LOUISIANA STATE UNIVERSITY HEALTH SCIENCES CENTER NEW ORLEANS

FIVE YEAR STRATEGIC PLAN
Pursuant to Act 1465 of 1997

FY 2022-2023 THROUGH FY 2027-2028

Revised June, 2022

VISION

Louisiana State University Health Sciences Center at New Orleans (LSUHSC-NO) will be recognized as an outstanding comprehensive public academic health sciences center which serves the needs of all citizens of the State of Louisiana by delivering professional education and training, conducting innovative research, providing high quality patient care, and engaging in diverse outreach initiatives.

MISSION

The mission of LSUHSC-NO is to provide education, research, patient care, and community outreach. LSUHSC-NO is comprised of the Schools of Allied Health Professions, Dentistry, Graduate Studies, Medicine, Nursing, and Public Health.

LSUHSC-NO educational programs prepare students for careers as healthcare professionals, educators, administrators, and scientists. The Health Sciences Center disseminates and advances knowledge through basic and clinical research programs, resulting in publications, technology transfer, and related economic enhancements to meet the changing needs of the State of Louisiana and the nation.

LSUHSC-NO provides vital public service through direct patient care, including care of indigent and uninsured patients. Healthcare services are provided through LSUHSC-NO clinics in allied health, dentistry, medicine, nursing, and in numerous affiliated hospitals and clinics throughout Louisiana.

LSUHSC-NO provides referral services, continuing education, and information relevant to the public health of the citizens of Louisiana. In addition, LSUHSC-NO works cooperatively with two Area Health Education Centers (AHECs), whose programs focus on improving the number and distribution of healthcare providers in underserved rural and urban areas of Louisiana and on supporting existing rural healthcare providers through continuing education programs.

PHILOSOPHY

LSUHSC-NO pursues excellence in education, scientific discovery, healthcare delivery, and community engagement. In this pursuit of excellence while effectively and efficiently satisfying the needs of the public, LSUHSC-NO undertakes its activities with the highest standard of ethics, professionalism, compassion, quality, and accountability through: maximizing human, intellectual, and fiscal resources; employing proactive and sound decision making; using evidence-based best practices and technology in providing teaching, research, and patient care; extending opportunities for health care education to all segments of the population; striving to attract and retain faculty, staff, and students who reflect Louisiana's diverse population; promoting faculty development through a commitment to lifelong learning and achievement; and seeking collaborations and partnerships across the university and with external agencies, institutions, and communities.

GOALS

I. Education: LSUHSC-NO will provide a quality education to students in the health sciences, who will graduate as skilled professionals ready to fill the workforce needs of Louisiana.

II. Research: LSUHSC-NO will be a local, national, and international leader in biomedical research, particularly in key strategic areas of alcohol & drug abuse, cancer, cardiovascular disease, infectious disease, neuroscience, and oral health.

III. Patient Care: LSUHSC-NO will provide quality health care, promote disease prevention, and raise health awareness for the citizens of Louisiana.

IV. Community: LSUHSC-NO will seek to nurture talent, eliminate barriers, promote participation by every member of our university community, encourage involvement by Louisiana's citizens in our activities, and provide excellent medical care for Louisiana's diverse multicultural population.

V. Environment: LSUHSC-NO will create a learning environment of excellence dedicated to effectively carrying out all activities with the highest standard of ethics, openness, fairness, respect, professionalism, and accountability.

GOAL I: (*Education*) LSUHSC-NO will provide a quality education to students in the health sciences, who will graduate as skilled professionals to fill the workforce needs of Louisiana.

Objective I.1 Provide faculty members with support programs that enhance their skills in the areas of teaching, advising, mentoring, instructional design, curriculum development, interprofessional education, and assessment of learning.

STRATEGY I.1.1	Continue support for programs and activities of the Center for Interprofessional Education & Collaborative Practice (CIPECP) to enhance the faculty and student experience in teaching, research, and clinical activities
STRATEGY I.1.2	Develop programs and resources to support faculty development and collaboration related to teaching and assessment.
STRATEGY I.1.3	Provide opportunities for faculty members to focus on specific topics of interest and interact with teaching scholars and educators of national and international acclaim.
STRATEGY I.1.4	Promote innovation and continuous improvement in the curriculum of each School and program.

