



Western  
University  
OF HEALTH SCIENCES

College of Osteopathic Medicine of the Pacific  
COMP-Northwest

# ACHIEVING ASPIRATIONS

## Strategic Plan 2019-2022

### COLLEGE OF OSTEOPATHIC MEDICINE OF THE PACIFIC

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#### Mission

##### WesternU Mission

To produce, in a humanistic tradition, health care professionals and biomedical knowledge that will enhance and extend the quality of life in our communities.

##### College of Osteopathic Medicine of the Pacific Mission

The Mission of the College of Osteopathic Medicine of the Pacific (COMP) and COMP-Northwest is to prepare students to become technically competent, culturally sensitive, professional and compassionate physicians who are prepared for graduate medical education, who are lifelong learners, and who will serve society by providing comprehensive, patient centered healthcare with the distinctive osteopathic philosophy. This is accomplished through excellence in curriculum, translational research, service, osteopathic clinical practice and the enhancement of osteopathic graduate medical education.

#### Vision

##### WesternU Strategic Pillars

To continue to flourish as a pioneering institution that has enjoyed phenomenal growth we must build on our foundation in humanistic health sciences, The WesternU Way – the caring, respect, empathy, and trust that have ever made us so innovative, audacious and nimble. This bedrock of values informs all that we do, ensuring our work is ever a beacon that reflects compassion as we serve our communities.

The University must strengthen our strategic pillars to elaborate and evolve our mission. Thus across horizons of the next five and 10 years, we can build on Big Opportunities carefully selected from an array of wonderful possibilities.

We will realize select opportunities via five strategic pillars built upon the sturdy foundation that is The WesternU Way:

**Educational Excellence & Online Learning** – Students are why there is a WesternU. We focus on total student experience and curricula optimized to the learners of today.



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**Interprofessionalism** – Healthcare and education is a group effort. We focus on inclusive teamwork at all levels to assure our students come to provide expert, inclusive, value-based care.

**Collaboration & Partnerships** – Healthcare and education is a social endeavor. We focus on affinity and alignment with other universities, health systems, community organizations, and outside innovators.

**Innovation & Operational Excellence** – Health care and education faces considerable disruption. We focus on creating an adaptable culture of innovation, strong financial stewardship, strategic planning, and building core competencies in executive enterprise leadership and management.

**Revenue Diversity** – Healthcare and education is unsustainably expensive. We focus on expanded philanthropy, new tuition sources (new campuses, colleges, degree programs), and corporate sponsorship of innovation and technology transfer efforts to move them to commercial success.

Hand-in-hand with our core mission of educating future health care practitioners, Western University of Health Sciences will foster rapid evolution of key aspects of governance and operations so that our missions of education, research, and service continue to abundantly flourish.

## Values

### The WesternU Way

The WesternU Way embodies values of caring, respect, empathy and trust.

We are bold, nimble, and audacious.

We ensure our work is ever a beacon that reflects compassion as we serve our communities.

We uplift humanism, caring, and wellness in all that we do.

## Aligned Long-Range Strategies and Short-Term Goals

### Educational Excellence & Online Learning

Optimize both student experience and curriculum to meet the demands of the learners of the future.

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#### Strategy 1

**Implement innovative educational models that embrace new and evolving technologies for student interactive learning including experiential learning, online education, integrated delivery models, advanced simulation and virtual immersive reality.**

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Goal 1.1 Review Year One curriculum and implement recommended changes for AY20

Goal 1.2 Complete reform of Year Two curriculum for AY20



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Goal 1.3 Continue to align faculty and staff roles with emerging curricular needs.

Goal 1.4 Facilitate faculty and staff training for continual improvement and innovation in curricular development and delivery.

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## **Strategy 2**

**Leverage data analytics, learning systems technology and predictive performance models to continually assess and improve curricular quality, faculty performance and student outcomes.**

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Goal 2.1 Implement a Learning Management System (LMS) to map curriculum, optimize scheduling, and leverage student data.

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## **Strategy 3**

**Optimize and integrate curricular content and delivery across all four years of medical education to improve student experience and facilitate each learner's competencies in the knowledge, skills and professionalism critical to future value-based, patient centered, interprofessional health care.**

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Goal 3.1 Standardize, integrate & advance third- and fourth-year curriculum, leveraging innovative delivery and content that includes value-based care, health systems science, patient centered care and interprofessionalism.

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## **Strategy 4**

**Optimize student success in residency placement through personalized career mapping, academic assessment and professional development.**

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Goal 4.1 Integrate clinical education and GME.

Goal 4.2 Integrate career counseling and professional development with GME.

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## **Strategy 5**

**Strengthen the focus on student experience across all four academic years.**

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Goal 5.1 Establish a formal process, by a comprehensive team of faculty, staff and students, for review of all policies and procedures impacting students.

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## **Interprofessionalism**

Inclusive teamwork to assure students are competent in providing expert, collaborative, value-based care.

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### **Strategy 6**

**Enhance experiential learning in the areas of emerging delivery models, interdisciplinary care and population health through clinical partnerships and innovative technologies.**

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Goal 6.1 Develop interprofessional experiences for all students within the Longitudinal Tracks Programs.

Goal 6.2 Facilitate interprofessional experiences in collaborative practices for students on clinical rotations.

Goal 6.3 Develop interprofessional experiences in medical simulation and Standardized Patient encounters.

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## **Collaboration & Partnerships**

Explore affinity and alignment with other universities, health systems, community organizations, and outside innovators.

