

ETSU 125 Chapter II ETSU Health Taskforce Report 2021

Charge and Membership

Purpose:

Explore opportunities for ETSU Health to maximize the academic, clinical, and research mission of the institution while ensuring strong linkages to the other academic units across the campus and identify current and potential external partners.

Promote the growth and development of ETSU Health so that it emerges as the practice of choice for our region.

Chair: David Linville, Executive Vice Provost for Academics and Health

Staff Lead: Megan Quinn, ETSU Presidential Fellow and Associate Professor/Interim Chair Biostatistics and Epidemiology

Executive Liaison: William A Block, Jr., Vice President for Clinical Affairs and Dean of the Quillen College of Medicine

Taskforce membership:

Kennedy Averhart	Student, Biology
Ferdnando Calogero	Director Finance Office of Family Practice, College of Medicine
Wally Dixon	Chair and Professor, Psychology
Kara Elizabeth Gilliam	Medical Student and ETSU Board of Trustees Student Member
Kim Hale	Associate Professor, Educational Foundations and Special Education
Tony Keck	EVP System Innovation and Chief Population Health Officer, Ballad Health
Skylar Moore	Coordinator for Rural Programs, College of Medicine
Melissa Nipper	Director of Health Sciences Communications, University Relations Office
Aldo Nosedo	CIO, Eastman Chemical Company
Judy Rice	Associate Professor, Graduate Nursing
Jim Thigpen	Associate Professor, Pharmacy Practice
Nakia Woodward	Assistant Professor, Medical Library
Randy Wykoff	Dean, College of Public Health

Overview of ETSU Health

Background:

The academic health science center (AHSC) at East Tennessee State University was formed in 1989, sustaining the university's commitment to serve the needs of the people of rural, central Appalachia. To improve health and well-being, partnerships are critical to both the success of university's educational programs and the improved health of the region.

An emphasis of the AHSC's strategic planning is how best to serve the region in partnership with Ballad Health, the non-profit health system serving the Appalachian Highlands region, and the Veterans Administration (VA) Mountain Home Medical Center.

ETSU has a total enrollment of over 14,000 with more than 4,700 students in the various health science programs and is, therefore, a significant provider of health care professionals for the region. These educational programs affiliate with Ballad Health, the VA Medical Center at Mountain Home, Frontier Health, and numerous clinics and care delivery sites throughout the region. In addition, medical, nursing, dental hygiene, and speech and hearing clinics provide more than 386,000 patient visits per year and greater than \$3.6 million per year in uncompensated care to people of the region.

Identity:

ETSU Health is the identity of the AHSC at ETSU. This organization encompasses the education, research, and clinical service operations of the five colleges that make up ETSU Health:

- College of Clinical and Rehabilitative Health Sciences
- College of Nursing
- College of Public Health
- Gatton College of Pharmacy
- Quillen College of Medicine

Additionally, two other university units are part of the ETSU Health clinical enterprise portfolio: (1) the Behavioral Health & Wellness Clinic in the Department of Psychology, College of Arts and Sciences and (2) the Community Counseling Clinic in the Department of Counseling and Human Services, Clemmer College.

Creation of ETSU Health:

Driven by the first Committee for 125's work, ETSU Health as a brand identity is one outcome from the university's participation in the Aligned Institutional Mission (AIM) program, an initiative by the Association of Academic Health Centers (AAHC) and its companion organization, the Association of Academic Health Centers International (AAHCI), to assist academic health centers with aligning the academic and clinical missions to ensure each can inform and improve the other. Wilsie Bishop and David Linville applied to the AAHC to be one of the first beta test sites for the AIM program. Using the AIM project action plan step, Dr. Bishop led the five AHSC deans through a collaborative visioning process to create the ETSU Health vision containing goals with timeline horizons. This work led to the ETSU Health identity which officially launched in April 2019. Since then, ETSU Health has added new educational

programs, increased brand awareness, worked to unify clinical operations, strengthened interprofessional education, expanded its research mission including the establishment of new research centers, and served as a community resource during the pandemic. The current work of the ETSU Health Task Force for ETSU 125 Chapter II intended to build on ETSU 125 and ETSU Health visioning and determine innovative ideas and strategies for the future of ETSU Health.

