

2018-
2023

Stony Brook Medicine, Nutrition Division Strategic Plan

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Stony Brook **Medicine**

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I. Overview and History of the Nutrition Division

- **Out-patient Care** – services provided since **1992**
 - Outpatient medical nutrition servicing available to patients of all SBM departments by referral and referring physicians outside SBM in the Family Practice Center since **1992**
 - Diabetes Center – **1993** (prior part-time nutrition services started under auspices of NYS grant in 1992)
 - ALS Center – nutritionist funded by ALS Society since **2001**
 - Target Fitness – Fee for service weight management program offered since **1996**
 - Student Health Services, West Campus – started in **2004**
 - Nutrition education sessions at Employee Health by dietetic interns – since **2015**
- **Dietetic Internship** – a post-baccalaureate 1-year clinical training program required to practice as a Registered Dietitian; sponsored by Department of Family Population & Preventive Medicine
 - Founded by Director of Nutrition Division in **1997**
 - Had a very successful re-accreditation site visit in **2000, 2010 and 2017**
 - Has increased from 8 to 16 dietetic interns
 - Proposal to accrediting body to expand via a distance track, with sites greater than 100 miles from Stony Brook in **2018**
- **Public Health Nutrition**
 - Director of Nutrition Division has been continuously funded by NYSDOH since **1995** to develop, implement and evaluate public health nutrition programs in a variety of venues, including public schools, child care centers, worksites, homes for mentally impaired adults, and physician practices
- **Graduate nutrition education programs**
 - SHTM, Department of **Health Care Policy and Management Nutrition Concentration** in MS Program, **2002-2011**
 - Nutrition Division faculty taught 3 graduate level courses
 - Advised 8-10 graduate students per year for MS degree practicum
 - **MS and Advanced Certificate in Nutrition**, exclusively online; approved **August 2012**
 - First course offered **Fall 2012** with 4 students
 - First admission cycle **Spring 2013**
 - Current 80 graduate students matriculated and a total of 92 taking classes
 - Joint programs with physician assistant and public health programs
 - 3 concentrations approved by NYS Department of Education **2017** and implemented **Summer 2018**
 - Integrative Nutrition Therapy
 - Advanced Nutrition Therapy and Critical Care
 - Sustainable Food Systems and Health
 - Exploring partnerships with non-university based dietetic internship programs due to 2024 CDR requirement for MS degree prior to sitting for registration examination with potential implementation 2019

- **Women Infant and Child Supplemental Food and Nutrition Education Program**
 - Awarded contract in **2003**; competitively renewed in **2010 and Fall 2016**
 - 4 sites – Setauket, Hauppauge, Bay Shore and Farmingville
 - Case load of ~5,000 participants
- **SOM Academic Activities** in coordination with Dr. Raja Jaber and Margaret McNurlan
 - Nutrition Course Components in coordination with Dr. Raja Jaber and Margaret McNurlan, since **2004-2005 to 2015-2016** academic year
 - Year 1 – Nutrition component of Foundations, 8 hours of lectures and small group activities
 - Year 2 – 4 of 8 hours of lectures
 - Family Medicine Clerkship – 1.5 hour workshop
 - With revised Medical School curriculum 2016
 - Approximately 5 hours of instruction in year 1
 - Selective – Lifestyle Medicine in collaboration with Dr. Raja Jaber, Alice Greene and Margaret McNurlan starting **April 2017**
- **Integration of In-patient Nutrition Services**
 - In **Spring 2010** SBUH asked the Nutrition Division of Family Medicine to direct the inpatient nutrition services department as per an innovative re-structuring
 - New organizational structure to facilitate growth of scholarly activity and academic programs, as well as to optimize patient care
- Establishment of the **Stony Brook Heights Rooftop Farm**
 - First planning year **Summer 2011**
 - First full year 2012; ribbon cutting 9/10/2012; initial yield in first year ~500 lbs vegetables and herbs; subsequent year 1,500 lbs
 - Produce for inpatient food service and local charities (Stony Brook WIC, SB Home and Hope House Ministries)

Appendices

- Appendix I: Organization Chart, Stony Brook Medicine Nutrition Division

II. Mission and Vision

Mission Statement

The mission of the Nutrition Division is to provide quality, evidence-based and integrative nutrition services to our patients, students and community, so as to be a driving force in attainment of optimal health and sustainable community food systems.

