

VISION	
<p>The leading academic health center in Nevada where 1) resources of a research intensive university work synergistically to improve the health of Nevadans through education, research, clinical care, and community engagement; 2) the application of an interdisciplinary approach is used to affect change and meet the health needs of individuals, populations, and communities within Nevada; and 3) innovations have a meaningful impact that will transform the health of Nevada and the world.</p>	
Objective: EDUCATION AND RESEARCH/SCHOLARSHIP	
Increase capacity and productivity in research, scholarship, innovation, and creativity to address the workforce challenges and opportunities of the future.	
KEY ACTION STEP FOR PATHWAY GOAL	The Research/Scholarship Committee, the KM Champion, and the Campus Master Plan Update Taskforce will meet to establish baselines and create benchmarks within 3-6 months from implementation of this plan.
Soft Metric #1	Establish Research/Scholarship Committee made up of Associate Deans of Research from all health professions.
Soft Metric #2	Identify one champion to oversee this key measure and report to the AHC Research Committee.
Soft Metric #3	Establish Campus Master Plan Update Taskforce.
Key Metric #1	Deliver world-class innovation and build a culture of research through collaborative engagement in research with industry, business, government, and the community.
Action Step 1	Develop a multifaceted approach to integrate interprofessional, collaborative experiences across the health professions.
Action Step 2	Identify community organizations to define and achieve population health goals and collaborate on population-based research projects.
Action Step 3	Collaborate with community health care advocacy groups (e.g., the literacy group, Boys & Girls Clubs, Ronald McDonald House, Endometriosis Association) to identify research areas for focused approaches to increase research efforts.
Action Step 4	Develop interprofessional opportunities for collaborative eLearning and distance education courses delivered either entirely online or in a hybrid model.
Key Metric #2	Expand collaborative learning experiences to advance person-centered practice through interprofessional team-based learning.
Action Step 1	Develop a Scholarship for Teaching and Learning (SoTL) Center or Office on Shadow Lane Campus to assist in collaboration between the health professions (to include an AHC online presence).
Action Step 2	Establish and coordinate integrated Professional Learning Communities (PLCs) to enhance research and clinical skills to assist faculty with scholarly endeavors.
Action Step 3	Expand graduate and professional post-graduate training programs.
Action Step 4	Conduct a curriculum assessment of all health professions to identify gaps and/or overlaps between the programs.
Key Metric #3	Ensure research infrastructure that stimulates educational innovation and collaborative research.

Action Step 1	Establish an infrastructure for an Office of Sponsored Programs presence on Shadow Lane Campus, to include a satellite office.
Action Step 2	Develop opportunities that focus on building and disseminating collaborative research of both faculty and students/residents.
Action Step 3	Open discussions about distribution of indirect costs from grants and other funding sources.
Action Step 4	Complete a Shadow Lane Campus Feasibility Study, develop a priority capital improvement program plan for necessary upgrades to facilities and property; update the 2009 Shadow Lane Campus Master Plan.
Key Metric #4	Recruit, retain, and recognize research faculty, staff, and students.
Action Step 1	Develop and implement recruitment process to attract faculty and hire individuals in key jobs that produce and implement innovations that support UNLV's Top Tier initiative.
Action Step 2	Launch a mentorship program for junior faculty that includes seed grants for research.
Action Step 3	Manage academic workloads to ensure sufficient protected time for research.
Action Step 4	Establish a financially viable reward and recognition system that ensures compensation equity and increase AHC's ability to attract and retain top talent.
Objective: HEALTH CARE DELIVERY AND COMMUNITY ENGAGEMENT	
Provide comprehensive, person-centered care that enhances the quality, accessibility, scope of clinical services, and expands community engagement toward improved collaboration and population health.	
KEY ACTION STEP FOR PATHWAY GOAL	The IPC/Community Engagement Taskforce and the KM Champion will meet to establish baselines and create benchmarks within 3-6 months from implementation of this plan.
Soft Metric #1	Establish Interprofessional Collaboration (IPC) and Community Engagement Taskforce made up of members from each profession and community stakeholders.
Soft Metric #2	Identify one champion to oversee this key measure that reports to the IPC/Community Engagement Taskforce.
Key Metric #1	Build primary care and population health capabilities by developing and becoming a fully integrated healthcare delivery system.
Action Step 1	Investigate educational partnerships/affiliations to support the growth of our educational programs and ensure optimal choice, quality, diversity, and "best-fit" for our learners.
Action Step 2	Conduct a state-wide workforce study focusing on the AHC and the health professions needs within the community.
Action Step 3	Establish new degree and certificate programs that target workforce shortage areas within the health professions with goal of attracting trainees and improve student satisfaction.

