THE OHIO STATE UNIVERSITY

Project Name
Interprofessional Practice and Education: Strategic Planning Process, Draft 10.12.22

Executive Sponsor
Melissa L. Gilliam, MD, MPH Executive Vice President & Provost

Project Purpose
The strategic plan will set forth Interprofessional Practice and Education goals and priorities at Ohio State University. Through the engagement of stakeholders, the plan will demonstrate the value-add of IPE for the Wexner Medical Center, Health Science Colleges, and broader University. The plan will connect to the broader University plans to ensure alignment and that the goals of the plan advance the academic and practice mission of the institution.

Core Deliverables
1. Clear and focused **mission and vision** that positions The Ohio State University and Wexner Medical Center as the national exemplar in interprofessional practice and education
2. **Comprehensive five-year strategic plan** to systematically advance and integrate interprofessional practice and education across the health science colleges and the university, to include short- and long-term priorities along with intended outcomes and metrics.
3. **Accountability and resource plan** that supports the implementation of key strategies to achieve success
4. **Alignment** of the strategic plan across critical stakeholders
5. Established **measures of success** and aspirational targets

Process
The planning process will utilize an iterative process through the engagement of stakeholders to provide input and feedback into the outlined goals and strategic priorities.

Guiding Principles
The strategic planning process will:
- Leverage the collective work accomplished in IPE to date to inform the development of the plan
- Ensure that the process is streamlined and concise
- Build upon work done to date and preserve existing momentum
- Acknowledge the differences and embrace the diversity of needs across our Colleges and Programs
- Peer institutions, national benchmarks, and input to date.
  - o Interprofessional Collaborative Practices Competencies (IPEC, 2011, rev. 2016, upcoming 2023)
  - o Big10 IPE Working Group and Data Set
  - o American Interprofessional Health Collaborative 2020 Organizational Survey Results
  - o Interprofessional Education Collaborative Institutional Survey

Landscape Overview
The COVID-19 pandemic imposed new expectations and challenges for health professions education, further codifying the importance of teamwork, collaboration, and communication to achieve satisfaction and well-being across the health care team, improve efficiencies and empower responsive leadership, advance population health, and improve health equity. Ohio State amplified its commitment to graduating a prepared and resilient workforce.

In the meanwhile, following the first year of BuckIPE implementation, individual and collective input from the curricular deans described five priorities for AY2022-23:
1. Timely dissemination of outcomes data and evidence-based decision-making related to IPE
2. Streamlined communication

3. Revised facilitator expectations and enhanced training and support
4. Integration of IPE into health sciences education program course work and faculty teaching expectations
5. Broad articulation and flexibility in the implementation of the curriculum framework

Further, the health science deans and curricular deans asked for a slowing in IPE program implementation in AY2022-23 to open capacity for reflection, innovation, and longer-term planning. The strategic planning process will continue to leverage the collective resources of the broader University, scale programming that provides value-added learning and practice experience, foster a culture of collaborative interprofessional practice, and gather input from our stakeholders. By reimagining IPE at Ohio State, we can learn from the past several years and build upon that vision, further leveraging our strengths, repositioning our challenges, and identifying intersections with university and Wexner priorities that amplify our impact and opportunities for university and community stakeholders.

Key Questions to be answered in the Strategic Planning Process
- What is the spectrum of expectations, needs, and commitment across key stakeholders?
- Is a shared vision for IPE desired or even possible across the health science colleges?

Strategy
1. Since the inception of the BuckIPE curriculum at Ohio State, what are considered successes? What are the perceived challenges?
2. What is the value of interprofessional practice and education to your College/Program?
3. What is the aim of IPE for learners? What is the role of IPE related to clinical practice or experiential placements?
4. Where are our strengths and gaps compared to peers, national benchmarks, and thought leaders in IPE?
5. What is our desired impact, and what are the outcomes to achieve success for learners and practitioners?

Organizational Design
1. What are the capabilities and infrastructure that we need to advance Interprofessional Practice and Education?
2. What initiatives/programs are currently underway within your College/Program that align with the core competencies of IPE?
3. What changes to the current structure or format would you recommend? What solutions would you offer to enhance the delivery of the core competencies of IPE?
3. What is the role of our stakeholders in advancing IPE? Faculty? Staff? Learners? How do we engage their voices in the design of the curricular programs/initiatives?
4. What are the required resources to implement the BuckIPE Curriculum? What is your College/Program's role in offering resources?
5. How does the Center for IPE add value to your existing programs and priorities within your college?
6. How does IPE align with your Colleges/Programs curriculum? How do we ensure that the competencies of IPE are integrated within your respective College/Program?

Implementation and Measurement
1. What is the vision for IPE at Ohio State, and how does it align with the core competencies?
2. Who is accountable for the implementation of the BuckIPE curriculum? What is the role of the IPE Champions in advancing IPE?
3. What are the measures of success? How do we determine success?
4. What is the pace for implementation of the BuckIPE Curriculum? What learners should participate in the curriculum?
5. What is the format for delivery? Should there be a dedicated time set aside for IPE activities? What are the expectations related to time commitment?

6. What innovations could be offered to enhance the delivery and understanding of IPE?

Planning & Advisory Team

Representatives from each of the following offices/core areas:

Provost's Office	Health Sciences Faculty	Faculty	Office of Research	Student Advisory Board
Practitioners	Finance	Service Learning	Outreach & Engagement	Office of Health Equity
Office of Technology and Digital Innovation	FAME	Wexner Medical Center Strategy and Transformation Office		

Timeline

Action Item	Details	Timeframe
Project Formation	● Identify Executive Sponsors ● Define Project Scope and Charter ● Appoint strategic planning Work Group	**September**
Strategic Assessment, Benchmarking, Stakeholder Engagement	● Current state assessment ● Benchmarking and landscape assessment ● Key stakeholder interviews, surveys, and listening sessions ● Articulate intersectionality and alignment with key institutional and health care priorities	**September - October**
Vision, Mission, Goals	● **Working Meeting #1:** Describe vision, mission, 3-5 actionable goals ● Describe and charge work groups	**November**
Prioritize	● **Working Meeting #2:** Work Groups draft priorities and implementation steps for each goal, to include accountability and resource needs	**December (Tuesday 12/20)**
Finalize Updated Strategic Direction and Timeline	● Engage with stakeholders to share the strategic plan ● Draft Strategic Plan submitted to health science deans for input and feedback	**January**
Solicit Feedback	● **Working Meeting #3:** ● Finalize implementation plan ● Identify accountability leads for each goal ● Clarify resource needs / intersect with budget process ● Evaluation data from Spring IPE Program modules will inform the planning	**February**
Implement	● Engage project sponsors ● Align resources with goals and priorities for AY23-24 ● Finalize and activate Work Plan	**March-April**