University of Missouri-St. Louis
College of Optometry

Action Plan

Enriching Lives Through Vision

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Revised Vision, Mission and Values Statement
Adopted by faculty February 18, 2005
Strategic Plan

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Benchmark Institution Definition

When used in the Strategic Plan, “Benchmark Institutions” means University-based Optometric Schools and Colleges.

Action Steps are considered to be important for Continuous Assessment of Program Quality and Improvement unless highlighted. Highlighted items are Priorities for 2011-16.
UNIVERSITY OF MISSOURI SAINT LOUIS
COLLEGE OF OPTOMETRY
established 1980

Our Vision

Advancing the Science and Practice of Optometry

Our Mission

The mission of the College of Optometry is to promote and provide improved eye and health care for people throughout the country by preparing the next generation of optometrists and vision researchers. To accomplish our mission the faculty, staff and students will pursue excellence within our professional, graduate, residency and patient care programs.

Our Values

Optometrists, as essential primary eye care providers within an effective health care delivery system, frequently serve as leaders within the community. It is our commitment to demonstrate and instill an appreciation for the following values as we prepare our graduates to fulfill that role with distinction.

Growth—We are committed to creating evidence-based quality educational experiences and engendering a passion for lifelong learning within our students, staff, faculty, and alumni. Individual and collective discipline and perseverance are required for growth. Growth is an essential component of our commitment to make a positive impact upon the community that we serve.

Responsibility—We are committed to the pursuit of excellence, charity and compassion toward others, and to improved quality of life for those who live and work within our community. The fulfillment of that obligation is enabled by a dedication to personal and academic integrity.

Discovery—We are committed to the development and utilization of innovative approaches to maximize learning and improve patient care through research, scholarship and teaching. The pursuit and dissemination of new knowledge fulfills our responsibility to enhance the delivery of eye care and the quality of life for our fellow citizens.

Community—We are committed to supportive and productive relationships within our college, campus, professional and surrounding communities. We have an appreciation for the dignity of others and respect for the diversity that exists within our community. Teamwork and collaboration are essential as we strive to enrich the lives of our citizens.

Revised 2005
Goal 1: Attract and educate superior entering students with appropriate academic capabilities, education and motivation, who will become exemplary practitioners through a quality learning experience

| Responsibility | Faculty Coordinator of Admissions and Admissions Committee |

Objective 1: Recruit and retain a diverse student population with the appropriate academic capabilities and education to successfully complete the program of study

Action Steps with Associated Outcome Measures:

A. Recruit students with an overall GPA and OAT scores comparable to, or better than, benchmark institutions
   **Outcome Measure:**
   1. GPA in the coursework of 3.3 or higher within a range of 2.6 to 4.0
   2. Average Overall OAT score of 310 or higher
   3. Average Overall OAT meets or exceeds national average
   4. Aggregate Science and Individual Science OAT of each admitted student at least 300.

B. Seek to maximize effectiveness and efficiency of application and admission process
   **Outcome Measure:**
   1. The application and admissions processes including criteria for admissions are reviewed and published annually.

C. Provide supplementary learning opportunities (i.e. tutorials and review courses) sufficient to retain students at the rate of 95% or higher
   **Outcome Measure:**
   1. 95% or higher student retention rate

D. Offer sufficient financial aid from current operating funds to enroll six (6) highly qualified applicants (two in-state, two out-of-state, and two ethnic minorities) as rated by the applicant’s Student Affairs Index
   **Outcome Measure:**
   1. Matriculate twelve (12) of the top 25 applicants.
   2. A greater number of top applicants are recruited.

E. Sustain student ethnic minority percentage at same or better than benchmark institutions

| Additional Responsibility | Minority Affairs Advisor |

**Outcome Measure:**
1. Underrepresented ethnic minority enrollment meets or exceeds the 4-year rolling average of OAT takers who indicate minority status.
**Objective 2:** Maintain a program of academic excellence, which prepares students to enter the practice of optometry with a high level of technical competence, professional behavior and ethical acumen while incorporating curricular change consonant with the evolving practice of optometry

| Responsibility | Curriculum, Instruction and Educational Policy Committee and Dean |

Action Steps with Associated Outcome Measures:

A. Maintain faculty sufficient to meet the objectives of the program.

**Outcome Measures:**
1. Ideal ratio of regular faculty-to-students (didactic instruction 1:44, laboratory instruction 1:22, clinical instruction 1:4)
2. Composition of faculty will include individuals from underrepresented minority groups.
3. Annually, all faculty receive a summary of the student assessment of teaching (didactic, laboratory and clinic as appropriate) for the prior year
4. The faculty re-affirm the “Faculty Statement of Ideals” document

B. Students successfully pass the pre-clinical proficiency, the ocular disease proficiency, the proficiencies in binocular vision, contact lenses and low vision and the Center for Eye Care credentialing examination.

