

# HEALTH SCIENCES



# STRATEGIC PLAN 2024



UNIVERSITY OF MINNESOTA  
Driven to Discover®



## Vision

# Minnesota leads the nation as the healthiest state.

## Mission

To foster a healthier Minnesota through education, accessible care, innovation, and partnerships.

The University of Minnesota is well-recognized for its excellence in many areas of the health sciences.

- School of Dentistry is ranked **16th**<sup>#</sup>
- Medical School is ranked:
  - **1st** in Family Medicine<sup>#</sup>
  - **4th** in Surgery<sup>#</sup>
  - **7th** in Pediatrics<sup>#</sup>
  - **15th** for most graduates practicing in rural areas<sup>#</sup>
- School of Nursing is ranked:
  - **3rd** in Midwifery<sup>#</sup>
  - **8th** in Doctor of Nursing Practice<sup>#</sup>
  - **16th** in Bachelor of Science in Nursing<sup>#</sup>
- College of Pharmacy is ranked **6th**<sup>#</sup>
- School of Public Health is ranked **12th**<sup>#</sup>
- College of Veterinary Medicine is ranked **4th**<sup>#</sup>

<sup>#</sup>Blue Ridge Institute for Medical Research | <sup>#</sup>U.S. News & World Report | <sup>#</sup>Shanghai Global

## Introduction

We are the **University of Minnesota**—a public non-profit university that places Minnesota’s health at the center of what we do. We’re dedicated to collaborating with the State of Minnesota, health systems, and communities across the state to ensure everyone has access to top-quality healthcare. We’re unique because our health sciences schools and programs, particularly those on the Twin Cities, Duluth, and Rochester campuses, cover all aspects of training and healthcare. We work not only with each other but with other disciplines like

science, engineering, public affairs, business, and agriculture to fulfill our shared mission. As one of America’s leading and most comprehensive research universities with highly ranked health sciences schools and programs, our graduates understand the connections between physical and mental health, between human and animal health, and between the health of people and our planet. By leveraging our interdisciplinary and interprofessional approach, we aim to provide the best possible experience for our students and the highest quality care for Minnesotans.





## Context and Challenges

We understand the health needs of Minnesotans are evolving. Our population is aging, health systems are facing financial and operational challenges, and there are growing gaps in access to essential services like dental care, veterinary care, mental health, and addiction treatments, particularly in rural and underserved communities. At the same time, there's a shift toward home-based and outpatient care, and interprofessional and technological skills are more important than ever.

We uniquely integrate education, research, prevention, and clinical care across the entire continuum—from the lab to the bedside, and from primary care to specialized services that take on highly complex care that community hospitals entrust to the University. We actively engage with communities statewide on the issues that matter to them, co-creating new solutions such as treatments and cures, prevention and care models, and advising on policies to enhance the overall health of Minnesotans. Building on the needs identified by the [Governor's Task Force on Academic Health at the University of Minnesota](#), the University will target strategies in four priority areas, first as part of its 2025 biennial budget request and partnership with the State and then through the implementation of these priorities with a variety of statewide partners.



## Our Shared Goal

**Ensure that all Minnesotans have access to exceptional healthcare.**

## How We'll Achieve This Goal

1. Expand access by reducing healthcare workforce shortages statewide.
2. Reduce health inequities by expanding partnerships to reach rural and other underserved communities.
3. Improve healthcare quality close to home.
4. Transform health outcomes through innovation in prevention, treatment, and care models.



# Objective 1

## Expand Access by Reducing Healthcare Workforce Shortages Statewide

Minnesota is facing a critical shortage of healthcare providers. The University plays a unique role in training the next generation of healthcare professionals. We will increase the number of professionals we train and ensure they are prepared to work effectively across disciplines and to utilize advanced technologies.

### Current Work

- The University graduates approximately 70% of the health professional workforce in Minnesota.
- Our main programs are located on the Twin Cities, Duluth and Rochester campuses, as well as a new Medical School regional campus opening in St. Cloud in 2025.



