

Inspiring innovation in healthcare for the underserved

Strategic Plan

2022-2026



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The Weitzman Institute's Five-Year Strategic Plan



At this critical inflection point in both our field as well as society as a whole, we are proud to share The Weitzman Institute's new five-year strategic plan for inspiring innovation and transformation of primary care for the underserved through research, education, and policy. We recognize that at this time we are faced with the formidable challenge of tackling the converging pandemics of structural racism, a growing mental health crisis, climate change, and COVID-19. These co-occurring public health crises have tested our primary care and public health infrastructures, and subsequently revealed the price we all pay as a result of underinvestment and neglect of these systems that serve as the backbone of healthcare. At the same time, there have been significant strides to both tighten up and disrupt our field, particularly through payment reform and the digitalization of healthcare. Thus, we have the unique opportunity to reconstruct the narrative of a broken healthcare system, re-engineer how care is delivered, and recreate a more equitably built environment by focusing on three key areas: **social determinants of health, health systems transformation and optimization, and workforce development.**

The Weitzman Institute stands on the shoulders of generations of bold leaders, including our founders, who organized and fought to ensure that healthcare is a right, not a privilege. As we continue to grow our national footprint and impact, we remain intentional about staying true to our values and ensuring our work is rooted in **excellence, innovation, and equity and inclusion.** Engagement of diverse patients, communities, and other stakeholders both inside and beyond the four walls of clinical practice will be essential to achieving our vision. We will continue to invest in the next generation of primary care leaders, practitioners, researchers, and innovators that look like and/or better relate to marginalized patients and communities as a means of moving the needle on health equity.

As we press forward, we recognize the need for stronger collaborations with both old and new partners. We are grateful for your support and remain hopeful that – **together** – we can ensure that our work is meeting the needs of those who need it most.

In solidarity,

April Joy Damian, PhD, MSc, CHPM, PMP
Vice President and Director
Weitzman Institute

Vision and Values

The Weitzman Institute aims to serve as the nation's premier research, education, and policy institute for promoting quality, efficient, and equitable primary care, particularly among the underserved.

To achieve this vision, we believe that our work must be rooted in:

- **Excellence:** We strive to excel in every aspect of our work, and to deliver the highest quality and value possible. We do not rest on our accomplishments; rather, we build on them, constantly raising the bar on our performance, including in the small things.
- **Innovation:** We think big, challenge current approaches, and see more possibilities than problems. We encourage our staff to think critically about our processes and services, to explore and to share their ideas openly, and to transform their ideas into unique, tangible solutions.
- **Equity & Inclusion:** Equity & Inclusion is a mission-critical component necessary to do our best work in fighting inequality in the world. We know that having varied perspectives--both our expertise and lived experiences-- helps us generate better ideas and solutions to complex health and health-related social problems in an ever-changing, and increasingly diverse society.

Priority Areas

Social Determinants of Health



- Examining and solving for upstream factors
- Unpacking historical and structural inequities contributing to ongoing disparities in healthcare access and outcomes

Health Systems Transformation and Optimization



- Enhancing responsiveness to efforts to optimize (tighten up current systems), transform, and disrupt healthcare as a means of improving health outcomes, particularly through payment reform and digitalization of healthcare

Workforce Development



- Promoting a workforce that looks like and/or better relates to underserved patients and communities
- Advocating for team-based models of care that integrate all members of the team that can contribute to a patient's overall health (e.g., community health workers, mental health coaches)

What We Do

Examine

- Understand and anticipate pressing challenges in primary care for the underserved
- Assess barriers (e.g., structural, knowledge, training) to providing quality, efficient, and equitable primary care
- Explore and test potential levers of positive change

Create

- Design “for primary care, by primary care” learning opportunities
- Offer a seat at the table for patients and communities to inform our work
- Forge cross-sector, mission-aligned coalitions as a means of moving the needle on health equity

Translate

- Move from theoretical frameworks and models to actionable findings
- Share our knowledge with primary care and public health teams, practices, policymakers, and communities nationwide
- Disseminate lessons learned to promote sustainable and scalable best practices

Research, Education, Policy

Core Strategies in Excellence



- Diversify the Institute's funding streams by engaging new partners, participants, and clients across the U.S.
- Leverage Joint Accreditation status to expand the Institute's continuing education and training efforts by offering a variety of relevant content to health professionals through a range of easily accessible learning modalities
- Convene a Health Equity Translational Research Committee to inform the development of a new research framework and approach to expand the Institute's dissemination efforts
- Conduct a national assessment of current public health postdoc training curricula and professional development programs to help shape and inform the development of a new Weitzman Postdoctoral Public Health Training Program
- Design translational research interventions to identify and examine best and promising practices to address and eliminate health inequities, particularly in areas that have been understudied at the Institute

Core Strategies in Innovation



- Expand the scope and depth of Weitzman’s policy work with a focus on evidence-based advocacy on the topics of:
 - Ensuring the sustainability, equitability, and scalability of new primary care interventions, particularly tech-based solutions
 - Increasing access to high quality, affordable, and culturally appropriate care
 - Supporting, growing, and training the primary care workforce to meet the current and anticipated needs of the field
 - Highlighting social determinants of health that contribute to health disparities
- Create a national Health Equity Analytics Researchers workgroup focused on developing a National Standard for Health Equity Analytics for the public health community
- Develop a training and technical assistance plan for supporting safety net practices in identifying and addressing operational and programmatic needs

Core Strategies in Equity and Inclusion



- Expand the Institute's appointed faculty bench by recruiting a diverse national network of transdisciplinary subject matter experts in research, education, policy, and practice
- Implement a frequent and routine system-wide external audit of all of the Institute's business practices to ensure accountability and alignment with principles of justice, equity, diversity, and inclusion
- Operate as an incubator for new and innovative ideas to foster thought leadership, advance health equity, and reduce and eliminate health inequities
- Provide platforms and advocacy training for underrepresented communities and individuals to have their perspectives and experiences shared with decision makers

**“Knowing is not enough;
we must apply.
Willing is not enough;
we must do.”**

— Johann Wolfgang von Goethe

