



Strategic Plan 2023-2028

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At a Glance

Executive Summary

The Lebanese American University (LAU) Gilbert and Rose-Marie Chagoury School of Medicine (GRMCSOM) Strategic Plan (SP) 2023-2028 reaffirms the commitment of the institution to serve its community through education, discovery, and healthcare. The recent challenges that upended health professions education and practice worldwide necessitated imminent changes and created opportunities to rethink the philosophy of pedagogy, learning, and care delivery. Lebanon has been hit by more than one crisis lately, which aggravated further socio-economic segregation and inequitable access to healthcare and education. This hard reality has caused a substantial exodus of the healthcare workforce and magnified healthcare inequality in the post-pandemic era. LAU, its medical school and health centers undertook a series of initiatives to bridge the gap toward preserving accessible and equitable education and healthcare delivery. Building on our legacy of service and leadership, we formed taskforces, brainstormed, set objectives, identified priorities, re-allocated resources, and evaluated. This unmatched experience constituted the firm theoretical basis for the development of our future strategic directions.

In developing our SP, we engaged in an inclusive approach to prepare the school and medical centers for a transformational change to meet the evolving needs of the Lebanese health system. With our community (our patients, learners, and employees) at the center, we crafted our strategic priorities. We intend to provide a future-focused roadmap for education, research, and healthcare, and contribute a model for excellence through partnerships and community engagement.

We developed our second Integrated Strategic Plan in phases. Using an inclusive approach, we devised a plan for data collection to inform strategic initiatives. At this very first phase, we gathered information through surveys, interviews, and analysis of existing documents (achievements of the first SP, SWOC analysis, Board of Trustees guiding initiatives, LAU SP-IV). Our faculty, staff, learners, and alumni in addition to national and international education and healthcare experts provided their thoughts on the strategic priorities. Based on the results, we formed design teams to develop SP pillars, goals, and actions. In the next phase we obtained the opinion of our patient community through focus groups, and of other experts (Ministry of Public Health, Lebanese Order of Physicians, Non-Governmental Organizations dealing with patient care) through interviews, to refine our goals and action steps. In the last phase, the design teams formulated the implementation strategy with tracking mechanisms for key outcomes. Throughout the process, university leadership has been involved through discussions and feedback. This collaborative effort by passionate and dedicated stakeholders culminated in a comprehensive and dynamic SP that addresses economic and financial challenges, accounts for technological advances, and creates opportunities for discovery and creativity.

Mission

Our Core Purpose

Nurture our students to become compassionate, ethical physicians dedicated to the highest standards of patient care, the well-being of society, and the advancement of the field of medicine;

Provide innovative medical education, and foster professionalism, global health awareness, research and scholarly pursuit.

Vision

We Aspire -

To become a leading institution in medical education through advancement of pedagogical innovation and cutting-edge simulation technology, and to be a hub for local and regional leadership in the field.

To develop academic and clinical centers of excellence dedicated to the highest standards of patient care, clinical training and research, in collaboration with affiliated teaching hospitals and regional and international partnering medical institutions.



Strategic Pillars

01

Thrive and Serve

Foster a culture that enables our people to thrive - develop programs to serve the community at large.

02

Discover and Influence Policies

Create and build new pathways that enable innovation and discovery with a focus on improving health and informing standards of practice and policies.