Note: A sustainable community food system is a collaborative network that integrates sustainable food production, processing, distribution, consumption and waste management in order to enhance the environment, economic and social health of a particular place."

(<http://asi.ucdavis.edu/programs/sarep/research-initiatives/fs/sfs/defining-sustainable-community-food-systems>; April 8, 2015, accessed September 2017)

Vision Statement

Our vision is a strong Nutrition Division active in clinical care, education, public health and research in a financially sustainable manner with integration among departments in University Hospital and the School of Medicine.

III. Environmental Assessment/SWOT Analysis

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Knowledge, skills and expertise in all areas of nutrition practice • Dedicated staff and faculty • Group interaction and integration among programs/services • Strong leaders • Strong administrative support • High productivity • Recent increase in staffing • Merger between hospital clinical nutrition and nutrition group in Family Population & Preventive Medicine 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Limited administrative personnel support; especially in regards to registration/billing for outpatient under hospital mechanisms; human resources processes; contracts for rotation sites • Outpatient space for nutrition counseling and groups limited • Somewhat awkward structure, i.e. not truly seen as part of SOM in regards to academic programs • Limited research successes • Limited marketing resources • Lack of formal training in teaching, especially online and limited time to take advantage of some resources • Different work styles among groups • Thorough and complete communications challenging • Different office locations limits interaction to some degree • Difficulty getting information regarding revenue allocations making projecting revenue difficult
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Privileges regarding nutrition focused physical examinations and writing diet orders (pending NYS legislative changes) • Movement of professional organization to move to the MS as a terminal degree; potential to market MS to internships not offered by academic institution • DSRIP • Ability to expand MS/dietetic internship • Ability to expand outpatient • Ability to expand farm-related activities • Realistic funding opportunities (WIC and NYSDOH Chronic Disease Prevention) 	<p style="text-align: center;">THREATS/CHALLENGES</p> <ul style="list-style-type: none"> • Other outpatient RDs and non-RDs providing outpatient nutrition and culinary services • Growing number of online academic nutrition programs • Institutions focus on research and tertiary care • Competition for grants • Institutions lack of understanding of our full array of programs/services and revenue generation

IV. Workplan: Strategic Issues, Goals, and Strategies

1) Strategic Issue: Expansion of outpatient nutrition therapy and associated revenue.			
Goal: Increase outpatient therapy services to include offering 8 programs per year.			
STRATEGY	ACTIONS	RESPONSIBILITY	TARGET DATE
1.1 Develop programs/services and delivery plan.	Credential additional RDs for outpatient billing, both CPMP and hospital RDs.	JCS; add Lombardi	July 6, 2018
	Explore telemedicine delivery option.	JCS with Dr. Kim Noel	ongoing
	Develop content and materials for Target Fitness programs: weight (10 week), cardiac (4 week), GI (4 week), maternal/infant (2 week) and sports (2 week); as well as kids cooking classes.	JCS, SE, CM, CA, Lombardi	August 31, 2018
	Establish annual calendar.	JCS, SE, CM, CA	July 30, 2018
	Market programs, including free talks.	JCS, SE, CM, CA, Lombardi	ongoing
1.2 Implement programs.	Determine enrollment process and intake process	JCS, SE, CM	August 31, 2018
	Fully utilize Target Fitness list serve.	JCS, SE, CM	ongoing
	Implement programs; measure patient satisfaction.	JCS, SE, CM, Lombardi	ongoing
1.3 Monitor program success.	Track productivity (number of patients seen).	JCS	2019-2020
	Track revenue streams.	JCS	2019-2023
	Track clinical outcomes.	JCS, SE, CM, CA	2019-2023

2) Strategic Issue: Development of research programs integrating various aspects of Division.

Goal: Conduct two pilot studies, complete ongoing projects and present findings in local, state and national forums.

