



جامعة الملك سعود بن عبدالعزيز
للعلوم الصحية

KING SAUD BIN ABDULAZIZ UNIVERSITY FOR HEALTH SCIENCES

STRATEGIC PLAN

College of Public Health and Health Informatics

2022/2027

CPHHI STRATEGIC PLAN 2022-2027

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جامعة لصحة وطن®

College of Public Health and Health Informatics

FOREWORD:

The College of Public Health and Health Informatics (CPHHI) was established in 2005 as one of its kind in the Kingdom of Saudi Arabia (KSA). Now CPHHI enters its second decade with many achievements including hiring of 20 full time faculty members who obtained their PhDs from USA, Canada, UK and Europe; 124 currently registered students (107 master's students and 17 in the bachelor program); 375 alumni; 40 administrative staff and 10 scholars abroad, at the time of writing .

CPHHI is under King Saud bin Abdulaziz University for Health Science (KSAU-HS) which is affiliated with King Abdulaziz Medical City in the Central, Western and Eastern regions of KSA. In addition, CPHHI is affiliated with King Abdullah International Medical Research Center (KAIMRC). This umbrella and association enriches further the learning, research and practice field experiences of both students and faculty alike.

Despite its relatively young age and with inherent challenges that naturally accompany early footsteps, CPHHI is being recognized as a leading academic institution in its field nationally and regionally, with the selection of four higher degree master's programs and accredited by Saudi Commission for Health Specialities (SCHS).

Students receive state-of-the-art public health and health informatics teaching and learning from distinguished faculty in a student-centered environment with outcomes-based curricula. Most CPHHI alumni are leaders in their respective fields in organizations such as the Ministry of Health, Military and National Guard Hospitals, Universities, Saudi Health Council and others.

With consideration of the previously mentioned general history and achievements, CPHHI presents here its main strategic plan for the years 2022 to 2027. The CPHHI Strategic Plan connects with several items in the KSAU-HS Strategic Plan approved by HE the KSAU-HS President and the University Council namely, "...adoption of projects and initiatives that serve the enhancement of health education, research and community service (and) to be recognized and distinguished internationally." as well as, "...aiming toward global leadership in health professions education". This strategic plan also reinforces the University's commitment to excellence in research, patient care, and community service “ (KSAU-HS STRATEGIC PLAN 2022-2026). Moreover, CPHHI Strategic Plan aims to be readily flexible and more responsive to the aspirations and challenges ahead.





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KING SAUD BIN ABDULAZIZ UNIVERSITY FOR HEALTH SCIENCES

KSAU-HS VISION AND MISSION



VISION:

A globally leading health sciences University ambitiously serving the nation's health.

MISSION:

The University aims to graduate distinguished healthcare professionals, pursue synergistic advanced health sciences education and innovative research, and promote effective community partnership.





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KING SAUD BIN ABDULAZIZ UNIVERSITY FOR HEALTH SCIENCES

CPHHI VISION AND MISSION



VISION:

Leading the nation's health through high quality Education and Research in Public Health and Health Informatics.

MISSION:

To develop professional leaders and scholars in the disciplines of Public Health and Health Informatics; to generate and translate scientific knowledge and research that illuminates and informs best practices, policies, and scientific evidence in the field of public health and health informatics; and to engage local, national and international communities professionally to promote health and science.





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SWOT ANALYSIS

PROCESS OF STRATEGIC PLAN

A SWOT Analysis (Strength, Weakness, Opportunity, Threat) extensive exercise was used in the past (2012-2014), and recently updated and verified (September 2017) in order to ensure that most stakeholders among faculty, staff and students at CPHHI are appreciably involved in the planning process. In addition, to make sure that full alignment to the reality and practical future driving forces elements are maintained and secured. Retreats, focused group discussions, exchanged emails and on-going developments of drafts of the strategic plan were used to ensure everybody contributed. A task group chaired by the Dean (appendix 1) managed the whole process. In writing the usual VMOSA format is used to transform dreams into reality: Vision, Mission, Objectives, Strategies, and Action plans (VMOSA).