03

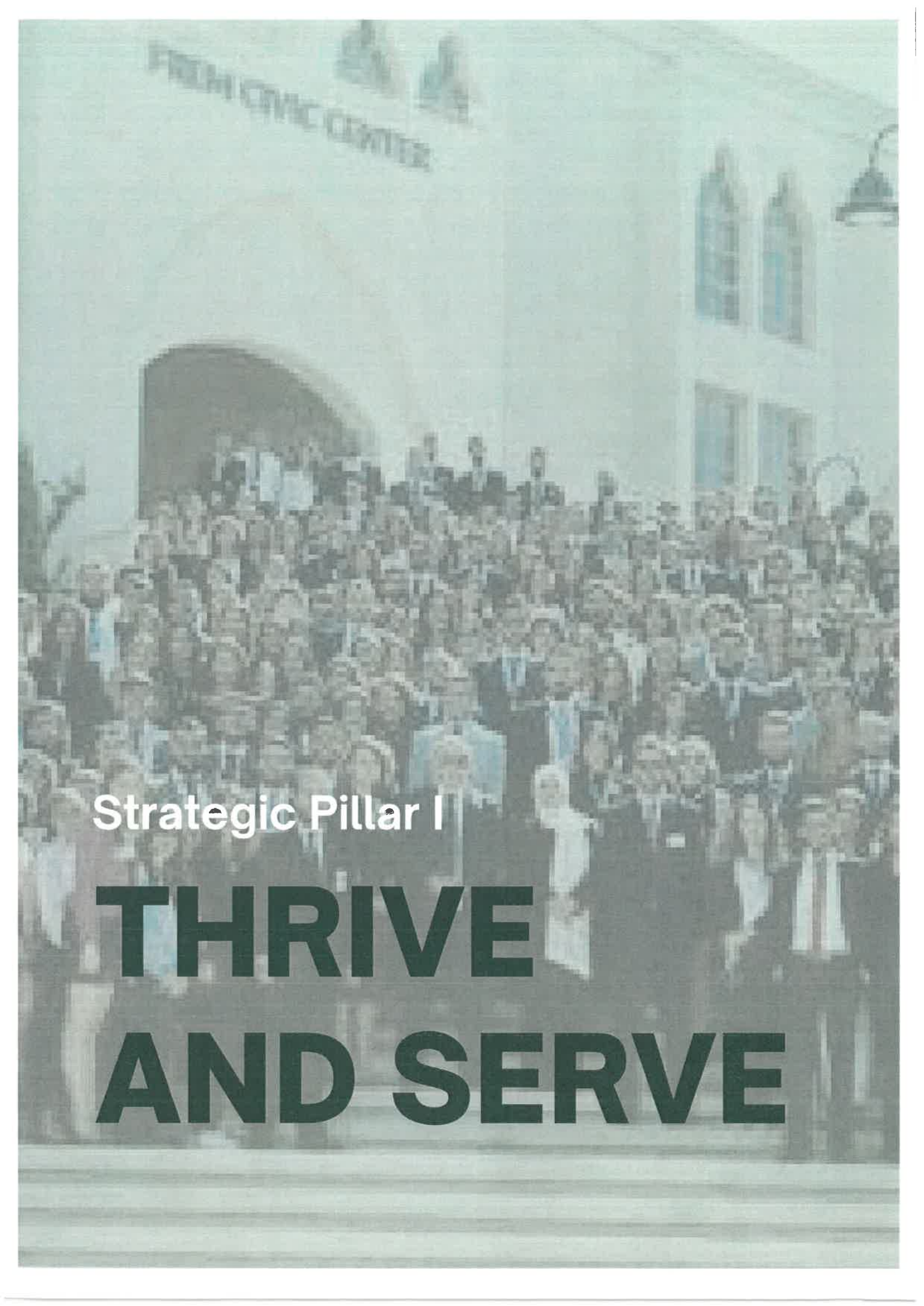
Promote Inspiring and Creative Education

Build a community of lifelong learners who is prepared to meet the ever-changing healthcare needs, embrace creative thinking, and welcome digital transformation through the offering of a breadth of open and competitive education, research, and clinical experiences.

04

Heal with Impact and Compassion

Position our healthcare system as a leading model that survives the uncertain economic landscape facing the country, and offers outstanding care with highest professional standards, compassion, and forward-looking and technology-enabled approach.

A large crowd of people is gathered in front of the Fresno Civic Center. The building is a light-colored, multi-story structure with arched windows and a prominent arched entrance. The crowd is dense and fills the foreground and middle ground. The text "FRESNO CIVIC CENTER" is visible on the upper left side of the building.