STRATEGY	ACTIONS	RESPONSIBILITY	TARGET DATE
2.1 Identify/renew 2-3 pilot studies in alignment with SBM priorities. Consider additional robust QAPI projects.	Nutrition intervention and integrated with SBM ERAS protocol with long term tracking of metabolic rate.	JCS, Lombardi, Magro	August 31, 2018
	Metabolic rate changes post traumatic brain injury	JCS, JA, MF, Magro	August 31, 209
	Outcomes/satisfaction with online MS and or distance DI	LH, SS	Fall 2019
	QAPI – impact of volume based feeding protocol on volume of tube feeding formula delivered to patients (intern driven).	JCS, LR	January 2019
2.2 Complete IRB proposals.	Nutrition intervention into SBM ERAS protocol	JCS, Lombardi, Magro	August 31, 2018
	Metabolic rate changes post traumatic brain injury	JCS, JA, MF, Magro	August 31, 2019
	Outcomes/satisfaction with online MS and or distance DI	LH, JCS	December, 2019
2.3 Complete ongoing projects.	Data analysis of child psych project.	JCS, AN, LD	August 31, 2018
	Data analysis of autism study.	JCS, LD	August 31, 2018
	Data collection/analysis of malnutrition identification and coding.	JCS	August 31, 2018
	Knowledge and attitudes regarding AHA infographic.	SE, CA	April, 2019
2.4 Implement 2 <u>new</u> research projects	Recruit and collect data		2019-2023
	Analyze data		2020-2023
	Write up and or present finding		2020-2023
2.5 Determine presentation types/options (posters, conference presentations and/or papers). (LIDA/LISPEN/NYSDA/ASPEN)	Identify deadlines for NYSDA, LISPEN, ASPEN posters and talks	JCS	July 30, 2018
	Determine appropriate journals for studies above	Faculty leading studies	July 30, 2018

3) Strategic Issue: Positioning of the Nutrition Division to be prepared to offer an accredited graduate level Future Education Model program.

Goal: Create a developmental and implementation plan to offer a graduate level Future Education Model Program.

