To the Faculty:

I have a simple message about our collective successes over the last year, a message of gratitude and pride. The results of your efforts are truly remarkable. Patient care and medical education are in a time of unprecedented change. Thanks to you, we are at the forefront of these important shifts in medical education as we work to align improvements in health care delivery and service for underserved communities with our education, research and care programs. It is so easy to sing the praises of the great work of the faculty, staff, and students of the Heritage College, internally at Ohio University and externally around the state, region and nation.

In 2015, we continued our transformational growth and realized incredible milestones. Together, we opened our third campus. That alone took great focus, great thinking and an enormous amount of effort, especially to open the northeast Ohio campus within 12 months of opening our central Ohio campus. We continued to build strength in our programs, and we took a critical look at key issues that ensure the continued success of the Heritage College. It takes many people working together to admit, educate, and then graduate a medical student. Today, because of you, our college achieves this at a high level across three academic campuses and at our many clinical sites.

To highlight just a few of our achievements:

- When we opened the Heritage College, Cleveland, it became the second regional campus of Ohio University to open in 61 years. We completed a focused site visit by the Commission on Osteopathic College Accreditation on that campus, resulting in 100 percent of standards met and a commendation for the use of technology to connect our three campuses and deliver educational resources. The COCA’s commendations have been consistent across multiple visits over the past three years. To say that the accreditation review teams have been consistently impressed would be an understatement.

- We are training a record number of students to be caring, highly skilled physicians. We welcomed the largest class in our college’s history – 240 students – with 98% coming from Ohio. These are true accomplishments by any standard.

- We made significant progress in research and the many initiatives strengthened and established by the transformational $105 million grant from the Osteopathic Heritage Foundation.

- We have been operationalizing an inclusive, collaborative and extensive strategic plan, which is focused on four key areas: All-Campus Success, Collaborative Research, Community Impact and Transformative Education. Last year we set major goals of opening the Cleveland campus, evolving the CORE, strengthening our clinical practice, developing and strengthening infrastructure through focused hiring and faculty support, and transforming our curriculum.

Our achievements and successes are many—so many that it is difficult to capture them all in the pages that follow. I am very pleased with the progress we have made, the goals we have attained and continue
to set for ourselves, the new relationships we have developed, and the level of excellence at which the college continues to operate.

A few highlights of my activities throughout the past year include:

- continuing to represent the college on key boards and organizations like the Ohio Council of Medical School Deans, the Ohio Osteopathic Association Board of Trustees, the COCA (which I continue to chair), and the AACOM Board of Deans and Assembly of Presidents;
- continuing to work closely with hospital and health system partners throughout the state as we evolve the CORE and clinical education, and grow new opportunities for our students;
- actively representing the medical school throughout Ohio University, serving on many committees and teams and participating in a variety of university-wide initiatives;
- exploring ways to build new relationships with other colleges at Ohio University, and finding ways to strengthen existing relationships, for example, engaging the Voinovich School and others in evolution of the CORE and other new initiatives;
- facilitating collaboration and communication between faculty and administrators on important college issues such as workload and support, policy and process, and opening conversations on shared governance;
- supporting the development of a $1.2 million plan to build core research infrastructure and a $17 million research endowment;
- supporting the faculty compensation team in their continued diligence in developing salary guidelines for competitive compensation in order to advance our goals of retaining and recruiting faculty at the highest level;
- continuing to teach our amazing students in activities like OMM and clinical skills labs—still one of the most enjoyable and rewarding things I get to do each semester; and
- taking every possible opportunity to tell our story at every level and in a variety of venues, from frequent short talks to longer presentations on the great work and accomplishments of the Heritage College faculty, staff and students.

I am thankful for the opportunity to work closely with many of you, our staff and students, university- and other college leadership, and our many partners. I have collaboratively laid out five focal areas for the 2015-16 academic year to include departmental strengthening and support, evolving the CORE, developing additional high-quality rotations for our students, expanding our capacity to raise funds for our important initiatives, and transforming our curriculum. I look forward to working with you as we develop innovative education, research and service solutions to address some of the most pervasive medical needs in our state, our region and our nation.

