



Health STRATEGIC PLAN

2025-2028



A member of Marshall Health Network

INTRODUCTION

As the faculty practice plan for the Marshall University Joan C. Edwards School of Medicine and Marshall Health Network (MHN), Marshall Health unites more than 1,100 physicians and advanced practice professionals.

Looking ahead, Marshall Health prepares to take a more holistic approach to health and wellbeing over the next three years—better aligning how we deliver health care, train future health care professionals and engage with communities across West Virginia and the greater Appalachian region. This strategic plan outlines the vision, goals and initiatives for Marshall Health, as an integrated group practice (IGP). It prioritizes the pillars of the School of Medicine—*Education & Training, Research & Innovation, Clinical Care & Wellness and Community Engagement*—guiding future growth in four key areas: accessibility, workforce, integration and innovation.

Marshall Health's Strategic Plan for fiscal years 2025-2028 offers guiding principles for our path forward as an IGP. It fosters coordinated efforts among providers, ensures sustainability, provides clear direction for our priorities and guides our business decisions while complementing the strategic goals of MHN and the School of Medicine.

By anticipating future challenges and opportunities, the Marshall Health Strategic Plan helps the practice remain competitive, improve patient outcomes and maintain a high standard of care.

Guided by the four pillars and centers of wellness, Marshall Health engaged in a series of town hall meetings, department chair presentations, comprehensive department annual reports, Marshall Health Network (MHN) system surveys for strategic planning, one-on-one meetings and small group physician forums. The strategic aims and outcomes of this plan reflect the recurring themes that emerged through those efforts.

Marshall Health aims to collectively advance the missions and visions of MHN, and the School of Medicine as well as the Centers of Wellness as outlined in this document.

OUR MISSION

As a member of Marshall Health Network, Marshall Health is committed to building a healthier tomorrow across southern West Virginia and beyond by ***Advancing Health, Inspiring Hope and Serving You.***

OUR VISION

Be the academic health system that delivers access, excellence and compassionate care at every stage of life.



CENTERS OF WELLNESS

ADDICTION & BEHAVIORAL HEALTH

We educate and innovate to improve care for substance use disorder, collaborating with communities and advancing clinical services.

GERONTOLOGY & HEALTHY AGING

We enhance healthy aging through innovative research and care programs, improving quality of life for older adults. We collaborate with communities to support geriatric care and promote longevity and well-being, emphasizing specialized care for aging patients and caregivers.

OBESITY & DIABETES

We address chronic health challenges related to obesity, including diabetes, by implementing preventive strategies, providing specialized care and wraparound services to reduce the impact of these conditions.

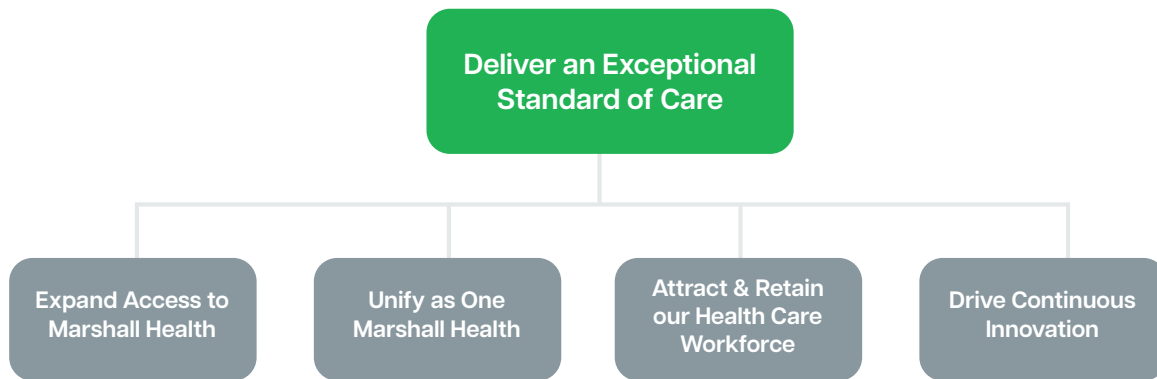
RURAL HEALTH & PRIMARY CARE

We expand access to primary care in rural areas, leveraging community partnerships and innovative care models to meet the unique health care needs of underserved populations. We promote equitable health care delivery to ensure better outcomes across rural communities.