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### **Strategy 7**

**Leverage the campus-wide framework of the Center for Innovation to explore development of innovative new technologies and care models through strategic partnerships with industry and academic partners.**

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Goal 7.1 Continue to advance innovation and design thinking through iSquad student activities and faculty education.

Goal 7.2 Establish at least one external partnership per campus for student experiences in innovative technologies and care models.

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## **Strategy 8**

**Strengthen federal and state legislative involvement in policy and advocacy for medical education, health care workforce development, population-based care delivery and the osteopathic profession.**

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Goal 8.1 Continue advocacy efforts in support of scholarships for osteopathic medical education and rural health.

## **Strategy 9**

**Strengthen community outreach through the Longitudinal Tracks Programs to improve community health, immerse students in population-based care and cultivate relationships among academic, clinical and community partners.**

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Goal 9.1 Leverage Department of Community and Population Health to develop a minimum of 5 community-based population health projects that include research opportunities for medical students by 2021.

## **Strategy 10**

**Strengthen and expand affiliation with external clinical partners aligned with the WesternU mission of educating and developing the health care work force of the future.**

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Goal 10.1 Enhance the reputation and brand recognition of WesternU, WesternU Health, COMP and COMP-Northwest with our clinical partners through targeted outreach and CME events.

Goal 10.2 Strengthen clinical rotation opportunities and optimize relationships through targeted outreach to clinical partners, alumni and health care systems.

Goal 10.3 Implement a fully functional GME/OPTI office to establish WesternU as its own Sponsoring Institution to expand residency opportunities in partnership with hospitals and health care system.

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## **Innovation & Operational Excellence**

Create an adaptable culture of innovation, strong financial stewardship, strategic planning, and building core competencies in executive enterprise leadership and management.

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### **Strategy 11**

**Enhance the efficiency and effectiveness of fiscal, operational and management practices across both campuses by utilizing well-defined strategies, goals, metrics and timely dashboard reporting.**

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Goal 11.1 Effectively manage reallocation of existing resources for successful implementation of curricular reform across all four academic years.

Goal 11.2 Develop and implement dashboard reporting of strategic goals, metrics and timelines.

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### **Strategy 12**

**Advance leadership and management training for planning, development and implementation of strategic goals for the university, campus and college.**

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Goal 12.1 Provide ongoing management training to all faculty and staff through the Center for Innovation's leadership training programs, i.e. Six Sigma.

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### **Strategy 13**

**Explore clinical innovation and excellence in patient care through quality care, patient experience & clinical scope.**

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Goal 13.1 Support WesternU Health- Oliver Station as first clinical practice in Oregon to expand clinical rotations and provide opportunities for clinical research.

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## **Revenue Diversity**

Expand philanthropy, new tuition sources (new campuses, CME, online courses, new degree programs), and corporate sponsorship of innovation and technology transfer efforts to move them to commercial success.

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### **Strategy 14**

**Diversify and strengthen the economic impact of COMP's educational, research and clinical programs.**

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14.1 Explore additional scholar and fellowship programs

14.2 Increase faculty participation in clinical trials

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### **Strategy 15**

**Enhance the coordination and partnership with WesternU**

**Advancement to identify philanthropic support for the planning and development of new campuses, programs, facilities and technology. Continue to steward the philanthropy of all who invest in the future of the WesternU campuses.**

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Goal 15.1 Develop and support a comprehensive capital campaign for the establishment and development of the WesternU Oregon Campus.

Goal 15.2 Cultivate established and prospective donors in support of innovative programs and emerging technologies to delivery progressive medical education.

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### **Strategy 16**

**Develop strategically positioned new programs, facilities and campuses that support the WesternU mission, enhance the experience for students, faculty, staff, patients and visitors, strengthen the economy for the community and provide new revenue streams.**

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16.1 Develop a comprehensive WesternU Oregon Campus master plan comprised of multi-phased project plans spanning the long-term vision for the health care work force of the Pacific Northwest.

16.2 Explore the feasibility of expanding the WesternU footprint through clinical rotations, track programs or a medical school campus.

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## **WesternU Way**

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### **Strategy 17**

**Strengthen the focus on student, faculty and staff health, emotional well-being and resiliency by enhancing the organizational culture.**

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Goal 17.1 Continue to advance the MEDWell program by purposefully providing opportunities for faculty, staff and students to maintain resilience and wellness of mind, body, and spirit.

Goal 17.2 Define and establish the desired attributes and behaviors within the college and embodied by the WesternU Way to effectively manage conflict, foster accountability and achieve success.



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### Strategy 18

**Advance the programs and culture of COMP and COMP-Northwest as culturally sensitive, diverse & inclusive campuses to maintain a welcoming and safe environment for all learners, faculty, staff, patients and those visiting our campus sites.**

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Goal 18.1 Develop an environment of inclusivity for all faculty, staff, and students in the communities we serve by promoting and sustaining exemplary inclusivity in the learning and working environment.

Goal 18.2 Strengthen faculty, staff and student sensitivity to cultural differences and increase awareness of cultural bias.

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### Strategy 19

**Advance community outreach to provide a healthier future for vulnerable and rural communities locally, regionally and globally.**

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Goal 19.1 Expand community service learning programs that will provide medical students with opportunities to build and lead initiatives impacting the health and wellness of local populations.

Goal 19.2 Maintain and expand global and community health initiatives such as FACE, outreach of Longitudinal Tracks Programs and community health events.

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