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PREAMBLE

The Nova Southeastern University (NSU) College of Allopathic Medicine is committed to improving human health. That tenet drives everything we do and provides the underpinning for the college’s first strategic planning report, focusing on the program-initiation period of 2018-2020. Our mission, vision, values, and goals are focused on achieving excellence in medical education, research, patient care, and community engagement, all necessarily supported by a highly efficient and nimble administrative infrastructure. More than 300 NSU faculty, students, and health care and community partners contributed in identifying key values, analyzing our strengths, challenges, opportunities and threats, identifying key characteristics that will differentiate us from other medical schools and crafting strategies to create a culture that continually seeks excellence. Our ongoing planning process is thoughtful, engages all constituents, and guides our development from the initial phases (moving from applicant accreditation status to preliminary, then provisional accreditation) through to full accreditation. Our plans align with NSU’s Vision 2020. As additional NSU goals and plans evolve over time, we commit to continually reassess and update our programmatic goals so the M.D. College will achieve its missions and remain congruent with the university. We look forward to working with all constituents as we pursue our mission of Advancing Human Health through Innovation in Medical Education, Research, Patient Care and Community Engagement.

With the participation and insight of its community partners and planning committee members, the College of Allopathic Medicine’s Executive Committee will prepare a Planning Document setting forth our accomplishments, our planning activities, our assessment and our updated goals every year.
Following the submission of the Data Collection Instrument and Institutional Self-Study to the Liaison Committee on Medical Education (LCME) on April 13, 2017, the NSU College of Allopathic Medicine (M.D. College) embarked on a structured and inclusive planning process in May. The ad hoc Strategic Planning Committee (SPC) began meeting, charged with developing an initial plan focused on college goals during the critical developmental period from 2018 to 2020.

The founding dean appointed the members of the SPC and their task was to provide broad insight into the community health environment and broad input into the planning process. The SPC consists of stakeholders representing key areas of the university, college faculty and leadership, HCA East Florida clinical partners, and community health organizations. The SPC also includes a representative from a Community Advisory Board and one from the Student Focus Group. There are five subcommittees of the SPC, four of which focused on the college’s overarching priorities as identified by the SPC and founding dean. The five subcommittees are: Medical Education, Research, Patient Care and Community Engagement, along with Administrative support. The subcommittees investigated and recommended strategies and metrics to measure achievement of goals and objectives established by the SPC.

In addition to the SPC, the founding dean convened two supporting groups, the Community Advisory Board and the Student Focus Group. (An appointed representative from each supporting group provides input and relays information back to their respective group).
GROUP DESCRIPTIONS

Community Advisory Board – This group consists of more than 20 executive-level health care, business and elected leaders. Its purpose is to provide the founding dean with community input throughout the planning process and in the further development of the college. The founding dean appointed the first slate of members; the chair will recommend any additional members in future. The group met in May and November 2017.

Student Focus Group – This group consists of NSU undergraduate students who have an interest in pursuing a career in health care sciences. Its purpose is to provide the founding dean with student input throughout the planning process and in the further development of the college. Student leaders from the university recommended the group members to the founding dean. The students held meetings in June and July 2017 and made plans to reconvene once the M.D. College received preliminary LCME accreditation.

Additionally, the M.D. College hosted a strategic planning workshop for interested faculty in July 2017 as an opportunity to secure feedback and input from faculty members who were not part of the SPC.

In October, the Faculty Council for the M.D. College convened at a faculty retreat. At this meeting, members had an opportunity to review the plan developed by the SPC and provide additional input.

Strategic planning in a lean and value-focused environment is an ongoing process and the timeline reflects this dynamic. The M.D. College’s planning activities will continue, addressing both short-term and long-term goals with five and 10-year planning horizons. The SPC met in May, June and July of 2017 and their input and the input of other participants will continue as the M.D. College achieves goals and pursues new milestones.
## Meeting Dates and Milestones

