



TO DRIVE
INNOVATION AND
QUALITY IN HEALTH
AND HEALTH CARE
DELIVERY THROUGH
EDUCATION,
SCHOLARSHIP,
AND SERVICE

GW HEALTH SCIENCES

STRATEGIC PLAN 2020-2023



Within the School of Medicine and Health Sciences, we have the vital pieces of the health care continuum in one place and we are shaping the future of interdisciplinary health care. These aspirations in Health Sciences will help us advance the mission of our school to improve the lives of the people we serve."

Barbara Bass, MD, RESD '86

VICE PRESIDENT FOR HEALTH AFFAIRS

DEAN, GW SCHOOL OF MEDICINE
AND HEALTH SCIENCES

CHIEF EXECUTIVE OFFICER,
THE GW MEDICAL FACULTY ASSOCIATES



GW Health Sciences Community,

To develop a vision and plan for the future, we asked several questions about health care and health professions education. How can we ensure health care is accessible, affordable, high-quality, and patient-centered? What strategies will shape a health care workforce that reflects the diversity of those it serves? Why is so much clinical evidence inconsistently translated into better care? How can we best prepare future health professionals to deliver evidence-based care for individuals and create healthier communities? What new skills and competencies do our graduates require to drive transformational change in their professions and enhance the health of their communities?

In GW Health Sciences, we ask tough questions like these every day, and are focused on tackling big issues. Our faculty and staff understand the importance of preparing graduates for dynamic careers in health fields that are often defined by complexity and uncertainty. We recognize the power of health professions education to cultivate critical thinking, connect passion with purpose, and support upward social mobility.

This strategic plan began with efforts to define our core values. These values—**innovation, collaboration, diversity & inclusion**—are embedded in who we are and who we aspire to be. We examined what is working and what is not in health care and health professions education. We reflected on the strengths and capabilities

of our teams, which span more than 34 health care fields, and how we could make a positive difference. We crossed boundaries to leverage interprofessional collaboration to shape an aspirational vision for the future and chart the course ahead. In the pages that follow, we share our plan and stories of success. We invite you to join us in **investing in people; living our social mission; influencing health professions education, health care policy and practice; and catalyzing innovation and socially responsible entrepreneurship.**

The Institute of Medicine described a learning health care system as “one in which science, informatics, incentives, and culture are aligned for continuous improvement and innovation.” GW Health Sciences embraces this way of thinking and behaving, and we extend it from the classroom to research settings to communities around the world. Together, we can **drive innovation and quality in health and health care delivery through education, scholarship, and service.**

Sincerely,



Reamer Bushardt

PROFESSOR & SENIOR ASSOCIATE DEAN



GW HEALTH SCIENCES

BY THE NUMBERS

ENROLLED STUDENT PROFILE

TOP 5
PA Program, Nationally
U.S. News and World Report

TOP 15
**Online Bachelor's
Program for Veterans**
U.S. News and World Report

TOP 20
Online Bachelor's Program
U.S. News and World Report

TOP 25
PT Program, Nationally
U.S. News and World Report

100%
**PT Students Passed Licensing Exam
on 1st Attempt for Past 10 Years**

2019-20 ACADEMIC PROGRAMS

| TOTAL PROGRAMS | FIELDS OF STUDY | NUMBER OF COURSES |
|----------------|-----------------|-------------------|
| 48 | 34 | 300 |

860+
GRADUATE

650+
UNDERGRADUATE

Military
21%

ACTIVE DUTY 16%

VETERAN 4%

NATIONAL GUARD,
RESERVIST, OTHER 1%

MALE 519 FEMALE 1,001
(Numbers exclude non-degree students)

TOP PROGRAMS BY ENROLLMENT

Physician Assistant
(MSHS & MSHS/MPH degrees) 149

Medical Laboratory Sciences
(Post-bacc certificate) 139

Physical Therapy
(DPT degree) 135

**Clinical Research
Administration**
(MSHS) 128

Clinical Health Sciences
(BSHS) 106

ENROLLMENT BY LOCATION

1,017
ONLINE

287
FOGGY BOTTOM
CAMPUS

102
VIRGINIA SCIENCE AND
TECHNOLOGY CAMPUS

MISSION

Our Core Purpose

To drive innovation and quality in health and health care delivery through education, scholarship, and service

