

APPENDIX II
OU-COM and VISION OHIO: TOP PRIORITY
INITIATIVES
A FIVE YEAR IMPLEMENTATION PLAN
WORKING DRAFT

Goals	Objectives	Strategies	Outcomes	Estimated Investments
I. Strengthen OU-COM Medical Education and Research	<p>1. Validate curricula and take steps to address any identified weaknesses.</p> <p>2. Find ways to increase the efficiency of teaching in both curricula while maintaining overall quality.</p> <p>3. Provide dynamic curricula open to new developments in medicine and in society, and open to questioning by students, faculty, and staff.</p> <p>4. Incorporate research design and analysis into the student experience.</p>	<p>a. Compare content to internal and external standards, and track student performance on objective assessments, and address any weaknesses.</p> <p>b. Evaluate the learning process by examining the proportion of active, integrative learning activities, and student and faculty satisfaction, and address any weaknesses.</p> <p>c. Evaluate curriculum outcomes against internal and external criteria, and address any weaknesses.</p> <p>a. Analyze costs of the two OU-COM curricula, including faculty workload, and identify areas of possible cost savings.</p> <p>a. Increase the presence of multicultural issues, patient safety, evidence-based medicine, human sexuality, and other current social and medical topics in the curricula, based on input from students, faculty, and staff.</p>	<ul style="list-style-type: none"> • Benchmarks will be set and the curriculum evaluated against standards for curriculum content, learning processes, and outcomes, and any deficiencies will be addressed by focused curriculum development projects over a five-year period. • Curricular costs will be analyzed and compared, with areas of costs savings that do not compromise quality identified and implemented over a five-year period. • Develop and implement focused curriculum development projects continuously over a five-year period. 	<ul style="list-style-type: none"> • \$1.36M over 5 years

<p>II. Enhance Centers for Osteopathic Research and Education (CORE) Predoctoral and Graduate Medical Education and Research</p>	<p>1. Promote excellence and innovation in predoctoral and graduate osteopathic medical education.</p>	<p>a. Analyze the current research design thread in the curricula, compare it to standards, and increase its quality and integration into the curricula.</p>	<ul style="list-style-type: none"> • Develop and implement focused research design curriculum development projects over a five-year period. 	<p>TOTAL: \$1.36M</p>
		<p>a. Recruit and retain skilled and dedicated clinical preceptors for our trainees.</p>	<ul style="list-style-type: none"> • Pay and support predoctoral clinical preceptors. All CORE GME program directors will have paid, protected teaching time provided by their hospital sponsors, implemented over a five-year period. 	
		<p>b. Promote structured, consistent learning experiences and uniform learning outcomes in required rotations.</p>	<ul style="list-style-type: none"> • Key progress indicators such as explicit learning objectives and learning outcomes for the AOA core clinical competencies will be defined and measured by collaborative teams from OU-COM and the CORE, so that all rotations provide a structured learning experience leading to achievement of outcome measures. This is a five-year project. 	
	<p>2. Work with the CORE member hospitals to recruit and retain OU-COM students and affiliated COM students in CORE GME programs in Ohio.</p>	<p>a. 80% or more of CORE member hospitals' medical education units will participate in recruitment workshops provided by OU-COM's Admissions office.</p>	<ul style="list-style-type: none"> • 60% or more of OU-COM seniors will matriculate and complete CORE GME programs. 	
<p>3. Optimize the integration and cost-effectiveness of the OU-COM and CORE hospital relationship.</p>	<p>b. Increase the visibility of CORE hospital programs on the Athens campus.</p>	<ul style="list-style-type: none"> • Over a five-year period, rotations will be developed or supplemented concerning: --rural and small-community 		
<p>4. Develop and expand education programs in strategic areas.</p>	<p>a. Implement New Innovations software features and enhancements sufficiently to prepare federal reports, accreditation reports (Board of Regents, CORE, AOA COCA, OPTI), and better utilize rotation</p>			

slots.
 a. identify faculty champions; develop key curricular topics, objectives, materials, and assessment methods; develop implementation strategies.

medicine
 -- practice management
 --managed health care
 -- patient safety
 --risk management
 --EBM (Evidence-Based Medicine)

TOTAL: \$2.0M – \$6.0M

III. Improve Faculty, Staff, and Student Quality and Diversity

1. Support faculty succession planning within academic departments to maintain sufficient Group 1 faculty in appropriate disciplines to carry out the College's academic mission.
2. Maintain appropriate compensation for faculty and staff.
3. Recruit underrepresented minority and socioeconomically diverse students, faculty, and staff.

