

2018

## Strategic Plan: 2018 and Forward - Jefferson Center for Interprofessional Practice & Education

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# STRATEGIC PLAN: 2018 AND FORWARD

## JEFFERSON CENTER FOR INTERPROFESSIONAL PRACTICE & EDUCATION



# PREFACE

Founded in 2007, the **Jefferson Center for Interprofessional Practice and Education (JCIPE)** is one of the premier interprofessional education centers in the U.S. Our center is dedicated to improving interprofessional care (IPC) through implementing and evaluating patient-centered education throughout the Thomas Jefferson University curriculum. We offer robust trainings and educational opportunities, provide innovative teaching models and evidence-based practices to help support emerging priorities in healthcare.

To coincide with our 10-year anniversary and the transition to new leadership, we engaged the Jefferson Doctor of Management program in Strategic Leadership (DSL) to help us to reimagine and rethink our interests and needs in the increasingly complex and changing environment. With their facilitation we drew on the experience of more than 120 JCIPE stakeholders including co-directors, staff advisors, faculty, deans, student learners, community leaders, health mentors, and patients. We adopted a system-thinking framework and applied interactive design planning methodology to create the design for an *ideal* center for interprofessional care. From this prototype, we created our new strategic plan, business model, and roadmap. We believe our design experience and deep understanding of IPC will lead us to an even more prominent role as a model of excellence for interprofessional and professional practice and education.

## STRATEGIC PLANNING COMMITTEE

### JCIPE Leadership

Lauren G. Collins, MD  
Elena M. Umland, PharmD  
Shoshana Sicks, EdM

### DSL Facilitators

John Pourdehnad, PhD  
Larry M. Starr, PhD  
Tom Guggino, FISW

### DSL Doctoral Students

Pamela Tull, MBA     Paula Smith-Benson, MSN  
Robyn Chin, MBA     Raul Virella, MSA  
Sylvia Liu, MEd     John Ervin, MBA

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# JCIPE LEADERSHIP TEAM



Lauren G. Collins, MD  
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Associate Professor,  
Department of Family & Community Medicine



Elena M. Umland, PharmD  
Co-Director, JCIPE  
Associate Dean, Academic Affairs  
Associate Dean, Academic Affairs  
Professor of Pharmacy, Jefferson College of Pharmacy



