




Refreshed Institutional Plan to 2023

Fall 2018





"WHATEVER COURSE YOU DECIDE UPON,
THERE IS ALWAYS SOMEONE TO TELL YOU
THAT YOU ARE WRONG. THERE ARE ALWAYS
DIFFICULTIES ARISING WHICH TEMPT YOU
TO BELIEVE THAT YOUR CRITICS ARE RIGHT.
TO MAP OUT A COURSE OF ACTION
AND FOLLOW IT TO AN END REQUIRES
COURAGE."

RALPH WALDO EMERSON

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Executive Summary

The 20/20 Vision for 2020: Staying the Course reported the landscapes of Healthcare and Higher Education were changing.

Vision



**A 20/20 Vision for the Year 2020
STAYING THE COURSE**



The success of Southern California University of Health Sciences (SCU) depends upon the ability to anticipate and adapt to future trends in both environments. Hockey legend Wayne Gretzky once said, “I skate to where the puck is going, not to where it has been.” SCU lives Gretzky’s philosophy by graduating students and providing programs and services with an eye toward where higher education and healthcare are heading. SCU adapts and changes out of a desire for excellence and a need to respond to a changing environment.

Today, SCU has emerged as a visionary leader in the provision of extraordinary value-based, integrative, patient-centered healthcare and has the reputation as an institution that produces students and graduates who are well prepared for their chosen fields.

Challenges include: rising costs, an ailing national healthcare system, and rapidly expanding technologies that are costly to obtain and time consuming to train. Favorable developments include increasing demand for value-based complementary and alternative healthcare services driven in part by uncontrolled healthcare costs, sub-optimal outcomes and patient

satisfaction, an aging population, and by more people seeking to live a more balanced and wellness-focused life. These changes provide an opportunity for SCU as the nation’s premier value-based, patient-centered, integrative and interdisciplinary healthcare educator focusing on value-based healthcare with a shared and integrated curriculum. The University’s approach to healthcare education is an advantage over every competitor: SCU’s integrative approach to healthcare is not an isolated feature of the curriculum; rather it is a perspective on health and well-being that permeates all educational and health service offerings within a campus community that is deeply invested in this model of care. Opportunity exists to more fully tap into demand for patient practices that marry Eastern and Western approaches to medicine, further our understanding of genomics and precision medicine, and incorporate more integrative and holistic practices into mainstream, insurance-backed healthcare to optimize value, clinical results, and patient satisfaction.

To meet the challenge and the opportunities, SCU has refreshed its Institutional Plan with six goals and specific short-term strategies. These strategies will yield an even more patient-centered and outcomes-focused model that will lead to the achievement of institutional goals. To ensure the institution remains focused on achieving these goals, Key Performance Indicators (KPI’s) have been identified. Costs to implement strategies have also been outlined. Like most institutions, SCU will need to continue to invest in strategies that advance its core academic model aligned with emerging practices while continuing to grow alternative revenue opportunities that will enhance overall institutional revenues. For SCU to meet its goals, fundraising through donors, foundations, and partnerships is essential. As a small institution, start-up dollars to enhance infrastructure, provide technology, update physical spaces, and advance services to the community will not be realized without funds to support SCU’s mission and growth.

Institutional Plan Outline

The outline of the continued vision for SCU is:

Executive Summary

Institutional Plan Outline

Forward

A discussion framing the current issues within healthcare and higher education and how they impact SCU.

Introduction

An explanation of SCU's Vision for a sustainable future.

Part One

A summary of SCU's institutional character and history.

Part Two

Recent advancements at SCU.

Part Three

Six institutional goals, hypotheticals, and initial objectives to focus our work

Part Four: Conclusion

Metrics and recap of the incredible future for SCU

that is deeply invested in this model of healthcare. Opportunity exists to more fully tap into demand for patient practices that integrate whole-person care with mainstream medicine, furthering our understanding of genomics and precision medicine, incorporating more integrative and holistic practices into traditional insured-backed healthcare.

The challenges facing healthcare and higher education are extraordinary in their similarities. Both face three similar issues: (1) rising costs, (2) diminishing access and increasing disparities, and (3) inconsistent quality. Within higher education the emerging trends expected to combat these issues include shifting from a traditional campus to a 'learn anywhere' environment; creating modular and flexible curricula; creating competency-based curricula; and offering online and blended learning. Within healthcare, the emerging trends include shifting away from hospital-based care to 'care anywhere' environments; creating integrative healthcare teams; consolidation of private practices, medical groups, and even hospitals into larger entities with increasing focus on evidence-based outcomes; and shifting away from a prescriptive model of care to a 'predict and prevent' model of care, all while focusing on value or maximization of clinical outcomes and patient satisfaction while simultaneously controlling costs. As the core of each industry is decreasing cost, increasing access, and seeking alternatives to delivery with emerging practices.