FRESNO CIVIC CENTER

Strategic Pillar I

THRIVE AND SERVE

Thrive and Serve



Foster a culture that enables our people to thrive - develop programs to serve the community at large.

We are committed to build, grow, and support a diverse community of talented learners and employees who find meaning, satisfaction, and opportunities with us. We will also reach out to a large community of healthy and diseased subjects to ensure equitable access to health information, support, and care.

Goal TS1

PRIORITIZE a strategic and proactive recruitment and retention approach of a diverse and talented body of learners, faculty and staff in alignment with the school's mission

Action 1: Recruit diverse and talented learners

Action 2: Recruit diverse and talented faculty

Action 3: Recruit diverse and talented staff

Action 4: Develop faculty and staff retention plans

Goal TS2

FOSTER a culture of equity, collegiality and stakeholder engagement where all people feel valued and thrive

Action 1: Promote activities across the SOM community

Action 2: Promote alumni involvement

Action 3: Recognize and reward outstanding performances and contributions

Goal TS3

IMPLEMENT innovative programs to support career development and advancement and to enhance wellbeing

Action 1: Develop structured career guidance & mentorship programs

Action 2: Promote new and innovative development programs

Action 3: Advocate for learner, faculty and staff-centered wellness programs

Goal TS4

CREATE the institutional structure at LAU to improve the health of the community

Action 1: Establish the Community Health Initiative - LAU (CHI-LAU)

Action 2: Build a flagship primary care CHI-L program

Action 3: Create CHI-L programs that focus on the identified community needs and promote health communication with the community

Goal TS5

ENHANCE learner development focusing on community health and wellness

Action 1: Equip learner with the skill set necessary to meet societal needs (access to care, stewardship of resources, population health needs)

Action 2: Involve healthcare learners in community healthcare events

Action 3: Encourage joining postgraduate programs related to general healthcare: ER, FM, Geriatrics, Peds