### Key Action with Requested Investment from the State of Minnesota

- Collaborate with the Minnesota Department of Health to identify unmet needs and increase class sizes in workforce areas experiencing shortages.

### Metrics

- Over the next decade, we will increase the healthcare workforce by nearly 3,000, including 240 doctors, 200 veterinarians, 650 nurses, 400 public health practitioners, 800 patient care specialists or medical research coordinators, 200 oral health professionals, 240 pharmacists and 250 other health professionals, including occupational therapists and medical laboratory scientists.

### Key Actions with Increased Investment from the State or Other Sources

- Expand interprofessional training opportunities to prepare graduates to deliver coordinated care.
- Develop unified pathways into our health sciences programs to streamline recruitment and training of future health professionals.

### Metrics

- A 10% annual increase in graduates with interprofessional experiential training.
- Launch of three pathway programs in the next five years.
- The design and launch by Fall 2026 of a new academic program on the Rochester campus in a critical need area to be determined.



## Objective 2

### Reduce Health Inequities by Expanding Partnerships to Reach Rural and Other Underserved Communities

We are committed to serving the entire state of Minnesota, especially underserved populations in rural, urban, and Tribal communities. Providers from these communities, and health professionals who are trained in these communities, are more likely to continue working in them. We will enhance our partnerships with organizations and providers to ensure all Minnesotans receive high-quality care by highly trained health professionals.

#### Current Work

Our health sciences schools partner with organizations and health providers across the state. Here are just a sample:

- [Dentistry training](#) in Hibbing, Cook, Moorhead, and Willmar and four Tribal locations; Cass Lake, Cloquet, Ogema, and Red Lake
- Partnership with [People's Center and Clinics](#) to provide dental care to patients in South Minneapolis
- [Rural medical residency track](#) in Willmar
- [Rural Physician Associate Program \(RPAP\)](#)
- Partnership with [St. Cloud State University](#) for the Doctor of Nursing
- School of Nursing partnership with [Great Plains and Minnesota Indian Health Service](#) for clinical learning experiences
- Public health partnership with Minneapolis-based [Hue-MAN Partnership](#)
- [Minnesota Poultry Testing Laboratory](#) in Willmar
- [Veterinary Treatment Outreach for Urban Community Health](#)
- [Rural Health Research Center](#) to improve life in rural communities
- [Pharmacy experiential education sites](#) in Alexandria, Bemidji, Brainerd, Mora, Owatonna, and Wabasha, and the Minneapolis neighborhoods of Broadway/North Memorial, Northpoint/Hennepin, Phalen, and Riverside



### Key Action with Requested Investment from the State of Minnesota

- Integrate curriculum and experiential learning focused on rural and other underserved communities into current programs.
- Address barriers such as preceptors, clinical sites, and housing to facilitate more health science student placements in rural and other underserved areas.

### Metrics

- New curriculum and experiential learning launched by Fall 2025.
- Support a minimum of 500 health science student placements per year in rural and other underserved areas to meet demand.

### Key Actions with Increased Investment from the State or Other Sources

- Leverage pathway programs and enhanced recruiting strategies to increase the number of learners with experience in providing health services to rural and other underserved communities.
- Build on the successes of the [Minnesota Cancer Clinical Trials Network](#), the [University's Rural Health Collective](#), and Extension programs to expand clinical and community research in Greater Minnesota.

### Metrics

- Increase in health science learners with an underserved experience by 10% year over year.
- Expand clinical and community research in Greater Minnesota.

### Strategy with Capital Infrastructure Funding

- Duluth Academic Health Project: facility in the health district of Duluth to accommodate expanded clinical learning, research, and practice.
- Rochester Academic Health Project: remodel existing leased space and expand into adjacent space to accommodate planned growth.

### Metrics

- Duluth: pre-design by 2026, completion by 2030.
- Rochester: pre-design by 2027, completion by 2029.



## Objective 3

### Improve Healthcare Quality Close to Home

Everyone in Minnesota deserves access to the right high-quality care at the right time. The University is uniquely positioned to improve the availability and quality of healthcare across the state, both through our own health professionals and by supporting other systems through our education, research, and partnerships.