Sincerely,
Ken Johnson, D.O
Executive Dean
February 2016

Dear Friends,

The Ohio University Heritage College of Osteopathic Medicine is very pleased to provide the following report on the collective activities and achievements of our exceptionally talented faculty, staff and students. We are grateful for continued investment and commitment to the Heritage College mission and vision.

We are committed to providing an outstanding educational foundation for our medical students on all campuses and building our research enterprise, as well as improving the health and well-being of our communities – locally, statewide, nationally and globally. Our long-standing partnership with the Osteopathic Heritage Foundation has truly been instrumental in transforming the college’s ability to achieve these goals.

The transformational award from the OHF, combined with the continued support of our partners around the state – particularly OhioHealth and Cleveland Clinic – has increased the Heritage College’s visibility and created many additional opportunities to affect lives. Our expanded reach is demonstrated most significantly this year by the opening of our third campus in Cleveland in July. The Heritage College matriculated the largest class in the college’s history, filling 240 seats at three locations. The experience gained through the planning and inaugural year of the Heritage College, Dublin, ensured the successful opening of the Heritage College, Cleveland, and continued excellence in providing the best clinically integrated, learning-centered, osteopathic medical education experience across the three campuses.

On behalf of the Heritage College faculty, staff and students, thank you for your generous support of the Heritage College toward our shared goals as we strive to be recognized as the national leader in training osteopathic primary care physicians and the number one producer of primary care physicians in the country.

With gratitude,

Kenneth H. Johnson, D.O.
Executive Dean
In 2011, the Osteopathic Heritage Foundation approved the historic $105 million Vision 2020 award to transform the Ohio University Heritage College of Osteopathic Medicine into a nationally prominent institution that trains primary care physicians to serve the rural and underserved areas in Ohio. Vision 2020 includes strategies to increase the number, quality and training of primary care physicians practicing in Ohio; to advance clinical research, care, access and training; to strengthen community outreach; and to support the development of a consortium of central Appalachian colleges of osteopathic medicine.

Four strategic priorities for the college were identified through an extensive strategic planning process: all-campus success, collaborative research, community impact and transformative education. Each of the projects within the Vision 2020 transformational award is impactful at some level across all Heritage College strategy areas. The pie graph (left) illustrates each project’s funding distributed to its most significant strategy focus.

**STRATEGIC PRIORITIES**

- **TRANSFORMATIVE EDUCATION**
  Powerful education experiences change lives. Our programs train the next generation of physician leaders and transform perceptions about serving patients and communities. Our faculty and staff prepare our graduates to excel in any care environment and encourage them to fulfill their individual potential.

- **COMMUNITY IMPACT**
  Community care comes first. Our outreach and research programs, as well as the efforts of our graduates, improve the health and well-being of citizens in Ohio and in communities across the nation, especially where care is needed most.

- **COLLABORATIVE RESEARCH**
  Discovery drives medicine. Our research is stronger when we work together within our college, alongside our communities and with other partners.

- **ALL-CAMPUS SUCCESS**
  Three campuses, one college. As the Heritage College expands, we work to ensure that together we thrive.

**STRATEGIC PLANNING AND INVESTMENT**

In 2011, the Osteopathic Heritage Foundation approved the historic $105 million Vision 2020 award to transform the Ohio University Heritage College of Osteopathic Medicine into a nationally prominent institution that trains primary care physicians to serve the rural and underserved areas in Ohio. Vision 2020 includes strategies to increase the number, quality and training of primary care physicians practicing in Ohio; to advance clinical research, care, access and training; to strengthen community outreach; and to support the development of a consortium of central Appalachian colleges of osteopathic medicine.

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**HERITAGE COLLEGE STRATEGY**

By 2020, we will increase the proportion of graduates who enter primary care practice from 50% to 70%.

We will do this by attracting, educating and training the next generation of physician leaders who embrace diversity, lifelong learning, service to rural and underserved populations, and the osteopathic principles, including supporting the well-being of the whole person.