STRATEGIC AIMS

This plan outlines four strategic aims under the overarching goal of delivering an exceptional standard of care to all we serve. Each aim supports the goal and is essential for the long-term success and sustainability of Marshall Health.



EXPAND ACCESS TO MARSHALL HEALTH

Marshall Health is dedicated to making quality health care accessible to every patient at every stage of life. Our goal is to address health care disparities and enhance the overall health of the community.

OUTCOME: EXPAND CLINICAL FOOTPRINT ACROSS OUR 40-COUNTY SERVICE REGION

Strategies:

- A.** Growth of Primary Care Services
 - 1. Expand and strengthen our primary care network throughout MHN's service area.
 - 2. Collaborate with other health care organizations (e.g. federally-qualified and rural health centers) to expand services.
- B.** Community-Focused Care and Social Determinants of Health
 - 1. Extend physician services to underserved communities (e.g. mobile clinics, telehealth, etc.).
 - 2. Partner with MHN's population health team to drive improvements in key areas (e.g. Medicare Annual Wellness Visits, colorectal cancer screenings, diabetic eye exams, etc.).
 - 3. Identify and coordinate various programs across Marshall Health to better leverage resources and reach.
- C.** Focused Specialty Care
 - 1. Introduce specialized services in existing clinics, new satellite offices or through partnerships across Marshall Health Network and with other health care organizations.
 - 2. Expand our mental health ecosystem, working to improve mental health outcomes for patients in both the outpatient and inpatient settings.
 - 3. Support employee and workforce wellness for businesses throughout our service region through robust occupational medicine and toxicology services.
 - 4. Refine our approach to specialty care and to introduce new services to patients in our region.

OUTCOME: ENHANCED PROCESSES AND DIGITAL STRATEGIES

Strategies:

- A. Appointment Availability**
 - 1. Enhance scheduling processes through centralized scheduling across our ambulatory clinics to implement patient-driven access to scheduling and ensure timely access.
 - 2. Optimize appointment slots and reduce wait times.
- B. Telehealth Expansion**
 - 1. Implement and promote telehealth services (e.g. Tele-NOW Care) to reach patients in remote or underserved areas using a single source platform.
 - 2. Connect patients with virtual consultations, follow-ups and transitional care management.
 - 3. Work to increase access to technology, provide training for both health care providers and patients and advocate for reliable internet infrastructure.
- C. Artificial Intelligence (AI) & Machine Learning**
 - 1. Utilize predictive analytics to help health care teams deliver more personalized medicine, by anticipating patient needs and managing health outcomes more efficiently.
 - 2. Incorporate the use of wearable devices, remote monitoring tools and other technologies, enabling real-time monitoring of chronic conditions and post-surgical care from home.
 - 3. Identify additional opportunities to leverage AI to enhance diagnostic accuracy and disease detection (e.g. predictive modeling).
- D. Data Analytics for Decision-Making and Performance Measurement**
 - 1. Implement a “digital first strategy” by prioritizing digital channels for communication and engagement, integrating digital tools into operations and leveraging data analytics to enhance decision-making and user experience.
 - 2. Continued implementation of advanced data analytics and dashboard tools to track patient outcomes and operational efficiencies.

UNIFY AS ONE MARSHALL HEALTH

Marshall Health will continue advancing the vision of one premier academic health system with a unified, integrated group practice. By embracing a cohesive approach to care and enhancing efficiencies within Marshall Health, we will be better positioned to deliver seamless care to our patients and fully realize the value that comes from a unified system. Together, We Are...Marshall Health.

