

What Motivates Us



Strategic Plan 2022–2026

STRATEGIC PRIORITIES

Promote Health Equity

GOAL 1. Create an Institute (Center) for Health Equity focused on clinical services, community partnerships, education, and research.

OBJECTIVES

- a. Implement clinical services and community partnerships for marginalized populations and programs that improve health outcomes and reduce disparities.
- b. Implement educational programs and content to promote health equity.
- c. Implement research programs and supports to promote health equity.

GOAL 2. Create a welcoming, inclusive clinical environment for all patient populations at WMed Health.

OBJECTIVES

- a. Reinvigorate the Patient Advisory Council.
- b. Improve the patient intake process.
- c. Develop a clinical navigator program.
- d. Review policies and practices to promote health equity.
- e. Create health registries.

Elevate Our Organizational Culture

GOAL 1. Create an institutional plan to improve our culture and increase our commitment to diversity, equity, inclusion (DEI), and well-being that is measurable, systematically evaluated, effectively implemented, transparent, and broadly communicated to all stakeholders.

OBJECTIVES

- a. Develop and implement a culture and DEI plan that includes input from the AAMC DICE inventory, a theory of change, three logic models, and identified strategic priorities.
- b. Develop and implement a community plan to support awareness of and access to the plan, data, and achievements.
- c. Create the culture and DEI inventory with benchmarks.
- d. Develop and implement an evaluation methodology for the culture and DEI plan initiatives.
- e. Review and revise institutional policies and practices to ensure they support culture, DEI, and well-being.

GOAL 2. Foster a culture that promotes inclusion, belonging, engagement, psychological safety, and respect.

OBJECTIVES

- a. Expand people-leader/supervisor development to cultivate leaders who are committed to developing others.
- b. Strengthen organizational collaboration, communication, and connectivity.
- c. Increase engagement and inclusion.

GOAL 3. Promote a culture that supports the well-being of faculty, staff, residents, and students individually and collectively.

OBJECTIVES

- a. Update wellness educational programming and offerings.
- b. Encourage and increase engagement with wellness programming.

GOAL 4. Increase our diversity through innovative recruitment and retention programs.

OBJECTIVES

- a. Increase the diversity of student, resident, and employee applications and acceptances/new hires.
- b. Ensure that employee and student recruiting, admission, and hiring policies and practices align with WMed’s definition and commitment to equity.
- c. Increase employee retention and student success by demographic group.

Advance Medicine and Science

GOAL 1. Expand population health research.

OBJECTIVES

- a. Develop an expanded portfolio of community-based, population health research targeting community needs identified by the southwest Michigan community.
- b. Produce a 10-fold increase in population health research projects supported by extramural funding.
- c. Increase awareness of research opportunities with WMed Health staff, faculty, residents, and the diverse patient population.
- d. Increase recruitment of underrepresented populations in clinical trials.
- e. Promote interdisciplinary research that combines bio-social-clinical aspects of population health.

GOAL 2. Become a leader in precision medicine.

OBJECTIVES

- a. Develop a Center for Maternal/Infant Medicine that includes Cradle Kalamazoo, nutrition, and maternal/fetal biology.
- b. Develop a Center for the treatment of end-stage organ failure, specifically with management of kidney disease.
- c. Develop bench to bedside research to identify and address conditions/diseases with greatest disparities in Southwest Michigan.

GOAL 3. Develop new innovative programs for training the next generation of clinicians, educators, and researchers with a health equity emphasis.

OBJECTIVES

- a. Develop a clinical research training program for WMed Health faculty, residents, and staff that supports clinical research activities.
- b. Create graduate programs at WMed that synergize with existing graduate programs at WMU.
- c. Establish health equity education.
- d. Create a Graduate Programs Office.

HEALTH EQUITY
 means ensuring that
 everyone has the chance to
 be as healthy as possible.

A Message from the Dean

I am excited to share the outcome of our year-long Empowering Our Future strategic planning initiative to create a bold new vision, mission, and strategic plan for our next decade. The three-phased process of discovery, shaping the vision, and translating the vision into action was comprehensive, thoughtful, and allowed engagement and input from across the medical school and the community. I knew from the moment I arrived at WMed that our commitment to excellence would position us for a bright future to become a leader among medical schools across the country. Creating an aspirational and inspiring vision would help us to define our identity and to build an even stronger culture.

Our new vision, **Health equity for all in Southwest Michigan through innovation in the practice and study of medicine**, along with our refined mission and values, and three strategic priorities, positions health equity as the cornerstone of why we exist and what we aspire to be as an institution. I hope that this inspires and excites you. I invite you to join us on this journey to make a difference in the lives of those we serve in Southwest Michigan, a place that I am proud to call my home.



Paula M. Termuhlen, MD, FACS, MAMSE

The Hal B. Jenson MD Dean

Western Michigan University Homer Stryker M.D. School of Medicine

Empowering Our Future Strategic Planning Initiative

PHASE 1
August–December 2021

DISCOVERY

- Form steering committee
- 20+ stakeholder interviews (community and affiliates)
- Benchmarking Study with six medical schools with innovative plans to address health equity

PHASE 2
December 2021–May 2022

SHAPING THE VISION

- Histories of the Future sessions and online survey
- Review interview themes and sense-making of data and inputs
- Discussions with key internal faculty, FAC, SAC, Medical Student Council
- Identify strategic framework
- Draft Mission, Vision, 3 Strategic Priorities
- Survey open to all for reaction
- Workgroup proposes refined Values
- Board approves new Mission, Vision, Values, Priorities

PHASE 3
May–September 2022

TRANSLATING VISION INTO ACTION

- Executive Summary and Visioning Report informs development of goals, objectives, actions
- 3 Strategic Priority Teams formed
- Develop goals, objectives, and actions for 2022-26 and beyond
- Deploy new Mission, Vision, Values, Strategic Priorities, and plans
- Ongoing implementation, measurement, refinement (a fluid process)

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