**2015 FOCUS AREAS**

- 1. Hiring and faculty support
- 2. Infrastructure development and enhancement
- 3. Curriculum evolution
- 4. Fortification and augmentation of community programs
- 5. Evolution of the Centers for Osteopathic Research and Education (CORE)

**HERITAGE COLLEGE STRATEGY**

- 2014 (50%) 2020 (70%)

**STRATEGIC PLANNING AND INVESTMENT**

<table>
<thead>
<tr>
<th>VISION 2020 TRANSFORMATIVE AWARD DISTRIBUTION WITHIN THE HERITAGE COLLEGE STRATEGY</th>
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<tr>
<td>$42.1M COLLABORATIVE RESEARCH</td>
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<tr>
<td>$28.9M ALL-CAMPUS SUCCESS</td>
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<tr>
<td>$26.3M TRANSFORMATIVE EDUCATION</td>
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<td>$7.7M COMMUNITY IMPACT</td>
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**VISION 2020 TRANSFORMATIVE AWARD**

- 2014 (50%) 2020 (70%)

1. Hiring and faculty support
2. Infrastructure development and enhancement
3. Curriculum evolution
4. Fortification and augmentation of community programs
5. Evolution of the Centers for Osteopathic Research and Education (CORE)
The Heritage College has made exceptional progress toward meeting strategic goals and objectives, including opening its third campus, creating new partnerships, expanding research and educational opportunities, and attracting national interest in its mission and accomplishments. This report outlines many of the significant highlights of 2015.

As the Heritage College opened its new Cleveland campus and welcomed 240 students at three locations, it also launched a yearlong 40th anniversary celebration in August.

The Heritage College received a record number of applications in 2015 (5,088). It has also successfully recruited a diverse class, with 21 percent first-generation college students, 25 percent minority students and 45 percent women.

In November, the college had a highly successful accreditation site visit focused on the new Cleveland campus, meeting 100 percent of accreditation standards and receiving a commendation for the use of technology to connect our three campuses and deliver educational resources.

The Heritage College and Ohio University leadership are identifying funding and possible locations for new academic facilities on the Athens campus, including the planned Ohio Musculoskeletal Neurological Institute and Diabetes Institute research facilities.

For the 5th consecutive year, 100 percent of Heritage College students placed in residency matches, with 75 percent matching to Ohio-based graduate medical education programs – the highest percentage in five years.

Among all Heritage College graduates in practice, 58 percent are practicing in Ohio; of those, 53 percent are practicing primary care. Nationwide, 48 percent of our graduates are practicing in a primary care specialty. Twenty-six percent of Heritage College alumni practicing in Ohio work in medically underserved areas.

Our people, departments and programs continue to receive recognition at many levels. In November, the Heritage College was one of 20 medical schools nationwide selected to join the American Medical Association’s Accelerating Change in Medical Education Consortium, which was assembled to transform the way future physicians are trained.

Planning and training support is underway for transition to the Accreditation Council for Graduate Medical Education single accreditation system. In collaboration with the American Osteopathic Association, the CORE hosted the Ohio University Transition Summit to Single Accreditation in April, with funding from the OHF and ADA. The college aims to lead the transition to a single GME accreditation system and to evolve the CORE to function effectively as an entity promoting a collaborative model of education.

In the last academic year, we continued our tremendous growth in faculty and research hires, filling a total of 35 positions across three campuses. Our faculty recruiting for Cleveland was highly successful, and we continued to strengthen our academic complement in Athens and Dublin as well.
Over the past year, classroom instruction was delivered between the Athens and Dublin campuses through integrated technology platforms, setting the stage for a successful three-campus connection when Cleveland came online in July.

Students in the first classes at the Heritage College campuses in Dublin and Cleveland are performing as well academically as their peers in Athens.

Early Assurance Programs are in place at five partner institutions, enabling outstanding high school seniors in Ohio to apply for Heritage College admission prior to beginning their undergraduate work and to complete their undergraduate and D.O. degrees in as few as seven years. One aim of the program is to increase the number of primary care physicians in Ohio.
A Dean’s Research Council was created to ensure that the executive dean and all college research leadership have the information needed to better understand the goals and associated needs for the continued development of basic science, biomedical science, translational and clinical science, and community health scholarly and research activities.

The Heritage College research ($3.4 million) and program ($2.7 million) grant/contract revenue in FY 2014/15 totaled $6.1 million, (not including Vision 2020), including facilities and administrative (F&A or indirect) income of $1.1 million.