Looking ahead to 2024, the Los Angeles metropolitan statistical area is projected to need more of the professionals that SCU helps to prepare. The chiropractic profession is projected to grow 9% and with that there will be a rising demand for chiropractic care and demand for students to become chiropractors. To stand out competitively, SCU will provide an education that is innovative and unique. Between 2014 and 2024, 20 of the 30 fastest-growing occupations nationally are projected to be in health care occupations, including occupational therapy assistants (43%), physical therapy assistants (41%), physical therapy aides (39%), home health aides (38%), medical assistants, and nurse practitioners (35%). More than 400,000 physicians, nurse practitioners, physician assistants, and nurse midwives will be needed to fill new and existing positions during this same ten year period. Both the size and the speed of growth of massage

Forward

Demand for value-based integrative healthcare is increasing, driven in part by uncontrolled healthcare costs, sub-optimal outcomes and patient satisfaction, an aging population, and by more people seeking to live a more balance and wellness-focused lives. This is an opportunity for SCU, the nation's only integrative and interdisciplinary healthcare educator emphasizing value-based, integrative healthcare, in its approach to healthcare education. This represents a significant competitive advantage over every competitor. SCU's integrative approach to healthcare is not an isolated feature of the curriculum; rather it is a perspective on health and well-being that permeates all educational and healthcare service offerings within a campus community

therapists suggest a considerable opportunity for SCU's certificate and non-credit programs that train and support these workers. The physician assistant occupation is projected to grow 30%. Miscellaneous healthcare practitioners, including acupuncturists, are projected to grow by 13%¹. Overall, the selective academic portfolio of SCU is well-aligned to the labor market and healthcare needs, in the LA region as well as the broader United States. Opportunities for enrollment growth will thus help to serve as a foundation for building new programs and/or ways to deliver programs in non-traditional semester type formats that will meet the need of working degree earners or others seeking health related degrees or credentials.

Introduction - Institutional Planning

In 2011, Southern California University of Health Sciences (SCU) celebrated its centennial anniversary. As part of that celebration, SCU engaged in a rigorous process to craft a new plan for the institution. This process engaged every member of the SCU community to critically examine SCU's environment and strengths. The result was a revision to the institutional mission and values, and the creation of a new vision with six supporting goals to achieve that vision. The previous institutional planning process laid the groundwork for this refreshed institutional plan.

The following document outlines the goals, objectives, and key measurements that will enable SCU to build upon the momentum accomplished since the 2011 plan was created. Crucial elements of this institutional plan are growth, evolution, and innovation. Each of these elements plays a key role in creating a sustainable and financially stable future for the University. A core need for SCU is an updated Student Information System (SIS). It is essential to adopt a systems approach that follows pre-defined business rules as opposed to maintaining a hodgepodge of inefficient and less precise work-around systems. New business practices and data management systems that will increase student satisfaction, decrease staff workload, and create a more efficient infrastructure must be created.

It is important to have a business strategy that has the value of sustainability at its core because research suggests that institutions with sound financial structures and stable income flows are better able to fulfill their multiple missions and respond to the current challenges within an increasingly complex higher education and healthcare environment. In other words, a university's goals are more easily reached when the institution produces sufficient income to enable it to invest in its future. This ability to invest must come from more than traditional tuition revenue streams. The future of SCU relies upon a three-pronged approach to building institutional revenue and meeting the expectations of future students and patients. SCU has the three prongs in place, however; the composition of this revenue needs to shift. Currently, 90% of revenue is derived from tuition from traditional course offerings. By 2023, the University has set a goal of decreasing its tuition dependency to 75% of the institution's revenues and the other 25% of revenue coming from SCU Health System and Institutional Advancement initiatives. By 2028, the University must be even less dependence upon tuition to fulfill its mission. Alternative business strategies will continue to be explored to either grow overall revenues by another 5 to 10 percent and positively contribute to the overall financial margin. These alternative strategies will focus on medical integration models that align with SCU's overall mission/vision. Additionally, revenue growth within tuition will shift from a reliance on traditional semester-style, face-to-face delivery methods, to hybrid, online, or robust mini-terms delivery methods.