#### Current Work

The University operates several interprofessional and mobile clinics where providers from multiple specialties offer services in a one-stop setting, including:

- The [Community-University Health Care Center \(CUHCC\)](#)
- [Multiple family medicine clinics](#), which provide care to rural and other underserved communities
- An interprofessional [Mobile Health Initiative](#)
- A [mobile dental unit](#)
- A [community veterinary clinic](#)
- The [Student Initiative for Reservation Veterinary Services \(SIRVS\)](#), which provides animal wellness and spay/neuter clinics six times a year in Tribal communities



### Key Actions with Requested Investment from the State of Minnesota

- Expand mobile health and telehealth services in partnership and consultation with local communities.
- Pilot one health clinic that offers interprofessional prevention and care for people and their pets, including nutrition, environmental health, and other dimensions.

### Metrics

- In partnerships with communities, increased patients served through mobile health and telehealth by 6,000 patients a year to meet demand.
- One health clinic piloted by 2026.

### Key Actions with Increased Investment from the State or Other Sources

- Replicate the [Community-University Health Care Center \(CUHCC\)](#) model - serving low-income, medically underserved people and training future health care practitioners - in Greater Minnesota.
- Expand the number of clinical faculty and health professionals to provide care and train the next generation of clinicians.
- Partner with health systems and local public health organizations to provide professional development for current healthcare workers, specifically to expand competence with interprofessional collaboration and telehealth.

### Metrics

- Opening of a Greater Minnesota community clinic.
- Year-over-year increase of 5%-10% in clinical services and settings involving University faculty and learners.
- Partnerships with at least six communities and health systems to establish or join a [Project ECHO](#) program by 2027.



## Objective 4

### Transform Health Outcomes Through Innovation in Prevention, Treatment, and Care Models

As Minnesota's research engine, the University continues to lead in healthcare innovation. From pioneering the first heart/lung machine to developing the breakthrough HIV treatment Abacavir, we drive the health of future generations.

#### Current Work

- Continue the University's focus on and leadership in discovery and innovation through basic, clinical, community-based, and population health research.
- Many projects involve collaboration with researchers in multiple disciplines, peer institutions, industry partners, state government, local communities, and health systems. For example, the School of Dentistry collaborated with food companies on a [chewing robot](#) that tests food products and dental materials.



**Key Actions with Requested Investment from the State of Minnesota**

- Launch new targeted, interprofessional, and multidisciplinary research into prevention, treatments, care models, and cures for one high-need condition, determined in collaboration with the State.
- Translate research innovations into practice by expanding community connections.

**Metrics**

- Establishment of two new industry partnerships or start-ups.
- Translation of two innovations to communities throughout the state using the [Clinical and Translational Science Institute](#) and [Learning Health System](#) initiatives.

**Key Actions with Increased Investment from the State or Other Sources**

- Launch new targeted research into prevention, treatments, care models, and cures for three high-need conditions, determined in collaboration with the State.
- Expand translations of research innovations to communities throughout the State.

**Metrics**

- Establishment of five new industry partnerships or start-ups.
- Translation of five innovations to communities throughout the state using the Clinical and Translational Science Institute and Learning Health System initiatives.



## Why now?

- We know there is a shortage of healthcare professionals, in our state and nationally. The pandemic uncovered the significant consequences of those shortages.
- In addition to low numbers, we have a maldistribution of where those health care professionals practice, and inequities in care.
- Beyond what we need now, we can see into the future: the aging population, effects of climate change, and a rise in the need for interprofessional practice and training in new technologies that are being developed and utilized.

***We need to act now to ensure that Minnesota remains the best state for health care in the nation.***

## Conclusion

The University's Health Sciences Strategic Plan aims to address the critical healthcare challenges facing Minnesota by enhancing access, training the next generation of Minnesota's health professionals, reducing inequities, improving care quality, and driving innovation. Through collaboration, dedication, and a shared commitment to health, we will continue to lead the nation in health.





UNIVERSITY OF MINNESOTA

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Crookston Duluth Morris Rochester Twin Cities

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