



College of Osteopathic Medicine
MICHIGAN STATE UNIVERSITY

2017 Strategic Plan



MSUCOM Administration September 12, 2017

MSUCOM Faculty Assembly, September 26, 2017

Overview

In March 2017, Michigan State University College of Osteopathic Medicine convened a task force to develop a three-year strategic plan. The process began with identification of themes or domains to align with the College's mission and vision statements, adopted in 2015:

Mission: "Preparing physicians in the science of medicine, the art of caring and the power of touch with a world view open to all people."

Vision: "To provide world class osteopathic medical education, student service, and research to foster community engagement and patient-centered medical care."

The task force also looked to Michigan State University's core values of Quality, Inclusiveness, and Connectivity, as well as the University's *Bolder By Design* imperatives:

1. **Enhance the student experience** by expanding opportunities for where, when, and how students learn
2. **Enrich community, economic, and family life** through research, outreach, engagement, entrepreneurship, innovation, diversity, and inclusiveness.
3. **Expand international reach** through academic, research and economic development initiatives, and strategic alliances.
4. **Increase research opportunities** by expanding funding to support high-impact scholarship and research.
5. **Strengthen stewardship** by nurturing the university's financial assets, campus environment, infrastructure, and people.
6. **Advance our culture of high performance** by elevating the quality and effectiveness of every product and process

Development of the strategic plan

The task force identified five themes or areas of focus for MSUCOM to move forward strategically in the next three years. The themes are broad domains which align with the MSUCOM's Mission and Vision and with MSU's strategic imperatives. Each theme includes a summary statement which serves as a vision for that domain. Within each theme, the task force identified several goals, which were shared with MSUCOM stakeholders via an online commentary period. Feedback from current and former students, as well as faculty and staff, were then used to operationalize the goals into actionable objectives. Finally, key metrics and outcomes were identified so that progress toward implementation of the strategic plan may be monitored through 2020.

The completed strategic planning document was vetted with MSUCOM administration and presented to the College's Faculty Assembly for approval on September 26, 2017. A webpage for sharing the strategic plan and periodic updates has been launched on the MSUCOM website.

RESEARCH AND SCHOLARLY ACTIVITY

MSUCOM will positively impact clinical and academic communities by emphasizing research and scholarly activity.

Goals and objectives

1. Promote quality and safety in healthcare through research and scholarly activity within the COM and SCS network.

To achieve this objective, MSUCOM will:

- Promote and support the Teaching for Quality model for quality improvement-based research throughout the osteopathic medical education continuum.
- Create opportunities for research collaboration within and across SCS partners.

2. Expand opportunities for COM students to gain expertise in research methods and experience in scholarly activity.

To achieve this objective, MSUCOM will:

- Encourage students to explore scholarly activity options through workshops, electives, and other resources that enhance current required research training.
- Make research and scholarly activity opportunities more accessible to students through improvements in the website and other communication strategies.
- Facilitate participation in research/scholarly activity during clerkship at base hospital sites.

3. Increase research and scholarly activity among MSUCOM faculty and create pathways to engage with COM students.

To achieve this objective, MSUCOM will:

- Provide faculty development on research and scholarly activity, including how to engage COM students in projects to campus-based and clinical faculty, taking advantage of MSU resources as applicable.
- Allow faculty to review proportion of time allocated for research at annual reappointment and consider options to increase time allocated.
- Showcase research in MSUCOM sponsored publications and events.

Key metrics and outcomes:

- Publications and presentations by MSUCOM faculty and students
- Utilization of faculty development programs, workshops, and resources
- Completion of updated website by 2018
- Spartan Medical Research Journal submissions
- MSUCOM/SCS Research Day participation

CURRICULUM

MSUCOM will be a leader in lifelong osteopathic medical education.

Goals and objectives

1. Develop models to more seamlessly connect the continuum of predoctoral, graduate, and continuing medical education, using distance learning and other innovations.

To meet this objective, MSUCOM will:

- Complete a thorough review of the predoctoral curriculum, within the context of external benchmarks, such as NBOME blueprint, ACGME standards, and academic best practices.
- Promote training of students in relevant clinical skills through earlier clinical contact and incorporation of entrustable professional activities (EPAs).
- Develop innovative uses for distance-learning technology to connect phases of the educational continuum.

2. Regularly assess and utilize data from all stakeholders within curriculum to support a culture of continuous improvement.

To meet this objective, MSUCOM will:

- Create a comprehensive assessment plan that identifies metrics, targets, and accountability.
- Identify communication strategies to promote transparency and clarity of outcomes data.
- Provide timely and meaningful feedback reports to clerkship sites

3. Encourage critical thinking and life-long learning through application of evidenced-based academic methodology and principles.

To meet this objective, MSUCOM will:

- Create a work group through the Curriculum Leadership Committee to explore and identify best practices for learning skills and innovative curriculum delivery methods .
- Apply strategies for development of adult learning skills during prematriculation, orientation, and/or semester one.