Action Step 4	Develop a multifaceted approach to integrate interprofessional, collaborative experiences across the health professions.
Key Metric #2	Build primary care and population health capabilities by developing and becoming a fully integrated healthcare delivery system.
Action Step 1	Build partnerships with diverse organizations, institutions, and businesses that are positioned to increase the AHC impact in the community.
Action Step 2	Creation of an AHC Office for Public Service Activities designed to maintain, and publish a living inventory of public service initiatives; effectively measure and maintain data regarding the impact of public service initiatives; and identify commonalities, gaps, and opportunities in public service initiatives.
Action Step 3	Identify community of providers, employers, and consumers to help define changing competencies, knowledge, and skills required of health professionals. Examples of data collection would be surveys, focus groups, phone interviews, etc.
Action Step 4	Establish a methodology for launching and tracking workforce needs, leading to a workforce analysis.
Key Metric #3	Promote and highlight UNLV AHC as stewards of Nevada’s health.
Action Step 1	Conduct a branding strategy effort involving critical stakeholders of the AHC and develop a brand that articulates the desired identity.
Action Step 2	Increase media coverage in all forms of media (TV, radio, newspaper, journals).
Action Step 3	Regularly update and publish market strategy analysis and provide direction to help AHC Dean's Council evaluate external opportunities for growth and collaboration (ongoing).
Action Step 4	Identify appropriate opportunities to increase community awareness of available programs and services offered by members of AHC.
Objective: WELLNESS AND HEALTHPROMOTION	
Develop and implement prevention initiatives that work to improve the health and wellness of UNLV AHC faculty, students, staff, and the surrounding community.	
KEY ACTION STEP FOR PATHWAY GOAL	The IPC/Community Engagement Taskforce and the KM Champion will meet to establish baselines and create benchmarks within 3-6 months from implementation of this plan.
Soft Metric #1	Establish a Wellness Taskforce that includes members across UNLV and community stakeholders.
Soft Metric #2	Identify one champion to oversee this key measure that reports to the Wellness Taskforce.
Key Metric #1	Foster a workplace that encourages and promotes health and wellness that fills unmet needs of faculty, students, and staff at Shadow Lane Campus.

Action Step 1	Expand high-impact, evidence-based health promotion strategies to ensure students, faculty, and staff can be confident they are supported in their efforts to lead healthier lives.
Action Step 2	Develop quantitative and qualitative instruments that will assess the wellness culture using health-culture audits or surveys, focus groups, and environmental surveys as a best-practice strategy.
Action Step 3	Offer academic leaders and administrators' incentives for recognized for providing a supportive wellness culture.
Action Step 4	Develop incentive challenges for faculty, students, and staff to enhance campus culture and environment. The plan should also include suggested award recognitions to reward campus leaders who support a wellness culture and faculty, students, and staff for exceeding wellness thresholds.
Key Metric #2	Add new wellness programs/services to address holistic wellness, both physical and mental wellbeing, of faculty, students, and staff at Shadow Lane Campus and the surrounding community.
Action Step 1	Develop and implement tools to gather preliminary data using health risk appraisals, and knowledge and interest surveys to reveal the specific areas of health needs and interests within the Shadow Lane campus community.
Action Step 2	Collaborate with the UNLV Maryland Park Campus to expand services, such as mental health, etc., to the Shadow Lane Campus.
Action Step 3	Investigate collaboration with UMC and Medical District Committee to help increased access to low-cost or no-cost wellness, health, and exercise facilities.
Action Step 4	Establish and improve fiscal health indicators that include per member per year (PMPY) costs of incentive and programmatic spending, annual costs of absenteeism, presenteeism, and disability.
Key Metric #3	Build and maintain campus and community partnerships which enhance faculty, staff, and student health and wellness.
Action Step 1	Develop an operating plan for health and wellness for the Shadow Lane Campus community that will serve as the roadmap and will guide the institution's efforts and investments in campus-wide wellness.
Action Step 2	Assess current internal and vendor resources and identify gaps (e.g., need for dedicated resource for population health management) that will inform a plan to collaborate with external partners.
Action Step 3	Assemble a wellness coalition of community members that includes existing partners, emerging leaders, and volunteers among various demographic groups within the surrounding community that are agents of change.
Action Step 4	Regularly conduct informal reviews (e.g., Plan-Do-Study-Act cycle) of partnership quality to identify any areas for improvement.
Key Metric #4	Implement population-level health promotion and education on all relevant health topics via evidence-based social marketing and social media efforts.
Action Step 1	Investigate the feasibility of developing an online wellness portal that provide digital resources and interactive tools.

Action Step 2	Develop a score card that evaluates the wellness of the campus and surrounding community. Targets to include factors such as participation, satisfaction, behavior modification, cost containment, health outcomes.
Action Step 3	In conjunction with the Communication Directors from the individual units, identify successes that can be shared via institutional-related venues, speaking events, and other opportunities.
Action Step 4	Convene taskforce and coalition to focus on execution and continually work to address challenges and barriers and adopt a partnership assessment survey to periodically gauge partnership satisfaction.