Strengths

- Well established and recognized programs nationally and internationally.

Weaknesses

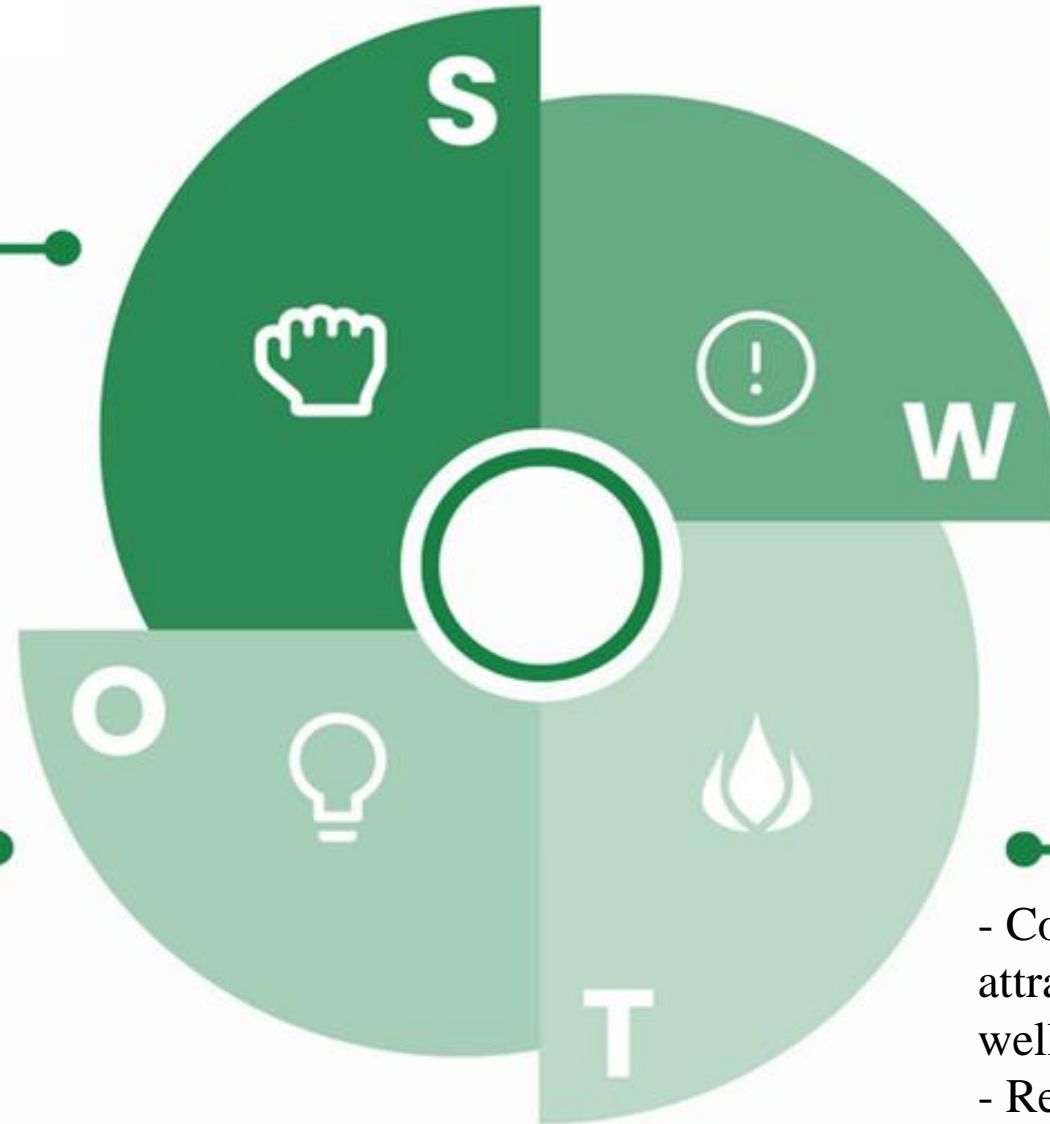
Shortage of well qualified public health faculty particularly with recent turn overs and program expansion.