Strategic areas of focus for primary care research at the college have been identified, from which two interdisciplinary, collaborative research teams were created with representatives across several colleges and institutes.

A cluster-hire search is now underway for five primary care researchers, including two with a diabetes focus.

The Office of Advanced Studies has made considerable progress in establishing and growing cross-discipline dual-degree programs through which students can expand their medical education with a master’s or Ph.D. degree or by participating in the Research and Scholarly Advancement Fellowship or graduate studies assistance programs.

Through its CORE Research Office, the Heritage College has continued to provide broad-based research training across the medical education continuum to help plant the seeds of a research culture that advances evidence-based medicine, resulting in more physician trainees conducting research.

Sonia M. Najjar, Ph.D., assumed her new role as associate dean for research and innovation at the Heritage College on February 1, 2016. With her experience in developing research programs, Dr. Najjar is well-qualified to strengthen our research mission and take our program to the next level, which includes expanding opportunities for collaborative research, making the college more competitive for external funding and furthering support for our research infrastructure.

Creating the Research Infrastructure to Support the Heritage College Research Strategy
The Diabetes Institute is making its mark nationally as a leader in diabetes care, research, outreach and education. In October 2014, the Institute received the Excellence in Diabetes Care Award from the American Osteopathic Foundation.

The Ohio Musculoskeletal and Neurological Institute is developing interventions that remove barriers to independent physical mobility and ultimately reduce disability for citizens through its research into pain disorders and healthy aging.

The Tropical Disease Institute works to improve the health of underserved populations through sustainable and comprehensive research, service and educational initiatives related to infectious diseases.

Based on the college’s overall research strategy and the Diabetes Institute’s strategy, a plan was developed to invest $1.2 million to build the core research equipment and technology infrastructure.

A $17 million Heritage research endowment strategy was developed ($13 million OHF, $2 million Ohio University and $2 million Heritage College) including three named endowed chairs and a Heritage Research Endowment to attract, retain and/or develop highly productive research faculty (illustrated at left).

The Heritage College received a $600,000 grant from the U.S. Health Resources and Services Administration for a Rural Health Care Services Outreach Program in southeast Ohio that is designed to improve health outcomes and lower health care costs for Type 2 diabetes patients.

OMNI’s active extramural grant enterprise is currently at $6.5 million, with major funding from the National Institutes of Health.

OMNI is conducting a cluster-hire search in FY 2015/16 for two OMNI researchers.

OMNI’s Healthy Aging Division is establishing a Frailty and Fracture Research Program to continue its long-standing work on muscle wasting and weakness with aging while also examining novel diagnostic technologies that improve upon existing methods.

Four new members were recruited for TDI last year, including faculty from the colleges of arts and sciences, education, and health sciences and professions, and one administrator from the Heritage College.

In March, the first collaborative project between the TDI and the DI was implemented, with funding from the Heritage College’s Research and Scholarly Awards Committee.

In April, leaders from Catholic University of Ecuador visited Ohio University’s Athens campus, culminating in the signing of a general memorandum of understanding between the presidents of both institutions.

In April, leaders from Catholic University of Ecuador visited Ohio University’s Athens campus, culminating in the signing of a general memorandum of understanding between the presidents of both institutions.

Also in April, an educational agreement between the universities’ medical schools and a cooperation agreement for the operation of the Center for Infectious and Chronic Disease Research was signed. Construction continued on the new 100,000 square-foot research facility near Quito, Ecuador, slated to open in June 2016.
Our new state-of-the-art mobile unit arrived in April, nearly two months ahead of schedule. To unveil the new mobile clinic to the campus and local community, a celebratory open house was held on April 30, featuring tours and remarks by local legislators and representatives from the OHF and Susan G. Komen Columbus. In FY 2014/15, the mobile clinic traveled 8,829 miles to provide services to the most vulnerable populations in southeast Ohio.

The Heritage Community Clinic successfully employed insurance navigator services through the Ohio Association of Free Clinics, directly enrolling 577 people in health care coverage and providing another 1,123 people with guidance in obtaining insurance.

Nearly 2,200 free immunizations were provided, valued at approximately $150,000.