Objective I.2 Attract, retain, and graduate students in high-demand healthcare workforce areas of need in Louisiana, expanding as resources and partnerships allow.

STRATEGY I.2.1	Improve recruitment efforts using channels of mass media and contacts with local high schools and regional colleges and universities.
STRATEGY I.2.2	Maintain stipends at the Southern Regional Average for recruitment of the highest quality students and maintain levels of house officers.
STRATEGY I.2.3	Maintain relevance of the curriculum and clinical experience using feedback from students and input from area health care professionals.
STRATEGY I.2.4	Maintain institutional and programmatic accreditation, as applicable.
STRATEGY I.2.5	Maintain the number of students earning degrees.

Objective I.3 Continue to support a full range of clinical, didactic, and scholarly experiences, as well as curricular and administrative strategies that will sustain strong and distinctive Rural Scholars Tracks in the Schools of Medicine and Dentistry

STRATEGY I.3.1	Enhance written curriculum and learning objectives to distinguish the Rural Scholars Tracks.
STRATEGY I.3.2	Formalize administrative support and expand training site opportunities for the Rural Scholars Tracks.
STRATEGY I.3.3	Review admissions recruitment strategies for the Rural Scholars Tracks.

STRATEGY I.3.4 Increase exposure to primary care in the curriculum of the Rural Scholars Tracks.

PERFORMANCE INDICATORS FOR EDUCATION OBJECTIVES:

Outputs:
- Fall headcount enrollment
- Fall minority headcount enrollment
- Number of degrees conferred
- Number of programs accredited

Outcomes:
- Maintain fall headcount enrollment at Fall 2021 baseline
- Maintain or increase minority fall headcount enrollment at Fall 2021 baseline
- Maintain number of degrees conferred at 2020-21 AY baseline
- Maintain 100% accreditation of programs as applicable

GOAL II: (*Research*) LSUHSC-NO will be a local, national, and international leader in biomedical research, particularly in key strategic areas of alcohol & drug abuse, cancer, cardiovascular disease, infectious disease, neuroscience, and oral health.

Objective II.1 Provide the policies, funds, and administrative support that demonstrate institutional commitment to the research mission, with particular focus on the six areas of strength.

STRATEGY II.1.1	Provide comprehensive research support systems.
STRATEGY II.1.2	Provide assistance and programs that will enhance faculty's awareness of and ability to compete for externally-sponsored research funding.
STRATEGY II.1.3	Provide improved laboratory space and enhanced research facilities

Objective II.2 Manage faculty recruitment in concert with retention, replacement, and strategic programmatic development.

STRATEGY II.2.1	Use competitive packages, based on appropriate peers, for attracting additional investigators.
STRATEGY II.2.2	Maintain competitive faculty salaries based on appropriate peers.
STRATEGY II.2.3	Reward faculty for research productivity and excellence.

Objective II.3 Leverage research and recruitment to coordinate with focus areas in patient care and education to facilitate translational research and promote interdisciplinary collaboration.

STRATEGY II.3.1	Identify and encourage research initiatives that may directly translate to patient care and education.
STRATEGY II.3.2	Communicate disciplinary and interdisciplinary research findings and encourage collaborations between clinicians and basic scientists.
STRATEGY II.3.3	Improve research coordination, collaboration, and efficiency through the Council of Research Deans.

Objective II.4 Promote economic growth through technology development and business engagement.

STRATEGY II.4.1	Conduct internal outreach to communicate role of the Office of Innovation & Partnerships and encourage faculty interest in commercialization and industry engagement.
STRATEGY II.4.2	Recognize faculty achievements in innovation.
STRATEGY II.4.3	Strengthen diverse ties with industry in support of research.
STRATEGY II.4.4	Highlight successful commercialization activities through internal and external media sources.

STRATEGY II.4.5 Provide new avenues for businesses to engage with faculty, research, and the institution to enhance economic development.

PERFORMANCE INDICATORS FOR RESEARCH OBJECTIVES:

Output:
- Number of interdisciplinary projects
- Number of grant applications
- Faculty recruited and retained
- Number of invention disclosures

Outcome:
- Percentage change in number of interdisciplinary projects
- Increased number of grant applications
- Increased number of faculty recruited and retained
- Decreased faculty salary variance from Southern Regional average
- Maintain number of invention disclosures

GOAL III: (*Patient Care*) LSUHSC-NO will provide quality health care, promote disease prevention, and raise health awareness for the citizens of Louisiana.

