and upgrading technology.
- M** 2. Stabilize leadership across the HSC.
- M** 3. Maintain and expand internal communication forums and activities to convey financial and operating performance, recognize and publicly celebrate successes, and share decision-making processes and outcomes.
- LT** 4. Evaluate staffing levels/models across key administrative functions and bolster resources as needed, expanding capacity to support implementation, revisiting distribution of roles and responsibilities, and creating opportunities for input and engagement.
- LT** 5. Design faculty compensation models that promote growth, productivity, and academic excellence, and clarify expectations on workload and clinical and service contributions, updating promotion and tenure guidelines and faculty tracks to reflect industry best practices as needed.
- LT** 6. Develop a program for students to grow in leadership, innovation, critical thinking, and community service.

Metrics

Student and Faculty Demographics
Representative of State Population

Student Satisfaction

Degree Completion, Placement, and
Board/Licensure Pass Rates

Quality Performance

Number of Local, State, or National Excellence
Recognitions or Designations

C

Core Priority

M

Momentum Builder

LT

Long Term

Enabling Strategy 3: Economic Sustainability

Description: Diversify and solidify sources of revenue via growth of the clinical enterprise, innovative research initiatives and partnerships, and expanded philanthropy.

Tactics

- C** 1. Refine external funds flow, inclusive of academic mission support, with key clinical partners.
- C** 2. Partner with the LSU Health Foundation to achieve the HSC’s vision, strategy, and philanthropic priorities, engaging key stakeholders to elevate annual giving and major gifts for program development support, grants, and industry partnerships.
- M** 3. Clarify the internal LSU Health–NO funds flow, highlighting fiscal accountability and transparency and sharing a comprehensive, HSC-wide budget.
- LT** 4. Continue to invest in teaching and administrative space, research infrastructure, and equipment upgrades across schools.
- LT** 5. Leverage philanthropy to increase intramural seed funding for multidisciplinary research collaborations.
- LT** 6. Explore the expansion of industry and innovative research partnerships and commercialization, enhancing disclosures, technology development, and entrepreneurship.
- LT** 7. Cultivate relationships at the local, state, and national levels in collaboration with LSU government relations to elevate higher education and healthcare policy, regulatory, and funding priorities.
- LT** 8. Support regional economic development, serving as a partner to industry and economic development agencies and assisting in recruiting new industry to our markets.

Metrics

Funding Levels for Scholarships, Endowment, and Foundation Support

Total Funding per Student

Development of New, Revenue-Generating Clinical Programs and Partnerships

C

Core Priority

M

Momentum Builder

LT

Long Term

Enabling Strategy 4: Operational Effectiveness

Description: Work as a highly integrated and efficient HSC with institution-wide policies, processes, technology frameworks, and data-driven decision-making to serve all stakeholders.

Tactics

- C** 1. Evaluate administrative models, processes, and functions and identify opportunities for standardization/centralization to increase consistency and cohesiveness across schools; consider establishing a centralized process improvement committee.
- C** 2. Advance and ingrain knowledge management across the HSC, collecting, organizing, using, and sharing high-quality data to enhance strategic decision-making and implementation, improve organizational effectiveness, and drive institutional success.
- M** 3. Assess key policies and procedures across all schools for consistency, and develop HSC-wide standards as needed.
- M** 4. Align and integrate complementary efforts across schools and programs to increase collaboration, avoid duplication of effort, and more effectively utilize limited resources (people, time, and dollars).
- M** 5. Complete the development of a robust marketing and communications function and staffing model to build awareness, tell our story, and engage with our communities, including updating tools such as the website and social media and establishing brand standards.
- LT** 6. Deploy technology tools and systems to elevate and facilitate work in all mission areas, enable frictionless processes, and improve the end-user experience for faculty, staff, and learners.

Metrics

Actionable Data in Standardized Management Tools (e.g., reporting capabilities, dashboards)

Level of Brand Awareness

Number and Effectiveness of Marketing Campaigns

C

Core Priority

M

Momentum Builder

LT

Long Term



Strategic Plan 2024-2028

People Centered, Health Focused