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SMHS’ future is about transforming healthcare education and expanding research to improve lives.

Jeffrey S. Akman, M.D.
Bloedorn Professor of Administrative Medicine, Vice President for Health Affairs, and Dean, School of Medicine and Health Sciences
Introduction

The George Washington University School of Medicine and Health Sciences’ (SMHS) new mission, vision, and strategic plan grew out of the School’s priorities that were identified as early as 2011, following the reorganization of the George Washington Medical Center.

SMHS leadership recognized the rapid changes taking place in our nation’s health care delivery system with the enactment of the Affordable Care Act (ACA) and that federal research dollars were remaining stagnant, and set forth several priorities that leverage the strengths of SMHS to achieve maximum success in each of its missions. Some of these priorities have already been accomplished. For example, SMHS has successfully recruited a Senior Associate Dean for Research and Senior Associate Dean for Clinical Public Health, established the Office of Diversity and Inclusion and the Office of Clinical Practice Innovation, revised the pre-clinical years of the medical education program curriculum, invested in non-wet lab research, and completed the major renovation of laboratory space which was funded by a National Institutes of Health (NIH) C06 grant for vaccine development to eliminate HIV/AIDS and other related research within the Department of Microbiology, Immunology, and Tropical Medicine.

In the process of formulating its goals for the next three years, the School maintained the core mission of education, research, and healing. These core values have been steeped in the School’s respected tradition since its establishment in 1824 as one of the oldest medical schools in the country and the first in our nation’s capital. But its inspiration for the future came from the feedback and characteristics of the SMHS community. Highly regarded as a school that trains outstanding clinicians, the SMHS faculty, students, and staff are collectively and uniquely interested in service, advocacy, and health equity. This interest was expressed in focus groups and surveys, but is most frequently exemplified by the volunteerism of our learners and faculty. When combined with curricular changes that emphasize population health management, and the School’s renewed interest and investment in translational, interdisciplinary, and health services delivery research, the overarching vision for the School becomes clear: SMHS’ future is about transforming healthcare education and expanding research to improve lives.

Every aspect of the strategic plan is informed by this aspiration and specifically this vision to be the globally recognized academic medical center that embraces the challenge of eliminating health disparities, transforming health care, and expanding research to enrich and improve the lives of those we serve.
DEDICATED TO IMPROVING THE HEALTH OF OUR LOCAL, NATIONAL, AND GLOBAL COMMUNITIES.
Mission and Vision

The revised mission and vision statements reflect SMHS’ response to the changing health care delivery and research environment, while addressing the challenges of training tomorrow's leaders in meeting the health needs of populations. The new mission and vision statements reflect the core values found in the former version, but emphasize the importance of creating an environment that is characterized by excellence through diversity and inclusion, addressing the challenges of health equity, and advancing translational research, particularly through interdisciplinary collaboration.

The following are the updated mission and vision statements.

The George Washington University School of Medicine and Health Sciences is dedicated to improving the health of our local, national, and global communities by:

- **Educating** a diverse workforce of tomorrow’s leaders in medicine, science, and health sciences.
- **Healing** through innovative and compassionate care.
- **Advancing** biomedical, translational, and health services delivery research with an emphasis on multidisciplinary collaboration.
- **Promoting** a culture of excellence through inclusion, service, and advocacy.

As a globally recognized academic medical center, GW SMHS embraces the challenge of eliminating health disparities and transforming health care to enrich and improve the lives of those we serve.
Key Themes

Identified through an understanding of our changing environment, as well as areas of strength which distinguish SMHS from other institutions, the following themes provide a framework for the goals of the strategic plan. The first four bullets reflect the crosscutting themes included in Vision 2021, the George Washington University Strategic Plan. The final two bullets are unique to SMHS.

- Innovation, especially through cross-disciplinary collaboration
- Globalization of our educational and research programs
- Enhancement of our programs that focus on governance and policy in the public and private sectors
- Infusing the ideas of citizenship and leadership into everything we do
- Incorporation of diversity, service, and inclusion into the education, research, and healing mission of SMHS
- Sustainability and financial stewardship to ensure continued excellence in education, research, and delivery of care

These themes create the foundation for each of the goals within the five domains:

- **Leadership**: Promote a culture of excellence through leadership, performance improvement, professionalism, and diversity and inclusion for students, faculty, and staff.
- **Education**: Lead the nation in innovative medical and health sciences education and training.
- **Discovery**: Augment the research portfolio at SMHS and elevate our prominence through its quality and impact.
- **Community**: Become nationally recognized for our commitment to health equity in local and international communities through research, service, education, and advocacy.
- **Clinical Excellence**: Gain national recognition for clinical excellence at SMHS and its clinical partners.
Leadership

**GOAL:** Promote a culture of excellence through leadership, performance improvement, professionalism, and diversity and inclusion for students, faculty, and staff.

**Strategy:** Create an infrastructure and invest in programs that support leadership, continuous improvement, professionalism, and diversity and inclusion for students, faculty, and staff.