**Outcome Measures:**
1. Remediation provided by faculty through guided patient encounters or other methods for students who do not pass the proficiencies
2. 95% or higher success rate after remediation and retesting
3. 100% of students granted clinical privileges will have passed all proficiency tests

C. Comprehensive Curriculum Assessment Plan maintained by the Curriculum, Instruction and Educational Policy Committee.

**Outcome Measure:**
1. “Curriculum Assessment Plan” reviewed annually
2. At least one faculty meeting devoted annually to discuss the curriculum
3. The evolving practice of optometry is considered in order to maintain a comprehensive and relevant curriculum

D. Offer effective learning experiences beyond traditional lectures and memorization that improve the retention of skills, knowledge and abilities, and facilitate the development of critical thinking and application of curricular competencies.

**Outcome Measures:**
1. Students and faculty integrate track objectives & clinical competencies to teaching and learning experience.
2. Courses and learning experiences will include such formats as Problem Based Learning and ocular assessment
3. Grand rounds is integrated into the curriculum

E. Offer learning opportunities for students to synthesize knowledge mastered in courses to help ensure adequate preparation for NBEO exams.

**Outcome Measures:**
1. Review courses will be offered
2. Student pass rate on NBEO examinations equal to or greater than mean first time pass rate of benchmark institutions

F. Conduct analysis of extracurricular activities (compensated/non-compensated) to determine relationship between performance and time spent

**Outcome Measure**
1. End of Year/Program Assessment instrument includes items related to extracurricular activities
2. Evaluate correlation between end of year and end of program results with academic performance

G. Implement faculty peer review systems for courses and encourage faculty understanding of the overall curriculum plan, sequencing and goals

**Outcome Measures:**
1. Each course evaluated by faculty annually
2. Faculty have access to materials for each course on a semester-by-semester basis in an electronic repository

H. Offer learning opportunities for students to know and begin to practice ethical and professional behaviors expected of a student, clinician and member of the health care team. Outcome Measure

1. Key principles of medical and research ethics included in curriculum
2. College Statement of Professional and Ethical Behaviors and Academic Honesty Statements reviewed at the beginning of each course.
4. Explore opportunities for optometry students to share learning experiences with other health professions programs on campus, i.e. nursing, social work, counseling.

**Objective 3:** Provide a broad range of clinical experiences to produce highly qualified doctors of optometry possessing skills in accord with the evolving practice of optometry and at a high standard of patient care

| Responsibility | Clinic Committee and Curriculum, Instruction and Educational Policy Committee and Assistant Dean for Academic and Clinical Programs, Director of Externships |

Action Steps with Associated Outcome Measures:

Adopted 07/20/01
A. Utilizing electronic patient log data and target numbers appropriate to entry level competency, ensure that each student has an appropriate mix of clinical experiences at both internal and external clinical sites, relative to primary and secondary care, practice modality, and patient variety.

**Outcome Measures:**
1. The target numbers per student for the various types of patient encounters appropriate to achieve entry level competency as determined by the faculty are used to guide student clinical assignments, including externship assignments.
2. 100% Clinical Externship Required Sites evaluated every year by reviewing student patient care logs, student site evaluations, communications with students and site coordinators.
3. 100% of Developed or Recommended Externship Sites evaluated every year by reviewing student patient care logs, student site evaluations, communications with students and site coordinators.
4. Sustain the high level of patient satisfaction with the College Eye Centers as expressed on patient surveys.
5. Surveys of graduates performed at least every other year to determine their opinions on practice preparedness.
6. Survey results used in the evaluation and review processes for curriculum development and enhancement.
7. Patient logs assessed regularly to determine that each student experienced the appropriate mix of patient encounters.
8. Student evaluations by attendings and assessment of clinical outcomes by faculty and externship faculty are reviewed and documented regularly.
9. Externship planning and assessment included as part of senior seminar courses in fall and spring.
10. Externship site coordinators provide information concerning externship experiences for planning and assessment as part of the evaluation of externs.
11. Plan for webinar with site coordinators to be conducted once per semester.