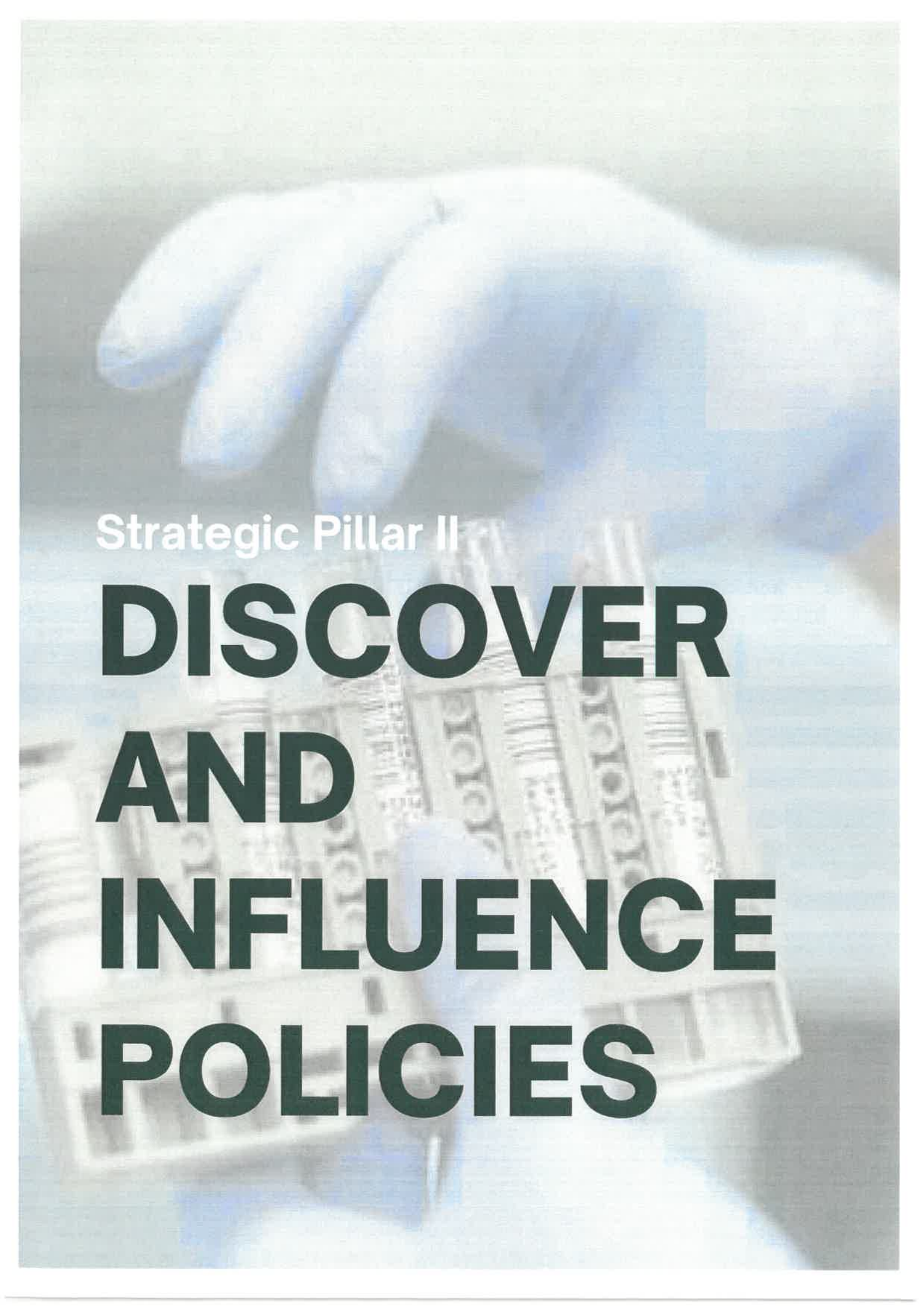
Goal TS6

MAKE LAU a hub for social medicine and global health to lead efforts to reduce health disparities and aim for equitable access to care

Action 1: Develop partnerships with international healthcare organizations and local organizations

Action 2: Create a Social Medicine & Global Health Program

Action 3: Host national and international conferences focusing on social medicine and global health

A close-up, slightly blurred photograph of a hand holding a multi-well plate. The plate contains several test tubes, some of which have labels. The background is a soft, out-of-focus blue and white. The overall tone is professional and scientific.

Strategic Pillar II

DISCOVER AND INFLUENCE POLICIES

Discover and Influence Policies



Create and build new pathways that enable innovation and discovery with a focus on improving health and informing standards of practice and policies.

We strongly believe in the need to bridge the gap between research findings and policies. We are devoted to facilitating collaborative research that is driven by local and global population health needs and that yields meaningful results for our community and the health science.

Goal DIP1

CREATE a research community through building a robust infrastructure encompassing human power, resources, and training/teaching programs in a multidisciplinary interaction

Action 1: Establish a research unit that will handle research policies implementation, guidance and support for grant submissions to researchers, awards and proposals, etc.

Action 2: Recruit and retain research faculty and staff such as research assistants to serve the research unit as well as the various departmental needs

Action 3: Promote the research experience within the context of the medical studies

Goal DIP2

FOSTER collaborative research and partnerships. Develop national and international collaboration with major partners to enhance our visibility as a research center

Action 1: Enhance multidisciplinary research and collaborations across all LAU schools and create collaborations within the School of Medicine that align discovery science and translational and clinical research for comprehensive bench-to-bedside portfolios