Key metrics and outcomes

- Comprehensive assessment plan completed and submitted in 2017
- Curriculum review initiated in 2018 and completed with recommendations by 2019
- Best practices in learning strategies identified and added to curriculum beginning in 2018
- Clerkship site feedback reports developed in 2017

OSTEOPATHIC PRINCIPLES AND PRACTICE

MSUCOM will uphold and promote osteopathic principles to improve health and wellbeing.

Goals and objectives

1. Develop a continuum model that promotes osteopathic manual medicine (OMM) and biomechanical competencies and their role in patient-centered care.

To meet this objective, MSUCOM will:

- Ensure that the predoctoral curriculum provides optimal training in OMM and biomechanical competencies. This will be evaluated through a comprehensive review under the leadership of the College Curriculum Committee and the Department of OMM.
- Provide an array of faculty development and continuing medical education programming, including education on OPP/OMM for non-D.O.'s.

2. Promote a holistic model of osteopathic principles that includes competencies in physician well-being and self-care and in health promotion.

To meet this objective, MSUCOM will:

- Incorporate principles of health promotion and self-care throughout the predoctoral curriculum and promote a positive learning environment.
- Offer education in health promotion/physician self-care educational strategies to assist residency programs in meeting standards of the ACGME.

3. Establish an OPP Research Initiative to evaluate integration and applications of this model of OPP in academic and clinical programs.

To meet this objective, MSUCOM will:

- Develop research and scholarly activity projects that advance knowledge and evidence relating to osteopathic patient care and OMT, including patient outcomes or satisfaction.
- Conduct research and scholarly activity examining the role of health promotion and lifestyle medicine competencies in osteopathic medical education.
- Conduct research and scholarly activity examining the academic and clinical learning environment and its role in promoting physician well-being and self-care competencies.

Key metrics and outcomes:

- Curricular review completed and recommendations enacted by 2019
- Research and scholarly activity output through 2020

COMMUNITY IMPACT

MSUCOM will uphold the land-grant system's values of teaching, research, and public service and work with community partners to create positive impact locally, nationally, and internationally.

Goals and objectives

1. Promote excellence in patient care and osteopathic medical education within the SCS network of community-based clinical partners.

To meet this objective, MSUCOM will:

- Provide resources, consultative services, and faculty development to support affiliated community-based institutions and residencies in meeting academic requirements of ACGME and osteopathic recognition.
- Explore ways to promote interprofessional education between health professions at MSU and within clinical sites.

2. Pilot the model of regional hubs across Michigan to more effectively link MSUCOM resources with community partners in support of osteopathic medical education, community outreach, and scholarly activity within the Statewide Campus System.

To meet this objective, MSUCOM will:

- Deploy resources to support academic and research needs of community-based residents and faculty and offer opportunities MSUCOM students to engage.
- Support efforts that link clinical quality improvement to research and scholarly activity.
- Develop a pilot wellness clinic initiative in southeast Michigan.

3. Maintain local and international initiatives that address the needs of underserved populations.

To meet this objective, MSUCOM will:

- Provide opportunities for MSUCOM students and SCS residents to work in a variety of healthcare environments, including with underserved populations in Michigan and abroad.
- Encourage scholarly activity projects that demonstrate impact of these initiatives.
- Maintain and grow study abroad and global health programs through the MSU Institute for International Health

Key metrics and outcomes

- SCS affiliated institutions and programs accreditation status with ACGME through 2020
- Osteopathic recognition status of programs within SCS through 2020
- Development of regional hub models in southeast Michigan in 2018
- Introduction of wellness clinic initiative pilot at MSUCOM-Macomb in 2018

DIVERSITY AND INCLUSION

MSUCOM will create a learning environment that welcomes diversity among all learners and educators and fosters respect and understanding.

Goals and objectives

1. Promote cultural competence and understanding of the impact of race, gender, and socioeconomic factors on health care.

To achieve this goal, MSUCOM will:

- Ensure that the predoctoral curriculum adequately addresses ways in which personal and social factors impact health, disease, and delivery of care. This will be evaluated through a comprehensive review under the leadership of the College Curriculum Committee.
- Provide training and resources across the osteopathic medical education continuum related to these issues.

2. Encourage a culture that welcomes a spectrum of experiences and backgrounds and promotes professionalism and respect among college faculty, staff, and administration.

To achieve this goal, MSUCOM will:

- Provide faculty development and CME opportunities related to cultural competence and social determinants of health.
- Use established university policies, procedures, and resources to ensure equal opportunities and encourage inclusivity.

3. Ensure that outreach programs and admissions processes provide opportunities to qualified individuals of all backgrounds.

To achieve this goal, MSUCOM will:

- Seek meaningful ways to promote osteopathic medicine and educational pathways in the College's local communities, including those that are disadvantaged or underrepresented in medical education.
- Evaluate impact of outreach programs as measured by pursuit of education in the health professions.

Key metrics and outcomes

- Percentage of minority candidates to faculty positions
- Percentage of minority applicants to MSUCOM
- Completion of impact analysis on research programs by 2019