Mission: The Elson S. Floyd College of Medicine will be a unique resource for the State of Washington, converging on solutions to the health care triple aim of improving the patient experience of care, keeping populations healthy, and decreasing the cost of care, all while improving the work life of health care providers. Through a culture based on valuing the individual, we will be resourceful, agile, inventive and generous in serving the people of the state and beyond, to develop healthier populations through research, innovation, interprofessional education and patient centered care.

Vision: Inspiring people to solve problems in challenging healthcare environments.
# Meeting the Goals of Washington State University

<table>
<thead>
<tr>
<th>Washington State University Strategic Themes</th>
<th>Elson S. Floyd College of Medicine Centers of Impact</th>
</tr>
</thead>
</table>
| **Exceptional Research, Innovation & Creativity** | ➢ Virtual Clinical Campuses  
 ➢ COUG Health Network  
 ➢ Accelerator Laboratory  
 ➢ Clinical/Translational Research  
 ➢ Research Administration  
 ➢ Grand Challenges  
 ➢ Spokane Smart City |
| **Transformative Student Experience** | ➢ Medical Student Services  
 ➢ Mobile Healthcare  
 ➢ Rural Focus  
 ➢ Interprofessional Training  
 ➢ Public/Population Health  
 ➢ Healthcare Finance  
 ➢ Medical Education Information Technology  
 ➢ Healthcare Leadership  
 ➢ Health Tech Incubator |
| **Outreach and Engagement** | ➢ Communications and Branding  
 ➢ Government Relations  
 ➢ Affiliates and Partners  
 ➢ Community Partnerships  
 ➢ Regional Campus Development  
 ➢ Population Health IReach  
 ➢ Nutrition and Exercise Physiology, Speech and Hearing Sciences, IReach, Basic Science Research Integration  
 ➢ Spokane Teaching Health Clinic  
 ➢ Admissions and Recruiting  
 ➢ Graduate Medical Education  
 ➢ Hospital Partnerships  
 ➢ Development and Commercialization |
| **Institutional Effectiveness** | ➢ Standing Committees  
 ➢ Continuous Quality Improvement  
 ➢ Faculty and Staff Recruitment  
 ➢ Provisional Accreditation  
 ➢ Financial Resource Development  
 ➢ Collaborative Environments  
 ➢ IP Practice Plan  
 ➢ Faculty Talent, Recognition and Enhancement |
Achieve Accreditation

Standing Committees - Supports medical school critical decision making activities
- Establish remaining necessary standing committees per faculty bylaws - Complete
- Assign ESFCOM policies to standing committees
- Develop committee specific policies and procedures and implement committee specific roles and responsibilities - Complete

Faculty & Staff Recruiting - Provides the human resources needed to operate the medical school
- Recruit key faculty into the areas of academic affairs, medical education and clinical sciences, biomedical sciences, research administration and curriculum development
- Recruit key administrative professionals and staff in the areas of finance, human resources, communications and resource development

Continuous Quality Leadership - Instills a culture of ongoing quality assessment and improvement
- Identify and establish continuous quality leadership (CQL) teams and develop/implement accreditation documentation management infrastructure - Complete
- Develop continuous quality leadership measurement, compliance and excellence specifications for each LCME Standard Element
- Develop information technology data warehouse and business intelligence infrastructure

Preliminary Accreditation - Complete remaining requirements for preliminary accreditation
- Submit report on unsatisfactory items (1.3, 1.4, 2.4, 5.8, 6.2, 6.3, 8.2, 8.3, 9.5, 12.3, 12.5) to the LCME by April 3, 2017

Provisional Accreditation - Prepares ESFCOM to fulfill requirements to achieve full accreditation
- Develop and implement ESFCOM accreditation web site for public use to include latest versions of DCI documents - Complete
- Develop and implement ESFCOM SharePoint site for internal collaborative work - Complete
- Update DCI Documents 1-12 and conduct/update ESFCOM self-study