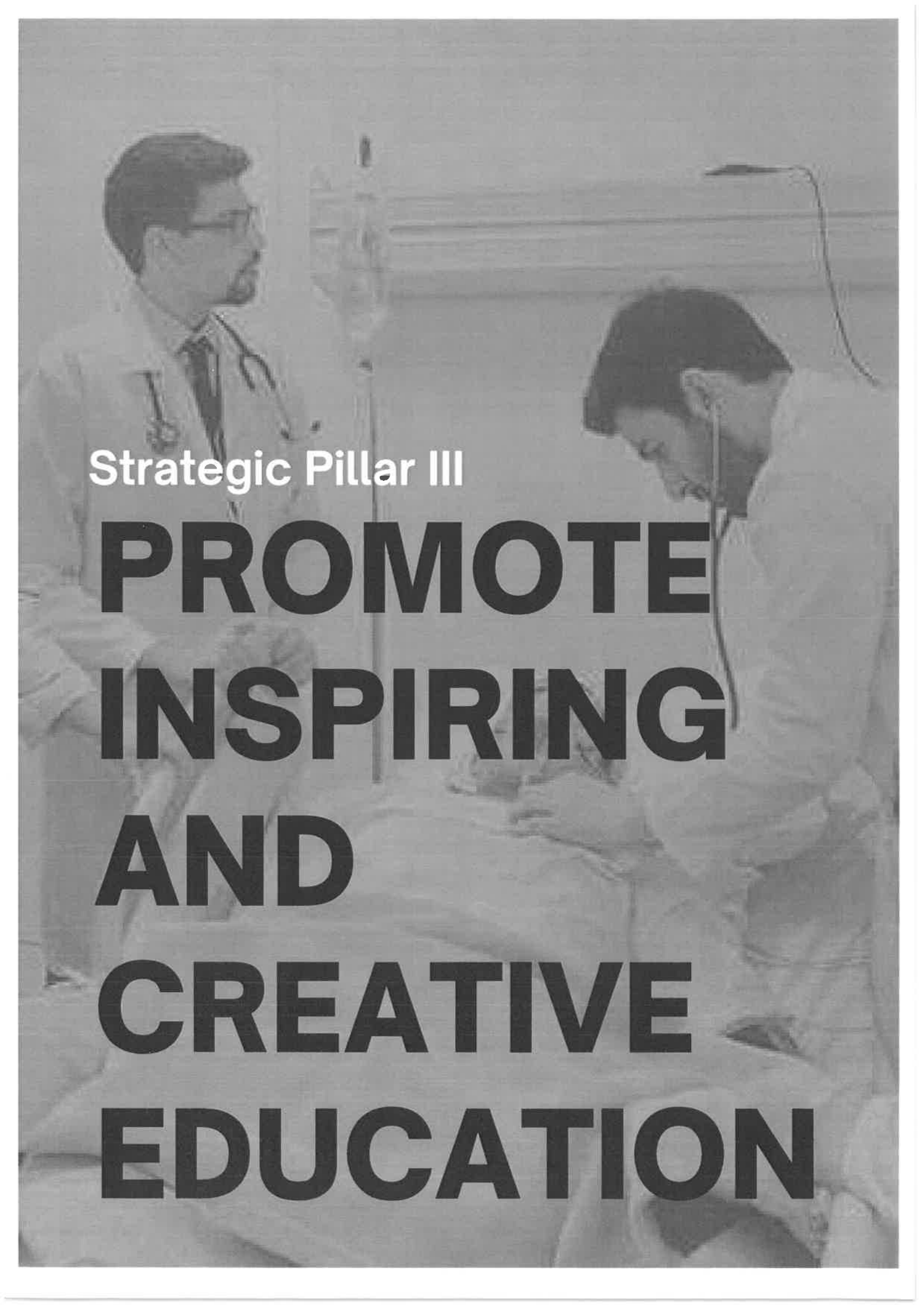
Action 2: Establish research collaborations with national and international institutions to promote and facilitate international research endeavors

Goal DIP3

TRANSLATE research into applicable practices and policies. Implement standards of practice and guidelines to improve healthcare

Action 1: Establish nationwide research projects





Strategic Pillar III

**PROMOTE
INSPIRING
AND
CREATIVE
EDUCATION**

Promote Inspiring and Creative Education



Build a community of lifelong learners who is prepared to meet the ever-changing healthcare needs, embrace creative thinking, and welcome digital transformation through the offering of a breadth of open and competitive education, research, and clinical experiences.

