

Strategic Plan 2023-2028



1.
Campus
Culture



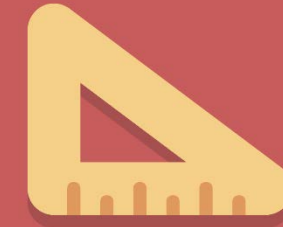
2.
Educational
Initiatives



3.
Regional,
National, and
Global Impact



4.
Discovery and
Innovation



5.
Infrastructure
Development



6.
Financial
Strength



CAMPUS CULTURE

The last decade has seen Loma Linda University Health increasingly integrate its multiple organizations, initiatives, management, and governance, following the One Loma Linda strategy. This culture of collaboration will be enhanced and further implemented in the following areas.

1. Campus Culture

- **Spiritual foundation**
- **Organizational synergy**
- **Educational / clinical / research collaborations**
- **Personal Wholeness**
- **Diversity / Equity / Inclusion / Belonging**
- **Environmental Stewardship**



EDUCATIONAL INITIATIVES

Our recognized and innovative academic programs will engage students in a deep learning process which blends commitment to academic excellence and a reliance on shared core values, helping students see their vocation as a spiritual “calling” to serve humanity. An increasing utilization of online educational modalities is underway.

- **Innovative Learning Experiences**
- **Quality Faculty and Staff**
- **Student Success**
- **Culture of Discovery**
- **Community Engagement**
- **Inter-Professional Education and Practice**
- **Academic Partners**
- **University Growth**

2. Educational Initiatives



REGIONAL - NATIONAL – GLOBAL IMPACT

Our reputation for excellent patient care linked with quality educational programs will be enhanced through local, national, and global initiatives. Our recognized faith-based approach to health and healing will continue to distinguish our campuses and services.

- **Preferred health system**
- **Regional clinical network**
- **Population health initiatives**
- **Global footprint**
- **Distance/Online Education**
- **Research Collaborations**



3. Regional, National, and Global Impact



DISCOVERY AND INNOVATION



4.

Discovery and
Innovation

The spirit of discovery is an essential element of the learning process. We will nurture this through a variety of faculty, staff, and student initiatives, and will continue our plans to become an NCI designated Comprehensive Cancer Center

- **Translational research leading to clinical innovation**
- **Grant funding**
- **Research faculty development**
- **Research Building**
- **Big Data Collaboration**



INFRASTRUCTURE DEVELOPMENT

Both clinical and educational services are being greatly influenced by technological advances and architectural designs. We will seek to benefit our students and patients through these innovations while preserving the compassion and personal touch we are known for.

- **Optimize new Medical Center**
- **Repurpose current hospital space**
- **Murrieta expansion**
- **Pediatric outpatient complex**
- **International Heart Institute**
- **Comprehensive Cancer Center**
- **School of Medicine Endowment**
- **Academic Learning Transitions**
- **University Village**
- **East Campus Hospital**
- **School of Nursing**
- **SAC Health**

5.

Infrastructure
Development



FINANCIAL STRENGTH



6. Financial Strength

Our growth and expansion in response to seismic mandates has led to substantial debt leverage for the LLUH hospitals. Debt management, stronger balance sheets, and optimized revenue and expense management in a more integrated system will enable business opportunities to be effectively captured for growth and stability.

- **Operational efficiencies**
- **Balance sheet strengthening**
- **Improved bond ratings**
- **Investment flexibility**
- **Tuition stabilization**
- **Philanthropy strategy**