LCME Site Visit Preparation - Prepares and trains the college to participate in the LCME provisional accreditation site visit
- Obtain site and campus visit scope from LCME
- Establish a plan and schedule for site visit activities
- Prepare regional campus LCME applications
- Identify and implement training of interview teams
Community Engagement

Communications and Branding - Supports student recruitment, stakeholder awareness and resource development
- Identify and hire a Director of Communications and Marketing
- Establish communications resources to discuss research and ESFCOM activities with the media and donor community
- Establish relationships with the donor community that allows for consistent and accurate communications regarding ESFCOM activities
- Complete development of ESFCOM website and social media strategies - Complete
- Implement paid media campaign in support of 10.8 million biennium ask for 2017-2018

Government Relations - Ensures federal, state and local officials are aware of the progress and needs of the ESFCOM
- Implement federal, state and local government official communications plan leading to continuous awareness of ESFCOM value proposition, status and future needs
- Develop comprehensive ESFCOM routine capital, project based capital and operating budgets in support of WSU Biennium request for FY 2018-2019 - Complete

Affiliates and Partners - Creates and stewards relationships with clinical education and research partners
- Implement a current affiliates stewardship strategy that ensures continuous communication and fosters clarity of shared purpose and plans
- Identify, prioritize and implement a new affiliates development strategy leading to diversity, sufficiency and excellence in medical education for ESFCOM students

Financial Resource Development - Ensures financial resources for student’s aid and key ESFCOM projects
- Implement phase 1 - Elson S. Floyd Fund development January 2016-June 2017 - designed to raise current use monies
- Expand ESFCOM development office by hiring four new development staff and administrative support
- Implement phase 2 - Current use and endowment monies July 2017-June 2021 - Charter class fund, Regional Campuses and Community Fund, Innovators Fund
- Implement phase 3 - Naming opportunities and endowment growth July 2021-forward - designed to raise major gifts related to endowed chair and facility naming opportunities

Community Partnerships - Provides students with early community engagement opportunities
- Develop community based interprofessional service learning opportunities for students with other health profession schools
- Initiate and participate in community health events (health fairs, research presentation, adopt-a-community)
- Establish a hosting and homestay program in each distributed clinical campus

Partnerships and Pipelines - Creates and stewards community relationships to involve students at younger ages
- Establish pipeline program in rural and urban communities to link existing health sciences STEM center and connect with rural K-12 students
- Connect with children in the community by providing campus visits as an introduction to medical education
- Host community projects to bring pre-medical students to campus and to give them medical experiences
- Develop a “mini-medical school” program to introduce the community to the “what, where, how and why” of the college
Build Infrastructure

Collaborative Environments - Creates collaborative education and working environments for students and faculty

- Partner with university central and Spokane campus to implement Flad Architects space utilization study
- Partner with the Spokane campus chancellor to design and build collaborative education and working environments for ESFCOM students and the Dean’s administrative team
- Partner with the Spokane campus chancellor to develop collaborative research environments capable of handling planned ESFCOM research expansion
- Implement an effective video conferencing system that allows students and faculty access to educational opportunities from any location
- Establish shared space for students to engage in scholarship related to healthcare challenges in the community

Regional Campus Development - Creates regional clinical education and student support environments

- Identify, recruit and appoint regional campus deans for Tri-Cities, Vancouver, Everett and Spokane campuses
- Partner with Tri-Cities, Vancouver, Everett and Spokane campuses to design and buildout ESFCOM administrative, education and student affairs support infrastructure
- Partner with Tri-Cities, Vancouver, Everett and Spokane campuses and regional health system affiliates to establish ESFCOM clinical education programing

Virtual Clinical Campus - Creates a simulation-based learning environment for health professionals

- In collaboration with WSU health science colleges, design and build an interprofessional virtual clinical campus that provides an immersive clinical science learning environment for medical and health professions students
- Identify, recruit and hire simulation center faculty and staff needed to develop curriculum, schedule use and operate the center
- Design and implement OSCE operations and initial high fidelity simulation activities at Whitfield Riverfront Office facility

CougHealth Network - Establishes a technology driven health support network designed to support ESCOM Alumni