**Strategy:** Create sustainable financial support for the continued success of the School’s mission and vision.

**Plan, Do, Check, Improve (PDCA) Diagram**

** Alumni Achievement Awards **

*Thursday, September 18, 2023*

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The George Washington University
Education

**GOAL:** LEAD THE NATION IN INNOVATIVE MEDICAL AND HEALTH SCIENCES EDUCATION AND TRAINING.

**Strategy:** Create an innovative educational infrastructure through continuously assessing curricula outcomes, incorporating new technologies, facilitating interprofessional learning, and exploring new models of education to transform medicine and health sciences education.

**Strategy:** Strategically expand the presence of SMHS regionally, nationally, and internationally.

**Strategy:** Promote the value of an SMHS education by tracking the accomplishments of our students and graduates.

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**Healthy People 2010 Objectives**

- Goal Not Met: Reduce deaths from heart disease to no more than 230.2 per 100,000 people; the District’s rate is 239.7 per 100,000.

- Heart disease was the leading cause of death both in the District of Columbia and the United States in 2010.

- Among District residents in 2010, heart disease had the highest crude mortality rate 216.0 per 100,000 and age-adjusted rate of 239.7 per 100,000 population killing 1,300 people or 27.8 percent of all resident deaths.

- Heart disease is the leading cause of death both for men (221.7 per 100,000) and women (211.0 per 100,000).

- The highest mortality rate was for blacks/African Americans (333.0 per 100,000), followed by whites (116.6 per 100,000).

- Most of the deaths due to heart disease were in the higher age groups with decedents aged 55 years and older accounting for 89.7 percent.

- The crude death rate for heart disease was the highest for Ward 5 (323.0 per 100,000), followed by Ward 7 (309.6 per 100,000), and the lowest crude death rate was in Ward 2 (87.6 per 100,000).

- This difference may also be a reflection of the age of the population living in Wards 5 and 7 which have older populations, while Ward 2 has a younger population. Better lifestyle habits can help reduce risk of heart attacks. Weight management through diet and exercise, smoking cessation and management of hypertension are examples suggested by the American Heart Association.

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**Leading Causes of Death for District of Columbia Residents**

- Heart Disease 28%
- Cancer 22%
- Accidents 4%
- Chronic Lower Respiratory 3%
- Cerebrovascular 4%
- Septicemia 2%
- Alzheimer’s Disease 2%
- HIV/AIDS 3%
- Diabetes 3%
- Homicide/Assault 3%
- Other 28%

**Map of Heart Disease Crude Death Rates by Ward**

Source: Data 2014 District of Columbia Needs Assessment, D.C. Department of Health
Discovery

**GOAL:** AUGMENT THE SMHS RESEARCH PORTFOLIO AND ELEVATE ITS PROMINENCE THROUGH ENHANCED QUALITY AND IMPACT.

**Strategy:** Advance translation of research and increase interdisciplinary collaboration in key areas of strength.

**Strategy:** Accelerate growth in emerging areas of research excellence.

**Strategy:** Enhance infrastructure and explore new sources of support to advance innovation and discovery.
Community

**GOAL:** BECOME NATIONALLY RECOGNIZED FOR OUR COMMITMENT TO HEALTH EQUITY IN LOCAL AND NATIONAL COMMUNITIES THROUGH RESEARCH, SERVICE, EDUCATION, AND ADVOCACY.

**Strategy:** Develop a new paradigm for sharing best practices and data between SMHS and community leaders to improve the health of individuals and populations, particularly the underserved and vulnerable.

Clinical Excellence

**GOAL:** ACHIEVE NATIONAL RECOGNITION OF SMHS AND ITS CLINICAL PARTNERS FOR CLINICAL EXCELLENCE.

**Strategy:** Align strategies among the SMHS clinical partners to enhance collaboration and advance quality, reputation, and market share.

**Strategy:** Leverage the SMHS brand to enhance opportunities for recognition, distinction, advocacy, philanthropy, and marketing for SMHS and its partners.
Implementation of the Strategic Plan

Implementation of the strategic plan will require SMHS to develop working
groups to finalize the goals, strategies, and actions outlined in the plan. Over
the next several months, SMHS will develop a continuous monitoring and
evaluation process, assign responsibility, evaluate cost effectiveness, develop
budgets, and finalize implementation of the plan from 2015 through 2018.

Appendices and References

Appendices

A. Strategic Planning Process Overview
B. Parameters for Moving Forward (January 2014 Consultant Presentation)
C. Environmental Assessment (January 2014 Consultant Presentation)
D. Strength, Weaknesses, Opportunities, and Threats (SWOT) Analysis (February 2014 Consultant
Presentation)
E. Faculty and Student Survey Results and Analysis
F. List of Committees, Participants, and Interviewees

References

• SMHS FY 2012 – FY 2013 Research Expenditures, New Awards, and Proposals
• NIH and HHS FY 2015 Budget in Brief: Funding Priorities
• Nature Biotechnology: Top US Universities, Institutes for Life Sciences 2012
• Nature Biotechnology: 2013 University Biotech Patenting
• Nature Biotechnology: Academic-Industry Partnerships 2012