With the ever-changing healthcare environment and evolving technological advances, the landscape of health professions education has become very tumultuous. We commit to preparing tomorrow's doctors for the future of the profession and to meet population's expectations.

Goal PICE1

TEACH the future of medicine now

- Action 1:** Enrich the learner's experience with an engaging education and shared decision
- Action 2:** Define, identify, and embrace innovative pedagogies
- Action 3:** Develop and uplift clinical reasoning
- Action 4:** Upskill learners in leadership and social accountability
- Action 5:** Maintain current accreditations (LAUSOM, CSC,...) and seek new accreditations for different residency programs

Our Educational Program: Nurturing Tomorrow's Doctors

Goal PICE2

ACHEIVE excellence through
assessment and continual
evaluation

Action 1:

Identify and recruit the most suitable
applicants to the MD and graduate
programs in line with the SOM
mission and programs' outcomes

Action 2:

Promote the culture of criterion-
referenced standards at all levels

Action 3:

Revise the assessment battery and
expand its use to improve learners'
performance and to enhance
programs' efficacy

Action 4:

Revise the decision process to
include the competency-based
framework as initial step in learners'
promotion/ graduation

Goal PICE3

FOSTER collaborative education
across health professions for
better patient outcome

Action 1:

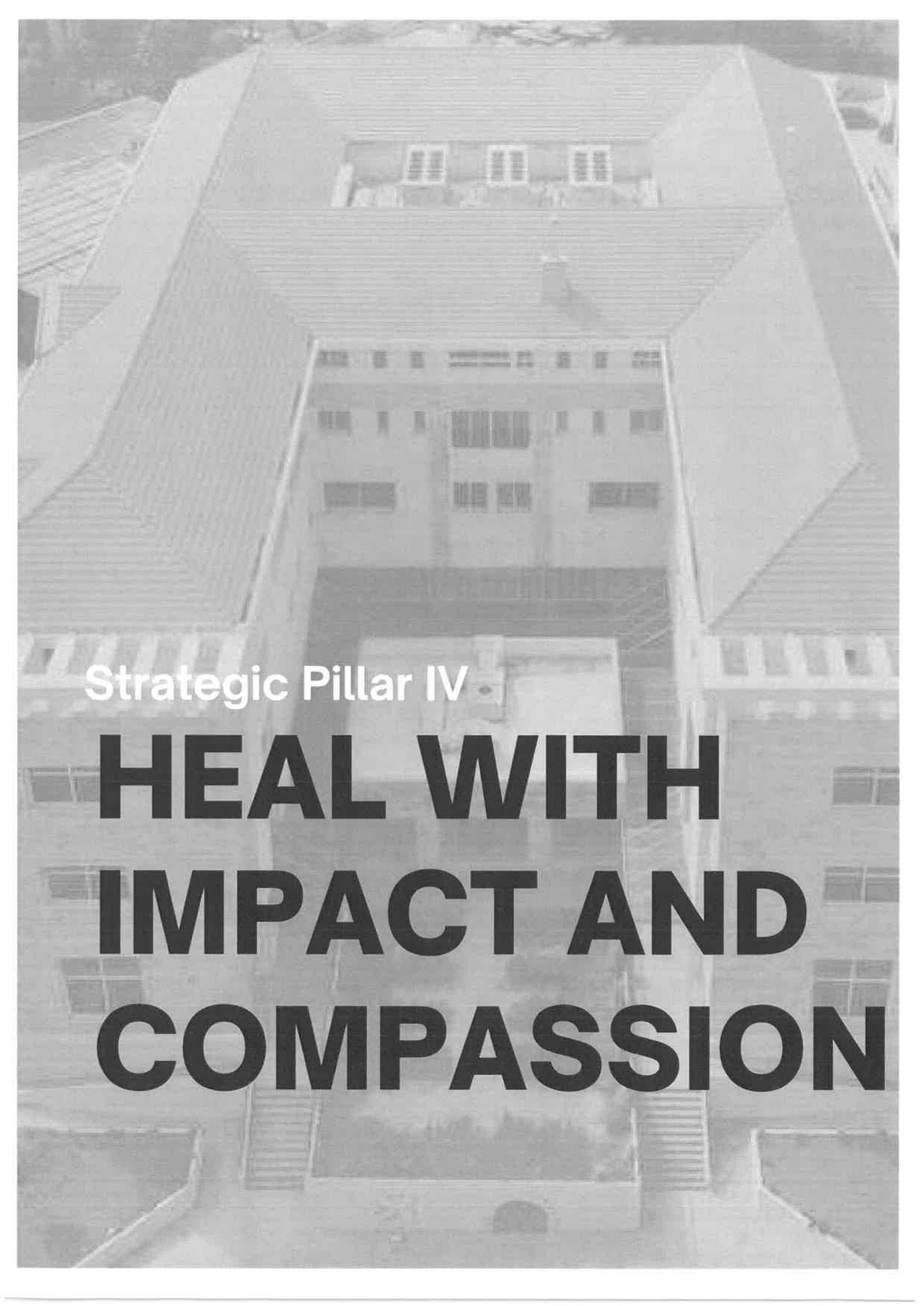
Reformulate school educational and
clinical practices around IPE and
collaborative healthcare