<table>
<thead>
<tr>
<th>Month</th>
<th>Action</th>
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<tr>
<td>April 2017</td>
<td>Reviewed LCME requirements, DCI, business plan, and strategic plans from other medical schools</td>
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<td>April 2017</td>
<td>Founding Dean appointed Strategic Planning Committee</td>
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<td>May 2017</td>
<td>Strategic Planning Committee (SPC) held first meeting; discussed charge and process</td>
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<td>May 2017</td>
<td>Community Advisory Board held first meeting; discussed community ties and overarching goals for new medical school; designated representative to SPC</td>
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<tr>
<td>June 2017</td>
<td>SPC held second meeting; discussed mission, vision, core values, goals and objectives; charged subcommittees to meet to develop strategies and metrics</td>
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<tr>
<td>June – August 2017</td>
<td>Subcommittees held meetings to develop strategies and metrics for SPC consideration</td>
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<td>June 2017</td>
<td>Student Focus Group held first meeting with Founding Dean to provide insight on student expectations of a new medical school</td>
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<tr>
<td>July 2017</td>
<td>Student Focus Group held second meeting with leadership team to provide insight on student expectations of a new medical school and review strategic planning tenets; designated representative to SPC</td>
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<tr>
<td>July 2017</td>
<td>SPC held third meeting to discuss subcommittee strategies</td>
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<td>July 2017</td>
<td>Strategic Planning Workshop held with consultant for faculty members to learn about and provide input to plan</td>
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<tr>
<td>August 2017</td>
<td>Comprehensive draft planning report provided to Founding Dean for review</td>
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<tr>
<td>October 2017</td>
<td>Faculty Council reviewed planning document and provided input</td>
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<tr>
<td>November 2017</td>
<td>Strategic Planning report updated to incorporate faculty feedback</td>
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<tr>
<td>December 2017</td>
<td>Strategic Planning Committee considered current planning document</td>
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<tr>
<td>December 2017</td>
<td>Founding Dean presented strategic planning report to NSU President for review and approval</td>
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<tr>
<td>January 2018</td>
<td>Planning document sent to all College faculty, staff and volunteers</td>
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<tr>
<td>2018-2020</td>
<td>Implementation, updating and continuous quality improvement of plan using short and long (five and ten-year) horizons</td>
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Executive Summary
Nova Southeastern University has established an innovative, research-focused College of Allopathic Medicine by leveraging faculty, facilities, infrastructure, and its collaborative relationships with the Hospital Corporation of America (HCA) and key community and private organizations. NSU’s M.D. College serves as the anchor for the development of an Academical Village on the NSU Fort Lauderdale/Davie Campus to accelerate advances in medical education, research, patient care, community engagement, and economic development. The Academical Village will include a new medical education building, research resources, an affiliate HCA research and teaching hospital, medical clinics, concierge services, a hotel/conference center, and recreational/relaxation space. As the vision for the Academical Village is realized, it will have a transformational economic impact in the Broward County region, with concomitant improved educational resources, services and health outcomes.

This report outlines the current planning, goal-setting and evaluation strategies adopted, and to be implemented by the M.D. College, to build a strong foundation for our innovative medical school and its respective missions.

MISSION
Advancing human health through innovation in medical education, research, patient care, and community engagement.

VISION
To become an exemplary medical college internationally recognized for excellence by fostering an innovative culture that supports diversity, collaboration, critical thinking, and creative leadership.
CORE VALUES

**Excellence**: Promoting and retaining our exceptionally high standards

**Innovation**: Creating an environment that encourages innovative thinking and positive change

**Teamwork**: Creating a culture in which everyone acts together as a team in the interest of our common cause

**Communication**: Exchanging information seamlessly and continuously among constituents to achieve our mission and common goals

**Diversity**: Embracing and capitalizing on a wide range of abilities, experiences, knowledge, and strengths; recognizing the importance of heterogeneity in age, background, ethnicity, physical abilities, political and religious beliefs, gender, and many other attributes

**Integrity**: Behaving ethically in all situations and expecting the same from others

**Accountability**: Taking responsibility for our actions within a culture of transparency

PHILOSOPHY

The M.D. College fosters a comprehensive and integrated systems-based approach that places paramount importance on our patients and meaningfully advances human health.