Objective III.1 Deliver healthcare to all patients, demonstrating both concern for each individual and excellence in the art and science of healthcare.

STRATEGY III.1.1	Gather feedback using patient satisfaction surveys.
STRATEGY III.1.2	Maintain excellence in patient care by efficiently using all available resources related to the delivery of health services.
STRATEGY III.1.3	Provide high quality, expedient service to patients while maintaining fiscal responsibility.

Objective III.2 Expand statewide access to health care through training and screenings.

STRATEGY lll.2.1	Maintain Graduate Medical Education (GME) in conjunction with hospital partners as applicable.
STRATEGY lll.2.2	Expand the Rural Scholars Tracks to all applicable Schools and develop appropriate recruitment strategies.
STRATEGY lll.2.4	Host and promote healthcare screenings to advance public health and increase public awareness of the importance of early detection and treatment of various diseases, such as the Louisiana Education and Early Detection (LEED) program.

Objective III.3 Continue to develop the Faculty Clinical Practice into a fully integrated multi-specialty academic group practice that excels as a regional referral resource for complex tertiary care and demonstrates an ongoing commitment to improvement of the health status of Louisiana's citizens.

STRATEGY III.3.1	Continue to develop and review shared practice management support operations to ensure efficiency through best practices.
STRATEGY III.3.2	Institute common ambulatory care management practices and locations.
STRATEGY III.3.3	Increase coordination of physician workforce planning.
STRATEGY III.3.4	Construct, lease, or maintain facilities to enhance coordinated planning and provide a seamless continuum of patient care.

PERFORMANCE INDICATORS FOR PATIENT CARE OBJECTIVES:

Outputs:	- Number of patients responding to satisfaction surveys - Number of cancer screenings provided by programs supported by the Stanley S. Scott Cancer Center and the School of Public Health
Outcomes:	- Increase in patient satisfaction - Percent of patients screened for breast cancer with a diagnosis of cancer - Percent of patients screened for cervical cancer with a diagnosis of cancer - Percent of pap tests administered to rarely- or never-screened women

GOAL IV: (Community) LSUHSC-NO will seek to nurture talent, eliminate barriers, promote participation by every member of our university community, encourage involvement by Louisiana's citizens in our activities, and provide excellent medical care for Louisiana's diverse multicultural population.

Objective IV.1 Promote and maintain Diversity, Equity, & Inclusion (DEI) as an institutional priority.

STRATEGY IV.1.1	Routinely review all planning, recruitment and communication documents to ensure they emphasize LSUHSC-NO's role in responding to the gap between the race/ethnicity of the health care workforce and the general population it serves.
STRATEGY IV.1.2	Interview current and recently graduated minority students, minority students who did not complete an academic program, and minority faculty members to gauge experiences and identify recommendations for improvement to strengthen the minority presence on campus.
STRATEGY IV.1.3	Ensure that key School and departmental staff regularly review and discuss minority recruitment, enrollment, and retention and support initiatives to increase success in each of these areas.
STRATEGY IV.1.4	Work with student organizations to ensure that annual plans and outreach efforts incorporate diversity initiatives.

Objective IV.2 Conduct community outreach activities and build productive partnerships with municipal, regional, state, and national entities to promote participation by all citizens in health care treatment and disease prevention.

STRATEGY IV.2.1	Provide effective communication between LSUHSC-NO and the communities in which we live and serve to increase access to healthcare and awareness of our outreach activities benefiting those communities.
STRATEGY IV.2.2	Use LSUHSC-NO media outlets to promote healthcare screenings and increase public awareness of the importance of early detection and treatment of various diseases.

PERFORMANCE INDICATORS FOR COMMUNITY OBJECTIVES:

Outputs:	- Number of community outreach activities - Number of DEI activities across campus
Outcomes:	- Increase in participation in community outreach activities - Improved perceived support for DEI across campus, as evidenced by responses to the Regents/ACT Student Satisfaction Survey

GOAL V: (Environment) LSUHSC-NO will create a learning environment of excellence dedicated to effectively carrying out all activities with the highest standard of ethics, openness, fairness, respect, professionalism, and accountability.

