

## IUPUI Strategic Plan

### Leverage our Strengths in Health and Life Sciences

In the current IUPUI Strategic Plan, the goal for health was intentionally created with a broad scope to encourage collaboration and to acknowledge the synergistic forces between the health and life sciences schools, health leadership and the campus broadly defined. One particular focus for our current strategic plan was the design and implementation of a broad-based interprofessional education (IPE) program that involved each of the health schools represented by the University Clinical Affairs (UCA) Council. On the IUPUI campus those schools included: Dentistry, Health and Rehabilitation Science, Medicine, Nursing, Public Health, and Social Work.

A central component of our work in IPE was the design and creation of the Center for Interprofessional Education and Collaboration and the selection of Dr. Andrea Pfiefler to serve as its Director. Since the Center's inception, more than 5,000 IUPUI students and 400 IUPUI faculty have participated in interprofessional training. Of those, by far the most widespread and intensive effort has been to develop the framework, design, and implement The TEACH! (Team Education Advancing Collaboration in Healthcare) Interprofessional foundational curriculum in collaboration with the IU Schools of Dentistry, Medicine, Nursing, Optometry, Health and Rehabilitation Sciences, Fairbanks School of Public Health, School of Public Health – Bloomington, the School of Social Work, and the Purdue College of Pharmacy. This work extends state wide, as we partner with our regional campuses, four other universities, the state's Area Health Education Centers, and many other community partners to give our learners the best possible opportunities to learn about, from, and with one another to address Indiana's health and health care challenges and improve quality outcomes.

The Center is very actively engaged in practice transformation efforts across Indianapolis; collaborating with Indiana University Health, Eskenazi, Neighborhood Fellowship Church, Indianapolis Public Schools, the National Center for Interprofessional Practice and Education, and others to integrate interprofessional teamwork into primary care services and wrap around services to expand our reach, redistribute the work force to address gaps in service, and achieve improved efficiency in care delivery, patient satisfaction, and population health. Through this work, more than 300 health care providers, community service workers, and community members have participated in interprofessional training and strategic planning initiatives, and the Center has participated in more than \$13 million in externally funded projects that advance its core mission.

In addition, Chancellor Paydar appointed Dean Paul Halverson and Dean Robin Newhouse to lead a campus-wide effort focused on developing a strategic pathway for improving health and collaboration at IUPUI. Approximately 15 deans and other senior leaders participated in a year-long process that examined three specific areas related to health on and around the IUPUI urban campus: the health of our faculty and staff; the health of our students; and, the health of our community surrounding the IUPUI campus footprint. The final plan and report to the

chancellor can be found [here](#). The strategic pillars of the plan include: Advancing a Culture of Health and Wellness, Responding to Stress and Mental Health challenges, Physical Activity and Nutrition opportunities, Health and Wellness Promotion (including tobacco prevention and cessation, access to health services and family planning services on campus). This assessment and recommendations form the backbone of our recommendations found later in this report for our new strategic plan.

Our current strategic plan period also demonstrated the synergy of health programs on the IUPUI campus with the award of the first Indiana University Grand Challenge lead by Anantha Shakar, MD, PhD, Executive Associate Dean of the IU School of Medicine in the area of precision health. In addition to the medicine, faculty from nursing and public health were also included on the team. Following the precision medicine grand challenge, President McRobbie announced the Addictions Grand Challenge lead by Dean Robin Newhouse from the IU School of Nursing and joined by faculty from the Schools of Medicine, Nursing, Public Health, and Social Work within the Phase 1 awards. Deans Halverson and Patchner were also asked to serve on the leadership team for this 50-million-dollar state-wide grand challenge. In addition, the Clinical Translational Science Award (CTSA) program grant was renewed under the leadership of Dr. Shakar for the third successful grant from the National Institute of Health. Faculty from the Schools of Medicine, Nursing and Public Health participate actively along with IU Bloomington faculty in addition to intermural participation with Purdue, Notre Dame and Eli Lilly Company.

Finally, community engagement in health-related areas of interest for our students and faculty has long been a hallmark of IUPUI. In addition to the UCA IUPUI schools, nearly every school on the IUPUI campus supports students in the collaborative participation with community projects and service activities related to health. From psychology students in the school of science, to biomedical engineering students from the school of engineering, art therapy students from the Heron School of Art, health law students from the McKinney School of Law to bioinformatics students from the School of Informatics and Computing, students are engaged in important health projects both individually and collectively. In reality, it is sometime difficult to identify schools using health as a description since nearly all schools somehow contribute to the health mission both programmatically as well as from a community engagement perspective.

