SUNY
DOWNSTATE
Medical Center

50 YEARS

Research Discovery
Academic Excellence
Outstanding Patient Care

SUNY
DOWNSTATE
Medical Center

1966 – 2016

STRATEGIC PLAN

COLLEGE OF HEALTH RELATED PROFESSIONS 2016-2020

COLLEGE OF HEALTH RELATED PROFESSIONS

MISSION

The mission of the College of Health Related Professions (CHRP) is to educate health professionals in the delivery of excellent health-care service by developing their scientific competence and fostering their humane spirit. The College seeks to accomplish this by providing a challenging and supportive atmosphere for learning that offers opportunities for structured experiences as well as independent inquiry. Faculty contribute to knowledge in allied health through advancements in clinical practice, scholarly activities, and basic and applied research.

Collaboration is emphasized among students, faculty, clinicians, and professionals in health care and related disciplines. Students are prepared for professional leadership roles through course work and professional and campus activities. The College fosters ongoing professional growth by sponsoring continuing education opportunities in several disciplines. The College strives to serve the urban community in which it is located by providing health services and education to the population.

DEGREES OFFERED:

- Diagnostic Medical Imaging **BS**
- Medical Informatics **MS**
- Midwifery (Advanced Certificate) **MS**
- Occupational Therapy **MS**
- Physical Therapy **BS/DPT**
- Physician Assistant **BS**

STRATEGIC GOALS AND OBJECTIVES

1. Develop and expand educational programs and related educational opportunities to meet the evolving and varied needs of each discipline
   1) Ensure adequate faculty/student ratios in all CHRP programs to meet accreditation and enrollment requirements
   2) Offer BS/MS Program in Physician Assistant (PA) education
   3) Offer clinical doctoral level education in Midwifery (MW)
   4) Offer a second track in Diagnostic Medical Imaging (DMI) called Certificate Program for Sonographers
   5) Offer a second track in Medical Informatics called PACS (Picture Archiving Communication System) Administrator
   6) Offer a doctoral program (OTD) in Occupational Therapy (OT)
   7) Expand simulation activities offered to students
   8) Expand phantom and hands on scanning activities for DMI students

2. Improve clinical training through diversification of sites, preceptorships, and innovative placements
   1) Expand clinical affiliate training opportunities to increase the college's competitiveness in the environment (all professions/programs)
   2) Strengthen relationships with preceptors through education opportunities and on-line offerings
   3) Enhance evaluation of the clinical training experiences

3. Develop mechanisms to facilitate diverse student recruitment and employment opportunities for graduates
   1) Maintain and/or expand the percentage of applicants who are well qualified and from under-represented populations in the health professions

4. Foster faculty development, recognition and support
   1) Partner with the Office of Faculty Affairs and Professional Development to continue to support faculty development in building curriculum and integrating innovative teaching methods
   2) Secure extramural funding to support clinician faculty development and training
   3) Increase faculty publications, presentations and dissemination
   4) Increase participation by college faculty in professional organizations
   5) Work with the campus in the development of grants officer positions

5. Expand research, clinical and educational opportunities both internally and externally
   1) Participate in urban health education, prevention or direct care activities each year to underserved populations either for credit or as community service
   2) Enhance collaborative research activities with other professions, schools, SUNY colleges and other institutions, with emphasis on providing care to underserved populations

GOAL 1: Develop and expand educational programs and related educational opportunities to meet the evolving and varied needs of each discipline