Shoshana Sicks, EdM  
Administrative Director



Sarah Dallas, BA  
Coordinator, Core  
Programs



Courtney A.  
Newsome, BA  
Advanced Programs  
Coordinator



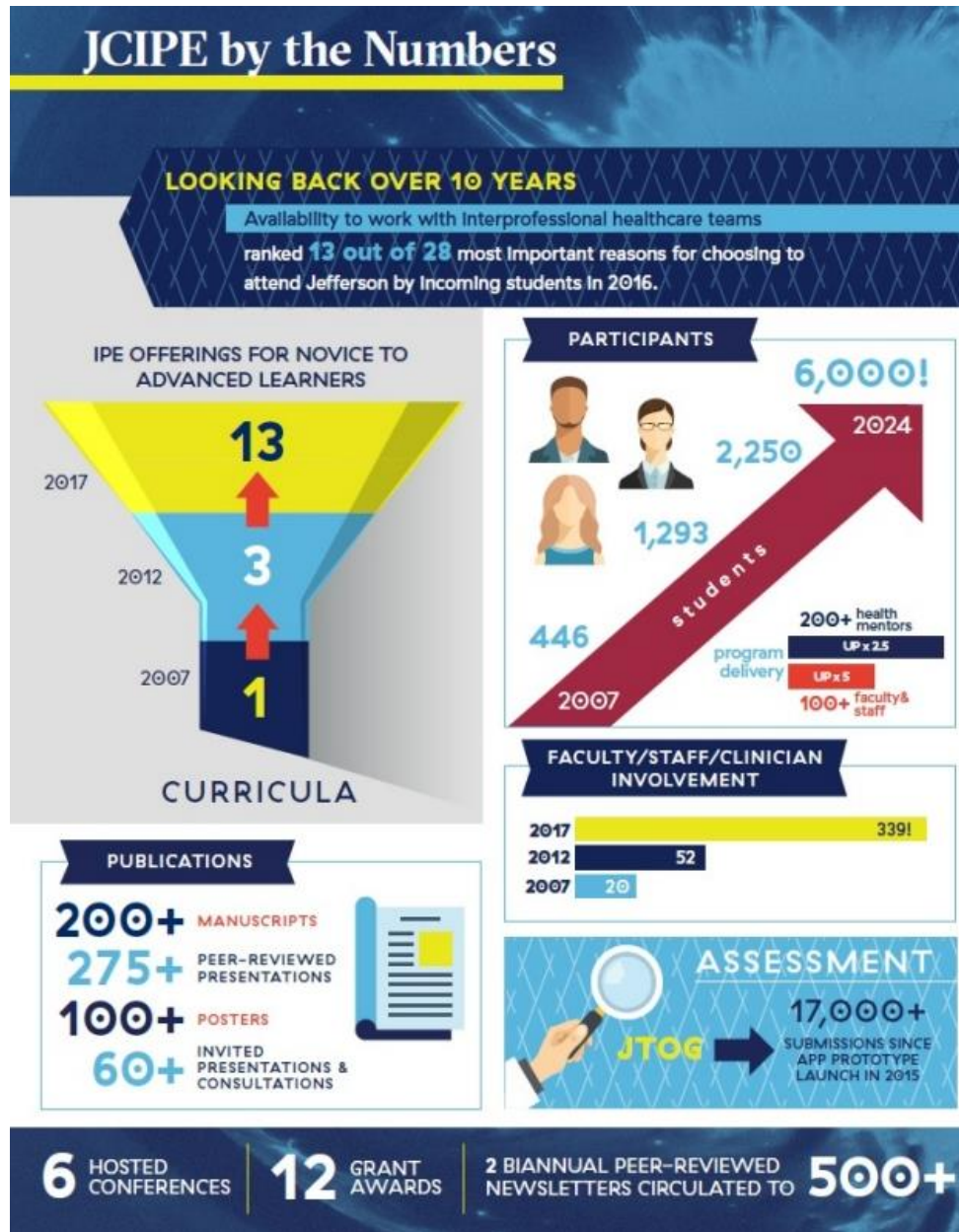
Sarah Libros, BA  
Program Assistant



Catherine Mills  
Administrative Assistant

Sarah Dallas, BA Coordinator, Core Programs	Courtney A. Newsome, BA Advanced Programs Coordinator	Sarah Libros, BA Program Assistant	Catherine Mills Administrative Assistant
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# 10-YEAR HISTORY: WHAT WE ACCOMPLISHED





# CURRENT REALITY: WHERE WE ARE NOW

JCIPE serves as a coordinating body to facilitate the expansion of interprofessional education, faculty development, and collaborative practice across Thomas Jefferson University and the Jefferson Health System. All health professionals should be educated to deliver patient-centered care as members of an interdisciplinary team, emphasizing evidence-based practice, quality improvement approaches and informatics.

The realities of the US health system include an aging population, increasing acuity, complexity and chronicity of illnesses, and an acute-care, hospital-based model dependent on costly technologies. The National Academies/Institute of Medicine report on patient safety and outcomes focused on the preparation of health care professionals as key to improving the quality of health care, including prevention and management of chronic disease.

