



Recently, based on the recommendations of the Strategic Planning Steering Committee, funding was approved for several initiatives during the first year of implementation for the 2014-2019 University Strategic Plan, “Transforming the Face of Health: Advancing Western University of Health Sciences.”

Some of the funded plans were created and proposed by the seven Strategic Planning Working Groups created to develop the first initiatives for the Plan. Others were submitted directly to the Finance Working Group, were deemed consistent with the goals and objectives of the overall plan, and were considered to be of emerging strategic importance.

The Steering Committee believes all of the funded plans meet President Philip Pumerantz’s criteria for propelling our University into the future. They are “... grounded on new models and new ways of doing things that measurably enhance the quality of our educational programs, as well as everything we do to surround and support those programs.”

The Committee also believes the funded plans conform to the three major strategies identified during the Strategic Planning process as essential to achieving our goals:

- Educate health professionals for 2025 and beyond.
- Deliver patient-centered, evidence- and population-based collaborative care.
- Conduct translational research that advances care delivery and community health.

What follows are summaries of the plans that have been funded in this initial phase of the 2014-2019 Strategic Plan, including approved funding and Phase I Actions/Milestones for implementation.

A list of what we believe will be Frequently Asked Questions about these plans, and about the Strategic Planning process going forward, follows, along with answers to the FAQs.



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Plan: WesternU Ventures

Responsible Administrator: Steve Henriksen, V.P. Research/Biotechnology

Phase I Allocation: \$500,000

Phase I Projected revenue: Unknown

WESTERN UNIVERSITY VENTURES (WUV) will be responsible for offering a variety of services to research collaborators at other research institutions, pharmaceutical and biotech companies and Contract Research Organizations (CROs). Both entities will support all colleges of WesternU and will have multiple missions related to research, education, services, and translational applications. WUV will provide opportunities for faculty and students in all colleges of WesternU to work in collaboration with industry to perform high-quality research and clinically based testing that will contribute to increased knowledge in basic and clinical sciences.

Plan: Academic Contract Research Organization

Responsible Administrator: Steve Henriksen, V.P. Research/Biotechnology

Phase I Allocation: \$596,027

Phase I Projected revenue: \$1,335,000

Establishes an entity within the Office of the VP for Research that will seek contract research services with outside clients. As a concrete example of such a contracted service, pharmaceutical companies are using preclinical outsourcing as a strategic tool, assigning the management of outsourcing projects to dedicated groups responsible for finding CROs, evaluating them, and managing the outsourced projects. AstraZeneca, J&J and Merck have recently established therapeutic indication-based internal units that manage outsourced projects, and in some cases, this is becoming a viable replacement for the company's internal R&D program. Such activity will provide concrete financial and intangible reputational benefits to the University.

Plan: VirtualU@WesternU



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Responsible Administrators: Steve Friedrichsen, Dean, College of Dental Medicine; Robert Hasel, Associate Dean for Simulation, Immersion, and Digital Learning Environments, College of Dental Medicine

Phase I Allocation: \$817,900

Phase I Projected revenue: \$1,027,000

A University-level technology framework developed by faculty within the College of Dental Medicine, multiple other WesternU colleges, Stanford University School of Medicine, Department of Clinical Anatomy, and commercial technology partners that creates and delivers student-centered digital course content that can be marketed to other academic institutions, professional organizations and health care customers. Cutting-edge pedagogical models and technologies will place WesternU at the front of interprofessional evidence-based content creation and delivery in the health professions. Initial course creation and delivery consists of gross anatomy modules for various health care professions and skills courses delivered for a shared curriculum. The framework will be discipline agnostic and support the creation and delivery of course content across all professions and interprofessionally. The virtual environment will easily allow creation of content between and among professions for delivery to an interprofessional audience.

Plan: Health Care Operational Efficiency

Responsible Administrator: Steve Jasperson, PCC Administrator

Phase I Allocation: \$746,119

This plan aims to increase the operational efficiency of the existing patient care services offered by WesternU through the retention of third-party consultants focused on four key areas of operation:

- Clinical operations and process reengineering
- Patient experience
- Revenue cycle
- Expanded integration of clinical rotations



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This proposal incorporates the concept of the interprofessional practice team approach into a revised primary care rotation encompassing students from COMP, CPM, COP, CAHP, and CGN. The intent of creating an integrated primary care rotation is to further utilize our existing resources and infrastructure to insource, at least initially, a small number of primary care rotations and thus abate the expense of rotating a student through a contracted facility outside of the WesternU system.

Establishing a clinical system that runs efficiently will also provide the framework necessary to expand capacity and potentially expand the physical footprint and market penetration of the University's healthcare system. The immediate, directly identifiable revenue enhancement is a result of expanding clinical volume capacity in the WesternU Medical Centers by a conservative estimate of one patient per hour.

Plan: New Primary Care Site

Responsible Administrator: Steve Jaspersen, PCC Administrator

Phase I Allocation: \$1,285,406

Phase I Projected revenue: \$1,177,148

The WesternU Medical Center will offer a unique approach to the future of medicine through the utilization of a low cost interprofessional primary team (IPT) to residents of southwest San Bernardino County. Market research indicates that there is significant population growth in the South Chino, Norco, and North Corona area with limited primary care physician competition, and we believe that we can become the premier population health management facility in southwestern San Bernardino County. The ability to provide population health management backed by the extensive academic resources of the university is our value proposition.

Providers will be expected to accept large, geographically distinct patient populations and provide care to those populations for predetermined levels of reimbursement. Positive patient outcomes for this patient population will be part of the expectations for government and all



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other commercial payers. “Value-based purchasing,” as it has been labeled, will become central to the new reimbursement. The next major shift in reimbursement will be that the total risk for this population will potentially rest with the provider.

An interprofessional team that is focused on the patient, driven by professional collaboration, sensitive to costs, facilitated by technology, and providing high-quality outcomes is a model that meets the needs of the anticipated changes to come.

Plan: Los Angeles Animal Services

Responsible Administrator: Philip Nelson, Dean, College of Veterinary Medicine

Phase I Allocation: \$707,610

Phase I Projected revenue: \$691,880

The CVM will open an animal clinic in collaboration with the city of Los Angeles, located inside the city’s animal shelter at 3201 Lacy St. in Los Angeles. The clinic will offer spay/neuter, vaccinations, and wellness services to the area’s pet owners, and will support the missions of both the College and the City.

The clinic will generate non-tuition revenue for the College; provide high quality clinical experiences for the College’s third- and fourth-year students; provide a cost savings to the College’s annual operating budget when students attend third- and fourth-year rotations at this site rather than sites that charge a fee to the College. The agreement to operate the clinic will provide the foundation for a strong relationship with the city of Los Angeles, setting an example for future, potential collaborators.

Plan: Human Resources Re-engineering

Responsible Administrator: Linda Emilio, Executive Director, HR

Phase I Allocation: Under calculation



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Phase I Projected revenue: N/A

This plan is to grow and reengineer WesternU's HR operations to meet increased employee volume and complexity of the regulatory and auditing environment. Adding highly qualified staff will allow for duties to be appropriately assigned, promote cross-training, and minimize the risk of financial damage to the institution engendered by noncompliance and litigation. The plan to re-engineer HR processes at WesternU is focused on a strategic view of HR, and was endorsed to consider how process improvements could be achieved using systems (e.g., a combination of new HR software and training) so that the University can effectively manage the programs needed for a growing, thriving institution.