<table>
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<tr>
<th>Strengths, Weaknesses, Opportunities, and Threats Analysis</th>
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<tbody>
<tr>
<td><strong>COMMUNITY WORKING GROUP - Case</strong></td>
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<tr>
<td><strong>Strengths</strong></td>
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| What are our competitive advantages? | ● 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 | ● Community-based participatory research  
● Health disparities |
| Where are we making the most impact? | |
| What are we doing well? | ● **Community initiatives within SOM.** (Please continue to build list)  
  ○ 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  
● **Faculty participation in community organizations, initiatives & on boards.** (Please continue to build list)  
  ○ Invest in Children  
  ○ Healthy Homes Advisory Council  
  ○ Health Improvement Partnership-Cuyahoga (HIP-C)  
  ○ Local Foundations  
  ○ Cleveland Museum of Natural History: Health Advisory Board  
● **Community involvement of students.** (Please continue to build list)  
  ○ Student-run free clinic  
  ○ House Calls Program  
  ○ AHEC program  
● **Educational initiatives**  
  ○ John Hay Medical Pipeline Program |
- **Public Health**
  - MPH Program
  - Ohio Research Association for Public Health Improvement
  - Collaboration with county and city health departments and programs including HIP-C, Healthy Cleveland & Health Alliance.
  - Mayor’s Initiative for lead testing in children & a preschool for lead-poisoned children

- **Community Research**
  - CTSC Community Engagement Core since 2007
  - Moving out into the community at UH facilities: Bedford, Otis Moss
  - SNPSA: Safety Net Providers Strategic Alliance
  - Partnership with Cuyahoga County Board of Health

- **Other CWRU Programs**
  - Social Justice Institute
  - School of Dental Medicine: sealant program
  - School of Nursing: CMSD
  - MSASS: poverty center
  - Shale Gas Center (Engineering School)
  - Engineers Without Borders (Cleveland project?)
  - Schubert Center

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<th>Weaknesses</th>
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<td><strong>What areas are we avoiding?</strong></td>
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<td><strong>Economic Development</strong>: SOM needs to be at the table for economic development opportunities in Cleveland, such as TEAM NEO. The message should be: <em>Health has everything to do with economic development and provides a healthy workforce as well as a healthy pool from which to hire.</em></td>
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<th>Where do we lack resources?</th>
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<td><strong>Lack strong advocacy and policy positioning.</strong></td>
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<th>What are we doing poorly?</th>
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<td><strong>SOM community involvement is fractionalized and lacks coordination.</strong></td>
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<td><strong>Some community programs are unknown or lack identity, such as the partnership with the Museum of Natural History.</strong></td>
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<td><strong>Lack of understanding by general public and even faculty</strong></td>
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on the differences of public health and medical care – and how better collaboration between the two would benefit health.

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<th>Where are we losing reputation?</th>
<th>• Need to continue to grow and improve national presence and reputation as a leader in medical education, advocacy, research, and community benefit.</th>
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</table>
| What needs improvement?        | • 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                  | • Opportunities to influence local, state and national policy on a number of health and social issues including:  
  ○ Medicaid expansion  
  ○ Fracking & its health impact  
  ○ Legalization of marijuana  
  ○ Required vaccines  
  ○ Prescription/Opiate drug abuse & addiction  
  ○ Nutrition/Obesity, such as transfat ban  
  • 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.  
  • 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.

**Niches that competitors are missing?**

- 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?**

- 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.

**New needs of faculty/students/staff?**

- Develop new initiatives and strengthen collaboration with colleagues and students in other CWRU schools including Nursing, Dental and MSASS.

- 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**
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<th>Obstacles to overcome?</th>
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| Competitors doing it better? | ● 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? | * Cuts in funding caused by the sequester. |
| Vulnerabilities? | |