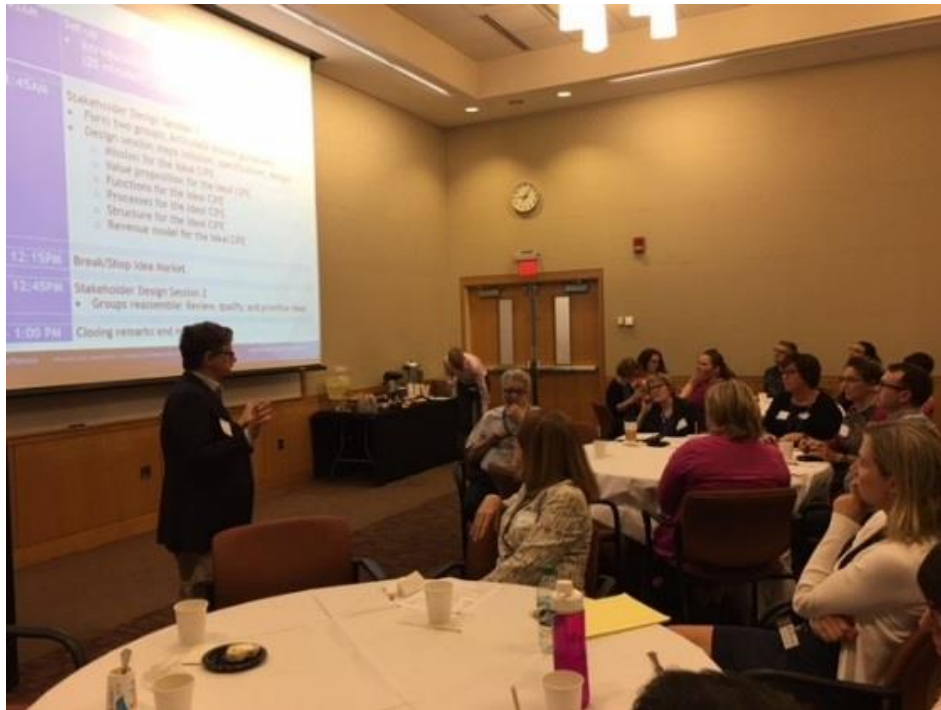
JCIPE is consistent with these national directives and with the Thomas Jefferson University (TJU) mission and vision statements. The TJU mission statement, “We improve lives and provide students with exceptional value in 21<sup>st</sup> century professional education” is supported by values that permeate JCIPE endeavors. Specifically, the values of innovation, collaboration, respect and patient- and population-centeredness can be identified throughout the programming, curricular development and scholarship emanating from the Center. As JCIPE embarks upon a broad expansion of programmatic and scholarly endeavors addressing IPE competencies updated in 2016 (IPEC, 2016) and new strategic thinking and planning updated in our 2018 strategic planning, we are enthusiastic about developing a new model of evidence-based interprofessional education and collaborative practice training for all our health professions to ensure that every provider is equipped to deliver team-based, effective, safe, efficient and patient- and population-centered care.

# STRATEGY: DESIGN OF WHAT WE WANT NOW



In June 2018, JCIPE stakeholders engaged in interactive design/planning workshops the purpose of which - rather than to improve - was to *design* a new interprofessional education and practice organizational system. Group sessions began with the disruptive premise that JCIPE had been “destroyed last night” but its personnel and environment remained intact. Facilitators helped the participants to generate the elements and properties of the organization they would have right now if they could have any organization they wanted – without constraints. The outcome of the workshops and follow-up review by the stakeholder communities and an extended strategic planning process that incorporated the more than 100 desired elements and properties co-produced a prototype design for the best ideal-seeking system JCIPE

stakeholders *could imagine* when they prepared it. The results, presented in this document, is a new mission statement, strategic goals, and action items to guide us for the next three years.



# MISSION STATEMENT

**To generate and sustain an adaptive “living laboratory” for person-centric, stakeholder-informed interprofessional education.**

Our mission illustrates JCIPE’s adaptive capacity where stakeholders are immersed in a learning environment and innovative solutions are co-created across Jefferson and beyond to improve health for all.



# GOALS

To meet our mission, we will meet the following strategic goals which integrate quality, scale, and distinction:

1. Enhance the local impact of JCIPE in the Thomas Jefferson University academic and clinical enterprise
2. Increase the national and global visibility and reputation of JCIPE
3. Increase opportunities by diversifying revenue streams for JCIPE

# STRATEGIC OBJECTIVE 1:

## Enhance the local direct impact of JCIPE in the Jefferson academic and clinical enterprise

### ACTION ITEMS

- **Deliver high quality IPE curricular programming across the learning continuum (e.g. classrooms, simulation & practice settings)**
  - ❖ Increase support of Complex Care Curriculum - 3C - Director
  - ❖ Hire 3C Program Leads
  - ❖ Increase support of Virtual Reality Program Manager
  - ❖ Hire Virtual Reality Program Coordinator
  - ❖ Hire Program Assistant
- **Expand number of health professions, academic majors, and campuses participating in JCIPE programming**
  - ❖ Obtain larger conference room
  - ❖ Obtain five new offices
  - ❖ Establish East Falls JCIPE office
  - ❖ Obtain training space
- **Enhance academic profile of the University by attracting and supporting students & faculty who role model inter-professionalism (e.g., transcript designation, faculty development track)**
- **Expand the number of clinical providers/entities participating in JCIPE programs to optimize team-based care delivery (e.g. TeamSAFE, faculty development)**

