



COLLEGE OF MEDICINE
STRATEGIC PLAN
2019 - 2022



COLLEGE of
MEDICINE



LETTER FROM THE DEAN

Faculty, Staff and Students,

I am very pleased to share with you the *2019-2022 NEOMED College of Medicine Strategic Plan*. I have been inspired by the commitment and thoughtfulness our faculty, staff, students and partners have demonstrated in establishing this plan. This collaborative effort has identified fundamental priorities for the next three years that will serve as the College's foundation moving forward.

Our new mission and vision statements guided the strategic planning process while our LCME accreditation self-study process and findings guided the prioritization of our focus.

NEOMED College of Medicine, through education, research and public service, inspires medical students to become exemplary patient care centered physicians. We seek to improve the health and quality of life of the communities of Ohio and beyond, including those both diverse and underserved.

We aspire to be a national leader in community centered medicine, recognized for challenging and empowering its students and faculty to be leaders of transformational change by furthering the health of Ohio communities and addressing Ohio healthcare challenges.

By design, the strategic plan will be a dynamic framework to move the College into the future. The process has and will continue to engage and solicit honest input from our stakeholders including faculty and staff, clinical and university partners, alumni and students.

I have a deep devotion to NEOMED, where I was once a student, and I promise in my role as Dean to work tirelessly with faculty, staff, and students to transform and sustain our College of Medicine, now and for our future students. I want to build upon the legacy of the thousands of successful alumni who came before and who provide the highest quality care to their patients.

Thank you for joining me in supporting the College of Medicine. Our community is a very special one. Together, we will imagine the future of health care and seek innovative ways to meet our mission and vision.

Sincerely,

A handwritten signature in blue ink that reads "Elisabeth H. Young MD". The signature is fluid and cursive.

Elisabeth H. Young, M.D.
Dean of the College of Medicine
Professor of Internal Medicine
Class of 1985

GOAL 1:

DEVELOP COMMUNITY PHYSICIAN LEADERS TO SHAPE THE FUTURE OF MEDICINE

DEFINITION

The COM will:

- Incorporate curricular revision to emphasize integration of basic and clinical science competencies
- Develop educational delivery models which promote applied learning opportunities and assessment
- Support individual student academic success and career choice satisfaction
- Promote physician leadership skill development focused on diverse community health care needs

TACTICS

- Incorporate curricular revision to emphasize integration of basic and clinical science competencies
 1. Deliver a fully integrated curriculum
 2. Enhance intentional cross and inter-departmental collaboration for optimal integration of course content
 3. Use applied learning strategies to provide learning integration and knowledge synthesis
 4. Facilitate the implementation of a continuous quality improvement (CQI) model within the curricular review process by leveraging Course Directors and the Curriculum Management and Assessment Committee
- Develop educational delivery models which promote innovative applied learning opportunities and assessment
 1. Diversify student course curricular assessments
 2. Provide learners with multiple methods of engagement with course content
 3. Establish a Medical Education Innovation Fund
 4. Recruit faculty to lead innovative curricular change
- Support individual student academic success and career choice satisfaction
 1. Expand the number of pathway/certificate offerings to offer more personalized educational experiences
 2. Strengthen the clinical advisory program by identifying resources to support career choice
- Promote physician leadership skill development focused on diverse community health care needs
 1. Expand and strengthen interdisciplinary and interprofessional experiences
 2. Develop processes and a culture that foster an inclusive, diverse learning environment
 3. Develop curricular performance milestones to ensure students provide culturally conscious and competent care
 4. Incorporate leadership skills development longitudinally throughout the curriculum

GOAL 2:

ENCOURAGE VITALITY AND ENGAGEMENT OF OUR STUDENTS

DEFINITION

The COM will:

- Promote a culture of wellness and resilience
- Provide student-valued engagement opportunities
- Support a student experience focused on success and satisfaction

TACTICS:

- Promote a culture of wellness and resilience
 1. Enhance health care and mental health programming
 2. Reduce student educational debt
 3. Enhance the recruitment of diverse students
- Provide student-valued engagement opportunities
 1. Increase student involvement in College decision making
 2. Increase opportunities for non-curricular interactions between students and faculty
 3. Create a comprehensive communication plan for students
- Support a student experience focused on success and satisfaction
 1. Create enhanced support for students on clerkships at distant sites
 2. Acknowledge contributions of the student body to academic life

GOAL 3:

STRENGTHEN VITALITY AND ENGAGEMENT OF OUR FACULTY AND STAFF

DEFINITION

The COM will:

- Ensure a culture of well-being
- Provide meaningful engagement opportunities
- Employ best practices in compensation and recognition
- Provide professional development support and opportunities

TACTICS:

- Ensure a culture of well-being
 1. Offer educational programming in wellness and resilience
 2. Identify wellness champions to build and promote wellness opportunities
 3. Ensure sufficient faculty and staff to support the COM's tri-part mission
- Provide meaningful engagement opportunities
 1. Include faculty and staff in development of strategies to improve the COM
 2. Identify and provide networking opportunities to bring fresh ideas and best practice knowledge
- Employ best practices in compensation and recognition
 1. Promote and sustain an inclusive culture for educational and administrative priorities and practices
 2. Develop robust reward systems that recognize the contributions of volunteer clinical faculty
 3. Develop financially viable reward and recognition systems that ensure compensation equity for employed faculty
- Provide professional development support and opportunities with optimized learner accessibility
 1. Develop a comprehensive strategy for faculty development
 2. Expand opportunities for staff professional development

GOAL 4:

FOSTER EXCELLENCE IN COLLABORATIVE AND INNOVATIVE RESEARCH AND SCHOLARSHIP

DEFINITION

The COM will:

- Promote research and scholarship success in the research focus areas
- Leverage successes to develop clinical and University partner research opportunities

TACTICS:

- Promote research and scholarship success in the research focus areas
 1. Target faculty recruitment within research focus areas.
 2. Increase the number of faculty, students and staff involved in research and scholarship
- Leverage research and scholarship successes to develop clinical and University partner research opportunities
 1. Evaluate the focus areas for alignment of strengths with the interests of University and clinical partners
 2. Enhance the dissemination of the COM's research and scholarship portfolio

GOAL 5:

CULTIVATE PRIDE IN AND STRENGTHEN THE COLLEGE OF MEDICINE'S IDENTITY

DEFINITION

The COM will:

- Strengthen our culture to promote a sense of connectedness, appreciation, and pride among all stakeholders
- Enhance the capacity of University, clinical and community partners to achieve our shared missions

TACTICS

- Strengthen our culture to promote a sense of connectedness, appreciation, and pride among all stakeholders
 1. Reimagine and advantage the attributes that define and shape the College's identity
 2. Enhance internal and external communications
 3. Reinvigorate the COM's alumni connectedness
 4. Promote the COM's contributions to the Health Affairs value proposition and University strategic plan
 5. Promote the COM's mission and vision alignment with those of our clinical and University partners
- Enhance the capacity of University, clinical and community partners to achieve our shared missions
 1. Provide training and consultations that facilitate high-quality University and community outreach
 2. Collaborate with University and community partners on community initiatives that contribute to the well-being of our communities
 3. Partner with local, state, and national policy makers and leaders to inform and improve health policies and services.

GOAL 6:

ENHANCE ECONOMIC STABILITY AND SUSTAINABILITY OF THE COLLEGE OF MEDICINE

DEFINITION

The COM will:

- Identify and employ efficient operating models
- Determine innovative revenue opportunities through our value proposition
- Strategically align and allocate resources including redesign opportunities
- Secure additional income through philanthropy, grants and academic funding

TACTICS:

- Identify and employ efficient operating models
 1. Track, measure and analyze the COM's fiscal performance
 2. Implement an operational excellence strategy to reduce system inefficiencies
 3. Create and maintain a faculty profile system for data generation
- Determine innovative revenue opportunities through our value proposition
 1. Identify joint, collaborative revenue opportunities to advance mutually beneficial partnerships
- Strategically align and allocate resources including redesign opportunities
 1. Align resource allocation based on strategic priorities and return on investment analysis
- Secure additional income through philanthropy, grants and academic funding
 1. Establish college-centric institutional advancement efforts

THE STRATEGIC PLANNING CONTINUUM: NEXT STEPS

PHASE ONE

Strategic priorities reflect our mission, vision and values, and represent our high-level direction as an organization. These priorities were developed by asking ourselves who we are and where we are going. A process of environmental scan and contextualized analysis was used to define and refine our strengths, weaknesses, opportunities and threats, and understand the markets and communities we serve.

Our goals describe our context and expectations that require consistent focus across our College to develop and maintain them. The tactics were specified in order to accomplish the strategic priorities and were collected and refined through a process that involved stakeholders from the College of Medicine in addition to many of our clinical and educational partners.

Strategic priorities and associated tactics will be reviewed annually, refreshed as necessary and monitored by the committee.

PHASE TWO

In this phase, departments adopt and align with the strategic priorities and tactics set out by the College. This is the phase during which specific department-level tactics, actions and expectations are developed, and the corresponding department-level budgets are established that reflect this alignment.

PHASE THREE

The final phase of strategic planning links individual performance to the strategic plan. The strategic plan will only be accomplished if everyone in the College is committed to and focused on obtaining the goals set out by both the College and the departments.

Implementation of the strategic plan will require working groups to finalize the goals and tactics outlined in the plan. Over the next several months, the Dean's Office will develop a continuous monitoring and evaluation process, assign responsibility and finalize implementation of the plan that will guide the College of Medicine from 2019 through 2022.