Opportunities

Optimizing and expanding further PH programs to respond to needs and demand.

Threats

- Competitive market attracting experienced and well qualified faculty
- Research funding and Logistics



Strengths

- Well-established and nationally recognized pioneer programs nationally.
- Run both (Bachelor's and Master's programs) with possibility offering across the three campuses.
- Programs fit very well with KSA 2030 Vision; particularly prevention and digitalization.
- Faculty staff members are well-qualified, experienced and at all levels of academic ranks which is unique at national level.
- Teaching assistants (TAs) scholars joined high ranking programs internationally.
- Alumni: hundreds of masters' graduates serving their community; many of them are in leading positions.
- Hosting Office of research and NGCEBHP centers with lot of potentials.
- Strong opportunities for national and international strong and collaborative research.
- Hosting the UHC with potential to provide curative, preventive and health promotion activities to students and staff.



Weaknesses

- Shortage of well-qualified public health faculty members, particularly with recent turn-overs and program expansions.
- Limited access to research big data and national information.
- Absence of access to timely accurate information regarding our scholars.
- Logistics problems especially when programs are across the three campuses.
- Limited field experience and labs for our students.



Opportunities

- Possibility of expanding PH and HI programs to respond to national needs.
- Having the capability to operate other Master's Program tracks.
- Obtain programs academic accreditation.
- Offering Master of Science in HI and PH and explore possibilities of CPHHI Ph.D. program.
- Establishing Diploma degrees in specialized area of HI and PH (big data, AI, etc.).
- Collaborating with key organizations and communicating with health decision makers.
- Major opportunity to conduct collaborative research at national and international level.
- Start HI Bachelor degree program for female.



Threats

- Faculty and administrative low retention rate.
- Competitive market attracting experienced and well-qualified faculty and administrative.
- Research logistics and fund.



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KSAU-HS STRATEGIC GOALS

KSAU-HS Strategic Goals

1. Develop academic programs and graduate distinguished professionals in healthcare and health sciences-related disciplines
2. Enhance excellence in health sciences research benefiting from the integration among the University, Research Center, and health system.
3. Create vibrant on-campus quality of life, and develop sustainable community partnerships
4. Pursue a sustainable financial foundation for the university that supports its bright future
5. Optimize operational processes to achieve organizational excellence





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CPHHI STRATEGIC GOALS

1. Create academic programs and produce eminent public-health and health-informatics specialists.
2. Improve the quality of research in public health and health informatics by utilizing the collaboration between the college, research center, and healthcare system.
3. Develop a thriving campus community and long-lasting community ties.
4. Strive to strengthen the college's finances in a direction that will support its promising future.
5. Optimize the college operational processes to reach college excellence.

CPHHI Strategic Goal- 1

(Create academic programs and produce eminent public-health and health-informatics specialists).

- 1.1 Expand on postgraduate programs and option tracks addressing the evolving and expanding fields of Public Health and Health Informatics.
- 1.2 Provide experiences within academic programs that prepare students for lifelong learning and leadership.
- 1.3 Obtain accreditation for CPHHI programs from national or international accrediting bodies.
- 1.4 Develop benchmarks to measure innovative and effective teaching.
- 1.5 Implement an automated system that documents the required excellence level of accredited University programs.
- 1.6 Provide timely feedback and dashboards that track quality activities.
- 1.7 Optimize the current output of scholarship in the college.
- 1.8 Enhance the recruitment process for excellence in hiring that promotes the diversity of faculty and staff in the college.
- 1.9 Enhance teaching skills (e.g., communication, patience, creativity, enthusiasm, confidence, dedication, conflict resolution, organization, leadership, adaptability, etc.).