VALUES

What We Stand For

Diversity & Inclusion

- » We value and seek all forms of diversity within our programs, faculty, staff, students, and community partners
- » We foster an inclusive culture that respects the voices and contributions of everyone
- » We eliminate barriers to collaboration and build constructive relationships based on trust and mutual respect

Collaboration

- » We recognize that interprofessional collaboration leads to better education, patient care, and scholarship
- » We share knowledge and information and encourage open communication
- » We build partnerships to leverage outcomes greater than what we could achieve alone

Innovation

- » We are visionary leaders driving excellence in programming that enables us to improve health and health care delivery
- » We are disruptive thinkers, courageous risk-takers, and creative problem-solvers in pursuit of extraordinary results that make a positive difference in communities, organizations, and lives
- » We seek innovative ways to raise the bar, invest strategically, and achieve outcomes that matter



VISION

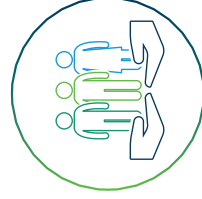
Our Picture of the Ideal Future

A leader in transforming health and health care delivery - locally, nationally, and globally

Our vision for the future builds on significant accomplishments of the past that have positioned us as leaders in health care and higher education fields. This vision aligns with the aspirations of the university: "Framed by our nation's capital, inspired by our namesake's vision, we the George Washington University aspire to preeminence as a comprehensive, global, research university."

Areas of Focus Over the Next 3 Years

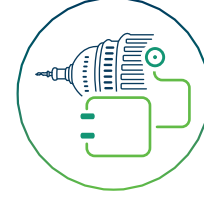
GW Health Sciences is championing innovation and facilitating continuous improvement in health and health care delivery locally, nationally, and globally



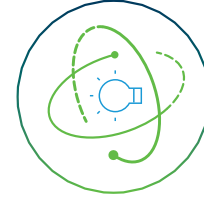
Investing
in People



Living Our
Social Mission



Influencing Health
Professions Education,
Health Care Policy,
and Practice



Catalyzing
Innovation and
Entrepreneurism

» Our exemplary education, scholarship, and service leads to upward social mobility; the translation of knowledge and new solutions to the toughest health care challenges; and the preparation of the next generation of leaders in the health sciences

» We are recognized globally and highly ranked for the achievements of our diverse, talented, and highly engaged faculty, staff, students, and alumni

» We are a strong, accountable organization with state-of-the-art infrastructure to advance innovative new programs and community-engaged scholarship, and service

» Our culture of diversity, inclusion, and collaboration attracts top talent and thought leaders from health care and higher education

» GW Health Sciences is known as a great place to work, study, and collaborate to drive health care transformation



FOCUS

INVESTING IN PEOPLE



Our culture of diversity, inclusion, and collaboration attracts top talent and thought leaders from health care and higher education; our environment is nurturing the next generation of leaders in the health professions.

Key Strategies:

- » **ENHANCE** relational databases and business intelligence dashboards to support evaluation and measure progress against goals and strategies
- » **BUILD AND IMPLEMENT** a quality improvement system that drives educational excellence, facilitates continuous improvement, and empowers our teams as quality champions
- » **CREATE** a strong sense of community and support for our online students
- » **INTRODUCE** centralized student life and academic support services that provide valued resources to students and seamless pathways to university student support services
- » **ADVOCATE** for student- and faculty-centered wellness programs at the school and university level
- » **SET UP** a comprehensive system for faculty and staff career advancement, with individualized development plans and clear pathways for promotion
- » **FOCUS** on faculty development related to research and scholarship to align with the vision of the George Washington University as a preeminent comprehensive global research university
- » **LEVERAGE** the GW culture initiative to grow a vibrant culture for GW Health Sciences faculty, staff, and students

DESIRED RESULTS:

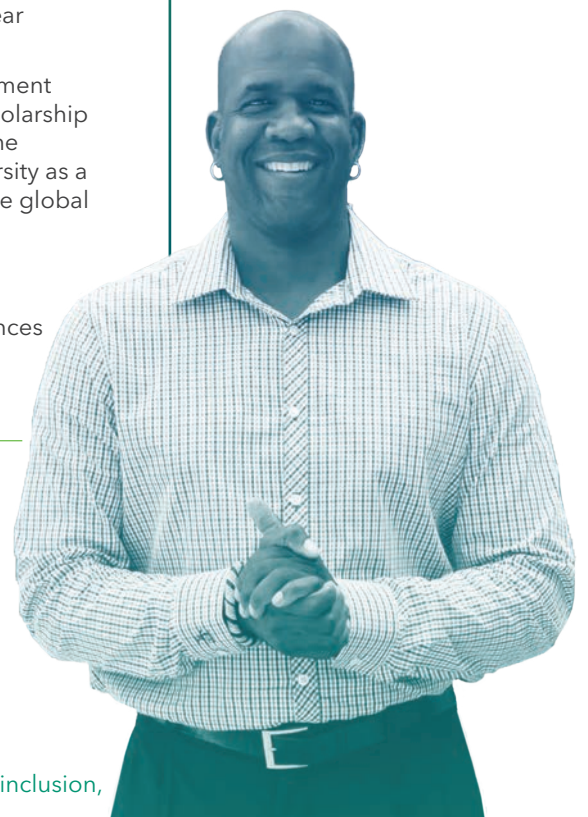
- » Excellent educational and graduate outcomes with alumni leading in their fields
- » Our environment activates student engagement
- » Students have access to robust academic support and student life services that aid their success and professional development
- » GW Health Sciences faculty and staff are engaged and supported in continuous professional and career development activities
- » GW Health Sciences has a vibrant culture that promotes diversity and inclusion, collaboration, innovation, and socially responsible entrepreneurship

GW HEALTH SCIENCES STRATEGIC PLAN: INVESTING IN PEOPLE

Robert Turner, PhD, assistant professor of clinical research and leadership at SMHS, invests his experience and training to support current and former NFL and collegiate athletes and better understand their unique health needs.

He leads several grants, including a career development award from the National Institute on Aging to investigate neurocognitive risks presented to individuals with traumatic brain injury.

"I focus on community-based research with individuals who experience a great deal of injuries and pain. It is critical to have support for the work I do. The environment here is one that is always supportive."





FOCUS

LIVING OUR SOCIAL MISSION



The GW Health Sciences community shares a passion for service. We see the power of education to support upward social mobility, and feel a responsibility to illuminate scientific issues that are relevant to underserved and vulnerable populations.

Key Strategies:

- » **INCREASE** funding through philanthropy, training grants, workforce development contracts, and corporate/foundation awards
- » **SHAPE** GW Health Sciences to be a high-impact organization with the infrastructure, diverse faculty and staff, and flexible curricula to support all students
- » **CREATE** incentives for faculty and staff to contribute in meaningful ways to underserved communities
- » **IDENTIFY** more opportunities for students to serve and learn in underserved communities
- » **CREATE** a culture that supports greater risk-taking and provides a welcoming environment to strengthen acceptance and support for all students
- » **BUILD** sustainable networks and long-term partnerships in the greater Washington, D.C., community

DESIRED RESULTS:

- » A strong, diverse pipeline of students, including individuals from disadvantaged backgrounds and underrepresented populations enriches GW Health Sciences
- » GW Health Sciences faculty, staff, and students are living their social mission through impactful service to underserved communities in the metropolitan Washington, D.C., region and beyond
- » GW Health Sciences is well-known for facilitating social mobility and advancing health equity through its diversity & inclusion, partnerships, and innovative programs

LIVING OUR SOCIAL MISSION

Joshua D'Angelo, DPT '13,

lives his social mission every day by increasing access to quality rehabilitation medicine around the world. This work is accomplished by two organizations that he co-founded and leads – MovementX and Move Together.

D'Angelo, who received an Alumni Achievement Award in 2018, says his experience and education in GW Health Sciences is empowering his success with the organizations that ensure individuals and family in need can access quality and personalized rehabilitation services.

