

Strengths, Weaknesses, Opportunities, and Threats Analysis	
Strengths	Case Western Reserve University School of Medicine
What are our competitive advantages?	<ul style="list-style-type: none"> • Internationally recognized institution located in the heart of a vibrant community. • Numerous existing ties to the community that can be leveraged for future endeavors
What are our core competencies	<ul style="list-style-type: none"> • Community-based participatory research • Health disparities
Where are we making the most impact?	<ul style="list-style-type: none"> • Although much of the work has been “behind the scenes,” faculty and staff have worked to build relationships in the Northeast Ohio community have developed ground-breaking collaborations designed to improve the health of the community. One example is the innovative partnership with the Cuyahoga County Board of Health. This alliance has included work by faculty and staff on the Health Improvement Partnership-Cuyahoga (HIP-C); a faculty member embedded at CCBH; and the potential for new collaborative grants.
What are we doing well?	<ul style="list-style-type: none"> • Community initiatives within SOM. <ul style="list-style-type: none"> ◦ Weatherhead Institute for Family Medicine & Community Health ◦ Center for Reducing Health Disparities ◦ Prevention Research Center for Healthy Neighborhoods ◦ Urban Health Initiative ◦ Swetland Center for Environmental Health ◦ Practice-Based Research Network (PBRN) ◦ Early Childhood Obesity Program ◦ PHAB: Promoting Health Across Boundaries ◦ The Infectious Diseases Alliance work with youth in Glenville ◦ Center for Science, Health and Society • Faculty participation in community organizations, initiatives & on boards. <ul style="list-style-type: none"> ◦ Invest in Children ◦ Healthy Homes Advisory Council ◦ Health Improvement Partnership-Cuyahoga (HIP-C) ◦ Local Foundations ◦ Cleveland Museum of Natural History: Health Advisory Board

- Greater Cleveland Hospital Association
- Cuyahoga County Board of Health
- Cleveland Department of Public Health
- Shaker Heights Health Department
- Cuyahoga County Public Health Collaborative

- **Community involvement of students.**

- Student-run free clinic
- House Calls Program
- AHEC (Urban Area Health Education Center)
- Preventive Medicine Residency
- Block One – Population Health
- Josiah Macy Grant for Interprofessional Learning
- MPH Program

- **Educational initiatives**

- John Hay Medical Pipeline Program
- Summer program for underprivileged students
- Horizons Program
- Peer Educator Program through the ID Alliance
- Ohio Evidence-Based Public Health Course (PRC & RAPHI collaboration)

- **Public Health**

- MPH Program (with nine dual degrees)
- Ohio Research Association for Public Health Improvement (RAPHI)

- **Community Partnerships**

- Collaboration with county and city health departments and programs including
 - -- HIP-C (Cuyahoga County Board of Health)
 - -- Healthy Cleveland (Cleveland Dept. of Public Health)
 - -- Health Alliance (County Executive Office)
- Mayor's Initiative for lead testing in children & a preschool for lead-poisoned children
- Collaboration with Better Health, Greater Cleveland
- Healthy Eating & Active Living with Saint Luke's Foundation
- Ohio Health Data Symposium

- **Community and Statewide Research Initiatives**

- CTSC Community Engagement Core since 2007
- Moving out into the community at UH facilities: Bedford, Otis Moss, Ahuja
- SNPSA: Safety Net Providers Strategic Alliance

	<ul style="list-style-type: none"> ○ Cuyahoga County Board of Health ○ Recent \$5.8 million, seven-year grant to study the health impact of green renovations in urban apartment houses. SOM/Cleveland is the third site joining San Francisco and New York City. ○ March of Dimes Prematurity Research Center-Ohio Collaborative, \$10 million grant to prevent premature births. <ul style="list-style-type: none"> • Other CWRU Programs <ul style="list-style-type: none"> ○ Social Justice Institute ○ School of Dental Medicine(re: sealant program)School of Nursing (re: CMSD) ○ MSASS (re:poverty center) ○ Shale Gas Center (Engineering School) ○ Engineers Without Borders (Cleveland project?) ○ Schubert Center ○ Infectious Diseases Alliance and the Infectious Diseases and immunology Institute ○ Bioethics ○ Law-Medicine Center ○ Medical Anthropology ○ Medical Sociology ○ Health Administration (Weatherhead School of Management)
Weaknesses	
What areas are we avoiding?	<ul style="list-style-type: none"> • Economic Development: SOM needs to be at the table for economic development opportunities in Cleveland, such as TEAM NEO. The message should be: <i>Health has everything to do with economic development and provides a healthy workforce as well as a healthy pool from which to hire.</i>
Where do we lack resources?	<ul style="list-style-type: none"> • Lack resources to start courses that need to be offered for programs, as well as to start new innovative courses, such as environmental health policy. • Lack resources to fully assess the health of people in Cleveland at the neighborhood level. • Need a long-term commitment of resources so our community partners know they can count on us to educate the future health care and public health workforce; to assess community health and build a data infrastructure; and to collaborate on programs that create a healthier community.
What are we doing poorly?	<ul style="list-style-type: none"> • Lack strong advocacy and policy positioning. • Not “sharing our story” within SOM and surrounding community.