In FY 2014/15, 253 medical students contributed 4,237 hours of volunteer service to the community—a 12.4 percent increase from FY 2013/14—through the Translating Osteopathic Understanding into Community Health (TOUCH) program.

Nearly 120,000 pounds of healthy food were distributed to the community, and health education sessions served more than 9,500 Athens County children and parents through the AmeriCorps program and its 16 school and community agency partners.

During FY 2014/15, 336 students from elementary to high school received information about health career education opportunities.

Our Community Health Programs provided 14,512 clinical and screening encounters for people in southeastern Ohio.

91 percent of pregnant women participating the Maternal Opiate Medical Support Family Program had a good birth outcome.
In January 2015, the OHF approved a proposal to develop and implement innovations in physician workforce preparation and to further develop the CACCOM infrastructure. The three CACCOM founding members are the Heritage College, Lincoln Memorial University – DeBusk College of Osteopathic Medicine and the University of Pikeville – Kentucky College of Osteopathic Medicine.

CACCOM developed relationships with HRSA, the Department of Health and Human Services, Rural Health Researchers, and the Appalachian Regional Commission, which may ultimately lead to other networking opportunities.

In September, two key CACCOM positions – lead faculty researcher and project manager – both housed at the Heritage College, were filled. Research coordinators at KYCOM and LMU-DCOM were hired and started in November/December.

A Metrics Subcommittee, charged with identifying a common set of metrics, began initial work developing a foundational data framework.
Primary care has been an integral part of our mission since the Heritage College was founded 40 years ago. We are proud of our success in training physicians to treat the most pressing health care needs of patients in Ohio, and we are developing new pathways and curricular enhancements to encourage even more of our students to choose careers in primary care – particularly in underserved areas of the state.

> The Heritage College created a curriculum transformation team to develop strategies to increase the number of our graduates who become primary care physicians. Work on this front has continued in earnest this year, with implementation of the team’s recommendations planned for 2018.

> The college continued to implement curricular enhancements in our third year of “Introduction to Primary Care Medicine.” Experiences with the patient-centered primary care curriculum have resulted in two national presentations and a primary care attitudes article published in Family Medicine.

> The Rural and Urban Scholars Pathways program is thriving, with 60 participants in FY 2015/16 across the three Heritage College campuses. In addition to curricula programming specific to RUSP, participants have several research projects at various stages of development, one international and two national scholarly presentations, and one paper accepted with revisions for publication.

> Six RUSP scholars will graduate in 2016 and as many as 19 in 2017.

> Discussions continue regarding developing and sustaining GME in rural primary care in Appalachia, including assisting currently active rural training programs during the transition to single accreditation through the ACGME.
Tuition at the Heritage College ranks among the lowest of Ohio’s seven medical schools, but many new physicians graduate with large debt. The college is making great strides toward the goal of ensuring that increased scholarship aid opportunities are available to 60 percent of its students so they can choose the medical specialty that appeals to them most without the worry of student debt.

» The Heritage College offered 62 institutional scholarship programs with 282 awards given to 198 students (an increase of 22 percent) for a total of $1.9 million, approaching the college’s five-year goal of $2 million set in 2013.

» Twenty-five Vision 2020 scholarships were awarded, including the OHF Dublin Primary Care Scholarship (eight), the OHF Primary Care Incentive Scholarship (12), the John A. Brose, D.O., Primary Care Incentive Scholarship (one renewal), and the OHF Rural and Urban Scholars Pathways Scholarship (four).

» In November, $420,000 in funding from the Medicaid Technical Assistance and Policy Program had been secured for primary care scholarships for Heritage College students. To date, $600,000 in MEDTAPP scholarships have been awarded to 40 Heritage College students.

» Eighty students obtained external scholarships totaling $2.9 million (including National Health Service Corps, Military Health Profession Scholarship Program and others).

» The Heritage College is establishing two new endowed scholarships: the Heritage Dublin Campus Primary Care Incentive Endowed Scholarship and the Heritage Primary Care Endowed Scholarship.

» The Dublin Open and Cleveland OHIO Memorial golf tournaments have been successful at raising scholarship funds and are planned as annual events.