- Implement a healthcare provider network that allows students to seek out other professionals in their communities and for professionals to seek out students for learning opportunities
- Identify a CougHealth network specialist who will gather and maintain data as well as train faculty and staff to utilize

Develop Student Services - Provides necessary student services on all campuses

- Recruit and hire a financial planner
- Identify vendor for compliance tracking for immunization and other requirements by clinical affiliates
- Recruit and hire a student affairs program assistant
- Develop leadership development for student organization leaders
- Identify faculty leaders for student interest groups
- Design and implement student counseling services
- Develop and implement student learning communities
- Complete development of student services collateral, website, collaboration, and communications technologies and methods
Accelerator Laboratory - Establishes a research-to-market catalyst environment

- Identify, recruit and appoint an Associate Dean for Entrepreneurialism, Commercialization and Business Development
  - Complete
- Evaluate and rank existing ESFCOM research programs for potential commercialization candidates
- Identify and develop community, industry and public partners who are willing to engage in commercialization / business development activities
- Identify foundation monies to catalyze the development of biomedical engineering program on campus leading to commercialization opportunities
- Encourage a culture of research commercialization through faculty recognition in tenure and promotion policies

Clinical/Translational Research - Establishes a clinical/translational research component to the WSU Health Sciences

- Conceptualize and design an ESFCOM clinical research program that takes advantage of existing research program affiliate strengths in areas such as (telehealth, personalized medicine)
- Partner with the Spokane campus chancellor to identify and develop clinical research facilities that meet the needs of the ESFCOM departments
- Pursue to closure the development of the Gleason neuroscience / biomedical sciences initiative

Research Administration - Creates the administrative infrastructure needed to support the research enterprise

- Establish the Office of Research
  - Complete
- Increase pre and post award administrative capability

Grand Challenges - Defines ESFCOM participation in the WSU Research Grand Challenges

- Finalize project participation and acquire resources to implement “Sustaining Health” project
- Finalize project participation and acquire resources to implement “Sustainable Resources” project
- Finalize project participation and acquire resources to implement “Opportunity and Equity” project
- Finalize project participation and acquire resources to implement “Smart Systems” project
- Finalize project participation and acquire resources to implement “National Security” project

Population Health IREACH - Integrates the Population Health and IREACH departments into the ESFCOM

- Create an ESFCOM Population Health Department that integrates the current IREACH program and existing WSU population health research infrastructure
- Integrate population health science and opportunity for student scholarly activity into the medical education curriculum
Research Integration and Expansion - 2

Nutrition and Exercise Physiology - Integrates the Nutrition and Exercise Physiology department into the ESFCOM

- Create a COM Nutrition and Exercise Physiology Department that integrates the current WSU N&EP program - Complete
- Integrate nutrition and exercise physiology into the medical education curriculum to provide opportunities for didactic instruction and scholarly activity
- Re-establish the MS (thesis) and PhD degree programs that are currently on hiatus
- Revise the department’s PBL to align current and future instructional needs with adequate faculty, staff, and student resources
- Recruit new tenure-track faculty to expand the research enterprise within the department and enhance nutrition and physical activity-based research across the WSU system
- Obtain resources to upgrade laboratory facilities for faculty and student research and instruction, and develop a service center model to establish “core” research laboratories on the Spokane campus
- Partner with underserved communities to engage students in service and experiential learning opportunities
- Increase alumni engagement and outreach
- Engage with development officers to increase philanthropy

Speech and Hearing Sciences - Integrates the Speech and Hearing Sciences department into the ESFCOM

- Propose new Speech and Hearing Sciences financial model to Provost, leading to financial health and proper resourcing of the department
- Partner Admissions and Speech and Hearing Departments to upgrade observation room technology where MMI’s are being conducted
- Partner with underserved communities to engage Speech and Hearing students in service learning opportunities
- Recruit new tenure-track and clinical faculty in Speech and Hearing Sciences to expand research, increase student enrollment, and increase clinical outreach
- Increase laboratory and office space for Speech and Hearing Sciences faculty
- Increase opportunities for interdisciplinary research in autism spectrum disorder and motor speech disorders
- Establish a PhD degree program in Speech and Hearing Sciences
- Develop a neurodevelopmental curricular specialty track within the Master of Science degree program with an initial emphasis in autism spectrum disorder to increase interprofessional clinical training to address pressing public health issues