Taskforce Meeting Summaries

Meeting 1 – April 29, 2021

Organizing discussions followed by “what if” conversations

General themes:

- Situational lessons from COVID-19 guide future planning, master the environment of change and upheaval, attractiveness to students
- Enrollment
- Interdisciplinary approaches to increase student appeal
- Collaboration to improve the health of our region
- Work to be less hesitant to be creative

Meeting 2 – May 19, 2021

Review of previous discussions followed by “what if” conversations

General themes:

- Continued growth and development of our relationship with Ballad Health
- Institutional anchor in central Appalachia and the destination school for health education
- Expand psychological safety on campus and transform how we think about psychological safety on campus
- Differences with Northeast State Community College
- General education improvement
- Establish bridges to new university areas with ETSU Health

Meeting 3 – June 9, 2021

Review of previous discussions

Review of previous Committee for 125 taskforce recommendations and outcomes followed by “what if” conversations

General themes:

- Program expansion
- Better integration of health programs with other programs since much of healthcare is not direct patient care (for example computer science, biological science, sociology, and social work)
- Use of big data and computing ability
- Importance of prioritizing new ideas because of finite resources

Strategic Academic Vision

Continue advancing the vision established with the creation of ETSU Health, an outcome of the Committee for 125 Chapter I process whereby ETSU Health serves to transform the health of the region through education, research, and team-based care. Based on the discussions of the taskforce, ETSU Health must continue to explore and implement approaches to interdisciplinary work that break down historical barriers, building bridges that serve to expand collaboration outside of traditional health programs at the university. The strength of the education, research, and clinical experiences within ETSU Health serve to recruit and retain exceptional students, faculty, and staff to the university. Relationships with community partners including Ballad Health and the VA Mountain Home Medical Center should continue to grow stronger to provide further benefit to the Appalachian Highlands.

General Themes

Discussions held by the taskforce included wide-ranging topics on how best to create opportunities for ETSU Health, the university, and the community. Several themes emerged which provide insight into the importance of several areas for continued development.

Grow the university's relationship with Ballad Health and the VA Medical Center

Sustained success of ETSU Health is dependent on collaboration with community partners. The university and ETSU Health should continue to explore how to strengthen partnerships with Ballad Health and the VAMC. Mutual interest in improving the health and welfare of individuals in the region provides for collaboration through education, workforce development, research, and clinical service delivery.

Alignment of ETSU Health clinical enterprise

Continue the work of aligning clinical activities that span various colleges and physical locations to capture synergies aimed at improving patient care, promoting efficient use of resources, and encouraging active collaboration with community partners. Resources must be strategically dedicated to support the leadership structure and centralized function of ETSU Health. Extend the public's view of the ETSU Health brand by providing greater visibility in existing ETSU clinical sites and partner locations where ETSU Health providers are located.

Resources for educational, research, and clinical enterprises

Scarce resources dictate the need for specific strategies in developing new and growing existing programs. While the addition of select programs, for example dentistry, would round out the portfolio of available programs expected of many health science centers, those offerings may not be wise additions in light of current funding constraints and new competition from other institutions.

Build rural health services

Explore opportunities for growth of ETSU Health services in rural areas. There may be synergies that can be developed with existing partnerships in the community, the Center for Rural Health

Research, and other institutions serving the Appalachian Highlands. As an anchor in central Appalachia and the destination school for health professions education, there is a need to have additional rural clinics and services. ETSU Health should capitalize on its strengths, garnering a national reputation for being an authority on health care and rural America.

Enrollment

Enhancements specific to ETSU Health should be considered in ways that align with the university's mission to recruit and retain top students. The university should be a top destination for students considering a career in the health sciences.

Culture of psychological safety and wellness on campus

Promote wellbeing on campus through psychological safety. A trait of high performing teams and institutions, psychological safety engenders trust, confidence, resilience, and cooperation leading to higher levels of engagement and improved outcomes. By disseminating ETSU expertise in this space, to the campus and broader community, ETSU can position itself as a recognized leader.

General Education

Revisiting General Education can provide opportunities for establishing a curriculum designed to recruit and retain new students to the university, especially those who may be interested in an ETSU Health program. General Education reframed to focus on 21st century education can be more attractive to potential students and better equip them for future careers.