B. Encourage professional student presentations or case studies at scientific and professional meetings

**Outcome Measure:**
1. Annually survey students and faculty for the determination of student presentations.
2. Provide funding as available to partially support two students to travel to meetings.
3. Permit excused absences from class and clinic assignments for students to attend scientific and professional meetings.
C. Encourage professional student applications for national awards competitions
   **Outcome Measure:**
   1. At least two student applications per year submitted for national awards competitions

D. All students participate in school sponsored grand rounds
   **Outcome Measure:**
   1. Through the academic year, students attend 5 of 6 scheduled grand rounds
   2. Each student makes at least one case presentation at grand rounds
   3. Grand rounds is established as a requirement for continuing student clinic credentialing

**Goal 2:** Encourage faculty and staff to achieve their highest potential, thereby fostering career satisfaction and creating outstanding role models for students and their peers.

| Responsibility | Faculty Affairs Committee, Assistant Dean for Academic and Clinical Programs, and Dean |

**Objective 1:** Establish a system in which, for each year, faculty and staff develop their own individual action plans consistent with the mission of the College of Optometry

**Action Step and Associated Outcome Measures:**

A. Based on the faculty performance review and discussion of short- and long-term career goals with the dean, each faculty member will develop an action plan with timelines for the coming year, and meet at a mutually agreed upon time with the dean to assess progress
   **Outcome Measures:**
   1. 100% of faculty meet with the dean each year for discussions of short- and long-term goals
   2. 100% of faculty have had an annual review with the dean at which constructive recommendations for continued professional growth are made
   3. 100% of faculty members developed and submitted to the dean an action plan, including a timeline for the next academic year
   4. 100% of faculty members who required such a meeting met with the dean for follow-up plan assessment
   5. 100% of faculty members compensated at a level at least the mean of similar rank at benchmark institutions

**Objective 2:** Provide the faculty with the opportunity to improve their teaching through enabling access to new technologies and innovative teaching methods, through encouraging the usage of critical thinking and scientific analysis in the classroom and clinics, and through ensuring opportunities to keep abreast of new knowledge in their areas of expertise
Action Steps with Associated Outcome Measures:

A. Offer faculty development opportunities.
   **Outcome Measures:**
   1. seminars for faculty offered for this purpose
   2. Campus small initiative grants offered to faculty who want to redesign a course to
      employ innovative teaching methods.
   3. Campus sponsored development opportunities are disseminated to faculty
      regularly and faculty are encouraged to participate
   4. IDEA funding available to faculty

B. Provide in-service seminars and workshops on relevant topics, including new clinical
   equipment and new optometry laws
   **Outcome Measure:**
   1. At least two (2) in-service seminars or workshops a year offered on new
      technology, diagnosis and treatment of eye abnormalities, sometimes in
      conjunction with Continuing Education programming

C. Offer faculty development leaves
   **Outcome Measure:**
   1. Promote faculty development leave opportunities
   2. Facilitate and/or increase awareness of development opportunities

D. Offer “Excellence in Teaching” recognition which acknowledges the pursuit of
   excellence in teaching.
   **Outcome Measure:**
   1. Promote Excellence in Teaching criteria and encourage faculty to submit evidence
      for recognition.

**Objective 3:** Faculty salaries remain competitive.
   **Outcomes Measure:**
   1. Average UMSL compared to average ASCO by rank

**Objective 4:** Provide staff members with opportunities to enhance their performance through
   enabling access to new technologies, through fostering intra-College communication, through
   encouraging active staff engagement in College Vision, Mission, Values, Goals and Objectives,
   and through ensuring opportunities for staff development.
   **Outcome Measure:**
   5. A college-wide seminar offered annually
   6. Encourage participation in campus personal and professional development
      programs.