Foundational Science Research - Integrates the Biomedical Sciences into the ESFCOM

- Integrate medical education and clinical science research to provide research opportunities to MD students
- Recruit new tenure track Biomedical faculty in neuroscience and cell biology to expand research opportunities and external funding
- Increase laboratory, vivarium and office space for Biomedical faculty
- Establish a PhD and MD/PhD degree program in Biomedical Sciences
- Create a Biomedical Fellows program in conjunction with the Gleason Institute for Regenerative Medicine
Interprofessional Clinical Outreach

IP Practice Plan - Establishes WSU clinics that serve the community while teaching students
- Conceptualize and design a distributed practice plan model implementing IP clinical operations in the vicinity of each ESFCOM regional campus and also the Mobile Healthcare Unit
- Evaluate and determine patient care liability management and billing model (credential/bill insurance, direct patient pay model?)

Mobile Healthcare - Provides community immersion throughout medical education
- Conceptualize and design a mobile healthcare vehicle that is capable of a broad range of interprofessional primary care delivery activities
- Identify, recruit and hire a director of mobile healthcare programs
- Implement community engagement activities to identify rural and urban partner sites
- Identify funding source, vehicle vendor and purchase mobile unit in anticipation of fiscal year 2017 operations
- Design and purchase shipping containers to be outfitted as mobile care units

Spokane Smart City - Provides health science integration leadership to the Smart City initiative
- Formally represent and engage the ESFCOM on the Spokane Smart City team to ensure full development of the community health improvement component of the program
- Identify and implement opportunities for ESFCOM and WSU Health Sciences students to participate in the Smart City initiative

Spokane Teaching Clinic STHC - Flagship interprofessional primary care clinic partnership
- Collaborate with Spokane Chancellor and STHC Health System partner to plan for health science and undergraduate medical education programming in the STHC
- Integrate STHC patient care activities into the ESFCOM curriculum in particular developing early year clinical experiences for students
Medical Education - 1

Rural Focus - Ensures the mission of ESFCOM is of primary importance in education
- Identify, recruit and hire a director of mobile healthcare programs and implement community engagement activities to identify rural and urban partner sites
- Recruit students from rural communities who display a likelihood of returning to serve in those communities
- Recruit faculty from rural areas and Native American populations
- Establish a Heritage Medicine Collaborative that brings the best of Native Healing into student’s experience

Interprofessional Training - Establishes community partnerships and integration
- Educate students about other medical professions (nurses, ARNP, specialists etc) and when these professionals should be utilized for care and follow up
- Train students in team settings to develop skills in leadership, communication and innovation
- Integrate interprofessional learning experiences into the curriculum

Public/Population Health - Prepares students to work in various communities
- Train students to interpret population data and how it applies to medical treatment of specific populations
- Interact through clerkships and service opportunities with families, veterans and homeless shelters
- Bring technological advances for healthcare to rural areas to increase the number of people who are able to receive healthcare
- Implement Arivale p4-Medicine project

Healthcare Finance - Prepares students to impact the landscape of healthcare
- Train students in insurance billing, coding and the consistently changing landscape of healthcare
- Educate students on ways to repay loans and seek financial aid to minimize debt following their graduation
- Train students to communicate financial options with patients and how their decisions may affect their care

Curriculum Development - Documents the design of the medical education
- Map program learning objectives to course learning objectives - Complete
- Map session learning objectives to course learning objectives - Complete
- Develop “Leadership in Medicine and Healthcare” curriculum
- Develop service learning program
- Establish a curriculum review system (360 review) for effectiveness of focus on the College’s mission

Medical Education Information Technology - Develops advanced systems for an innovative educational experience
- Purchase and support Entrada for course scheduling, clinic mapping and integrated teaching/learning platform
- Purchase and implement Osmosis - prepare USMLE summative testing for student preparation
- Implement learning technology platform by providing mobile devices and training to students and core faculty
- Develop custom solutions for medical education initiatives