Build interdisciplinary bridges beyond historical boundaries of ETSU Health

Interprofessional education and research have been foundational components of ETSU Health's identity for many years. Bishop Hall on the VA Campus serves as a physical space dedicated to fostering interprofessional education and research in the health sciences. The next level of expansion should be to seek and identify new opportunities for interdisciplinary endeavors connecting health science programs with other disciplines on campus. Stronger integration with others such as computer science, biological science, sociology, psychology, counseling, education, and social work is necessary since much healthcare is not direct patient care.

Should be easier for students, employees, and patients to work with ETSU

Students', employees', and patients' experiences at the university should not be prejudiced by inefficient workflows, heavy bureaucracy, and poor customer service. Being a destination institution for students requires a culture and infrastructure that facilitates ease in navigating the university environment.

Big Ideas

The taskforce discussed several bold new initiatives grounded in the general themes outlined above.

Health Science Hub

The Innovation Park property provides a unique opportunity in conjunction with the City of Johnson City to envision the creation of a health science hub or campus that further extends the education, research, and clinical mission of ETSU Health. Adjacent to existing ETSU Health clinical facilities and Ballad Health's Johnson City Medical Center, the land is perfectly situated for possibilities such as a health campus, living-learning community, and publicly facing clinical facilities for ETSU Health.

Replicate Building 60 – Bishop Hall Idea

With the success of Bishop Hall as a model of collaboration among the colleges of medicine, nursing, pharmacy, public health, and clinical and rehabilitative health sciences, there should be consideration for additional partnerships that create physical spaces that can bridge across historical university boundaries to offer new opportunities in meeting the university mission. For example, create a childcare facility with a research component in a similar shared manner with participation from early childhood, pediatrics, social work, psychology, speech language pathology, and nursing. Partnership with other community entities, for example Ballad Health's childcare facility close to Johnson City Medical Center, could provide cooperative opportunities for this work.

Expand and develop existing clinical services

One strategy for ETSU Health to expand its clinical services should include deliberate, collaborative approaches for existing services to provide more comprehensive care to patients and clients. For example, there are opportunities to integrate substance use disorder services under a single umbrella. Building on the integration that currently exists in providing care for substance use disorders, there are possibilities for drawing on expertise and participation from additional collaborators including Early Childhood Education, Social Work, Psychology, Public Health, Nursing, Physical Therapy, Occupational Therapy, Speech Therapy, Nutrition, Exercise Science and Kinesiology, Criminal Justice, and College of Medicine Residency Programs.

Build new clinical service locations

A strategy for ETSU Health to expand its clinical offerings should include exploring the physical footprint of the clinical enterprise. New service locations provide the opportunity for expanded and more convenient options for patients. Additionally, ETSU Health's partnership with Ballad Health may allow for collaborative approaches to offer additional clinical service locations and options for patients.

New educational programs

ETSU Health must endeavor to find programs to add to its robust portfolio that meet the needs of students and the community. For example, as the need grows for community health workers and other "non-medical" employees in the health care environment, there are opportunities to

establish programs and certificates for students in partnership with health system partners. There are other programs, such as the idea from the previous Committee for 125 for creating a dental school, which would also be a tremendous addition to the collection of programs. However, care must be exercised in balancing the use of scarce resources and introducing programs in a competitive environment.

Recovery community for students

Build on the university's expertise in addiction science to create a recovery community for students. As the complex needs of students increase in this area, the university has the opportunity to have an embedded program to serve students with addiction leveraging ideas from a general theme introduced earlier on psychological safety and wellness.

Cluster Hires

Units across ETSU Health and the university should explore ways to recruit and retain faculty around specific problems to be solved, drawing on individuals from a range of fields and backgrounds. The new Research Corporation structure and ideas for growth in scholarship provide the perfect backdrop for this consideration.

Outcomes & Accomplishments by:

Year 1-3 (2024):

- Implement student friendly service initiatives
- New partnership relationships with Ballad Health
- Strengthen central structure of ETSU Health clinical enterprise
- Leverage resources in the Strong BRAIN Institute to structure framework for culture of psychological safety and wellness on campus
- Exploration of new programs

Year 5 (2026):

- Phase one build of health science hub/campus on Innovation Park land
- New General Education model
- Collaborative childcare research facility, Building 60 – Bishop Hall model
- New programs implemented
- Recovery community for students in place
- Cluster hire framework with return-on-investment outcomes in place

Year 10 (2031):

- Phase two build of health science hub/campus on Innovation Park land
- Further extension of clinical service locations into rural areas