<b>STRATEGIC OBJECTIVES, IMPLEMENTATION RESPONSIBILITIES, COST, FUNDING SOURCE AND TIMES</b>					
		<b>ACADEMIC YEAR 1: 7/1/2018 - 6/30/2019</b>			
<b>STRATEGIC OBJECTIVE 1:</b>	<b>Implementation Responsibilities</b>	<b>Cost</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Due Date</b>
Enhance the local impact of JCIPE in the TJU academic and clinical enterprise					
<b>ACTION ITEMS</b>					
<b>Deliver high quality IPE curricular programming across the learning continuum (e.g. classrooms, simulation &amp; practice settings):</b> <ul style="list-style-type: none"> <li>- Increase support of 3C Director</li> <li>- Hire 3C Program Leads</li> <li>- Increase support of Virtual Reality Program Manager</li> <li>- Hire Virtual Reality Program Coordinator</li> <li>- Hire Program Assistant</li> </ul>	JCIPE leadership, faculty leads and coordinators	\$237,000	Provost	10/1/18	
<b>Expand number of health professions, academic majors, and campuses participating in JCIPE programming:</b> <ul style="list-style-type: none"> <li>- Obtain larger conference room</li> <li>- Obtain five new offices</li> <li>- Establish East Falls JCIPE office</li> <li>- Obtain training space</li> </ul>	JCIPE leadership and faculty leads		Provost	1/1/19	6/30/19
<b>Enhance academic profile of the University by attracting and supporting students &amp; faculty who role model inter-professionalism (e.g., transcript designation, faculty development track)</b>	JCIPE leadership in partnership with admissions and marketing	\$10,000	Provost	11/1/19	
<b>Expand the number of clinical providers/entities participating in JCIPE programs to optimize team-based care delivery (e.g. TeamSAFE, faculty development)</b>	JCIPE leadership and faculty leads	\$13,000	Provost	11/1/19	

<b>STRATEGIC OBJECTIVES, IMPLEMENTATION RESPONSIBILITIES, COST, FUNDING SOURCE AND TIMES</b>					
		<b>ACADEMIC YEAR 2: 7/1/2019 - 6/30/2020</b>			
<b>STRATEGIC OBJECTIVE 1:</b>	<b>Implementation Responsibility</b>	<b>Cost</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Due Date</b>
Enhance the local impact of JCIPE in the TJU academic and clinical enterprise					
<b>ACTION ITEMS</b>					
<b>Deliver high quality IPE curricular programming across the learning continuum (e.g. classrooms, simulation &amp; practice settings):</b> - Increase support of 3C Director - Hire 3C Program Leads - Increase support of Virtual Reality Program Manager - Hire Virtual Reality Program Coordinator - Hire Program Assistant	JCIPE leadership, faculty leads and coordinators	\$282,000	Provost		
<b>Expand number of health professions, academic majors, and campuses participating in JCIPE programming:</b> - Obtain larger conference room - Obtain five new offices - Establish East Falls JCIPE office - Obtain training space	JCIPE leadership and faculty leads				
<b>Enhance academic profile of the University by attracting and supporting students &amp; faculty who role model inter-professionalism (e.g., transcript designation, faculty development track)</b>	JCIPE leadership in partnership with admissions and marketing	\$10,000	Provost		
<b>Expand the number of clinical providers/entities participating in JCIPE programs to optimize team-based care delivery (e.g. TeamSAFE, faculty development)</b>	JCIPE leadership and faculty leads	\$10,000	Provost		



<b>STRATEGIC OBJECTIVES, IMPLEMENTATION RESPONSIBILITIES, COST, FUNDING SOURCE AND TIMES</b>					
		<b>ACADEMIC YEAR 3: 7/1/2020 - 6/30/2021</b>			
<b>STRATEGIC OBJECTIVE 1:</b>	<b>Implementation Responsibility</b>	<b>Cost</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Due Date</b>
Enhance the local impact of JCIPE in the TJU academic and clinical enterprise					
<b>ACTION ITEMS</b>					
<b>Deliver high quality IPE curricular programming across the learning continuum (e.g. classrooms, simulation &amp; practice settings):</b> - Increase support of 3C Director - Hire 3C Program Leads - Increase support of Virtual Reality Program Manager - Hire Virtual Reality Program Coordinator - Hire Program Assistant	JCIPE leadership, faculty leads and coordinators	\$282,000	Provost		
<b>Expand number of health professions, academic majors, and campuses participating in JCIPE programming:</b> - Obtain larger conference room - Obtain five new offices - Establish East Falls JCIPE office - Obtain training space	JCIPE leadership and faculty leads				
<b>Enhance academic profile of the University by attracting and supporting students &amp; faculty who role model inter-professionalism (e.g., transcript designation, faculty development track)</b>	JCIPE leadership in partnership with admissions and marketing	\$10,000	Provost		
<b>Expand the number of clinical providers/entities participating in JCIPE programs to optimize team-based care delivery (e.g. TeamSAFE, faculty development)</b>	JCIPE leadership and faculty leads	- \$10,000	Provost		