The M.D. College demonstrates this philosophy in its training of physician leaders and support of faculty members who engage in patient-centered care as follows:

- **Emphasizing excellence and innovation in education that includes real-world experiences by real-world doctors in real-world health environments**
- **Integrating technology and Lean Methodology into academics, administration and clinical practice**
- **Translating cutting-edge research to benefit patients**
- **Collaborating with members of the NSU community in a variety of health- and non-health-related programs and projects**
- **Establishing partnerships that leverage synergistic benefits within our community and abroad**
- **Investing in the education of students as colleagues and in support systems that facilitate student success**
The M.D. College’s planning process is based on Lean Methodologies and encompasses the following phases:

**DISCOVERY**  **PLANNING**  **EXECUTION**  **EVALUATION**

The planning process incorporates the following stages, repeated in cycles, to take full advantage of the diverse insights and knowledge base of community partners:
MEMBERS

The M.D. College Strategic Planning Committee is comprised of the following individuals:

**Johannes Vieweg**, MD, FACS (Chair), Founding Dean, NSU M.D. College

**Shannon Brown**, Senior Director of Development, Health Professions Division, NSU

**Lee Chaykin**, FACHE, Vice President of Business Development, Hospital Corporation of America East Florida

**Susan Collingwood**, JD, Assistant Dean, Educational Standards and Quality, NSU M.D. College

**Kyle Fisher**, BA, Vice President of Public Relations and Marketing Communications, NSU

**Michael De Lucca**, MHM, President and CEO, Broward Regional Health Planning Council

**Anthony DeNapoli**, EdD, Associate Dean, International Affairs, NSU

**Jill Hacket**, EdD, Director, Institutional Research Strategy and Administration, NSU

**Farzanna Haffizulla**, MD, FACP, FAMWA, Assistant Dean, Community and Global Health, NSU M.D. College

**Jeremy Katzman**, MBA, APR, Director of Public Relations and Marketing Communications, NSU

**Christine Kircher**, BS, Director of Finance, NSU M.D. College

**Richard Jove**, PhD, Chair, Department of Medical Sciences, NSU M.D. College

**Jennie Lou, MD**, Assistant Dean, Medical Education and Innovation, NSU M.D. College

**Mark McKenney**, MD, MBA, FACS, Chair, Surgery, NSU M.D. College

**Karen Reinford-Perez**, BS, Executive Office Director, NSU M.D. College

**Ralph Rogers**, PhD, Provost and Executive Vice President for Academic Affairs, NSU

**Irving Rosenbaum**, DPA, EdD, Interim Chancellor, Health Professions Division, NSU

**Sierra Sandler**, Pre-Medical Undergraduate Student, NSU

**Alan Schiller, MD**, Chair, Pathology, NSU M.D. College

**Kristen Sooklal**, BS, Program Coordinator, NSU M.D. College

**Stephen Tilbrook**, Esq, Chair, NSU M.D. College Advisory Board

**Paula Wales**, EdD, Executive Associate Dean, Academic and Student Affairs, NSU M.D. College

**Ellen Wilkinson**, BA, Director of Accreditation, NSU M.D. College

**Stephen Ferrante**, MSW (Facilitator), Managing Partner, Group Victory
COMMITTEES

The Strategic Planning Committee was supported by five subcommittees focused on the following priorities:

- Medical Education
- Research
- Patient Care
- Community Engagement
- Administration

The M.D. College launched its foundational strategic planning project in May 2017 and conducted extensive and comprehensive analysis during the discovery phase that included the following activities:

- Institutional Self-Study review
- SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis with constituents and others
- Community Advisory Board priority setting
- Faculty integration and discussion sessions
- Student Focus Group input and discussion

The NSU M.D. College prepared this 2018 - 2020 strategic plan in alignment with NSU’s Vision 2020, core values, and strategic priorities. It will assure continued alignment through various inputs as the College proceeds toward full accreditation. The College is able to capitalize on the strengths of NSU’s Health Professions Division and other colleges, its research infrastructure, and its institutional resources to develop an integrated and transformative educational, research, and clinical enterprise. This plan was developed with support of NSU faculty, HCA East Florida Division, and with community leaders, stakeholders and others. The NSU M.D. College complements NSU’s comprehensive portfolio of health education, research, and service.