OUTCOME: INTEGRATED PHYSICIAN SERVICES

Strategies:

- A. Service Line Integration**
 - 1. Implement a dyad leadership model through chairs and chiefs to promote integration of physician services.
 - 2. Build a multidisciplinary team by integrating diverse expertise, promoting collaboration across specialties and enhancing patient care outcomes.
 - 3. Identify and promote service line Centers of Excellence around strategic disciplines (e.g. cardiology, oncology, orthopaedics, pediatrics and women's health).
 - 4. Identify and maintain opportunities for various practice styles within Marshall Health.
- B. Streamlined Patient Handoffs and Referrals**
 - 1. Establish a streamlined referral process across Marshall Health, ensuring timely and efficient patient transitions between primary care and specialty services.
 - 2. Create a centralized referral management system integrated within the EHR.
 - 3. Standardize referral protocols and communication channels among departments.

OUTCOME: IMPROVED OPERATIONAL EFFICIENCIES

Strategies:

- A. Workforce Integration
 1. Optimize administrative structure and roles for various functions and positions.
 2. Cultivate a collective workplace culture of inclusion.
- B. Financial Sustainability
 1. Match mission to funding source (e.g. academics, research, clinical care).
 2. Identify diversified funding strategic to support all areas of our mission.
 3. Advocate and optimize payor relationships
 4. Apply a value-based analysis to implement cost containment measures across Marshall Health.
 5. Establish long-term investment priorities and financial projections for Marshall Health.
- C. Policies and Processes
 1. Define and differentiate applicable ambulatory policies.
 2. Support programmatic integration that streamlines business functions (e.g. recruitment, business development efforts, call center, telehealth, population health, etc.).
 3. Evaluate and refine space utilization across Marshall Health.

OUTCOME: UNIFIED BRAND PRESENCE

Strategies:

- A. Brand Identity
 1. Develop a consistent visual identity, including logos, color schemes, and typography, that reflects the Marshall Health brand and its role within MHN.
 2. Ensure that all team members have easy access to centralized repository of brand templates, guidelines and resources.
- B. Cohesive Messaging and Marketing
 1. Create clear and consistent messaging that highlights the benefits of the Marshall Health and its alignment with the academic health system.
 2. Establish a cohesive online strategy (i.e. websites, social media) that reflects the integrated brand.
 3. Implement a content strategy that showcases the expertise, achievements and patient stories of Marshall Health and its connection to MHN.
 4. Update signage throughout the ambulatory footprint to reflect MHN brand standards.

Patient Experience

- C.
 1. Ensure that all patient interactions consistently enhance a reputation for high quality services and patient-centered care.
 2. Leverage data provided through various feedback mechanisms to make continuous improvements, reinforcing Marshall Health's commitment to quality care.
 3. Measure consistently across the IGP through a common survey.

OUTCOME: UNIFIED DATA SYSTEMS

Strategies:

- A. Unified Electronic Health Record (EHR) Experience (Project Unify)
 1. Create a seamless EHR and patient portal experience for both patients and providers.
 2. Streamline access to medical records among care teams and patients.
 3. Improve provider-to-provider communication.
- B. Standardized data gathering for decision-making and performance measurement.
- C. Coordinate IT support to enhance user experience.

ATTRACT & RETAIN OUR HEALTH CARE WORKFORCE

As a service-based organization, our people are our greatest asset. In the years ahead, we will implement new ways to support Marshall Health team members in building lasting and rewarding careers within our academic health system while building a skilled workforce adaptable to the ever-changing health care environment.

OUTCOME: STRATEGIC PROVIDER RECRUITMENT

Strategies:

A. Consolidated Team Recruitment Processes

1. Streamline recruitment efforts by addressing critical talent needs, improving hiring processes and targeting high-demand specialties.
2. Enhance diversity in recruitment by actively seeking and valuing candidates from a wide range of backgrounds, experiences and perspectives.
3. Execute strategic recruiting for positions aligned with accreditation standards, ensuring educational excellence and supporting resident development.
4. Leverage opportunities among our alumni base and resident physician pipeline to continue growth in key areas.
5. Streamline the physician onboarding process.