Objective V.1 Foster professionalism, interprofessional collaboration, ethical sensitivity, and skill among faculty, staff, trainees, and students.

STRATEGY V.1.1	Incorporate ethics education into the curriculum of each School.
STRATEGY V.1.2	Provide training, through the Office of Compliance Programs, regarding awareness of and compliance with applicable statutory, regulatory and policy requirements.
STRATEGY V.1.3	Disseminate information, through Office of Research Services, about all laws, regulations, and guidelines that govern human, animal, basic science, and applied science research.
STRATEGY V.1.4	Maintain, through the LSUHSC-NO website, accurate and current information concerning relevant institutional policies and procedures.
STRATEGY V.1.5	Support the goals of the Center for Interprofessional Education & Collaborative Practice (CIPECP).

Objective V.2 Enhance the culture within to promote positive attitudes and interprofessional interactions, professionalism, satisfaction, and consideration of others to further augment institutional excellence.

STRATEGY V.2.1	Celebrate and recognize faculty, staff and student excellence in instruction, research, and patient care.
STRATEGY V.2.2	Encourage a positive atmosphere of charity and camaraderie by sponsoring extracurricular and community activities.

Objective V.3 Establish a clear and standardized process for annual reporting and periodic academic review for each School.

STRATEGY V.3.1	Implement annual, standardized activity reporting for all departments, centers and programs.
STRATEGY V.3.2	Evaluate departments, centers, and programs on a regular basis.

PERFORMANCE INDICATORS FOR ENVIRONMENT OBJECTIVES:

Outputs:	- Number of faculty & staff completing compliance training and students - Number of faculty & students engaged in IPE activities - Number of recognition events or activities
Outcomes:	- Increased compliance rate with required training activities - Increased IPE student opportunities and faculty publications each year - Increased efforts to celebrate and recognize excellence

In Compliance with Act 1465 of 1997, each strategic plan must include the following process:

I. A brief, general description of how the strategic planning process was implemented.

The LSU Health Sciences Center at New Orleans Strategic Planning Committee, consisting of representatives from all areas of the campus, developed the Strategic Plan to provide direction and an integrative framework for planning and implementing the goals that support our mission, and to establish a foundation for accountability that is fundamental for continuous improvement within all programs and activities. The goals, objectives, and strategies are established in each of our core functional areas in a manner to ensure the ability to regularly monitor outcomes and incorporate that data into future decision making. The strategic plan is understood to be the basis of an ongoing process of assessment, analysis and planning; it represents an incremental approach that over time will redirect and acquire resources, both intellectual and financial, required for goal implementation, based upon regular measurement and feedback evaluation.

II. A brief statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons or organizations:

As Louisiana's flagship academic health center, educating roughly 70% of Louisiana's health care professionals, the LSU Health Sciences Center at New Orleans maintains a statewide mission with a national and international responsibility to provide excellence in health professions education, healthcare, and community-oriented programs. It is a doctoral/professional research university, enrolling roughly 2,800 students annually, with degree offerings limited to biomedical fields and multiple health professions. LSUHSC-NO delivers vital public service through direct patient care, including care of indigent and uninsured patients. LSUHSC-NO provides referral services, continuing education, and information relevant to the public health of Louisiana's citizens. LSUHSC-NO faculty conduct basic and applied research in biosciences and explore improved approaches to health care, with a special focus in alcohol and drug abuse, cancer, cardiovascular disease, infectious disease, neurosciences, and oral health. LSUHSC-NO offers clinical services to patients through the education of healthcare professionals, public health programs, and graduate medical education.

III. An identification of potential external factors that are beyond the control of the entity and that could significantly affect the achievement of its goals or objectives:

A significant external factor beyond the control of LSUHSC-NO but directly impacting its ability to meet its goals and objectives is the level of state funding appropriated annually for both healthcare and higher-education functions. Other external factors that could significantly affect the attainment of goals and objectives are regulatory changes at either a federal or state level; changes in standards set out for accreditation by either regional or specialized accrediting agencies; changes in the rules and regulations of the LSU Board of Supervisors; and changes in varying levels of external economic factors that have an impact on the availability of federal or state funding streams.