## STRATEGIC OBJECTIVE 2:

# Increase the national and global visibility and reputation of JCIPE

### ACTION ITEMS

- Establish JCIPE as top 3 in the US for IPE implementation, training, and assessment
  - ❖ Provide consultations and site visits to disseminate JCIPE innovations
- Increase research output and dissemination of JCIPE outcomes & broaden multi-site national/international research collaborations
  - ❖ Increase support of Data Analyst and hire new one
  - ❖ Hire Director of Assessment
  - ❖ Purchase/develop comprehensive JCIPE database
- Create a new business line for the evolving VR IPE platform
- Increase #s at JCIPE's biannual national conference & host annual "thought leader" retreats
- Start new IPE Fellowship Program
- Establish IPE Visiting Scholars programs (JCIPE+)

<b>STRATEGIC OBJECTIVES, IMPLEMENTATION RESPONSIBILITIES, COST, FUNDING SOURCE AND TIMES</b>					
		<b>ACADEMIC YEAR 1: 7/1/2018 - 6/30/2019</b>			
<b>STRATEGIC OBJECTIVE 2:</b> Increase the national and global visibility and reputation of JCIPE	<b>Implementation Responsibilities</b>	<b>Cost</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Due Date</b>
<b>ACTION ITEMS</b>					
Establish JCIPE as top 3 in the country for IPE implementation, training and assessment -Provide consultations and site visits to disseminate JCIPE innovations	JCIPE leadership, Director of Assessment and faculty leads			9/1/18	
Increase research output and dissemination of JCIPE outcomes & broaden multi-site national/international research collaborations - Increase support of Data Analyst and hire new one - Hire Director of Assessment - Purchase/develop comprehensive JCIPE database	Director of Assessment, JCIPE leadership and faculty leads	\$134,000	Provost	1/1/2019 7/1/2019	
Create a new business line for the evolving VR IPE platform	Director of VR Programs	\$10,000	Provost	1/1/17	
Increase #s at JCIPE's biannual national conference & host annual "thought leader" retreats	JCIPE leadership	\$10,000	Provost	7/1/2018 1/1/2019	11/1/2018 6/30/2019
Start new IPE Fellowship Program	JCIPE leadership	\$60,000	Provost	1/1/19	6/30/19
Establish IPE Visiting Scholars programs (JCIPE+)	JCIPE leadership	\$10,000	Provost		

<b>STRATEGIC OBJECTIVES, IMPLEMENTATION RESPONSIBILITIES, COST, FUNDING SOURCE AND TIMES</b>					
		<b>ACADEMIC YEAR 2: 7/1/2019 - 6/30/2020</b>			
<b>STRATEGIC OBJECTIVE 2:</b> Increase the national and global visibility and reputation of JCIPE	<b>Implementation Responsibilities</b>	<b>Cost</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Due Date</b>
<b>ACTION ITEMS</b>					
Establish JCIPE as top 3 in the country for IPE implementation, training and assessment -Provide consultations and site visits to disseminate JCIPE innovations	JCIPE leadership, Director of Assessment and faculty leads	-\$10,000			
Increase research output and dissemination of JCIPE outcomes & broaden multi-site national/international research collaborations - Increase support of Data Analyst and hire new one - Hire Director of Assessment - Purchase/develop comprehensive JCIPE database	Director of Assessment, JCIPE leadership and faculty leads	\$200,000	Provost		12/31/19
Create a new business line for the evolving VR IPE platform	Director of VR Programs	\$10,000	Provost		12/31/19
Increase #s at JCIPE's biannual national conference & host annual "thought leader" retreats	JCIPE leadership	\$40,000	Provost		12/31/19
Start new IPE Fellowship Program	JCIPE leadership	\$60,000	Provost	9/1/19	12/31/19
Establish IPE Visiting Scholars programs (JCIPE+)	JCIPE leadership	\$20,000	Provost	9/1/19	12/31/20