What do we want to have accomplished in the next two to five years?	What do we want to accomplish in 2016-2017?	Status	Benchmarks and evaluation mechanisms	Outcome(s)
1. Ensure adequate faculty/student ratios in all CHRP programs to meet accreditation and enrollment requirements	1) Retain faculty to meet national standards 2) Replace vacant positions expeditiously 3) Assess staffing levels and required skills at the program level to facilitate implementation of programs and goals and objectives	■ Student/faculty ratios are reviewed annually; they are discussed in the College's annual report ■ Licenses, certifications and professional development assessment instruments are reviewed annually by the Dean	■ Maintain acceptable student/faculty ratios in each program ■ All faculty, with exception of adjuncts and preceptors, have their NYS licenses and national certifications up to date ■ Professional development assessment instruments are reviewed annually to assure continued competencies and ongoing professional development	■ Student/faculty ratios are consistently at acceptable levels
2. Offer BS/MS Program in Physician Assistant (PA) education	1) Submit a Letter of Intent to the New York State Education Department (NYSED) 2) Submit an accreditation application to the professional accreditation body 3) Admit first class to BS/MS Physician Assistant program	■ The proposal has been approved by SUNY Central and is ready for NY State Education Department review ■ Awaiting the official letter from SUNY to follow up on next steps	■ NYSED approval received ■ Accreditation by professional accreditation body granted ■ First students admitted to the program	■ Permission to grant the degree ■ Students enrolled in the BA/MS PA Program
3. Offer clinical doctoral level education in Midwifery (MW)	1) Submit a Letter of Intent to the New York State Education Department (NYSED) 2) Submit an accreditation application to the professional accreditation body 3) Admit first students to doctoral program	■ The proposal has been approved by SUNY Central and is ready for NY State Education Department review ■ Awaiting the official letter from SUNY to follow up on next steps	■ NYSED approval ■ Accreditation by professional accreditation body granted ■ Fundraising to support increased faculty and doctoral support services underway ■ First students admitted to the program	■ Permission to grant the degree ■ Students enrolled in the doctoral level Midwifery Program
4. Offer a second track in Diagnostic Medical Imaging (DMI) called Certificate Program for Sonographers	1) Evaluate interest of practicing sonographers in attaining certification in additional specialties 2) Develop content for specialty tracks 3) Develop description of each specialty track requirements 4) Enroll students	■ Committee supervised by Chair is meeting regularly to discuss which credential is of most interest ■ Formal needs assessment underway to determine feasibility, need and interest of sonographers in cross training	■ Survey conducted to measure interest in practicing sonographers ■ Course syllabi and academic policies for this track developed ■ Track offered to an incoming class of practicing sonographers	■ Choice of track finalized ■ Curriculum developed ■ Students enrolled in the Certificate Program

What do we want to have accomplished in the next two to five years?	What do we want to accomplish in 2014-2015?	Status	Benchmarks and evaluation mechanisms	Outcome(s)
5. Offer a second track in Medical Informatics called PACS (Picture Archiving Communication System) Administrator	1) Develop description and content required for this certificate track 2) Collaborate with the DMI and Radiology programs for common course content 3) Recruit practitioners interested in this certificate	■ Funding has been received from SUNY to develop a graduate program in Medical Imaging ■ Development of the curriculum and the lab component is currently underway ■ Engaged in program benchmarking and faculty learning	■ Course syllabi developed ■ Track offered to students	■ Development of syllabus for track ■ Development of curriculum ■ Students enrolled in PACS Program
6. Offer a doctoral program(OTD) in Occupational Therapy (OT)	1) Compare current curriculum with other OTD programs 2) Determine accreditation criteria for the OTD degree 3) Develop course syllabi for new and revised courses 4) Submit a Letter of Intent to the New York State Education Department (NYSED)	■ Faculty committee meeting regularly ■ Needs assessment from alumni surveys completed ■ First specialization track with a child and family focus determined ■ Planning and rollout exploration underway for a post-professional OTD program	■ Faculty committee reviewing other OTD programs ■ Accreditation criteria for the OTD degree determined ■ Syllabi for new and revised courses finalized ■ Letter of intent submitted to the State Board of Education	■ Development of degree offerings ■ Permission to grant the degree ■ Students enrolled in the OTD Program
7. Expand simulation activities offered to students	1) Integrate simulation activities into MW, DMI, PA, OT, and Physical Therapy (PT) curricula	■ Simulation has already been integrated into MW and DMI ■ Expand simulation through the ongoing work of the CHRP Standardized Patient Committee ■ Working to secure OT and PT simulation space in the new Academic Building ■ Continuing advocacy around securing the mobile unit portion of the simulation management system ■ Draft proposals including costs are in development for using specific simulation equipment in the center-wide Simulation Center along with standardized patients	■ Simulation activities integrated into PA, PT and OT Programs	■ Simulation activities integrated into PA, PT and OT Programs
8. Expand phantom and hands on scanning activities for DMI students	1) Integrate scanning with didactic content 2) Expand hours available to students for scanning practice	■ A new Scanning Skills course was rolled out in Fall 2015 that incorporates faculty directed hands-on scanning as well as phantom and simulation activities ■ DMI acquired a Medaphor simulator ■ Scanning activities are being embedded into the DMI curriculum	■ Scanning integrated with didactic content ■ Expanded hours available to students for scanning practice	■ Faculty positions filled in order to oversee expanded scanning activities aligned with the didactic content of the DMI Program