- a. Negotiate departmental staffing with chairs.
- a. Conduct market-based review of salaries for faculty and staff on a regular basis.
- a. Continue and strengthen student recruitment pipeline programs and faculty diversity recruitment efforts.

- Within five years, all academic departments will maintain at least two tenure-track faculty members who are receiving faculty development in administrative skills.
- Maintain salaries and benefits that are consistent with the external market and internally consistent within OU-COM.
- The composition of each incoming class should reflect no less than 15% URM (under-represented minority) and 15% economically disadvantaged enrollment. The College will move toward a composition of 20% URM enrollment over a period of five years.

• \$1.94M over 5 years

TOTAL: \$1.94M

IV. Enrich Environment

1. Cultivate an environment of professionalism at OU-COM.
2. Provide appropriate support services for osteopathic medical students.

- a. Promote professionalism as part of the College's core values and expectations of students.
- a. Maintain and strengthen programs in student affairs, financial aid, student academic assistance, mentoring, and health care.
- a. Document and standardize the

- Within two years, student and faculty knowledge of and commitment to standards of professionalism will approach 100%.
- Within five years, student satisfaction with these programs will exceed 90%.

• \$40K over 5 years

3. Continue to foster growth and leadership opportunities for our students and graduates through special fellowships, international programs, and the like.

quality of student experiences; track and identify the effects of special programs experiences on students' careers after graduation.

- Within five years, student participation in leadership opportunities will exceed 25%, and participation in service to SE Ohio residents will approach 100%.

4. Provide a safe, secure learning and research environment for students, faculty, and staff.

b. Provide every OU-COM student with the educational opportunity to work with the uninsured and underserved residents of SE Ohio.

a. Secure OU-COM facilities using current technologies and appropriate policies and identification systems for students, faculty, and staff.

- Implement faculty and staff IDs intended to be worn at work within three years, and use them to help implement improved building security via key card access within three years.

TOTAL: \$40K

V. Fortify Infrastructure

1. Develop and maintain a fiscal reserve sufficient to buffer the College against the many budget variables that are beyond our control.

a. Integrate fiscal reserve planning into budgeting processes.

- In 2008 and for the foreseeable future, a fiscal reserve of 10-12% of the total OU-COM budget will be maintained.

2. Raise sufficient funds through development efforts to support several significant and ongoing College priorities.

a. Support OU-COM by developing a College endowment. Support the College's academic mission (teaching, learning, and research) by raising funds to support the Academic Research Center, student scholarships, and endowed professor and chair positions. Support the College's service and diversity mission by raising funds to institutionalize and strengthen diversity programs.

- Development goals to be agreed upon with Ohio development officers at a sufficient level to accomplish the listed strategies.

3. Work at the state level to secure additional base and one-time-only funding for OU-COM.

a. Enhance current efforts by the Dean and other OU-COM senior officers to secure additional state funding.

- Achieve increased state funding for medical education.

- Obtain partner commitments and

• \$1.5M over 5 years

<p>4. Develop an OU-COM facilities planning, construction, and renovation cycle that implements OU-COM programmatic priorities.</p>	<p>a. Work with partners to build a new clinic facility. Continue and strengthen the annual facilities planning process.</p>	<p>funding for a new clinic building within one year.</p>	<p>• \$500K</p>
<p>5. Strengthen the CORE System.</p>	<p>a. Promote CORE membership for multiple-hospital Ohio health care systems.</p> <p>b. Increase the geographic diversity of the CORE System in Ohio.</p>	<ul style="list-style-type: none"> • Assist clinical faculty in transitioning to the new clinical facility. • Further develop the mechanism for membership for larger Ohio health care systems. • Within five years, the CORE system will have training sites in each major region of the state. 	<p>• \$350K over five years</p>
<p>6. Enhance the development of the network infrastructure for the Ohio University College of Osteopathic Medicine/ Centers for Osteopathic Research and Education (OU-COM/CORE).</p>	<p>a. Plan, design and implement appropriate network technologies including hardware and telecommunications infrastructure for medical education, research and direct services.</p> <p>b. Maintain a scalable and secure computer server and storage infrastructure.</p> <p>c. Complete an annual review process for continued quality improvement (CQI).</p>	<ul style="list-style-type: none"> • 100% compatibility with educational partners for technical and legal compliance • Reduce hardware footprint by 75% and implement “green IT” solutions to reduce operating cost • Implement virtualization technology where appropriate • Continue migration to blade servers to reduce server inventory • Migrate storage and data management to comprehensive data lifecycle tools • Implement a CQI program to include: security and privacy policies & procedures, backup and disaster recovery, Health Insurance Portability and Accountability Act (HIPAA), Family Educational Rights and Privacy Act (FERPA) and other appropriate state and federal requirements • Maintain or exceed established best practices for data and network management 	<p>• \$50K over five years</p>