**Objective 5:** Provide cross training for clinic staff to include in-service and off campus
   opportunities in topics related to the practice of optometry;
   **Outcomes Measures:**
   1. number of staff participants in training and educational enrichment programs
2. measures of clinic productivity/efficiency

**Objective 6:** Staff salaries remain competitive.

**Outcomes Measure:**
1. average optometry staff compared to campus midpoint by position

**Goal 3 Engage faculty and students in research that adds to new knowledge within the optometric profession, improves teaching, and enhances patient care.**

**Responsibility Faculty, Director of Research and Graduate Studies and Administration**

**Objective 1:** Promote and support faculty involvement in research

**Action Steps with Associated Outcome Measures:**

**A. Form Faculty Working Groups to Facilitate Research.** Initially these groups will be organized along these areas; Cornea and Contact Lens, Pediatrics, Primary Care/Low Vision, Ocular Pathology, Vision Science, Teaching.

**Outcome Measures:**
1. Identify and share group goals for research
2. Identify and share individual goals for research group
3. Identify and share goals for optometry scholars*
4. Identify measurable outcomes resulting from the availability of equipment, staff, faculty and/or other resources provided in order to advance research

**B. All Full Time Faculty contribute to scholarly activity/research**

**Outcome Measures:**
1. All full time faculty will be required to show evidence of scholarly work on an annual basis for “meets expected” during annual reviews
   a. Minimum of one creative/scholarly work required for full time non-tenure track faculty
   b. Minimum of two scholarly works required for full time tenure track faculty
   c. Alternatives (such as increased teaching or administrative) will be available
2. Creative works/Scholarly activity can be measured in a variety of ways including traditional measures such as publications, conference presentations, grant submissions, books, chapter, but also through other creative activities such as evidence based clinical care, Optometry Scholar mentoring, technology transfer, action based learning portfolios, presentation of research projects.
   a. Annual count of activity will be posted on research website
C. **College Administration provides support for scholarly activity**

**Outcome Measures:**
1. Seed fund opportunities for research projects (again, with measurable outcomes if funding is obtained)
   - Outcomes will be number of grants funded
   - Scholarly activity resulting from funding
2. Develop a research opportunity website
   - Updating College, Campus, System, Industry, Military, Federal support opportunities
   - Measure hits to website
   - Survey of satisfaction
3. Develop Campus/Community collaboration opportunities with the Business School, Behavioral Neuroscience, Center for Neurodynamics, Gerontology, Biology, Physics, Social work, Education, nursing, chemistry
   - Annual count of collaborations on research website
   - Numbers of Dissertations from outside departments

D. **Friday Speaker Series (monthly)** – This speaker series will be used to provide opportunities to have College faculty, students, University faculty, guest speakers present research (Provide CE)

**Outcome Measures:**
1. Speakers on an annual basis:
   - Fechner Day Speaker (October)
   - Student Research Day (April)
2. Faculty (rotating approximately every two years)
   - Highlights/updates of scholarly activities of faculty
   - Faculty Working Group recommendations for Community/outside speakers

**Objective 2- All students develop an awareness of scholarship and research in the health professions**

**Action Steps with Associated Outcome Measures:**

**A. All students should learn how to read a research paper.**

**Outcome Measures:**
1. Inclusion of didactic coursework on reading a research paper in first year
2. Practical assessment of reading a research paper in all 4 years of Optometry School

**B. All students should demonstrate fundamental understanding of research design issues**

**Outcome Measures:**
1. Inclusion of didactic coursework along with a group project for research design in first year
C. All students should demonstrate the ability to communicate research findings to peers and patients  
**Outcome Measures:**  
1. Students should be able to discuss papers in all 4 years of Optometry School (see A2)  
   i. The effectiveness could be measured by peer review  
2. Documentation that all students communicate research findings to patients either in a written format or demonstrated clinically  
   i. Observation of conversation by preceptor. (grading/evaluation criteria)  
   ii. Component of Grand rounds presentations

D. Curriculum map of research/scholarship related objectives is published

Objective 3- Develop an Optometry Scholar* Program
It is recognized that there is a subset of students who either have had significant research experience before entering Optometry School, specific career objectives (e.g. future faculty member, industry, military, etc.), or a natural curiosity who would benefit from an in depth program to facilitate development of research skills.