#### **1. Summary of major accomplishments from the past three years;**

1. Designed and implemented an interprofessional education (IPE) conceptual model and curriculum across the health sciences.
2. Examined three specific areas related to health on and around the IUPUI urban campus ( health of faculty, staff, students and community)
3. Developed a plan to improve health in five areas (Advancing a Culture of Health and Wellness, Responding to Stress and Mental Health challenges, Physical Activity and Nutrition opportunities, Health and Wellness Promotion)
4. Funded two Grand Challenges that focus on health (Precision Medicine, and Addictions)
5. Renewed Clinical Translational Science Award (CTSA) by NIH

6. Engagement of students in the community have focused on health improvements
7. Two comprehensive surveys have been administered to assess the current state of Faculty and Staff Health.
8. Assessed Campus and Student Health data that reveals gaps in mental health services, an increase in sexually transmitted diseases, and a decrease in immunizations for mumps, measles, flu, etc.
9. Assessed opportunities for Community Engagement to work with community members and agencies in the neighborhood surrounding IUPUI to improve public health, including tobacco cessation, diabetes control, infant mortality, opioid use, suicide prevention and other mental health services.

**2. Refine or create new objectives for the goal and 3) performance metrics**

**PROPOSED STRATEGIC INITIATIVE FOR THE NEXT IUPUI STRATEGIC PLAN**

PROPOSED TITLE: Strengthening the Culture of Health and Wellbeing on the IUPUI campus and neighborhood.

**Objective 1:** Develop wellness infrastructure that improves the culture of health and improvement in wellbeing of faculty, staff and students.

Performance Indicators:

1. Charge a taskforce with implementation and evaluation of objective 1.
2. Choose specific measures for evaluation including wellness indicators, a validated survey of organizational support of wellness activities.
3. Develop an evaluation plan and benchmarks for improvement.
4. Develop a communication plan to engage faculty and staff across the campus and disseminate results.

**Objective 2:** Improve stress and mental health of students.

Performance Indicators:

1. Develop process for voluntary mental health screening for students.
2. Implement a mental health screening process for incoming students on a voluntary basis to a pilot group of schools to incoming students and selected current students.
3. Implement evidence based interventions that significantly improve mental health indicators as measured by a validated instrument.

4. Evaluate pilot results and recommend action as indicated.

**Objective 3:** Improve healthy food choices available on campus in purchased or provided food available on the IUPUI campus.

Performance Indicators:

1. Measure sales and distribution of food and drinks characterized by nutritional value to demonstrate improvement.
2. Develop and implement nutritional education.
3. Increase access to nutritional counseling.

**Objective 4:** Improve physical activity of faculty, staff and students.

Performance Indicators:

1. Assess current access to physical activity options
2. Recommend physical activity resources and options and implement additional resources
3. Evidence based strategies are implemented.
4. Survey of faculty, staff and students self-report of physical activity.
5. Implement physical activity improvement strategies in each school through evidence based strategies like increased stairway use, walking pathways, or other strategies.
6. Provide incentives for faculty, staff and students to become more physically active and measure the reduction in sedentary time or activities.

**Objective 5:** Decrease incidence and prevalence of tobacco product use by faculty, staff and students.

Performance Indicators:

1. Develop a clear and comprehensive ban on all tobacco products including cigarettes, cigars, huka, e-cigarettes and other combustible and non-combustible tobacco, cannabis or nicotine containing products on the campus of IUPUI (including but not limited to: buildings, grounds, streets, garages and common areas).
2. Implement a high-profile education and health promotion communication strategy and offer support for campus members who want to quit by providing access to evidence based quit strategies and products.

**Objective 6:** Build academic practice partnerships the demonstrate the impact of interprofessional practice and education on statewide priorities.

Performance Indicators:

1. Identify proximal academic/health/other community partners critical to achieving the objective, to include the development, implementation, evaluation, and dissemination of innovative practice models that advance team care and workforce distribution within and across sectors to advance statewide health priorities.
2. Articulate goals and establish metrics as surrogate success indicators.
3. Describe current state and conduct gap analysis.
4. Establish and implement actionable strategic plans to create visible, intentional, productive academic practice partnerships with IU Health, Eskenazi, Veterans Administration, and Indianapolis Public Schools.
5. Monitor data and report activities using quality and other success indicators.
6. Develop, implement, evaluate innovative practice models that advance team care within and across sectors to advance statewide priorities.

**Objective 7:** Evaluate opportunities to deploy the interprofessional workforce across the State to focus on health goals.

Performance Indicators:

1. Establish and sustain a task force charged to advance this objective (to include academic, practice, community, political stakeholders).
2. Choose quality metric.
3. Assess workforce policies.
4. Develop IPE initiative.
5. Make policy recommendations to State.
6. Engage IUPUI professional development units in implementation of Phase I plan to address workforce development needs, to include knowledge and skills to work within and across sectors and to lead practice transformation efforts.
7. Monitor progress.
8. Create a workforce dashboard.