This revenue shift will move SCU to a more sustainable future, built upon a diversity of revenue streams capable of adjusting for market changes. Revenue diversification will allow SCU to sustain its core operations and weather financial and industry ups and downs and unpredictable events. As SCU embraces and implements an overall business strategy through the lens of sustainability, near and long-term issues like the ever-changing healthcare landscape become challenges that SCU will be further empowered to help address and to seize upon opportunities to grow.

¹ <http://www.labormarketinfo.edd.ca.gov/data/employment-projections.html>
<https://www.ibisworld.com/industry-trends/market-research-reports/healthcare-social-assistance/ambulatory-health-care-services/chiropractors.html>

SCU's Institutional Plan marks the next stage in the continuing development of the University as it aims to be the premier value-based, patient-centered, integrated healthcare institution in the United States. The Institutional Plan also builds upon the strong foundations expressed in our mission, vision, and values statements articulated in our 2018 – 2023 Strategic Agenda.

Part One: Institutional Character And History

Defining SCU's Core

Who are we as an institution? What is our purpose? How do we behave? How will we succeed? Answers to these questions helps us to visualize our opportunities. SCU must ask, answer, and embrace this information to define and stay true to its core. The knowledge will give a sturdy foundation to build upon for the future.

Why do we exist?

We exist to transform and redefine health and healthcare education.

How do we behave?

We behave with transparency, grit, and a sense of humor. We live with a defined set of SCU Values that direct our behaviors.

What do we do?

We provide value-based integrative, interprofessional healthcare education and deliver value-based integrative healthcare in innovative and transformational ways, building upon the latest research and practices.

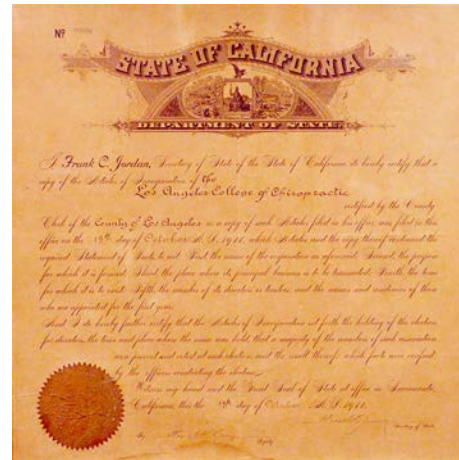
How will we succeed?

We will succeed by cultivating an environment of evidence-based, interprofessional education and practice, graduating students who are well prepared in their chosen fields, and engaging in dynamic, distinctive, and collaborative higher education business models to provide the most substantial outcomes and long term sustainability.

What is our history?

SCU has a rich and proud history dating back to 1911. As Los Angeles College of Chiropractic (LACC), and later as Southern California University of Health Sciences (SCU), SCU has always sought to perpetuate visionary leadership striving to consider the institutions position within a global healthcare perspective and make enhancements or adjustments as needed.

Knowing that innovation is both how to serve society and how to achieve sustainable growth, SCU continues to come into its own as a value-driven progressive institution. For over a century, SCU has been committed to the dissemination of healing arts knowledge. There are only a select group of institutions in the country that can boast such a strong legacy. SCU is proud to represent the world of health sciences and complementary



medicine within that group. Always leading, never following, SCU maintains that pioneer spirit and continues the tradition of creating vanguard programs to innovate and lead in the world of health sciences and integrative healthcare.

A few examples of the SCU pioneering spirit are:

- In 1911, sixteen years after the emergence of modern chiropractic care and eleven years before the state of California formalized chiropractic education via the California Chiropractic Initiative Act of 1922, the Los Angeles College of Chiropractic (LACC) was established with a formalized curriculum.
- From 1922 through 1950, LACC made continued curricular improvements, material expansion, and



acquired over nine other chiropractic schools and related institutions.

- In 1981, LACC purchased a 38-acre campus in Whittier, California that provided room to mature and make way for increased enrollment, expanded curricula, and the development of healthcare services to the surrounding community.
- In the same decade, LACC became one of the first chiropractic institutions to obtain federal grant money for research as well as becoming the first chiropractic program to obtain accreditation from the WASC Senior College and University Commission.
- The end of the century marked a turning point in SCU's history. SCU evolved from an institution offering a single program to a multi-program university with plans of offering additional programs in the future under an integrative healthcare model. LACC joined the College of Acupuncture and Oriental Medicine (CAOM) under the umbrella of a new all-encompassing entity: Southern California University of Health Sciences.
- SCU continues to expand and modify its Health Center institutionalizing the integrative model into practice with customized clinical services for patients to rebuild their health or advance their lifestyle.
- In 2013, SCU was chosen to participate in the Department of Veterans Affairs (VA) chiropractic residency training program.
- SCU launched a new interprofessional curriculum

plan integrating all degree seeking students into core courses focusing on an integrative care model.