GOAL 2: Improve clinical training through diversification of sites, preceptorships, and innovative placements

What do we want to have accomplished in the next two to five years?	What do we want to accomplish in 2016-2017?	Status	Benchmarks and evaluation mechanisms	Outcome(s)
1. Expand clinical affiliate training opportunities to increase the College's competitiveness in the environment	1) Offer a range of sites that match the number of students 2) Expand into new sites	■ Sites are reviewed each clinical semester with reporting of findings every May, August and December ■ Web-based clinical affiliation software package, EXAAT, is recommended with possible purchase through the NY state procurement process, and if it is acquired it will strengthen and streamline communication with sites, preceptors and students, as well as enhance evaluation ability	■ Adequate ratio of sites offered each clinical semester to students is maintained ■ Number of new affiliated training sites per year ■ Annual request for funding for the EXAAT system	■ Ratio of students to sites is 1:1 or greater ■ Twenty new clinical affiliate training contracts annually
2. Strengthen relationships with preceptors through education opportunities and on-line offerings	1) Offer at least one educational opportunity per year to clinical supervisors/preceptors for each CHRP Program	■ Ongoing annual review of program offerings ■ Implementation of new strategies to support clinical coordinators and the affiliations coordinator ■ Temporary personnel were secured previously to assist with clerical needs ■ Dean to implement five new strategies for improving efficiency and satisfaction of operations ■ Exploration of ways to give preceptors more faculty privileges and institute periodic training luncheons for continuing education	■ Number of offerings/year ■ Number of clinical supervisors who attend or use the offerings	■ At least one offering per year with a maximum of two offerings per year per CHRP Program ■ Ten clinical supervisors attending or using CHRP educational offerings per year
3. Enhance evaluation of the clinical training experiences	1) Improve use of data tracking (MW and OT continue to use New Innovations software during clinical placements)	■ Discussed regularly throughout the year at Program Chairs' meetings	■ Ongoing sharing by Program Chairs of the methods of data tracking being used including collecting, storing, and analyzing data related to the students' clinical experiences	■ Continued improvement in the collection, storing and analysis of clinical training experience data for each CHRP Program

GOAL 3: Develop mechanisms to facilitate diverse student recruitment and employment opportunities for graduates

What do we want to have accomplished in the next two to five years?	What do we want to accomplish in 2016-2017?	Status	Benchmarks and evaluation mechanisms	Outcome(s)
1. Maintain and/or expand the percentage of applicants who are well qualified and from under-represented populations in the health professions	1) Update each CHRP Program's Downstate website page to attract a diverse applicant pool 2) Develop a mechanism to track and involve alumni in CHRP recruitment and employment opportunities	■ Ongoing annual review and update of program websites ■ Ongoing annual review of applicant data ■ CHRP Alumni Association is in the process of being activated which will provide an opportunity to explore and identify more strategies to increase student diversity ■ Several community engagement initiatives have been identified to aid this goal (e.g., additional pipeline programs)	■ All program websites reviewed and updated annually, including: faculty research, publications, service and involvement in professional organizations ■ Student activities, student comments about the program, etc. publicized ■ Annual review in September/October of applicant data from Student Admissions	■ Continued growth in the percentage of applicants who are well qualified and from under-represented populations in the health professions