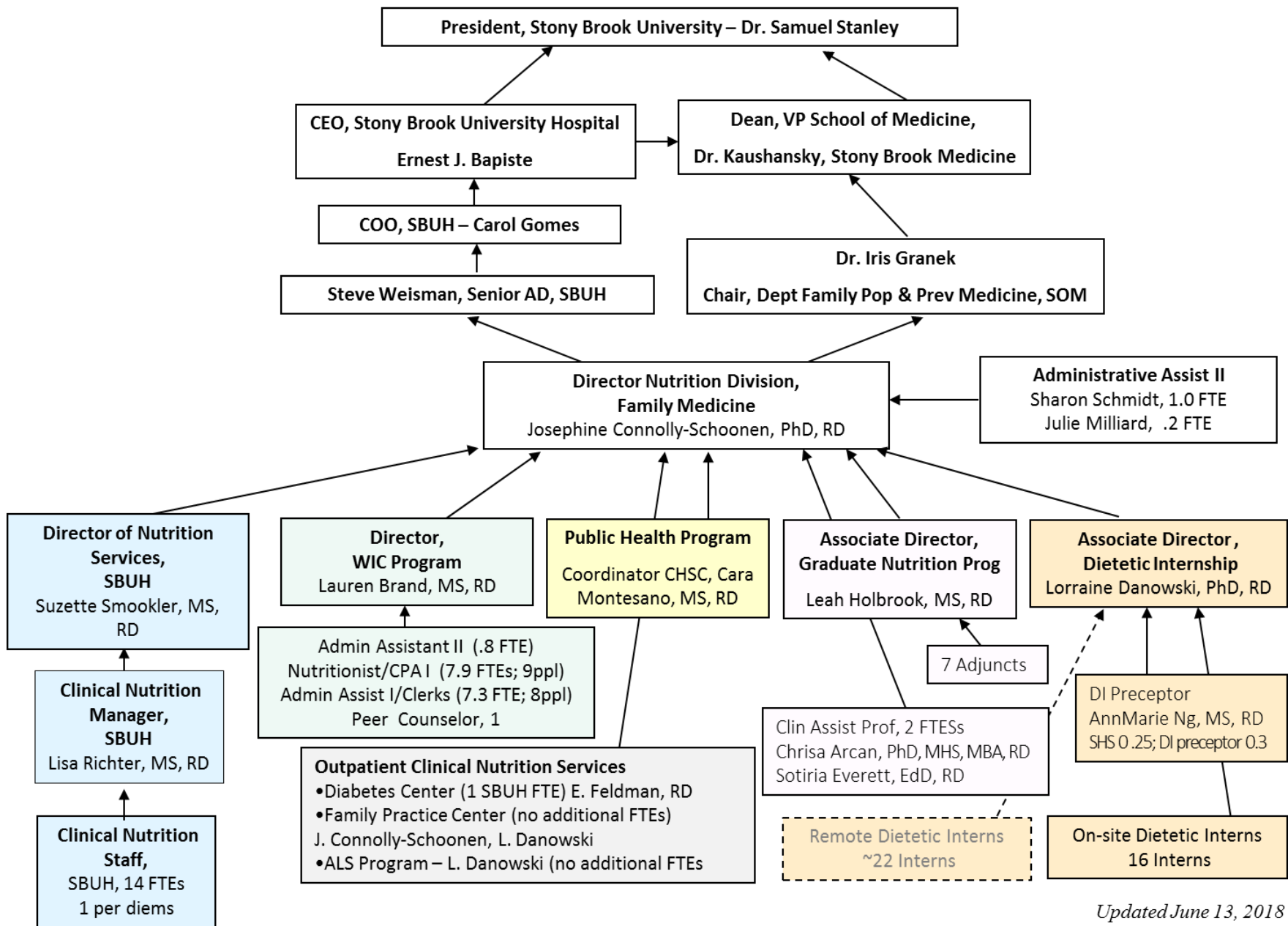
STRATEGY	ACTIONS	RESPONSIBILITY	TARGET DATE
3.1 Launch remote dietetic internship program and recruit 22 interns annually.	Upon approval, contact DICAS	JCS, CM, LD, SS	Waiting approval
	Upon approval, market	JCS, CM, LD, SS	Waiting approval
	Upon approval reach out to alumni as preceptors	LD, CM	Waiting approval
3.2 Create partnerships with 2-3 large non-university based dietetic internships.	Continue discussion with Morrisons; final decisions regarding cost/credit	JCS, LH	Fall 208
	Continue discussions with Presby; final decisions regarding cost/credit	JCS, LH	Fall 2018
	Consider other partners?	JCS, LH	TBD
3.3 Develop curriculum.	Develop curriculum map	LH, LD, JCS, CM	Fall 2019 and 2020
	Determine new courses needing to be developed	LH, JCS, SE	Fall 2020
	Determine faculty to develop courses	LH, JCS, SE	Fall 2020
	Determine course offering schedule	LH, JCS, SE	Fall 2021
3.4 Consider SUNY & NYS Ed Proposal for MS in Nutrition Practice	Review proposal requirements	LH, JCS, SE	

4) Strategic Issue: Increase visibility of the Nutrition Division via branding, marketing and communications

Goal: Increase the activity of social media (Facebook, Wordpress blog, Instagram, Twitter) outlets and utility of websites.

STRATEGY	ACTIONS	RESPONSIBILITY	TARGET DATE
4.1 Increase visibility and recognition	Reorganize the Social Media and Marketing Committee.	AN, JCS, Lombardi	July 30, 2018
	Review social media calendar.	AN, JCS, Lombardi	July 30, 2018
	Develop attractive marketing material/post cards.	Upstairs faculty and JCS	July 30, 2018
	Continue to update and maintain effective websites; post on media outlets regularly	JCS, SS, JM	ongoing
	Re-establish relationship with local media (Newsday and Channel 12) for interviews and linking to their social media	LH	December 2018
	Reconnect with social media volunteer.	AN and JCS	June 30, 2018
	Capture stories and testimonials from patients, students and interns.	All, Lombardi	ongoing
	Track impact (i.e. track how students, interns and patients learn of our services).	AN, JCS	ongoing

Appendix I: Organization Chart - Nutrition Division, Stony Brook Medicine



Updated June 13, 2018