- In 2014, SCU became the first university in the country to offer a First Professional Doctorate in Acupuncture and Oriental Medicine, obtaining accreditation approval from the WASC Senior College and University Commission.
- In 2014, SCU was approved by WASC Senior College and University Commission to offer the Bachelor of Science in Biological Sciences (BSBS), a Bachelor's Completion Program.
- In 2016, SCU added a Physician Assistant Program and redesigned the core curriculum emphasizing a holistic approach towards patient-centered, integrative healthcare.
- In 2017, SCU added a School of Professional Studies focused on providing programs and course offerings in non-traditional formats to meet diverse student interests.
- In 2018, SCU creates six phase Transformational Education Plan redefining educational approach moving the University to greater distinction.

The future of SCU will be challenging, but very exciting. Resilience over the past century ensures that challenges will be met with confidence and enthusiasm.

Part Two: Recent Advancements

SCU's previous Institutional Plan (Strategic Agenda) was entitled Vision 2020. This plan kept a keen focus on short-term needs to sustain the University and held aspirational initiatives to meet the demands of a changing marketplace. Understanding that the University of tomorrow, aligned with SCU's vision, did not exist, the focus shifted to cultivation of an environment of evidence-based inter-professional education unlike any other university in the nation.

The Strategic Agenda was built upon this principle. SCU is unique and must create unique institutional plans to blaze a unique path. In 2011, the University created six specific university goals that push closer to achievement of the vision to become the premier evidenced-based integrative healthcare university. For the past five years, this agenda informed every institutional action, motivating and inspiring individual, department, college and University activities. This is the premise behind recent growth and for a sustainable vision. Within this section, key accomplishments completed in recent years are provided to record achievements and demonstrate institutional effectiveness.

1. Define and communicate our identity and establish a trusted unique brand in the integrative healthcare education marketplace – We will define our identity, live it palpably throughout the institution, and articulate it consistently and effectively to all audiences. Highlighted accomplishments include:

- Formally adopted and promoted our revised mission and values statements.
- Defined and articulated SCU's unique identity and create the SCU brand in the marketplace.
- Created and began implementing a comprehensive marketing plan and brand effort.
- Invested in marketing and recruitment efforts to shape the profile of entering cohorts as well as increase our institutional reputation and brand.

- Increased admissions standards for students entering Doctor of Chiropractic and the Master of Science Physician Assistant programs.
- Conducted a Culture Initiative to articulate shared values and define behaviors to engage and grow SCU.
- Refined our hiring process to include confirmation that new employees seek to work in an organization with defined values and a commitment to live those values.
- Increased our admissions standards to ensure entering students can meet the learning outcomes of our revised curriculum.

2. Ensure our financial stability and then achieve a position of strength by utilizing our resources judiciously, making smart financial decisions based on sound analysis of credible data, and diversifying our revenue streams – We will look for and take advantage of new sources of revenue, develop and utilize new financial analytical tools and measurable data to support decision-making, and put a priority on significantly improving our fundraising and 'friendraising' success. Highlighted accomplishments include:

- Eliminated all University debt.
- Added to investment portfolio.
- Made significant laboratory and classroom technology enhancements.
- Diversified and increased revenue streams through the addition of academic programs and services to meet the increasing diversity of student preferences.
- Expanded Health System adding medical services and an urgent care.
- Increased institutional advancement and fundraising efforts securing a \$1.3M pledge from the Goodrich-Deane Family and other large gifts.
- Developed and utilized new financial models to support decision-making.

- Secured sound senior and middle leadership positions to prevent constant turn-around
- Restructured the organization, services, and programs to focus on expanded patient-centered care aligned with mission, enrollment growth, revenue generation, and deeper integration of integrative health model into patient-centered practice.
- Began building infrastructure to launch capital campaign.

3. Diversify and expand our distinctive mix of programs while ensuring all programs meet the highest standards of academic excellence – We will enhance our academic program depth and breadth via new integrative program development and partnerships to set the standard for integrative healthcare; promote an academic atmosphere of innovation, creativity, and results orientation; and measure and assess all existing and new programs to ensure they are of the highest academic quality and competitive in the marketplace. Highlights of accomplishments included:

- Launched the Doctor of Acupuncture and Chinese Medicine (DACM), Bachelor of Science in Biological

Sciences, (BSBS), Institute of Science (IOS) programs, and Master of Science Physician Assistant (MSPA).