The following pages outline the goals, objectives, implementation strategies, and metrics of the M.D. College’s 2018 - 2020 institutional planning.
MEDICAL EDUCATION

Goals

1. Deliver the best medical education across the educational continuum, with an emphasis on self-directed learning
2. Recruit and educate high-caliber physicians able to lead in innovative health care systems

Objectives

1. Create innovative learning programs that prepare students for the future of health care through an integrated patient-centered approach
2. Engage faculty with a real-world, systems-based approach and advanced technology experience
3. Leverage NSU’s interprofessional capacities and transdisciplinary learning resources to create highly effective, novel educational opportunities for medical students
4. Expose medical students to social service practices through service learning
5. Build new educational facilities, resources, and methods to improve the educational experience
6. Incorporate advanced technology and cutting-edge educational practices to enhance the educational experience

Implementation Strategies

1. Obtain Liaison Committee on Medical Education (LCME) accreditation
   - Responsible Party: Office of Medical Education
   - Time Frames:
     i. October 2017- preliminary accreditation
     ii. 2019-2020 (estimated) - provisional accreditation
     iii. 2022 (estimated) - full accreditation
   - Success Measure/Metric: Achieve each level of LCME accreditation within the stated timeframe

2. Attract, recruit and retain highly qualified faculty who align with the M.D. College’s innovative culture to be able to impart to the next generation of students the skills needed to become physician leaders
3. Develop and implement an innovative admissions process to recruit 50 talented, self-directed learners into the charter class
   - Responsible Party: Office of Medical Education
   - Time Frame: April 2018
   - Success Measure/Metric: Class of 50 well-qualified students recruited

4. Provide comprehensive support system for students that maximizes their potential for success in an innovative and rigorous learning environment
   - Responsible Party: Office of Medical Education
   - Time Frame: April 2018 – ongoing
   - Success Measures/Metrics:
     i. Learning Community Mentors hired
     ii. Academic Success Coach hired
     iii. Students favorably rate the support offered

5. Develop, implement and continuously improve an innovative problem-based learning curriculum
   - Responsible Party: Office of Medical Education
   - Time Frame: August 2018 – December 2022
   - Success Measures/Metrics:
     i. Students successfully navigate and complete curriculum
     ii. Students match into competitive residencies
6. Implement rigorous quality improvement processes for courses and programs based on key curricular metrics and Lean Methodologies

- **Responsible Party:** Office of Medical Education
- **Time Frame:** May 2019 - ongoing
- **Success Measures/Metrics:**
  i. Institutional researcher hired to support the educational quality program
  ii. Curriculum Integration and Evaluation Subcommittee of the Curriculum Committee convened
  iii. Work plan for data gathering and analysis prepared
  iv. Data gathered resulting in reports, analysis of data and appropriate recommendations for improvement

7. Offer comprehensive faculty development opportunities designed to allow faculty to enhance their skills, focus on innovations in teaching and facilitate the publication of educational scholarship

- **Responsible Party:** Office of Medical Education
- **Time Frame:** August 2017 - December 2020
- **Success Measures/Metrics:**
  i. Robust schedule of faculty development offerings in support of faculty activities and needs assessment
  ii. Measure impact on faculty (e.g., number of faculty participants, participant evaluations, improvement of participant’s skills)

8. Leverage research capacity, resources, and infrastructure and integrate research into the M.D. College’s curriculum to teach medical students the value, methodologies and techniques of research

- **Responsible Party:** Offices of Research and Medical Education
- **Time Frame:** January 2018 - ongoing
- **Success Measures/Metrics:**
  i. Integration of research methods and evidence-based medicine into educational curriculum
  ii. Students demonstrate incorporation of inquiry-based methods and analysis in their activities and performance
RESEARCH

Goals

1. Achieve prominence in key areas of biomedical research
2. Accelerate translational research to patients through partnerships and collaborations with academic institutions and private-sector industries

Objectives

1. Create research communities that advance innovation from discovery to outcomes
2. Align research and clinical programs with a focus on diagnostic and next-generation therapies applied to diverse patient populations
3. Use data science (computational biology, biomedical informatics, etc.) and predictive analysis to achieve health delivery system efficiencies and improved health outcomes
4. Ensure research progress and new knowledge to benefit local, regional and global communities
5. Integrate NSU and community research infrastructures through joint programs and projects

Implementation Strategies

1. Develop a sustainable research model that includes educational and service elements with a strong mentoring program
   - Responsible Party: Office of Research, Dean’s Office, Office of Medical Education
   - Time Frame: January 2018 - December 2020
   - Success Measures/Metrics:
     i. Faculty interests assessed and cataloged in accessible format
     ii. Faculty assigned to facilitate student education
     iii. Faculty develop and identify projects and solicit contracts with the private sector