Action Steps with Associated Outcome Measures:

A. Identification of Interested Students  
**Outcome Measures:**  
   a. Incoming interview/recruitment tool  
   b. First year faculty involvement  
   c. Participation in Friday Seminar Series

B. Provide more in depth Research Training  
**Outcome Measures:**  
   a. Participation in a Directed Readings (Lunch time course) (2 credit hours required the first two years)  
   b. All students will complete the CITI IRB training program  
   c. Mentored research training within Faculty Groups measured by group participation

C. Optometry Scholars will have an expectation to present findings  
**Outcome Measures:**  
   a. Annual presentation at April Friday Speaker Series  
   b. First author presentation required at national conference  
   c. Journal article publication expected

D. College Support of Optometry Scholar  
**Outcome Measures:**  
   a. Summer support Summer I, II  
   b. TA preferences  
   c. Support for conference presentation  
   d. Support for research  
   e. Elective externship site to support research project

Objective 4- The College will communicate research findings from the college

Adopted 07/20/01
Revised Vision, Mission, Values Statements Adopted 2/18/2005
Action Steps with Associated Outcome Measures:
A. Development of a College Research Website
   b. Present College faculty results
   c. Highlight current research findings in Optometric Literature

   **Outcome measures:**
   - Monthly updates
   - Website hits

**Goal 4: Conduct high quality, accredited post-graduate residency programs that enhance and extend optometric skills beyond entry-level optometry**

| Responsibility | Residency Committee and Director of Residencies |

**Objective 1:** Continue to develop and expand the residency programs through on-going successful accreditation and the expansion and modification of current programs to maintain high quality.

Action Steps with Associated Outcome Measures:

A. All College-sponsored residency programs are accredited by the Accreditation Council on Optometric Education (ACOE)

   **Outcome Measure:**
   1. 100% of College-sponsored residency programs are accredited

**Objective 2:** Expand the residency programs by adding additional affiliations and positions as the need arises.

Action Steps with Associated Outcome Measures:

A. Annually evaluate need for existing and additional residencies.

   **Outcome Measure:**
   1. A needs assessment conducted and published for post-O.D. residency training programs

**Objective 3:** All affiliated and in-house positions are filled by motivated and highly qualified graduates

Action Steps with Associated Outcome Measures:

A. Promote residencies sufficient to fill residencies (promote Residency Day to alumni and faculty provide CE)
Goal 5: Provide high quality continuing education opportunities for optometrists in Missouri and surrounding states

Responsibility Associate Dean/Continuing Education and faculty

Objective 1: Continue to deliver high quality relevant continuing education opportunities

Action Steps with Associated Outcome Measures:

A. Conduct an active College program that provides and promotes continuing education opportunities for optometrists
   Outcome Measures:
   1. At least sixteen (16) hours of continuing education offered annually
   2. Incorporate faculty in more CE Programs
   3. Promote existing programs, such as Fechner Day and Residency Day, as CE opportunities
   4. Deliver CE through electronic media including podcasts

Objective 2: Engage other health care and associated professions on timely topics with the goal of collaboration to optimize education.

Action Steps with Associated Outcome Measures

A. Evaluate existing continuing education programs and pursue new opportunities in cooperation with alumni, other optometrists and associated professionals in order to obtain their advice and support
   Outcome Measures:
   1. An on-line suggestion board of continuing education established
   2. Evaluations of all continuing education programs collected and used in improvement of programs
   3. Faculty in cooperation with the Associate Dean for Continuing Education seeks to meet the needs of the professional optometric community with regard to continuing education. Faculty provides input and recommendations for continuing education programs at least annually to continue to address the needs for continuing education in the community.

B. Continue to optimize e-learning alternatives for practitioner education.
   Outcome Measures:
   1. New distance learning or web-based continuing education courses added as available
   2. The number of participants attending or using distance learning or web-based continuing education increased over the previous year. Who Measures??

Adopted 07/20/01
Revised Vision, Mission, Values Statements Adopted 2/18/2005
C. Work cooperatively with regional optometric professional associations to allow future certification and programming

**Outcome Measures:**
1. At least two (2) hours of continuing education provided through the Missouri Optometric Association at the MOA Annual Meeting
2. At least eight (8) hours of continuing education with examination offered annually

**Goal 6:** Plan for improvements to the physical facility and equipment and maintain sufficient resources including technology so as to make the environment conducive to the highest level of learning, patient care, research, and service

**Responsibility** Facilities, Libraries, Information Technology Committee, Director of Clinic Operations and Assistant Dean for Academic and Clinical Programs

**Objective 1:** Establish a system for maintaining, adding, and replacing all equipment in the College, including office equipment, clinical, classroom and laboratory equipment