- Expanded clinical affiliates and clinical training locations including, but not limited to: California State Universities Fullerton, Northridge, Los Angeles, University of California Irvine, California Community Colleges, Children’s Hospital of Orange County (CHOC), Borrego Health, Aspen Medical Group, Desert Valley Medical Group, Surgical Group of Los Angeles, Whittier Hospital, Lakewood Regional Medical Center, The Oncology Institute of Hope and Innovation, The Dream Center, Venice Community Clinic, Whittier Community Clinic, and international distinguished institutions and hospitals.
- Hosted a series of conversations with healthcare experts to refine the SCU Integrative Healthcare model.
- Developed and implemented the SCU model for interprofessional education (IPE) and collaborative care to ensure graduates are prepared to implement integrative care.
- Partnered with Dartmouth University School of Medicine for research and clinical science offerings.



- Created innovative sports medicine, and other specialty tracks into curricula.
- Redesigned and launched updated Massage Therapy program.
- Developed and implemented the SCU model for interprofessional education and collaborative care.
- Participated in the first ever Department of Veterans Affairs (VA) chiropractic residency training program, partnering with the VA Greater Los Angeles Healthcare System.
- Began a partnership with the VA Greater Los Angeles Healthcare System.
- Hosted a series of conversations with healthcare experts to define our Integrative Healthcare System and developed models to ensure graduates leave prepared to implement an integrative care model.
- Received full accreditation of Doctor of Acupuncture and Chinese Medicine program.
- Created a variety of innovative chiropractic curricular “tracks,” including nutrition and sports medicine.

4. Provide a first-class experience for our students while growing our enrollment and building lifelong relationships with our alumni – We will reinvent our approach to customer service and hold ourselves accountable for delivering service of the highest quality, developing mutually beneficial relationships with our alumni to create trust and loyalty, and steadily increase our enrollment through professional enrollment management planning and execution.

Highlights of accomplishments include:

- Redefined approach to enrollment, engaging with prospective students in cost-productive and better-yielding ways.
- Enhanced academic and co-curricular student support services by creating the Academic Support Office (ASO) and providing and/or expanding tutoring programs, professional student seminars, student affairs services, SALT® debt management resources, and improved student club and

organization services that are aligned with program curricula.

- Re-engaged with alumni hiring a director of alumni affairs and beginning strategic communication plan to build affinity to SCU.
- Created a Career Development and Advancement Center.
- Enhanced faculty development through an Integrative Healthcare Leadership program.
- Created a three-year technology plan and added a CIO and IT infrastructure.

5. Reaffirm our commitment to scholarship and research and reclaim our leadership position in evidence-based integrative healthcare – We will actively promote and fully integrate research and scholarship in the academic enterprise, setting high expectations and holding ourselves accountable to significantly increase our funded research activities and achieve distinction for our scholarly contributions. 2011 – 2018 Highlights of accomplishments include:

- Partnered with Dartmouth Hitchcock Medical Center and the Geisel School of Medicine to collect evidence regarding the effectiveness of the SCU model for spine pain in a mainstream, primary care setting.
- Significantly increased funding to allow faculty to attend multi-day Interprofessional Education Collaborative (IPEC) seminars, for the most up to date, evidence-based training on interprofessional education.
- Approved \$2,000 in annual funding for each full time faculty member to pursue scholarship and continuing education.
- Updated the faculty performance assessment process to support increase in scholarship and research.

- Hired a full time Researcher and a Faculty Research Coordinator, significant investments for an institution of our size, with a research program focused where we can have an outsized impact: health services research and outcomes research.

6. Create the physical, organizational, and governance infrastructure necessary to establish stability in the short term and to thrive in the future – We will upgrade our facilities to make them more modern, inviting, and effective; enhance the use of technology both in the classroom and in administrative operations; invest in, develop, and support our people while holding each of us accountable for outcomes; and commit to a collaborative and results oriented governance system. Highlights of accomplishments include:

- Recognized as one of *The Chronicle of Higher Education’s* Best Places to Work.
- Upgraded our data warehouse system.
- Refined SCU’s approach to collaborative governance, clarifying the roles and responsibilities of all university constituents in the management of the institution.
- Completed a Facilities Master Plan and completed a Space Utilization study to identify opportunities to increase the utilization of our current facilities and begin to consider new facility needs and options.
- Made significant campus and facility improvements, including a Health Center remodel to accommodate our growth and emphasize an atmosphere of integrated professionalism.
- Developed and implemented an annual review process, as well as rewards and recognition to align with values.

acceptable theory for the administration and institution to pursue a goal. Once those goals and hypotheticals were set, the second intention was to create specific measurable objectives to achieve the goal. The process engaged many University constituents through a series of interactive sessions to “think big,” discuss how to act boldly, and provide ideas for a future that aligns core values (values-based, patient-centered integrative healthcare) with the realities of the current state.