<b>STRATEGIC OBJECTIVES, IMPLEMENTATION RESPONSIBILITIES, COST, FUNDING SOURCE AND TIMES</b>					
		<b>ACADEMIC YEAR 3: 7/1/2020 - 6/30/2021</b>			
<b>STRATEGIC OBJECTIVE 2:</b> Increase the national and global visibility and reputation of JCIPE	<b>Implementation Responsibilities</b>	<b>Cost</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Due Date</b>
<b>ACTION ITEMS</b>					
Establish JCIPE as top 3 in the country for IPE implementation, training and assessment -Provide consultations and site visits to disseminate JCIPE innovations	JCIPE leadership, Director of Assessment and faculty leads	-\$20,000.00			
Increase research output and dissemination of JCIPE outcomes & broaden multi-site national/international research collaborations - Increase support of Data Analyst and hire new one - Hire Director of Assessment - Purchase/develop comprehensive JCIPE database	Director of Assessment, JCIPE leadership and faculty leads	\$200,000	Provost		
Create a new business line for the evolving VR IPE platform	Director of VR Programs	\$10,000	Provost		
Increase #s at JCIPE's biannual national conference & host annual "thought leader" retreats	JCIPE leadership	\$20,000	Provost	7/1/20	11/1/20
Start new IPE Fellowship Program	JCIPE leadership	\$60,000	Provost		
Establish IPE Visiting Scholars programs (JCIPE+)	JCIPE leadership	\$20,000	Provost		

# STRATEGIC OBJECTIVE 3:

## Diversify the revenue streams for JCIPE

### ACTION ITEMS

- Establish a Strategic Advisory Board
- Finalize strategic partnership with NCIPE & expand number of institutions using JTOG
  - ❖ Hire Director of Business Development
  - ❖ Hire JTOG Project Coordinator
- Develop business plan for “performance” JTOG and establish separate business entity (Y5)
- Seek industry partner for new Virtual Realty platforms
- Seek grant and philanthropy funding for Complex Care Curriculum (3C)
- Create JCIPE training Institute and offer credit-bearing IPE Courses and Certificates
  - ❖ Stackable Certificate and Master of Medical/Health Education with IEHP
  - ❖ IPE CME/CEU and Training
  - ❖ Consultative services
- Seek new philanthropic support
  - ❖ Named Center/Institute and Endowed Chair
- Pursue grant funding
  - ❖ Government and Foundations
- Seek additional financial/resource support
  - ❖ Health system funds flow for services
  - ❖ Enterprise support through ISFP
  - ❖ Fee to colleges

<b>STRATEGIC OBJECTIVES, IMPLEMENTATION RESPONSIBILITIES, COST, FUNDING SOURCE AND TIMES</b>					
		<b>ACADEMIC YEAR 1: 7/1/2018 - 6/30/2019</b>			
<b>STRATEGIC OBJECTIVE 3: Diversify revenue streams for JCIPE</b>	<b>Implementation Responsibilities</b>	<b>Cost</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Due Date</b>
<b>ACTION ITEMS</b>					
<b>Establish a Strategic Advisory Board</b>	JCIPE leadership in partnership with Larry S and John P from DMgt		Provost	10/1/18	6/30/19
<b>Finalize strategic partnership with NCIPE &amp; expand number of institutions using JTOG</b> - Hire Director of Business Development - Hire JTOG Project Coordinator	JCIPE leadership in partnership with Innovation Pillar	\$125,000	Provost	10/1/2017 9/1/2018	1/1/19
<b>Develop business plan for “performance” JTOG &amp; establish separate business entity (Y5)</b>	Director of BM in partnership with Innovation Pillar				
<b>Seek industry partner for new VR platforms</b>	Director of BM in partnership with Innovation Pillar				
<b>Seek grant &amp; philanthropy funding for Complex Care Curriculum (3C)</b>	Director of BM in partnership with Innovation Pillar			7/1/18	
<b>Create JCIPE training Institute &amp; offer credit-bearing IPE Courses/Certificates:</b> - Stackable Certificate and Master of Medical/Health Education with IEHP - IPE CME/CEU and Training - Consultative services	JCIPE leadership and Graduate Course Director in partnership with IEHP	\$10,000	Provost	1/1/18	
<b>Seek new philanthropic support</b> - Named Center/Institute & Endowed Chair	JCIPE leadership in partnership with OIA	-\$1,000,000	Provost	1/1/18	