OUTCOME: TALENT STEWARDSHIP

Strategies:

A. Competitive Compensation and Benefits

1. Coordinate compensation strategies/models across Marshall Health.
2. Regularly review compensation to stay current with industry standards.
3. Evaluate and select appropriate benefit plans for Marshall Health.

B. Professional Pathways

1. Encourage faculty advancement opportunities through the School of Medicine.
2. Implement talent management solutions by investing in the career mobility of our people, offering continuous development opportunities and fostering a supportive work environment.
3. Promote the benefits of mentorship at all levels.
4. Engage in current leadership and continuing education programs offered by MHN.

OUTCOME: ADDRESS FUTURE WORKFORCE NEEDS OF MARSHALL HEALTH

Strategies:

A. Enhanced Continuing Education & Training Opportunities

1. Deploy a standardized platform for continuing education (e.g. CME) for all professionals across the academic health system.
2. Use simulation labs to provide hands-on learning experiences across all levels.
3. Create interdisciplinary teams to enhance learning and collaboration.

B. Encourage a Healthy Workforce

1. Streamline wellness initiatives to benefit all employees.
2. Deploy a standardized platform for occupational medicine across the academic health system.

C. Expand Residencies and Fellowships

1. Expand residency and fellowship programs (e.g. anesthesiology, urology, etc.).
2. Obtain necessary funding to support program growth (e.g. developmental-behavioral pediatrics).
3. Continue to develop residencies with an emphasis on rural health.
4. Grow opportunities for other health care professionals through advanced training programs (e.g. nurse practitioner, neuropsychology, pharmacy and administrative fellowships).

DRIVE CONTINUOUS INNOVATION

We seek to drive continuous innovation by integrating research, education and clinical practice. This collaboration allows us to explore new treatments, refine care delivery and adopt technologies. For our patients, innovation leads to better outcomes, improved safety and access to the latest therapies.

OUTCOME: ESTABLISHED COLLABORATIONS THAT FACILITATE MEANINGFUL INNOVATIONS

Strategies:

- A. Promote interdisciplinary research initiatives among all departments and institutions.
- B. Increase provider engagement with Intermed Labs to drive med-tech innovations focused on improving patient care (i.e. submitted ideas, spinout companies, etc.).
- C. Partner with MHN on growing collaborations with organizations such as LG Nova and Primefocus in order to deliver tailored health care solutions that address critical regional health needs.

OUTCOME: STRENGTHENED ENVIRONMENT FOR CLINICAL AND TRANSLATIONAL RESEARCH

Strategies:

- A. Foster the development of more bench-to-bedside research among the School of Medicine's basic science and clinical faculty.
- B. Recruit physician-scientists skilled in clinical trials.
- C. Identify incentives for physicians to engage in clinical trials (e.g. protected time, effort, resources, etc.).
- D. Establish working teams within focused areas of research to drive collaboration and innovation.
- E. Enhance coordination and principal investigator (PI) resources through the Marshall Clinical Research Center.

IMPLEMENTATION

This strategic plan outlines high-level administrative measures that set the overall direction and priorities for Marshall Health as an integrated group practice. These measures include defining key outcomes as well as allocating resources and establishing timelines.

The specific details and execution strategies are delegated to individual departments, allowing them to tailor their approaches based on their unique functions and expertise. This decentralized approach ensures that each department can innovate and adapt the plan to its specific needs, fostering a more agile and responsive organization.

EVALUATION & MONITORING

IGP leadership will provide a comprehensive annual review of progress toward the strategic plan's goals to the Marshall Health Board of Directors and department chairs. The leadership team will assess and compile data on the implementation of strategic initiatives, focusing on measurable outcomes and alignment with organizational goals. Departments will participate in the annual evaluation process by presenting their achievements in their annual report to the dean and through "The More You Know" presentations to the academic medical center committee.

The annual review of progress report will highlight successes, identify challenges and outline any necessary adjustments to ensure continued progress. Board members and chairs will have the opportunity to provide feedback, ask questions and request more information to enable informed decision-making and foster accountability throughout the organization.