2. Achieve prominence in research by creating a multi-year research roadmap
   - Responsible Party: Office of Research
   - Time Frame: January 2018 - December 2020
   - Success Measure/Metric: Produce collaborative publications and grant applications and awards with Karolinska Institutet (KI) colleagues based on ongoing and planned research projects at the NSU Cell Therapy Institute
3. Increase collaborative partnerships for global impact
   - **Responsible Party:** Office of Research, NSU Office of International Affairs, Office of Medical Education
   - **Time Frame:** January 2018 - December 2020
   - **Success Measure/Metric:** Meaningful educational and research exchange on issues of global impact

4. Increase understanding of how innovative translational research can benefit patients
   - **Responsible Party:** Office of Research, Office of Medical Education
   - **Time Frame:** January 2018 - ongoing
   - **Success Measure/Metric:** Translational research components integrated into educational curriculum

5. Promote research that advances discovery to the clinic
   - **Responsible Party:** Office of Research, Office of Clinical Affairs
   - **Time Frame:** January 2018 - ongoing
   - **Success Measures/Metrics:**
     i. Identify existing research projects that have the highest potential for application in clinical practice
     ii. Establish collaborations between physicians and scientists leading to clinical trials

6. Ensure research benefits for global and regional community populations
   - **Responsibly Party:** Office of Research, Office of Clinical Affairs
   - **Time Frame:** January 2018 - December 2020
   - **Success Measure/Metric:** Engage local and international clinical trials consortia to perform early phase clinical trials and studies

7. Leverage research capacity, resources, and infrastructure, and integrate research into the M.D. College’s curriculum to teach medical students the value of and techniques to implement research
   - **Responsible Party:** Office of Research, Office of Medical Education
   - **Time Frame:** January 2018 - ongoing
   - **Success Measure/Metric:** Integration of research methods and evidence-based medicine into educational curriculum
8. Align biomedical research with clinical practice to enable the translational continuum
   • **Responsible Party:** Office of Research, Office of Clinical Affairs
   • **Time Frame:** January 2018 - December 2020
   • **Success Measures/Metrics:**
     i. Engage in strategic assessment and structuring of biomedical research portfolio to enable translation
     ii. Develop support mechanisms to enable and facilitate the efficient movement of projects from bench to bedside
     iii. Monitor and measure research activities and correlate with outcomes (i.e. publications, grants, and clinical trials)

9. Broaden the KI affiliation to achieve greater synergy with both institutions
   • **Responsible Party:** Office of Research, Office of Translational Research and Economic Development, Office of Medical Education
   • **Time Frame:** January 2018 - December 2020
   • **Success Measure/Metric:** Communicate with KI leadership to identify and refine collaborative opportunities in research, education (student exchange), and economic development

10. Establish a data sciences consortium to analyze health care trends and influence health care practices and future research
    • **Responsible Party:** Dean’s Office, Office of Medical Education, Office of Clinical Affairs
    • **Time Frame:** January 2018 - ongoing
    • **Success Measures/Metrics:**
      i. Identify appropriate community, regional and national partners and enter agreements to engage in effective collaborative data sciences projects
      ii. Use data sciences to redesign medical practice and improve the quality of care at lower cost
PATIENT CARE

Goal
1. Become a quality leader in the delivery of clinical care based on a patient-first approach
2. Create a measurable impact on human health through innovative care delivery mechanisms supported by data analysis

Objectives
1. Align educational and clinical programs through a comprehensive systems-based approach that places patients above all else
2. Collaborate with hospital and other health partners through faculty-run clinical educational programs
3. Develop and maintain excellent evidence-based clinical programs to serve patients with the highest quality of care

Implementation Strategies
1. Attract, recruit and retain highly-trained physicians to deliver high-quality care and to train the next generation of medical students and residents
   - Responsible Party: Office of Clinical Affairs, Office of Medical Education
   - Time Frame: October 2017 - ongoing
   - Success Measure/Metric: Joint recruitment of physicians with affiliated health partners with intent to retain qualified candidates through professional development and career satisfaction measures