CPHHI Strategic Goal- 2

(Improve the quality of research in public health and health informatics by utilizing the collaboration between the college, research center, and healthcare system).

2.1 Generate and publish high-quality research that addresses the major health issues of the nation.

2.2 Enhance the CPHHI research contributions and recognition status nationally, regionally, and internationally.

2.3 Provide support for grant activities and submission of grant proposals.

2.4 Encourage and support a culture of collaborative and interdisciplinary research and scholarship.



CPHHI Strategic Goal- 3

(Develop a thriving campus community and long-lasting community ties).

3.1 Create academic collaboration and partnership with national and international organizations in the field of public health and health informatics.

3.2 Create effective relationships with health stakeholders in government and private sectors as well as NGOs for prompting a healthy Saudi population.

3.3 Engage in community services of high impact to the public.

3.4 Promote the creation of Arabic health-related content.

3.5 Create responsible non-academic activities on campus



CPHHI Strategic Goal- 4

(Strive to strengthen the college's finances in a direction that will support its promising future).

4.1 Develop comprehensive financial strategies to diversify funding streams through training centers and privatization of postgraduate degrees.



CPHHI Strategic Goal- 5

(Optimize the college operational processes to reach college excellence).

5.1 Ensure operational excellence and administrative efficiency to maximize the use of resources.

5.2 Improve the objectivity of faculty and staff evaluation procedures.





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CPHHI STRATEGIC GOALS AND TARGET/INITIATIVE TO BE ACHIEVED

KSAU-HS S.G.	CPHHI S.G.	CPHHI Branch Goals	Initiative	KPI	Target Performance
1. Develop academic programs and graduate distinguished professionals in healthcare and health sciences-related disciplines	1. Create academic programs and produce eminent public-health and health-informatics specialists. PLAN 2022-2027	<p>1.1 Expand on postgraduate programs and option tracks addressing the evolving and expanding fields of Public Health and Health Informatics.</p> <p>1.2 Provide experiences within academic programs that prepare students for lifelong learning and leadership.</p> <p>1.3 Obtain accreditation for CPHHI programs from national or international accrediting bodies.</p> <p>1.4 Develop benchmarks to measure innovative and effective teaching.</p> <p>1.5 Implement an automated system that documents the required excellence level of accredited University programs.</p> <p>1.6 Provide timely feedback and dashboards that track quality activities.</p> <p>1.7 Optimize the current output of scholarship in the college.</p> <p>1.8 Enhance the recruitment process for excellence in hiring that promotes the diversity of faculty and staff in the college.</p> <p>1.9 Enhance teaching skills (communication, patience, creativity, enthusiasm, confidence, dedication, conflict resolution, organization, leadership, adaptability, etc.).</p>	<p>1.1.1 Establish/enhance academic programs in the next 5 years.</p> <p>1.2.1 Collaborate with well-reputed experts and highly renowned societies.</p> <p>1.3.1 Obtain accreditation for all eligible programs from the NCAAA or well-recognized international accrediting bodies.</p> <p>(1.4-1.6).1 Update all program/courses learning outcomes (PLO/CLO) according to the NCAAA</p> <p>(1.4-1.6).2 Align all program assessment plans with PLOs/CLOs according to the NCAAA framework.</p> <p>(1.4-1.6).3 Successfully transition and deliver the trimester programs .</p> <p>(1.4-1.6).4 Reactivate the three public health departments; General Public Health, Epidemiology and Biostatistics, and Health Systems Management.</p> <p>1.7.1 Select outstanding scholars (ranked among the top 5%) to pursue post-graduate degrees in top-ranked universities.</p> <p>1.8.1 Recruit, as needed, top-quality faculty for each discipline within the programs approved within the college.</p> <p>1.9.1 Carry out faculty enhancement sessions.</p>	<p>1.1.1 Number of programs established or enhanced</p> <p>1.2.1 Number of collaborations</p> <p>1.3.1 Percentage of accredited eligible programs</p> <p>(1.4-1.6).1 Percentage of updated program/courses learning outcomes (PLO/CLO)</p> <p>(1.4-1.6).2 Percentage of aligned program assessment plans with PLOs/CLOs</p> <p>(1.4-1.6).3 Percentage of successfully transitioned programs</p> <p>(1.4-1.6).4 Number of revitalized departments</p> <p>1.7.1 Number of selected scholars</p> <p>1.8.1 Number of recruited faculty</p> <p>1.9.1 Number of enhancement sessions per year</p>	<p>1.1.1 one or two programs enhanced/established</p> <p>1.2.1 one or two collaborations</p> <p>1.3.1 100%</p> <p>(1.4-1.6).1 100%</p> <p>(1.4-1.6).2 100%</p> <p>(1.4-1.6).3 100%</p> <p>(1.4-1.6).4 3 departments</p> <p>1.7.1 As needed</p> <p>1.8.1 As needed</p> <p>1.9.1 4 sessions per years</p>