SCU is ready to make a bold statement that it is the nation’s premier integrative and interdisciplinary healthcare educator emphasizing value-based patient-centered integrative healthcare and a shared integrated curriculum in the United States. This bold statement is affirmed by healthcare experts and educators alike who understand that the approach SCU is taking to teaching, learning, practice, and patients is unique. Our approach integrates all disciplines through a shared core curriculum that deepens the learner experience and the overall patient impact.

Because of this, we view our refreshed Institutional Plan as an extension and enrichment of our past Strategic Agenda. This section of the plan includes the six goals, hypotheticals, and initial objectives to move SCU forward.

The six goals are as follows:

- Goal 1: Advance patient-centered, whole-person, integrative healthcare education.
- Goal 2: Validate the integrative healthcare model.
- Goal 3: Meet the needs of current and future practitioners.
- Goal 4: Develop innovative infrastructure.
- Goal 5: Nurture a values-centered culture of giving.
- Goal 6: Leverage our distinctive approach to education and healthcare.

Goal 1: Advance patient-centered, whole-person, integrative healthcare education

Hypothesis

As any thought leader should, we need to look at all sources of information and data to define what’s next in integrative healthcare education and why it matters to our

Part Three: Institutional Plan to 2023

As SCU moves forward, the refreshed Institutional Plan was designed with two intentions. The first was for the Board to set goals that identify broad primary outcomes. The Board also provided hypotheticals to provide an

students and patients alike, and then develop curriculum and courses that correspond to those findings.

Background

SCU's focus, unlike many other health science universities, is the patient. When the patient is at the center of the educational model, we push students to shift their engagement with learning outcomes away from a frame of reference that is semester-bound and is linked to specific courses and toward a framework that builds knowledge cumulatively and relates everything back to the patient's well-being. Woven into the student experience is a rich diversity of clinical and laboratory experiences which teach patient-centered, whole-person outcomes and enable students to practice and master these concepts.

Initial Objectives

1. Redesign curricula to ensure core programs embody inter-professionalism and value-based integrative, patient-centered care.
2. Offer a portfolio of academic programs that meets the needs of the whole patient.
3. Establish a Skills Assessment & Simulation Center to support competency-based curricular and patient outcomes.
4. Align evidence-based curricula into the Health System practices which drives the clinical experience of interprofessional education.

Goal 2: Validate the integrative healthcare model

Hypothesis

We operate in a world where evidence of the benefits of marrying diverse and disparate approaches to healthcare is building, and our faculty, staff and administration are poised to play a central role in the journey of the integration of modern healthcare.

Background

SCU is a recognized leader in creating curricula that focus on patients and relates student outcomes to whole-person health. We practice our integrative curriculum daily through the SCU Health System and other related practical sites. These practices are evidence-based and



considerate of every dimension of the patient's health: physical, emotional, spiritual, and mental. SCU is prepared to demonstrate the advantages of this approach through education, research, services, and evidence-based outcomes delivered in the Health System.

Initial Objectives

1. Build and measure efficient, effective, and financially sustainable team-based integrative models.
2. Develop a financial model to maximize health service offerings.
3. Actively cultivate healthy integrative practices among university and community members.
4. Continue advancement of Health System operations.
5. Collect and analyze cost, student and patient outcomes, student and patient satisfaction, and employee and provider satisfaction data regarding the SCU model (consistent with the quadruple aim).

Goal 3: Meet the needs of current and future practitioners

Hypothesis

The growing number and diverse range of non-traditional learners demands an agile and responsive portfolio of programs, credentials, trainings, and other educational experiences, and our School of Professional Studies, as one example, was established and funded to address these needs in a rapidly changing technology-driven environment.

Background

Data from colleges and universities around the country show a large and growing demand for diversified opportunities for students to learn. Adult learners, non-traditional students, and students who are challenged by time or location are groups that include aspiring healthcare practitioners who are unable to learn in traditional modalities. Many have earned college credit and cannot continue to complete their degree in traditional daytime, face-to-face formats. They are therefore seeking opportunities to re-enter higher education through online, fast-paced, or evening classes

to learn and further their careers. Many—such as personal trainers, nutrition coaches, weight loss coaches, wellness bloggers, etc.— are considered 'healthcare providers' (or providing a healthcare-like service) by a public seeking alternatives or add-ons to traditional healthcare. In addition, tools which aid in diagnosing and healing patients are changing so rapidly that current practitioners are at a disadvantage without a reputable, flexible source of continuing education.