<p>7. Ensure effective information technology security practices.</p>	<p>a. Work collaboratively with university Office of Information Technology (OIT) to enhance appropriate information technology (IT) security policies and procedures that serve both the university and college's unique requirements</p>	<ul style="list-style-type: none"> • Maintain and enhance current OU-COM data protection • Protect and maintain current OU-COM partners' data 	<ul style="list-style-type: none"> • \$35K over five years
<p>8. Maintain a collegial relationship with faculty and staff and offer consultation on technology issues.</p>	<p>a. Enhance knowledge in support of medical education, research and healthcare delivery</p>	<ul style="list-style-type: none"> • Improve understanding of needs and issues concerning medical informatics, educational technology and business solutions 	<ul style="list-style-type: none"> • \$125K over three years
	<p>b. Maintain and develop appropriate educational facilities to meet the demands of a dynamic medical curriculum</p>	<ul style="list-style-type: none"> • Work collaboratively with curriculum directors and deans to ensure appropriate development of educational technologies to meet the mission and goals of OU-COM's academic program 	
<p>9. Utilize technology to enhance the academic mission of instruction, research and service.</p>	<p>a. Investigate and recommend appropriate electronic testing solutions</p>	<ul style="list-style-type: none"> • Deploy and evaluate electronic testing per curriculum guidelines 	<ul style="list-style-type: none"> • \$50K over five years
	<p>b. Continue external funding for Health Information Technology (HIT) initiatives supporting academic and service missions</p>	<ul style="list-style-type: none"> • Submit two (2) National Institutes of Health (NIH) or National Science Foundation (NSF) grants and three (3) additional state/federal program grants 	
	<p>c. Achieve regional, state and national recognition as HIT leader, especially in rural health and the Appalachian region.</p>	<ul style="list-style-type: none"> • Continue to develop annual rural health conference • Continue to develop southeast Ohio Regional Health Information Organizational (RHIO) 	<p>TOTAL: \$2.61M</p>
	<p>d. Improve work flow processes</p>	<ul style="list-style-type: none"> • Continue to implement and promote more effective and efficient applications 	

VI. Enhance Local, Regional and National Prominence	1. Fortify the SE Ohio healthcare delivery system.	a. Maintain the viability, improve the effectiveness, and expand the clinical services of the practice plan by forming strong partnerships with other healthcare agencies and funders.	<ul style="list-style-type: none"> • Increase the quality and availability of medical services to the Athens community and OU staff and students. • Within two years, form partnerships with at least two additional health care systems. 	<ul style="list-style-type: none"> • <i>\$1.5M (listed under Section V.4)</i>
	2. Expand community services in SE Ohio.	a. Continue to provide medical care to those unable to pay through the free clinic, the family practice residency program, and other programs.	<ul style="list-style-type: none"> • Increase the annual level of medical care provided to those unable to pay. 	<ul style="list-style-type: none"> • \$200K over 5 years
	3. Promote drug discovery and commercialization of research.	a. Provide funding and faculty release time for drug discovery and research commercialization projects.	<ul style="list-style-type: none"> • Within five years, conduct three new projects related to drug discovery and research commercialization. 	<ul style="list-style-type: none"> • \$2.0M over 5 years
	4. Increase internal and external research funding.	<p>a. Continue and strengthen current programs that support applications for research funding.</p> <p>b. Develop and recruit more research-active faculty.</p>	<ul style="list-style-type: none"> • Increase external research funding by 5% per year for five years. • Recruit additional faculty dedicated to research over the next five years. • Complete and equip new research facility (ARC) 	<ul style="list-style-type: none"> • \$500K over 5 years • \$2M over 5 years TOTAL: \$4.7M

Summary of Estimated Investments

1. Strengthen OU-COM Medical Education and Research	\$1.36M
2. Enhance CORE Graduate Medical Education	\$2.0M to \$6.0M
3. Improve Faculty, Staff, and Student Quality and Diversity	\$1.94M
4. Enrich Environment	\$40K
5. Fortify Infrastructure	\$2.61M
6. Enhance Local, Regional, and National Prominence	\$4.7M

TOTAL: \$12.65M (to 16.65M)