Target Performance	KPI	Initiative	CPHHI Branch Goals	CPHHI S.G.	KS AU-HS S.G.
<p>2.1.1 On average, 2 publications, indexed in the databases recognized by the university, per faculty</p> <p>2.1.2 25% of students will have research publications</p> <p>2.1.3 50% of publications are in ISI high-impact journals (IF>1).</p> <p>2.2.1 one of our faculty.</p> <p>2.2.2 Three to four</p> <p>2.3.1 One to three</p> <p>2.3.2 One to three</p> <p>2.4.1 Two to three</p> <p>2.4.2 Two to three</p>	<p>2.1.1 Average number of publications per faculty in a year</p> <p>2.1.2 Percentage of students publications in a year</p> <p>2.1.3 Percentage of publications in high-impact journals (IF>1).</p> <p>2.2.1 Number of faculty winning the Annual Presidential Award(s)</p> <p>2.2.2. Number of workshops/ conferences/ activities on the national and international level conducted/ participated in.</p> <p>2.3.1 Number of research grants won.</p> <p>2.3.2 Number of facilitated funding</p> <p>2.4.1 Number of focused research groups</p> <p>2.4.2 Number of Established research projects</p>	<p>2.1 Increase faculty and students publications indexed in the databases recognized by the university</p> <p>2.2.1 Win the Annual Presidential Research Awards</p> <p>2.2.2 Conduct / participate in workshops/ conferences/ activities on the national and international level .</p> <p>2.3.1 Win research grants.</p> <p>2.3.2 Increase and facilitate funding by faculty and CPHHI.</p> <p>2.4.1 Establish focused research groups.</p> <p>2.4.2 Establish joint research projects with research centers.</p>	<p>2.1 Generate and publish high-quality research that addresses the major health issues of the nation.</p> <p>2.2 Enhance the CPHHI research contributions and recognition status nationally, regionally, and internationally.</p> <p>2.3 Provide support for grant activities and submission of grant proposals.</p> <p>2.4 Encourage and support a culture of collaborative and interdisciplinary research and scholarship.</p>	<p>2. Improve the quality of research in public health and health informatics by utilizing the collaboration between the college, research center, and healthcare system.</p>	<p>2. Enhance excellence in health sciences research benefiting from the integration among the University, Research Center, and health system</p>