2. Organize the M.D. College’s physician workforce according to a group practice model (Practice Plan) with a common governing board, aligned goals and management, and joint contracting, institutional planning, and network development activities
   - Responsible Party: Office of Clinical Affairs
   - Time Frame: March 2018 - December 2020
   - Success Measures/Metrics: Establish effective structure and plans for
     i. governance
     ii. provider compensation
     iii. clinical operations of the faculty group practice
3. Develop, cultivate, and grow partnerships with community physicians, hospital systems, payors, government, and other stakeholders to coordinate regional health services along the continuum of care
   • Responsible Party: Office of Clinical Affairs
   • Time Frame: October 2017 - December 2020
   • Success Measures/Metrics:
     i. Develop seminars and physician development programs to educate stakeholders, improve collegiality, and create mutually beneficial goals for excellence
     ii. Establish mutually beneficial collaborations and partnerships

4. Develop innovative regional health improvement collaborative programs to reduce variability of care across the network
   • Responsible Party: Office of Clinical Affairs
   • Time Frame: July 2018 - December 2020
   • Success Measures/Metrics:
     i. Develop seminars and physician professional development programs to educate stakeholders and promote collegiality
     ii. Engage community physicians to collaborate on quality improvements in the in- and outpatient setting

5. Develop an ambulatory care platform focused on improving quality of care at lower cost using an innovative, value-based model
   • Responsible Party: Dean’s Office
   • Time Frame: January 2018 - December 2020
   • Success Measure/Metric: Establish planning committees involving payors, benefactors, and NSU leadership to develop a specialty driven value-based ambulatory care platform

6. Link research and education with all existing and future health resources
   • Responsible Party: All programs
   • Time Frame: January 2018 - ongoing
   • Success Measures/Metrics: Integrate research and education into strategy and operations of:
     i. Curriculum planning
     ii. Faculty group practice plan
     iii. Hospital and ambulatory care partners
7. Develop Graduate Medical Education (GME) programs through collaborations with affiliate clinical partners
   • Responsible Party: Office of Clinical Affairs
   • Time Frame: January 2018 - December 2020
   • Success Measure/Metric: Continue discussions with HCA and other partners to develop joint GME programs

8. Develop a Continuing Medical Education (CME) office to support professional physician development
   • Responsible Party: Office of Clinical Affairs, Office of Medical Education
   • Time Frame: January 2018 - December 2020
   • Success Measure/Metric: Establish CME Office within the M.D. College and provide educational courses to support physicians and health care providers using needs assessment data

9. Recruit Executive Associate Dean for Clinical Affairs to oversee the Office of Clinical Affairs
   • Responsible Party: Dean’s Office
   • Time Frame: December 2017 - March 2018
   • Success Measure/Metric: Recruitment of successful candidate
COMMUNITY ENGAGEMENT

Goals
1. Become a medical college known for diversity, integrity and partnerships that welcome participation and innovation
2. Demonstrate a measurable impact on community health and economic development

Objectives
1. Cultivate excellence and collegiality within a community that is diverse, inclusive, and equitable
2. Pursue an integrated health system model through hospital and community health partners
3. Develop an innovative patient-centered model addressing community and regional needs
4. Engage municipalities in providing health outcomes feedback

Implementation Strategies
1. Establish a Community [Coalition] Committee as an active and ongoing alliance for the M.D. College
   - Responsible Party: Office of Clinical Affairs, Office of Medical Education
   - Time Frame: December 2018
   - Success Measure/Metric: Creation of designated M.D. College community partner alliance

2. Invite and incorporate medical student participation on Community [Coalition] Committee
   - Responsible Party: Office of Clinical Affairs, Office of Medical Education
   - Time Frame: December 2018
   - Success Measure/Metric: Medical student representation and active participation
3. **Adopt a health-equity approach to community health care**
   - **Responsible Party:** Office of Clinical Affairs, Community [Coalition] Committee
   - **Time Frame:** December 2018
   - **Success Measure/Metric:** Approved health-equity philosophy for the College’s community health care initiatives

4. **Conduct focused discussions with groups Underrepresented in Medicine (URiM) as pipeline to medical education; create a welcoming environment**
   - **Responsible Party:** Office of Medical Education
   - **Time Frame:** January 2018 - ongoing
   - **Success Measures/Metrics:**
     i. URiM candidates are admitted into the M.D. College’s program as a result of contact and cultivation of relationships
     ii. Contacted URiM individuals are admitted into other medical education programs (both physician education at other institutions and non-physician health-related professions at NSU or other schools)