IV. The statutory requirement or other authority for each goal of the plan.

- Master Plan for Public Postsecondary Education, Board of Regents, State of Louisiana, August 2019
- Louisiana Constitution of 1974, Article VIII, Section 7
- Louisiana Revised Statutes, 17:3351-3352
- Southern Association of Colleges and Schools, Commission on Colleges, Institutional Reaffirmation of Accreditation, 2025

V. A description of any program evaluation used to develop objectives and strategies.

LSUHSC-NO engages in ongoing, integrated, institution-wide research-based planning and evaluation. The university uses a framework for strategic planning and evaluation of institutional performance that insures congruence with the university's mission, goals, and outcomes. LSUHSC's review of its mission is guided by Permanent Memorandum PM-38 (Institutional Mission Statements) and procedures created to comply with PM-38. The university's overarching Strategic Plan provides direction and guidance for planning and evaluation of activities that impact institutional effectiveness. Outcomes are monitored to provide the feedback needed to insure continuous improvement. In addition to guidance provided by the LSUHSC-NO Strategic Plan, each professional school creates its own unique set of strategic goals and objectives that support the mission of the institution. Though the faculty governance structure differs from school to school, the administrative leaders, faculty councils, and faculty committees play key roles in strategic development for their respective schools. The planning process includes, but is not limited to, a due diligence review of current program goals and objectives and their achievement status as well as a review of recommendations from external bodies (e.g., governmental agencies, accreditors, and professional groups); external benchmarks and recommendations from peer groups and the community of interest; feedback from students, faculty, and faculty leaders; a review of budgetary issues; and personnel, technology, and material resources. Proposals are reviewed and revised based on feedback from faculty and faculty committees/councils, students, and community leaders. Final strategic plans are approved by a vote of the faculty. School-specific strategic plans are operationalized by faculty leaders and committees/councils.

VI. An explanation of how duplication of effort will be avoided when the operations of more than one program are directed at achieving a single goal, objective, or strategy.

For the purposes of Act 1465 of 1997, LSUHSC-NO is a single program and thus duplication of effort is not applicable.

VII. Documentation as to the validity, reliability, and appropriateness of each performance indicator, as well as the method used to verify and validate the performance indicators as relevant measures of each program's performance.

See Performance Indicator Documentation which follows.

VIII. A description of how each performance indicator is used in management decision making and other agency processes.

See Performance Indicator Documentation which follows.

PERFORMANCE INDICATOR DOCUMENTATION #1

Program: LSU Health Sciences Center at New Orleans (Agency ID 19A-604)

KEY: Maintain total fall 14th day headcount enrollment at Fall 2021 baseline level

Indicator Name: Fall headcount enrollment
LaPAS PI Code: 15253
Type & Level: Outcome, Key

Indicator Name: Change in Fall headcount enrollment over Fall 2021 baseline
LaPAS PI Code: 24945
Type & Level: Outcome, Supporting

Indicator Name: Percent change in Fall headcount enrollment over Fall 2021 baseline
LaPAS PI Code: 24946
Type & Level: Outcome, Key

Other Links: Workforce Development Commission, Board of Regents Master Plan for Postsecondary Education

Rationale: LSUHSC-NO is committed to providing high quality healthcare education, training and patient care to the citizens of Louisiana. Headcount enrollment refers to the actual number of students enrolled.

Use: Enrollment is a key factor when making academic, financial, hiring, and many other management decisions. Given budgetary constraints, every effort will be made to maintain current enrollment levels to continue to fill the high workforce demand for healthcare professionals.

Data Source: Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for over 25 years. SSPS data is gathered from the institutions twice annually, in the fall and spring. For this indicator, the fall data (national standard) will be used. The indicator will be reported at the end of the fourth quarter to allow time for collection, aggregation, and editing of data.