Target Performance	KPI	Initiative	CPHHI Branch Goals	CPHHI S. G.	KSAU-HS S. G.
<p>3.1.1 At least one community partnership/collaboration per department</p> <p>3.2.1 At least two stakeholders</p> <p>3.3.1 One community service per faculty per year.</p> <p>3.4.1 One translation unit established</p> <p>3.4.2 At least one landmark health-related contribution per year</p> <p>3.5.1 Two to three responsible non-academic activities per year</p>	<p>3.1.1. Number of community partnership/collaboration per department,</p> <p>3.2.1. Number of stakeholders included in the college advisory committee</p> <p>3.3.1 Average number of community service per faculty per year.</p> <p>3.4.1 Number of translation units established</p> <p>3.4.2 Number of translated/published landmark health-related contributions per year</p> <p>3.5.1 Number of responsible non-academic activities per year</p>	<p>3.1.1 Establish community partnership/collaboration with well-recognized health-related entities.</p> <p>3.2.1 Include external stakeholders in the college advisory committee.</p> <p>3.3.1 Involve faculty in community services.</p> <p>3.4.1 Establish a translation unit</p> <p>3.4.2 Translate/publish landmark health-related contributions</p> <p>3.5.1 Encourage responsible non-academic activities per year</p>	<p>3.1 Create academic collaboration and partnership with national and international organizations in the field of public health and health informatics.</p> <p>3.2 Create effective relationships with health stakeholders in government and private sectors as well as NGOs for prompting a healthy Saudi population.</p> <p>3.3 Engage in community services of high impact to the public.</p> <p>3.4 Promote the creation of Arabic health-related content.</p> <p>3.5 Create responsible non-academic activities on campus</p>	<p>3. Develop a thriving campus community and long-lasting community ties.</p>	<p>3. Create vibrant on-campus quality of life, and develop sustainable community partnerships</p>



Target Performance	KPI	Initiative	CPHHI Branch Goals	CPHHI S.G.	KS AU-HS S.G.
<p>4.1.1 20% increase</p> <p>4.1.2 At least one program</p> <p>4.1.3 At least one competitive endowment</p> <p>4.1.4 At least one new business venture</p> <p>4.1.5 At least one online and continuing-education</p>	<p>4.1.1 Percentage of increase in the annual income of the training center within the college</p> <p>4.1.2 Number of developed graduate programs that generate revenue</p> <p>4.1.3 Number of competitive endowment funds created/leveraged</p> <p>4.1.4 Number of new business ventures launched</p> <p>4.1.5 Number of online and continuing-education programs expanded</p>	<p>4.1.1 Increase the annual income of the training center within the college by 20%.</p> <p>4.1.2 Develop graduate programs that generate revenue.</p> <p>4.1.3 Create competitive endowment funds and leverage that by outsourcing potential perpetual contributors from private sectors philanthropists (a person/entity that seeks to promote the welfare of others)</p> <p>4.1.4 Launch new business ventures – online adult education, adult learning</p> <p>4.1.5 Expand CPHHI's online and continuing-education programs.</p>	<p>4.1 Develop comprehensive financial strategies to diversify funding streams through training centers and privatization of postgraduate degrees.</p>	<p>4. Strive to strengthen the college's finances in a direction that will support its promising future.</p>	<p>4. Pursue a sustainable financial foundation for the university that supports its bright future</p>



Target Performance	KPI	Initiative	CPHHI Branch Goals	CPHHI S.G. KSAU-HS S.G.
<p>5.1.1. One week on average.</p> <p>5.1.2 One online tracking system</p> <p>5.2.1 One grievance committee established</p> <p>5.2.2 4/5 satisfaction level on a satisfaction survey</p>	<p>5.1.1 Average operational cycle time</p> <p>5.1.2 Number of online tracking systems established</p> <p>5.2.1 Number of grievance committee established</p> <p>5.2.2 Average satisfaction level on a 5-point scale</p>	<p>5.1.1 Improve operational cycle (turnaround time) of making decisions at the college level.</p> <p>5.1.2 Establish an online tracking system.</p> <p>5.2.1 Establish a grievance committee that critically looks at why the employee feels aggrieved, unhappy or dissatisfied.</p> <p>5.2.2 Attain high level of satisfaction</p>	<p>5.1 Ensure operational excellence and administrative efficiency to maximize the use of resources.</p> <p>5.2 Improve the objectivity of faculty and staff evaluation procedures.</p>	<p>5. Optimize the college operational processes to reach college excellence</p> <p>5. Optimize operational processes to achieve organizational excellence</p>



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