"I was fortunate at GW to be surrounded by faculty and students who encouraged innovative thinking and provided incredible support. We instill the same mindset into all of our teammates and for all of our activities in each organization. Anything is possible with the right support, environment, and encouragement."





FOCUS

INFLUENCING
HEALTH
PROFESSIONS
EDUCATION,
HEALTH CARE
POLICY AND
PRACTICE



GW Health Sciences faculty are translating knowledge and designing new solutions to some of the toughest health care challenges. We focus on the gaps that exist between evidence and the successful implementation of that knowledge into practice.

Key Strategies:

- » **IDENTIFY**, recruit, and promote GW Health Sciences thought leaders
- » **ARTICULATE AND PRIORITIZE** a GW Health Sciences change agenda based on the competitive landscape and opportunities for positive impact
- » **ALIGN** our priorities around research, scholarship, and professional development with our change agenda
- » **INVEST IN AND LEVERAGE** the GW Health Sciences Collaboratory to advance research and scholarship with a global impact
- » **DEVELOP AND INSTITUTIONALIZE** core competencies for all learners in health care quality and health equity

DESIRED RESULTS:

- » GW Health Sciences faculty, staff, and students are influencing changes in health professions education, policy, and practice
- » GW Health Sciences is widely recognized for its cadre of innovative and effective leaders in health professions education, policy, and practice
- » GW Health Sciences graduates possess the competencies, commitment, and character to transform health and health care delivery