Initial Objectives

1. Prepare students for graduate school or professional employment.
2. Diversify the ways (online, face-to-face, hybrid, off-site) students can achieve personal and professional goals.
3. Expand less traditional education programs aligned with integrative care practices or industry demands.

Goal 4: Develop innovative infrastructure

Hypothesis

So long as we have the financial wherewithal to do so, we must invest in infrastructure that meets the needs of the institution's patient-centered, integrative learning outcomes for all stakeholders; because quite frankly, we risk losing students, faculty, and staff if we do not.

Background

SCU is at a crossroads in its evolution. When the University moved to its current site, decades ago, the decision was in line with the institution's needs at the time. Today, both the higher education and healthcare functions of the University have evolved and now require more advanced physical and technological infrastructures. Current facilities struggle to meet the higher learning and patient-centered outcomes that are core to SCU's education model. Infrastructure encompasses more than mere physical plant and electrical wires. More broadly, the University has an opportunity to maximize its current technology to enhance services to better support students, and there's a clear opportunity associated with moving closer to public transportation, a larger population base, a more appealing California landscape, and centers of activity for both academic and medical stimulation.



Initial Objectives

1. Build collaborations, partnerships, and locations.
2. Focus on people and culture.
3. Build infrastructure that leverages systems and increases new and continuing enrollment.
4. Operationalize a budget, planning, projection, and verification process.

Goal 5: Nurture a values-centered culture of giving

Hypothesis

Not only is a robust culture of financial giving critical to the future financial standing of the University, but SCU now has the staff and alumni base necessary to successfully cultivate new partners, advocates, and supporters to prove the difference integrative care makes in patient outcomes.

Background

We have completed a comprehensive exercise examining our values and culture. Our culture embraces humor, grit, transparency and integrative patient-centered care. Moving forward, SCU will build out its culture of giving to engage alumni, friends, supporters, and other stakeholders, to finalize current targeted gift efforts, and to cultivate new partners, and advocates of the University. The University Advancement team, with support from all units, will direct the robust and growing interest in the country for integrative healthcare toward furthering SCU's ability to improve and enhance patient outcomes through its programs.

Initial Objectives

1. Create and implement a capital campaign.
2. Expand culture of giving.
3. Increase institutional pride and alumni engagement.

Goal 6: Leverage our distinctive approach to education and healthcare

Hypothesis

As pioneers in value-based integrative healthcare education, actively demonstrating our critical relevance will reap benefits in multiple areas we're focused on, including but not limited to institutional branding, student enrollment and retention, faculty recruitment and retention, and institutional advancement.

Background

SCU has long been at the forefront of embracing a model of healthcare that leads to healthier lives and fewer or less severe health issues, with an emphasis on wellness and prevention as opposed to sickness care. From integrating our curricula for all graduate programs, to providing students with clinical and laboratory experiences grounded in the integrative model, to engaging with others in higher education and healthcare across the nation and beyond, we have positioned ourselves to become a credible thought leader on integrative healthcare. Now, we can spread the message to the insurance industry, political leaders, research agencies, and the public by explaining and demonstrating the benefits of the integrative healthcare model, and offering our talented faculty, staff, and administration as subject matter experts. There is broad agreement across the institution that we see large opportunities to share the message of our distinctive approach and going after these opportunities will reap rewards in branding, enrollments, student success rates, and fundraising.

Initial Objectives

1. Build communications and brand infrastructure.
2. Solidify brand identity.
3. Become a case study institution.

Part Four: Conclusion

Southern California University of Health Sciences (SCU) has worked intentionally to design its current structures and systems to become an innovative, value-based, integrative patient-centered institution. SCU has developed six goals to focus its work through 2023.

They include:

- Goal 1:** Advance patient-centered, whole-person, integrative healthcare education.
- Goal 2:** Validate the integrative healthcare model.
- Goal 3:** Meet the needs of current and future practitioners.
- Goal 4:** Develop innovative infrastructure.

Goal 5: Nurture a values-centered culture of giving.

Goal 6: Leverage our distinctive approach to education and healthcare.