**Action Steps with Associated Outcome Measures:**

A. Develop and maintain a detailed inventory of all equipment, as appropriate

**Outcome Measures:**
1. An equipment inventory made and a detailed report provided to the Dean’s Office for all offices, clinic facilities, classrooms, and laboratories
2. The inventory taken and the list updated annually no later than the end of the fiscal year
3. A procedure developed and published for faculty to request new equipment or software

**Additional Responsibility** Clinic Committee

B. Develop and maintain a schedule for maintenance as needed for all equipment, including software, as appropriate

**Outcome Measures:**
1. Capital Clinical Equipment replaced whenever the results of the annual inventory analysis suggests replacement
2. Desktop computers, software, and peripherals are sufficient to meet the teaching, research, service and patient care activities in the college.
3. A maintenance plan for all laboratory, clinical and research equipment published and is maintained

C. Continue to pursue positive and active relationships with campus resources such as ITS and facilities management.
Objective 2: Establish a system for maintaining all facilities, including University maintained, off-site clinical facilities, as appropriate

Action Steps with Associated Outcome Measures:

A. Develop and maintain a program for maintenance of all facilities
   **Outcome Measures:**
   1. A maintenance program is documented.
   2. Facilities repaired when the need arises outside the scheduled period
   3. Facilities painted, carpeted, updated whenever the results of the annual analysis suggests replacement.

B. Identify and allocate appropriate funding to ensure maintenance of facilities
   **Outcome Measure:**
   1. Appropriate funding identified for facilities maintenance

C. Develop detailed strategic plan for short term and long term programmatic needs and improvements to the physical facilities
   **Outcome measure:**
   1. Continue strategic planning meetings/collaborations for improvements within the current facility, as well as for the exploration of opportunities for an alternate-site and/or facility

Objective 3: Considering student recruitment and indebtedness problems created by educational costs, the College will seek to control the costs of tuition, fees, and equipment

**Responsibility** Director of Student Services and University’s Director of Financial Aid

Action Steps with Associated Outcome Measures:

A. Assess the current level of student indebtedness and number of student working hours and compare to benchmark programs
   **Outcome Measures:**
   1. A student indebtedness report which provides information on UMSL student indebtedness from Financial Aid, historically compares those data, and compares these data to that of benchmark institutions provided in the ASCO Annual Student Survey
   2. A report from the Optometry Student Affairs Office which makes recommendations regarding student indebtedness, total cost of education, and working hours based on the Indebtedness Report
   3. A report of the financial aid need of our students published by Student Services
   4. Self report of student working hours
B. Non-tuition income to the College sufficient to maintain student costs equal to or less than the mean of peer ASCO institutions

**Outcome Measure:**

1. Seek operational efficiencies without compromise to program quality
2. Percent of instructional costs represented by student fees equal to or less than other UM-St. Louis degree programs.
3. Endowment fund balances increased
4. Clinic, gift and external research funding income increased by at least the rate of inflation

C. Continue to seek alternate sources of funding including from state appropriations and gifts.

**Outcome Measure:**

1. Seek additional support from state appropriations
2. Seek gifts and grants from individuals and foundations.

D. Continue to provide seminars on debt management to our students

**Outcome Measure:**

1. At least one Debt Management Seminar annually offered to students

E. Ensure student access to financial aid officer

**Outcome Measure:**

1. Contact information for financial aid officer is made available to students.

F. Maintain the percentage of budget used for financial aid set by the Board of Curators

**Outcome Measure:**

1. Percentage of education fees used for financial aid sufficient to maintain fees equal to or less than the average of all state university located Schools and Colleges of Optometry
2. Departmental awards meet or exceed target set by Board of Curators

**Objective 4:** Establish a system for reviewing operational efficiency and recommending operational improvements

A. Annual review of fiscal, student data reporting systems, and technological utilization patterns

**Outcome Measure**

1. Faculty and administration to explore opportunities to improve efficiencies annually.

B. Annual review of compliance with campus and system policies and procedures.

C. Keep pace with technological innovations in diagnostic and therapeutic instrumentation; electronic medical records; integration with state and federal medical management systems
Outcome Measure
1. maintaining best practices and compliance with regulatory entities

D. Integrate measures for clinic productivity and efficiency into education and patient care protocols.

Outcome Measure
1. benchmarks for efficiency and productivity established and maintained;