GOAL 4: Foster faculty development, recognition and support

What do we want to have accomplished in the next two to five years?	What do we want to accomplish in 2016-2017?	Status	Benchmarks and evaluation mechanisms	Outcome(s)
1. Partner with the Office of Faculty Affairs and Professional Development to continue to support faculty development in building curriculum and integrating innovative teaching methods	1) Poll faculty for perceived needs 2) Involve faculty in mentoring program activities 3) Involve faculty in teaching academy activities 4) Implement a new faculty mentoring program	■ Faculty development is integrated as a component of the College's Annual Report ■ Implementing a new faculty mentoring program in partnership with the Office for Faculty Affairs	■ Poll faculty for perceived needs ■ Number of CHRP faculty involved as mentors to junior faculty ■ Number of CHRP faculty involved in teaching academy committee and planning activities	■ Three CHRP faculty involved as mentors to junior faculty ■ Two CHRP faculty involved in teaching academy committee and planning activities
2. Secure extramural funding to support clinician faculty development and training	1) Identify funding sources 2) Support programs to complete successful proposals	■ Grant secured by the Office of Diversity and Inclusion that offers workshops for faculty on supporting the struggling learner ■ Dean has identified an objective to enhance the grant writing capacity of the faculty	■ Number of training grants secured annually	■ College to secure one training grant annually
3. Increase faculty publications, presentations and dissemination	1) Develop student research projects that promote faculty projects and/or interests	■ Faculty publications, presentations and dissemination are integrated as a component of the College's Faculty Report ■ Dean has identified an objective to enhance publication and presentation productivity and visibility of CHRP faculty	■ Number of presentation(s) or publication(s) for each program per year	■ One presentation or publication for each CHRP Program per year
4. Increase faculty participation in professional organizations	1) Encourage attendance at professional conferences	■ Faculty participation in professional organizations is integrated as a component of the College's Faculty Report ■ Each faculty member has an annual allotment for professional development that the Dean is working to increase	■ Percentage of faculty who annually attend at least one national or local conference or meeting of their professional organization ■ Increase in funding for professional development for faculty	■ 50% of faculty annually attending at least one national or local conference or meeting of their professional organization
5. Work with the campus in the development of grants officer positions	1) Ensure that CHRP priorities and needs are known and acted upon by the grants officers 2) Increase the ability and skill of faculty to search for and find applicable training grants in health and education professions	■ Dean participated in the Research Foundation search committee and hirings that were finalized in Summer 2014 ■ Work is ongoing in this area	■ Dean's participation in the search committee for leadership positions in the Research Foundation ■ Dean and interested faculty meet with Pre-Award Officer every semester ■ Workshop held for faculty on how to search for service and training grants in health and education professions	■ Ongoing collaboration between the College and the Research Foundation to successfully apply and receive grant funding

GOAL 5: Expand research, clinical and educational opportunities both internally and externally

What do we want to have accomplished in the next two to five years?	What do we want to accomplish in 2016-2017?	Status	Benchmarks and evaluation mechanisms	Outcome(s)
1. Participate in urban health education, prevention or direct care activities each year to underserved populations either for credit or as community service	1) Continue CHRP faculty and student participation in the Brooklyn Free Clinic work 2) Continue student participation in community settings as part of their coursework 3) Dean instituting "Dean's Community Leader Roundtable Discussion Series" that will bring community based leaders and innovators to speak to faculty	■ Activities are integrated as a component of the College's Annual Report ■ A CHRP faculty group received funding from the President's Health Disparities funding initiative	■ Number of settings in which the College participates ■ Number of students of each course conducting a needs assessment ■ Number of faculty participating in the Brooklyn Free Clinic or in Community Practice coursework each year	■ CHRP is involved with 25 community service settings each year ■ Twenty students per each course conducting a needs assessment ■ Four faculty participating in the Brooklyn Free Clinic or in Community Practice coursework each year
2. Enhance collaborative research activities with other professions, schools, SUNY colleges and other institutions, with emphasis on providing care to underserved populations	1) Collaborate to promote training in early intervention to expand services to underserved populations by OT Program and the New York City Department of Health and Mental Hygiene (NYCDOHMH) 2) Collaborate between PA Program and the Special Treatment and Research (STAR) Program 3) Collaborate with the School of Public Health (SPH) 4) Collaborate (OT and PT faculty) with Brooklyn College on a study focused on quality of care for children with disabilities	■ Training materials for collaboration with NYCDOHMH currently in development ■ Medical Informatics Program is currently collaborating with SPH as part of a workforce retraining grant ■ Ongoing discussion between CHRP and SPH for future collaboration ■ PA, PT and OT students are required to develop a needs-based project with a community organization	■ Number of internal and external collaborative research activities focused on providing care to underserved populations	■ Training materials for collaboration with NYCDOHMH finalized ■ Specialty in Early Intervention practice offered to current OT students ■ Specialty track in HIV/AIDS offered to PA students ■ At least one collaboration per year with the School of Public Health