<b>Pursue grant funding</b> - Government & Foundations	JCIPE leadership and faculty leads in partnership with RACE	-\$100,000	Provost	7/1/18	
<b>Seek additional financial/resource support</b> - Health system funds flow for services - Provost Office Support - enterprise support through ISFP - fee to colleges	JCIPE leadership in partnership with Provost			8/1/18	



<b>STRATEGIC OBJECTIVES, IMPLEMENTATION RESPONSIBILITIES, COST, FUNDING SOURCE AND TIMES</b>					
		<b>ACADEMIC YEAR 2: 7/1/2019 - 6/30/2020</b>			
<b>STRATEGIC OBJECTIVE 3: Diversify revenue streams for JCIPE</b>	<b>Implementation Responsibilities</b>	<b>Cost</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Due Date</b>
<b>ACTION ITEMS</b>					
<b>Establish a Strategic Advisory Board</b>	JCIPE leadership in partnership with Larry S and John P from DMgt				
<b>Finalize strategic partnership with NCIPE &amp; expand number of institutions using JTOG</b> - Hire Director of Business Development - Hire JTOG Project Coordinator	JCIPE leadership in partnership with Innovation Pillar	\$70,000	Provost		
<b>Develop business plan for “performance” JTOG &amp; establish separate business entity (Y5)</b>	Director of BM in partnership with Innovation Pillar	-\$50,000		7/1/19	
<b>Seek industry partner for new VR platforms</b>	Director of BM in partnership with Innovation Pillar	-\$100,000			
<b>Seek grant &amp; philanthropy funding for Complex Care Curriculum (3C)</b>	Director of BM in partnership with Innovation Pillar				
<b>Create JCIPE training Institute &amp; offer credit-bearing IPE Courses/Certificates:</b> - Stackable Certificate and Master of Medical/Health Education with IEHP - IPE CME/CEU and Training - Consultative services	JCIPE leadership and Graduate Course Director in partnership with IEHP		Provost		12/31/19
<b>Seek new philanthropic support</b> - Named Center/Institute & Endowed Chair	JCIPE leadership in partnership with OIA	-\$2,000,000			

<b>Pursue grant funding</b> - Government & Foundations	JCIPE leadership and faculty leads in partnership with RACE	-\$150,000			
<b>Seek additional financial/resource support</b> - Health system funds flow for services - Provost Office Support - enterprise support through ISFP - fee to colleges	JCIPE leadership in partnership with Provost	-\$30,000			

<b>STRATEGIC OBJECTIVES, IMPLEMENTATION RESPONSIBILITIES, COST, FUNDING SOURCE AND TIMES</b>					
		<b>ACADEMIC YEAR 3: 7/1/2020 - 6/30/2021</b>			
<b>STRATEGIC OBJECTIVE 3: Diversify revenue streams for JCIPE</b>	<b>Implementation Responsibilities</b>	<b>Cost</b>	<b>Funding Source</b>	<b>Start Date</b>	<b>Due Date</b>
<b>ACTION ITEMS</b>					
<b>Establish a Strategic Advisory Board</b>	JCIPE leadership in partnership with Larry S and John P from DMgt				
<b>Finalize strategic partnership with NCIPE &amp; expand number of institutions using JTOG</b> - Hire Director of Business Development - Hire JTOG Project Coordinator	JCIPE leadership in partnership with Innovation Pillar	-\$30,000			
<b>Develop business plan for “performance” JTOG &amp; establish separate business entity (Y5)</b>	Director of BM in partnership with Innovation Pillar			7/1/19	
<b>Seek industry partner for new VR platforms</b>	Director of BM in partnership with Innovation Pillar	-\$90,000			
<b>Seek grant &amp; philanthropy funding for Complex Care Curriculum (3C)</b>	Director of BM in partnership with Innovation Pillar	-\$100,000			
<b>Create JCIPE training Institute &amp; offer credit-bearing IPE Courses/Certificates:</b> - Stackable Certificate and Master of Medical/Health Education with IEHP - IPE CME/CEU and Training - Consultative services	JCIPE leadership and Graduate Course Director in partnership with IEHP	-\$20,000			
<b>Seek new philanthropic support</b> - Named Center/Institute & Endowed Chair	JCIPE leadership in partnership with OIA				