PERFORMANCE INDICATOR DOCUMENTATION #2

Program: LSU Health Sciences Center at New Orleans (Agency ID 19A-604)

KEY: **Maintain or increase total minority student fall 14th day headcount enrollment at Fall 2021 baseline level**

Indicator Name: Minority Fall headcount enrollment
LaPAS PI Code: 15256
Type & Level: Outcome, Key

Indicator Name: Percent change in minority student Fall headcount enrollment over Fall 2021 baseline
LaPAS PI Code: 15255
Type & Level: Outcome, Key

Other Links: Workforce Development Commission, Board of Regents Master Plan for Postsecondary Education

Rationale: LSUHSC-NO is committed to providing minority students with access to opportunities in healthcare education, training and patient care. Headcount enrollment refers to the actual number of students enrolled.

Use: Enrollment is a key factor when making academic, financial, hiring, and many other management decisions. Maintaining or increasing minority enrollment increases the diversity of experience in a multicultural environment. Given budgetary constraints, every effort will be made to maintain or increase current minority enrollment levels to continue to fill the high workforce demand for healthcare professionals across the state.

Data Source: Data will be retrieved from the Board of Regents' Statewide Student Profile System (SSPS). This system has been in existence for over 25 years. SSPS data is gathered from the institutions twice annually, in the fall and spring. For this indicator, the fall data (national standard) will be used. The indicator will be reported at the end of the fourth quarter to allow time for collection, aggregation and editing of data. Minority is defined as non-white and excludes non-resident aliens and those students who refuse to indicate. LSUHSC-NO actively seeks to increase minority enrollment and must respect various court decisions regarding enrollment quotas particularly for the professional schools.

PERFORMANCE INDICATOR DOCUMENTATION #3

Program: LSU Health Sciences Center at New Orleans (Agency ID 19A-604)

KEY: **Maintain 100% accreditation of programs**

Indicator Name: Percentage of mandatory programs accredited
LaPAS PI Code: 15261
Type & Level: Outcome, Key

Indicator Name: Number of mandatory programs accredited
LaPAS PI Code: 15262
Type & Level: Outcome, Supporting

Other Links: Workforce Development Commission and Board of Regents Master Plan for Postsecondary Education

Rationale: Maintenance of accreditation by both institutional and program-specific agencies provides independent confirmation of excellence and compliance with the highest standards of academic programs.

Use: Accreditation provides for eligibility for certain federal and financial aid programs as well as confirming programmatic quality and conformation with academic standards of quality.

Explanatory note: The count includes academic programs where accreditation is either optional or mandatory. There are a number of programs at LSUHSC-NO where accreditation is not available.

PERFORMANCE INDICATOR DOCUMENTATION #4

Program: LSU Health Sciences Center at New Orleans (Agency ID 19A-604)

KEY: **Maintain the number of students earning degrees of all types at Spring 2021 baseline level**

Indicator Name: Percent change in number of students earning degrees of all types over Spring 2019 baseline level
LaPAS PI Code: 15263
Type & Level: Outcome, Key

Indicator Name: Number of students earning degrees of all types
LaPAS PI Code: 15264
Type & Level: Outcome, Key

Other Links: Workforce Development Commission, Board of Regents Master Plan for Postsecondary Education

Explanatory Note: While the total number of students receiving degrees of all types may vary each year depending upon number admitted, number who withdraw for personal reasons, and number who repeat coursework due to academic difficulties, among other reasons, LSUHSC-NO is committed to maintaining a level of skilled graduates in healthcare professions necessary to help fill Louisiana's critical workforce needs.

PERFORMANCE INDICATOR DOCUMENTATION #5

Program: LSU Health Sciences Center at New Orleans (Agency ID 19A-604)

KEY: **Maintain the number of cancer screenings at the actual FY2021 level of 6,946 in programs supported by the Stanley S. Scott Cancer Center and the School of Public Health**

Indicator Name: Percent increase in screenings
LaPAS PI Code: 15265
Type & Level: Outcome, Key

Indicator Name: Number of screenings
LaPAS PI Code: 15266
Type & Level: Outcome, Supporting

Indicator Name: Percentage of patients screened for breast cancer with diagnosis of cancer
LaPAS PI Code: 23218
Type & Level: Outcome, Key

Indicator Name: Percentage of patients screened for cervical cancer with diagnosis of cancer
LaPAS PI Code: 23219
Type & Level: Outcome, Key

Indicator Name: Percentage of pap test administered to rarely or never screened women
LaPAS PI Code: 23220
Type & Level: Outcome, Supporting

Other Links: Board of Regents Master Plan for Postsecondary Education