As it works to deepen its reach and ensure outcomes remain strong, the institution will focus on the following key performance indicators. These include:

1. Evidence Based Practitioners – Defined as producing graduates who have demonstrated advanced competencies in applying evidence based practice patient-centered skills. (Link to goal 1)
2. Integrative Healthcare Providers – Defined as clinical practitioners and treatments centers that incorporate holistic and evidence based practices that elevate and reaffirm the importance of patient/provider relationship that make use of all appropriate therapeutic avenues in an integrative manner. (Link to goal 1 and 2)
3. Increase programs and enrollments – Defined as the number of participants (student/alumni/practitioners) who enroll in and complete programs or courses that inform practices, increase skill development and/or advance healthcare professional approaches to achieve integrated optimal health and healing for their patients. (Linked to goals 1, 2, 3, and 5)
4. Productive Culture – Defined as an organization that lives its values with a balanced budget, active donor giving and grants procurement, embedded technologies, and increased productivity to enhance the ways it serves multiple constituencies. (Linked to goals 2, 3, 4, 5, 6)
5. Positioned Distinctiveness – Defined as a common external understanding that SCU's approach to education and healthcare is unique. (Linked to Goal 1, 2, 3, 5, 6)

To accomplish this plan, the University will need to live its defined values of transparency, grit, and a sense of humor, and focus on its top priorities for action which include:

1. Implement the transformational education plan including redesigning the curriculum to a competency-based model
2. Consistently grow profits from the Health System.
3. Build and implement partnerships.
4. Define key performance benchmarks, align with national standards (if exist) and set SCU benchmark rates.
5. Add/create academic programs that expand SCU portfolio aligned with integrative health practices and meet the workforce demands of 2024.
6. Refine enrollment management strategies that deepen engagement among departments to maximize enrollment.
7. Implement a new Student Information System and standardize practices aligned within the SIS.
8. Achieve institutional advancement comprehensive campaign.
9. Develop comprehensive management reporting tools (such as dashboards) to monitor progress.

Financial models have been drafted. Models demonstrate net revenue growth in core academic areas after initial investments have been made. The Health System, an integral part of SCU operations and service to the community, must recreate a model where revenues exceed expenses. Because of its teaching and clinical practice component, the operational costs to maintain rigorous academic and clinical supervision standards are high. The unique model produces well-prepared patient-centered practitioners. The model must also produce a sustainable positive revenue to continue. To do this, the Health System will need to continue to explore and implement services and offerings that are revenue generators outside of Chiropractic and Acupuncture. Growth in partnerships or in health services that connect with the institutions mission, but also expand beyond current traditional constructs will be needed.

Understanding the University must operate with a balanced budget, the planning process created some benchmarks of accomplishment that should be achieved. These benchmarks of progress include:

Within two years, the University will:

- Maintain a fiscally balanced budget.
- Increase integration with the Health System operations.
- Deepen the level of clinical practice-ready graduates who understand the distinctive approach emphasizing values-based, patient-centered integrative healthcare.
- Expand School of Professional Studies.
- Determine the institution's location(s).

Within three years, the University will:

- Expand its international and global outreach.
- Add programs and partnerships.
- Create a distinctive niche within genomic and pharma genomic studies.
- Begin full implementation of the Transformation Education Plan.
- Implement a new Student Information System.
- Create seamless online and automated services for student services.
- Start new building or renovation building plan.



Within five years, the University will:

- Establish partnerships that grow revenues or provide cost savings and align with the institution vision/mission.
- Establish a strong partnership with a medical program and health delivery system.
- Launch dual degree programs.
- Deepen alumni engagement and increase giving by 20%.
- Move to competency-based education (CBE) model that completes the Transformation Education Plan.
- Create and fully integrate Sim labs into student experience.
- Diversify revenues to 75 percent tuition and 25% other revenue sources.

Within seven to ten years, the University will:

- Redefine healthcare education proving its place as the premier value-based, patient-centered, integrative and interdisciplinary healthcare educator focusing on healthcare with a shared and integrated curriculum offered through multiple delivery types (face-to-face, competency based, online, hybrid).
- Become the model for genomic education embedded into other shared curricular practices.
- Diversify revenues to 60 percent tuition and 40% other revenue sources.

As we continue the institution’s focus on excellent patient centered integrative healthcare, we do this with keen awareness that our national health system and higher education landscapes will continue to change. SCU is uniquely prepared to navigate these complex and challenging times and is poised and prepared to progress to the next level.



“EFFORTS AND COURAGE ARE NOT ENOUGH
WITHOUT PURPOSE AND DIRECTION.”

JOHN F. KENNEDY



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