<b>Pursue grant funding</b> - Government & Foundations	JCIPE leadership and faculty leads in partnership with RACE	-\$200,000			
<b>Seek additional financial/resource support</b> - Health system funds flow for services - Provost Office Support - enterprise support through ISFP - fee to colleges	JCIPE leadership in partnership with Provost	-\$80,000			

# PRIORITY PROJECTS

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Led by colleagues Larry Starr, PhD and John Pourdehnad, PhD from the Doctor of Management in Strategic Leadership program at East Falls, the SP process included two in-person planning sessions held in June 2018 and another written feedback opportunity shortly afterward. The results have helped us to envision an even bolder and more dynamic future for the Center and the work we do. The SP process identified three overarching near-term goals:

- 1) Enhance the local impact of JCIPE in the Jefferson academic and clinical enterprise;
- 2) Increase the national and global visibility and reputation of JCIPE; and
- 3) Diversify the revenue streams for JCIPE.

Plans are being enacted to define sub-goals, as well as to obtain and utilize the appropriate resources to realize the overarching goals.

Specifically, to further support their achievement, in the coming year, the Center will begin to reorganize our structure and processes (how we produce outputs) into four primary areas: Administration, Curriculum, Assessment and Scholarship, and Business Development. Throughout the strategic planning process, these

key areas were identified as themes which, if resourced, will facilitate the long-term sustainability of JCIPE. Figure 1 illustrates the priorities encompassed by each area. More extensive details will be disseminated next year once the SP process is complete.

As an initial example of our work toward achieving the first goal of enhancing JCIPE's local impact, the Center has partnered with the Office of Institutional Research (OIR) to evaluate the evidence regarding our ability to attract students who role model interprofessionalism, thereby enhancing the academic profile of the University. In 2017, OIR's New Student Survey demonstrated that students increasingly elect to attend Jefferson to capitalize on our institutional strength in interprofessional training. In fact, "Availability to work with interprofessional teams" was ranked as the 7<sup>th</sup> most important overall reason (out of 28 options) for students choosing to enroll at Jefferson (n = 784). While this item consistently ranks within the top 10 reasons cited by students for electing to attend Thomas Jefferson University (TJU), the rankings for seven of 10 programs surveyed (couple and family therapy, medical laboratory sciences, nursing, occupational therapy, pharmacy, physical therapy and population

health) rose last year, with pharmacy students ranking it their **number one** reason for choosing Jefferson! This is an especially noteworthy achievement considering the five items – academic reputation, quality of faculty, campus location, affiliation with Thomas Jefferson University Hospital and clinical opportunities available – which are normally cited as major reasons that students select TJU. These data highlight Jefferson's growing reputation for offering meaningful opportunities for interprofessional training and practice.

During the last year, these clinical simulation and classroom-based activities were supported by Sarah Dallas and Courtney Newsome, our Program Coordinators, as well as Sarah Libros, our new Program Assistant, and Cassie Mills, our Administrative Assistant. Content development and academic program leadership were managed by a growing team of faculty committed to JCIPE efforts for a half to one day per week. Additional faculty members now contribute their expertise in data analysis, program evaluation and research design, and faculty development and teaching and learning pedagogy. We are fortunate to have assembled such a talented and dedicated team to execute our strategic plan over the next three years.

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# IMPLEMENTATION

The strategies adopted set a plan of action designed to enable JCIPE, over the next three years, to achieve its ideal mission. As such this plan will be used to guide ongoing policy decisions and program operations on a day-to-day basis.

Monitoring of the plan's implementation will be conducted through quarterly reviews by the Strategic Planning Committee to assure:

- Timely accomplishment of planned strategic actions and evaluation of their effectiveness in achieving the desired outcomes
- Assessment of possible revisions in strategy to improve effectiveness
- Consideration of changes that may be dictated by alterations in the professional or community environment

Annually during the three-year horizon addressed by this plan, the Strategic Planning Committee will formally consider and report on progress in plan implementation and proposed revisions, if any, to the plan.