	<ul style="list-style-type: none"> • SOM community involvement is fractionalized and lacks coordination. • Some community programs are unknown or lack identity, such as the partnership with the Museum of Natural History. • Lack of understanding by general public and even faculty on the differences of public health and medical care – and how better collaboration between the two would benefit health.
Where are we losing reputation?	<ul style="list-style-type: none"> • Need to continue to grow and improve national presence and reputation as a leader in medical education, advocacy, research, and community benefit.
What needs improvement?	<ul style="list-style-type: none"> • Need unified database of community involvement of SOM programs and faculty, including boards, organizations and initiatives. • Need to develop a coordinated, systematic approach to service learning among the professional schools that leads to innovative programs with measurable outcomes. (Examples of those under consideration or just getting underway: Using students for Health Alliance health coaching for smoking cessation or small group weight loss; CMSD program with students and a sixth grade class; putting a practice epidemiologist into an FQHC (federally qualified health center)).
Opportunities	
Any beneficial trends?	<ul style="list-style-type: none"> • Opportunities to influence community health and understanding, as well as health professional education, around three key health issues: <ul style="list-style-type: none"> ○ Obesity ○ Chronic disease ○ Infectious disease • Opportunities to influence local, state and national policy on a number of health and social issues including: <ul style="list-style-type: none"> ○ Medicaid expansion ○ Fracking & its health impact ○ Legalization of marijuana ○ Prescription/Opiate drug abuse & addiction ○ ○ Cardiovascular risk reduction, including nutrition/obesity reduction and smoking cessation and decreased smoke exposure initiatives

- Vaccine awareness and uptake
- Sexually transmitted infections and HIV/AIDS awareness and access to care

- **Understand Cleveland immigration trends, cultures and traditions and discover how to best help improve the health of these new residents, possibly through matching foreign students with immigrants or student-run clinics.**
- **Capitalize on the potential of collaboration between public health and medical care to benefit health of individuals and community. Create better community understanding of this area. Identify evidence-based interventions and research around the social determinants and equity, particularly by working with the Cuyahoga County Board of Health.**
- **Create a long-term research study following health indicators of a cohort Cleveland residents for more than 10 years on key chronic health conditions, such as obesity, diabetes and asthma. Leverage community relationships to both study and improve health in Cleveland's urban neighborhoods.**
- **Build expertise in simulation modeling and social network analysis to inform research, public health promotion, and community health program development. This work has launched with two grants from PCORI (Patient-Centered Outcomes Research Institute), as well as an invited grant submission to the Robert Wood Johnson Foundation for continued collaboration with the Cuyahoga County Board of Health's HIP-C initiative and SOM faculty.**
- **Take advantage of the potential of University Circle development with the new extension of I-490 to University Circle.**
- **Develop community programs and initiatives appropriate to needs during each stage of the lifespan, including infants and children, adolescents, adults, and older adults.**
- **Use entrepreneurial principles (and/or work with Weatherhead School) to identify innovative initiatives save money while improving health outcomes.**
- **The Affordable Care Act will create an opportunity to leverage preventive care for a healthier community. Also in the ACA – the 30-day readmission policy and the requirement for hospitals to conduct a community health needs assessments may create research, educational and preventive health opportunities through collaborations with hospitals and community organizations.**

Niches that competitors are missing?	<ul style="list-style-type: none"> • Bring community activities under the Weatherhead Institute for Family Medicine & Community Health. Build name recognition and community awareness. • Build community education health and lifestyle displays and provide community health screenings at Cleveland Museum of Natural History and Global Center for Health Innovation (formerly Med Mart).
New technologies?	<ul style="list-style-type: none"> • Build Health Informatics programming and use data to improve community health. • Complete Social Network Analysis: An opportunity to use this technology to understand the strength and number of connections of SOM programs and faculty in the community. • Use simulation modeling to inform community health decisions.
New needs of faculty/students/staff?	<ul style="list-style-type: none"> • Develop new initiatives and strengthen collaboration with colleagues and students in other CWRU schools including Nursing, Dental and MSASS. • Build collaboration with major hospital systems for research and to improve community health. • Strengthen collaboration with other Northeast Ohio colleges and universities, including Cleveland State, Ohio University, Kent State and Akron University. • Strengthen collaboration with state-wide academic medical schools including The Ohio State University and the University of Cincinnati. • Strengthen collaboration with the Ohio Department of Health and the governor's Office of Health Transformation. • Expand community-based research through programs at affiliated hospital facilities: Bedford, Ahuja, CCF, Otis Moss, Jr and The MetroHealth System. Also, through programs research initiatives with the Cuyahoga County Board of Health and the federally qualified health centers (FQHCs).
Threats	

Obstacles to overcome?	
Competitors doing it better?	<ul style="list-style-type: none"> • Need to continue to be aware of how other schools and programs market themselves and build a national presence. • Some competitors are better at taking positions on policy issues and advocating their positions through government and public relations.
Negative economic conditions?	<ul style="list-style-type: none"> • * Cuts in funding caused by the sequestration and beyond
Vulnerabilities?	