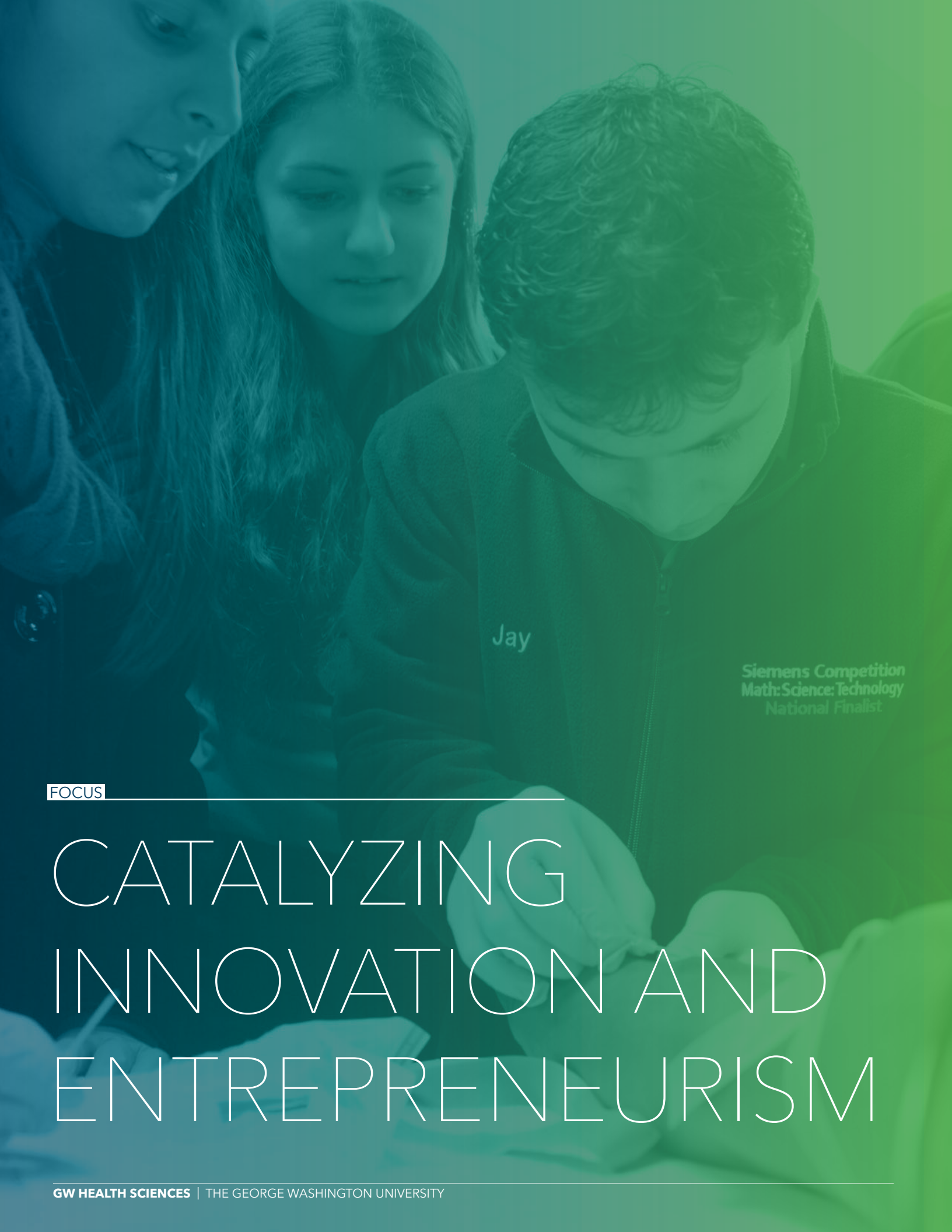
INFLUENCING HEALTH PROFESSIONS EDUCATION, HEALTH CARE POLICY AND PRACTICE

PA Studies

Faculty at GW are leading in the physician assistant (PA) field across education, workforce development, policy, and practice. That leadership can be seen in the classroom, clinical settings, community, and through top posts in all four national PA organizations in the U.S. Our faculty members are in a unique position to address critical issues such as access to care, workforce diversity, and opioid-related illnesses. At GW, our PA students also get hands-on training in leadership and advocacy skills that are critical competencies for the profession.

Maura Polansky, MHPE, MS, PA-C, associate professor and chair says, *“Professional service is a fundamental value within the culture of our department. We seek out faculty who embrace leadership and commit to making a difference in the lives of the individuals and communities in which they serve.”*





Jay

Siemens Competition
Math: Science: Technology
National Finalist

FOCUS

CATALYZING INNOVATION AND ENTREPRENEURISM



We are visionary leaders who value innovation and entrepreneurship to drive excellence in health and health care delivery.

Key Strategies:

- » **IDENTIFY AND PROMOTE** innovative partnerships and collaborations to advance our mission
- » **BUILD** tools and resources to facilitate innovation and entrepreneurship
- » **IDENTIFY** and create non-traditional funding models and pathways
- » **ESTABLISH** holistic measures to evaluate return on investment and communicate broadly the purpose and impact of innovation and entrepreneurship
- » **EMBRACE** financial transparency as an operational principle
- » **DEVELOP** incentives to promote creative partnerships for innovation and entrepreneurship
- » **LEVERAGE** existing GW resources and thought leadership to accelerate innovation and entrepreneurial activities, visibility, and output

DESIRED RESULTS:

- » GW Health Sciences demonstrates the value that innovation and entrepreneurship can create for nonprofit higher education and academic health centers
- » GW Health Sciences applies entrepreneurial approaches to support financial viability, growth, and expansion of our programs, and positive impact locally, nationally, and globally
- » GW Health Sciences is recognized globally as a leader in innovation and an organization that lives its social mission

CATALYZING INNOVATION

Wendy Gabel,

who earned a BS in medical technology in 1981, credits GW Health Sciences with providing her with a foundation that has propelled her through a varied career.

In a 20-year career at Biogen, Gabel led as vice president of value-based medicine, vice president of managed markets and reimbursement, and other important roles. No matter where she serves, Gabel applies innovative approaches and leadership to move industry forward. Through her inventive, entrepreneurial spirit, Gabel created Kendall Investor Relations in 2018 to provide strategic IR services to the biotech industry.

“My career has taken a lot of unexpected turns and I cannot say enough about how my education at GW helped me pursue so many opportunities. The guidance of professors and mentors at GW has stayed with me. It really shaped my life and career.”





School of Medicine
& Health Sciences

THE GEORGE WASHINGTON UNIVERSITY