Objective 5: Secure funding to advance the 2007 College Master Plan
Outcome Measure
1. New facility for Nursing and Optometry completed

Goal 7: Contribute to the social welfare of the community through clinical and related service programs

Responsibility Clinic Committee, Director of Clinic Operations and Assistant Dean of Academic and Clinical Programs

Objective 1: Provide access to quality vision care for patients in the St. Louis regions, including high-need, at-risk, under-served and indigent populations in the St. Louis region through established clinics and clinical agreements

Action Steps with Associated Outcome Measures:

A. Define target population according to federal/state/local designations as exemplified in institutional support. These include populations in targeted geographical areas, populations with limited funding to receive comprehensive eye care (e.g., homeless, underinsured, and uninsured), populations requiring special eye care assessment techniques and treatment methodologies (e.g., pediatrics, geriatrics, and the physically or cognitively impaired), and populations with specific specialized eye care needs which are unmet

Outcome Measure:
1. A definition of target population published

B. Identify and allocate sufficient support to maintain quality services and equipment in internal and outreach clinics, including
   • established clinics (e.g., University Eye Center, East St. Louis Center, Optometric Center and Harvester Eye Care)
   • federally funded health centers (e.g., Family Care Health Clinic, Grace Hill Neighborhood Services, and People’s Health Center)
   • no-fee, collaborative clinics (e.g., CHIPS)
   • service related to adult and pediatric clinical outreach in high-need populations (e.g., St. Louis area school districts, Lions Clubs, St. Louis Area Agency on Aging, and College of Optometry Mobile Eye Center)
• Community Health Centers (e.g. Casa de Salud)
• service related to geriatric clinical outreach in institutional settings (e.g., Alexian Brothers Adult Day Care, and Delmar Gardens Nursing Centers, St. Louis Society for the Blind and Visually Impaired)

**Outcome Measures:**
1. Adequate equipment in University controlled off-site clinical settings
2. Adequate staffing for off-site clinical settings

C. Conduct Quality Assurance review through records review and patient surveys at all clinical sites to monitor quality of care delivery

**Outcome Measures:**
1. Quality Assurance reviews conducted continuously and results published at least annually
2. Results of Quality Assurance reviews are communicated to faculty, students and staff and changes made to meet the standards of care and standards of record management
3. Incorporate aggregate report for QA into outcomes document

D. Assess individuals served through outreach

**Outcome Measures:**
1. A report published annually based on a census of individuals served
2. The number of patients served increased over the preceding year

E. Support current collaborative agreements with outside agencies serving target populations (e.g., Lions Clubs and school districts)

**Outcome Measure:**
1. Current number or types of collaborative agreements serving target populations is maintained or increased

F. In keeping with Healthy Eyes Healthy People campus/center, make Mobile Eye Center prominent in community service.

**Outcome measure**
1. Log of MEC activities published at least annually

G. Expand collaborations with federally funded community health center partners; continued cooperation with area social service agencies, and other groups promoting the health and welfare of the St. Louis metropolitan area; increasing the availability of comprehensive eye care to patients with limited resources, including the use of the Mobile Eye Center.

**Outcome Measure:**
1. number of patient encounters, number of clinic sessions, number of students & faculty involved

H. Prepare for the expansion of services offered in the Center for Eye Care to include primary health and dental care for adults including students and children when appropriate space is available.
**Outcome Measure**

1. number of patient encounters, number of clinic sessions, number of students & faculty involved,
2. expand service offered
Evaluation of Action Plan
Goals, Objectives and Outcomes

Introduction

This document outlines the steps used to evaluate and implement changes to the existing Action Plan. Outcomes of the plan will be shared with the appropriate constituencies at least annually and more often as appropriate. The faculty and administration are encouraged to share observations and suggest revisions at any time. The plan is evaluated by the faculty and administration annually.

Purpose of Evaluation and Review Process

The purpose of this process is to annually review all outcome measures and the processes used to evaluate the Action Plan in order to determine if each goal, objective or action step should be retained, revised or deleted.

Procedure

- The Dean and chair of the faculty leadership committee will work together to instruct the respective committee(s) about the relevant portions of the Action Plan review.
- The responsible persons will be invited to provide an analysis of their respective areas during the review process.
- Recommendations for changes will be discussed during a meeting of the full faculty and revised as appropriate prior to implementation.