Action 2:

Create IPE development
opportunities through continuing
education and training of faculty
involved in the teaching and
supervision of IPE activities

Action 3:

Promote innovative IPE practices in
learning and teaching systems,
patient-care and research

An aerial, black and white photograph of a large, multi-story building with a central courtyard. The building has a symmetrical design with a central section and two side wings. The courtyard is visible in the center, and the building's facade is covered in windows. The text "Strategic Pillar IV" is overlaid on the left side of the image.

Strategic Pillar IV

HEAL WITH IMPACT AND COMPASSION

Heal with Impact and Compassion



Position our healthcare system as a leading model that survives the uncertain economic landscape facing the country, and offers outstanding care with highest professional standards, compassion, and forward-looking and technology-enabled approach.

We are dedicated to serving a wide and diverse population of healthy and diseased subjects through education and healthcare. We aim to impact health outcomes by fully assuming our role as an integrated academic health system

Goal HIC1

DELIVER outstanding patient care

- Action 1:** Enhance the culture of quality and patient safety in healthcare delivery in accordance with local (MPOH) and international (JCI) standards
- Action 2:** Implement evidence-based practice through establishing guidelines and pathways to guide clinical care delivery for best outcomes and enhanced patient experience
- Action 3:** Complete the delayed projects from the previous strategic plan at LAUMC-RH and plan for the expansion of LAUMC-SJH in the new building
- Action 4:** Establish high-end centers of excellence
- Action 5:** Invest in cutting-edge technology for patient care

Goal HIC2

FOSTER a culture of professionalism and humanism

Action 1: Provide, within the institution, an environment that is professional, collegial, delivering the best patient care, and supportive for all

Action 2: Provide proper education for the patients and community at large

Action 3: Work with community to identify plans, projects, and initiatives to mitigate health disparities in the community

Goal HIC3

DEVELOP a sustainable integrated healthcare system

Action 1: Centralize essential services and resources

Action 2: Enhance healthcare delivery and efficiency through collaborative practice

Action 3: Collaborate with LAU schools to enhance operations within the healthcare system

Action 4: Secure and maintain financial and operational sustainability for the medical centers and the SOM