Student Affairs - Develops systems to orient and maintain student information
- Plan and implement Second Look Visit
- Plan and implement student orientation and White Coat Ceremony
- Set up Student Health Records System, Compliance Procedures and Training (e.g. HIPAA), and Immunization Record System
Medical Education - 2

**Healthcare Leadership - Prepares students to lead competitively in their chosen fields**
- Establish access to continued education in healthcare leadership by providing healthcare networks
- Partner with large hospitals and clinics for student Clerkships and build on relationships to provide competitive employment following medical education
- Utilize current medical technologies and provide opportunities for students to teach these skills
- Incorporate legislation knowledge and involvement into curriculum to ensure ESFCOM has a voice for healthcare in Washington State

**Admissions and Recruiting - Prepares the college for continuous recruitment of high-level students**
- Recruit, screen, interview and seat the charter class of medical students
- Set up the Entering Year 2018 Applicant Cycle
- Recruit, screen, interview and seat the 2nd class of medical students
- Research and determine the best application management database for Entering Year 2019
- Develop and implement a robust recruitment strategy in-line with our mission including participating in local and statewide opportunities
- Plan and implement a Pre-Medical Symposium in Spring 2018
- Plan and implement a Reapplication Workshop in Spring 2018
- Conduct individual application review sessions with applicants not gaining acceptance
- Identify, recruit and hire a Director of Recruitment
- Identify, recruit and hire a Director of Admissions
- Establish a research plan for evaluating admissions practices, policies and outcomes

**Graduate Medical Education - Establishes ESFCOM sponsored residency programs that provide access to our graduates**
- Identify, recruit and hire an Associate Dean of Graduate Medical Education and engage target affiliates to prioritize and pursue GME programs to be sponsored by the ESFCOM
- Perform an evaluation of affiliate partners to determine the opportunity for new GME programs to be sponsored by the ESFCOM
- Identify and recruit key GME program director and prepare the infrastructure to submit initial ACGME/RRC program application
- Partner with STHC consortium to evaluate sponsorship of psychiatry residency and child psychiatry fellowship
Competitive Environments

Health Tech Incubator - Establishes WSU as a leader in technological education innovations
- Identify, recruit and hire the incubator CEO
- Work with AG office and legal consultant to finalize decision making related to corporate structure of the ESFCOM practice plan 501-(c)(3)
- Present and obtain authorization to proceed with incubator incorporation from WSU Board of Regents
- Submit required documentation to Washington Secretary of State and US IRS to establish the incubator 501-(c)(3)
- Establish operating agreements between WSU and the incubator for human resource and staffing services
- Identify and evaluate potential strategic partners
- Engage students in simulation labs and conferences to maximize the implications of technological advances
- Evaluate and engage as appropriate IGNITE Northwest Partnership

Hospital Partnerships - Optimizes relations with Spokane Hospital Partners
- Ensure needed clinical education slots and support for research within Multi-Care network
- Ensure needed clinical education slots and support for research within Providence network
- Recruit and appoint clinical faculty at hospitals and clinics near all four ESFCOM campuses

Development and Commercialization - Collaborates with community partners to create economic impact
- Implement EHF and Avista grant to develop strategy and plans for PLEASE Center and South Landing expansion participation
- Partner with Steve Gleason Foundation to develop a prototype technology enabled home
- Participate in Avista’s building project “5 smartest blocks in the country”

Faculty Talent, Recognition and Enhancement - Ensures faculty support backed by the ESFCOM
- Construct and implement faculty development learning management system
- Construct and implement faculty development program
- Create and implement new faculty orientation
- Create and implement faculty talent repository
- Create and implement faculty awards & recognition program
- Create and implement mentoring program
- Create and implement teaching master academy

National Leadership - Become recognized as national leaders and innovators in medical education, research and healthcare delivery
- Implement comprehensive program of participation in AAMC groups
- Achieve accreditation from ACCME and implement CME programming