Action 5: Set a model of environment friendly healthcare system

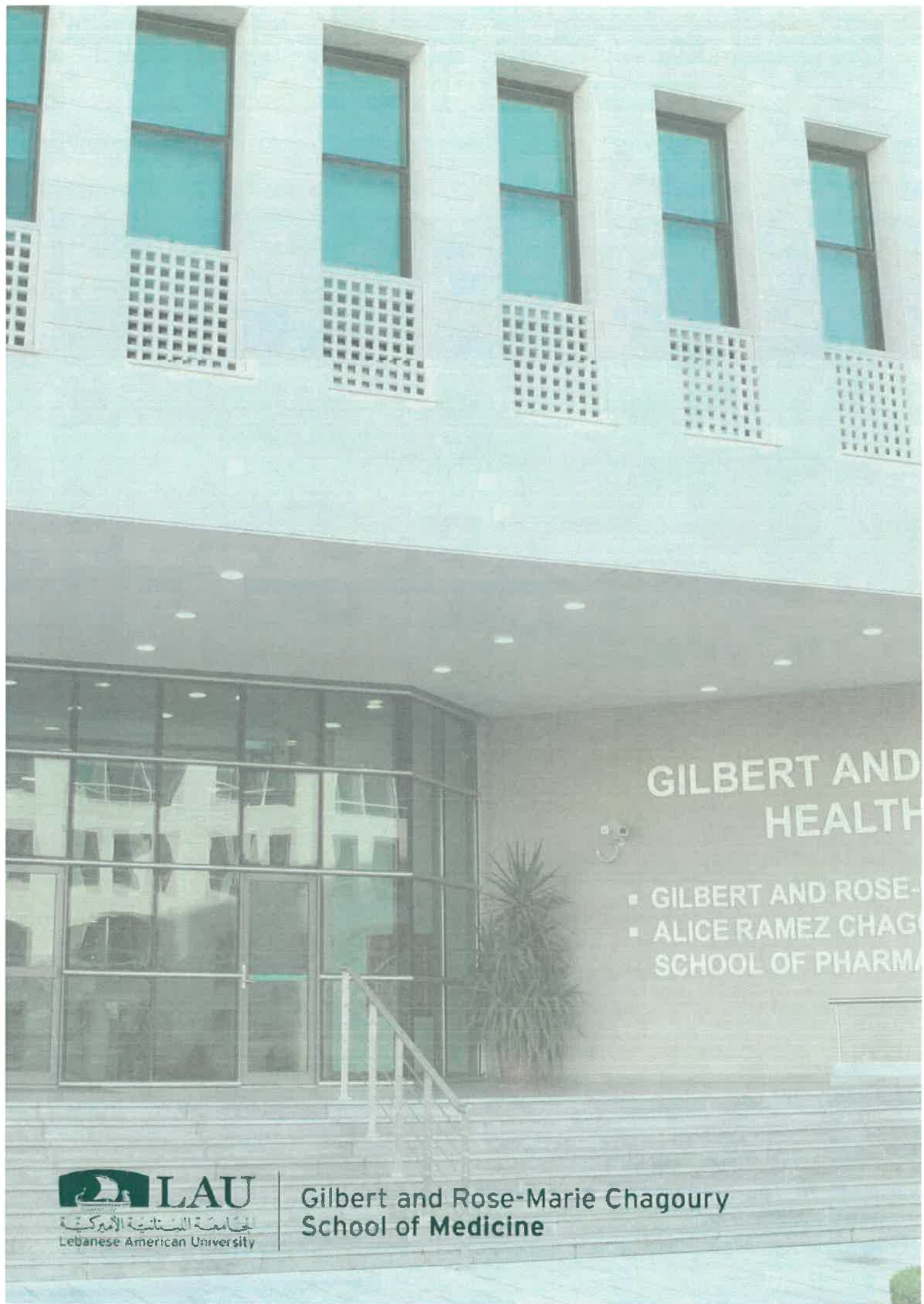
Goal HIC4

UPHOLD leadership as an academic health system

Action 1: Position LAU Health as an influencing national healthcare system

Action 2: Develop a telehealth program for an enhanced access to care locally and regionally as the need arises, to allow patients to consult specialist physicians to increase referrals and develop medical tourism

Action 3: Export expertise locally and beyond borders



GILBERT AND
HEALTH

- GILBERT AND ROSE-
- ALICE RAMEZ CHAGOURY
- SCHOOL OF PHARMACY