5. **Train faculty and students in multicultural responsiveness particularly related to health practice**
   - **Responsible Party:** Office of Medical Education
   - **Time Frame:** January 2018 - ongoing
   - **Success Measure/Metric:** Demonstrated acceptance and ease in multicultural competencies - 100% faculty and student participation in creation of a culture of welcome and acceptance

6. **Engage colleges across the University on an interprofessional, community-centered advocacy, research, and engagement team**
   - **Responsible Party:** Office of Medical Education, Office of Clinical Affairs, Office of Research
   - **Time Frame:** December 2018 - ongoing
   - **Success Measures/Metrics:**
     i. Goals defined and implemented as planned
     ii. Team established and functioning
7. Establish role and process for student service learning participation on team and other related community health initiatives
   - **Responsible Party:** Office of Medical Education, Community [Coalition] Committee
   - **Time frame:** January 2018 - December 2020
   - **Success Measure/Metric:** 100% student participation in community service learning initiatives as volunteers or part of service learning requirement

8. Participate in Broward County Health Department’s community health assessment and planning processes
   - **Responsible Party:** Office of Clinical Affairs, Community [Coalition] Committee
   - **Time Frame:** January 2018 - December 2020
   - **Success Measure/Metric:** Active partnership in the Broward County Health Department’s assessments and planning

9. Adopt local, national, and international regions for community health care initiatives that improve community-level health outcomes
   - **Responsible Party:** Office of Clinical Affairs, Office of Medical Education
   - **Time Frame:** January 2018 - December 2020
   - **Success Measure/Metric:** At least one local, one national, and one international adopted region for community health initiatives

10. Determine partnership with community providers (2-1-1, federally qualified health centers, family service agencies, etc.) to offer interprofessional care to local citizens
    - **Responsible Party:** Office of Clinical Affairs, Community [Coalition] Committee
    - **Time Frame:** January 2018 - December 2020
    - **Success Measure/Metric:** At least five active community human service provider partners identified

11. Adopt community families for longitudinal health care and research
    - **Responsible Party:** Office of Clinical Affairs, Office of Research, Office of Medical Education
    - **Time Frame:** January 2018 - December 2020
    - **Success Measure/Metric:** At least 100 engaged families in longitudinal health care and research
12. Develop outreach strategies to reach diverse communities (i.e. mobile health care unit, ambulatory care, telehealth)
   - Responsible Party: Office of Clinical Affairs, Office of Medical Education
   - Time Frame: December 2019
   - Success Measure/Metric: Launched regional outreach strategies

13. Initiate interprofessional medical missions locally to internationally
   - Responsible Party: Office of Clinical Affairs, Office of Medical Education
   - Time Frame: January 2019 - ongoing
   - Success Measure/Metric: Completed interprofessional medical missions

14. Measure students’ behavioral competencies in community practice settings
   - Responsible Party: Office of Medical Education
   - Time Frame: January 2019 - ongoing
   - Success Measure/Metric: Continued strengthening of behavioral competence among medical students

15. Promote disease prevention and chronic disease reduction in the community
   - Responsible Party: Office of Clinical Affairs, Community [Coalition] Committee
   - Time Frame: January 2018 - ongoing
   - Success Measure/Metric: Measurable reduction in select chronic diseases

16. Determine role for team in assisting health care systems to reduce readmissions
   - Responsible Party: Office of Clinical Affairs
   - Time Frame: January 2019 - ongoing
   - Success Measure/Metric: Established team role in supporting health care systems to reduce readmissions
17. Conduct health outcomes research in partnership with Broward Regional Health Planning Council
   - **Responsible Party**: Office of Clinical Affairs, Office of Medical Education
   - **Time Frame**: January 2018 - ongoing
   - **Success Measures/Metrics:**
     i. Research projects identified and completed
     ii. Actions that improve health outcomes identified
     iii. Data driven activities such as planning, decision-making, and health quality improvements

18. Align health care resources with community needs
   - **Responsible Party**: Office of Clinical Affairs, Community [Coalition] Committee, Office of Medical Education
   - **Time Frame**: January 2018 - December 2020
   - **Success Measure/Metric**: Data indicates that health care resources support community needs

19. Secure collaborative grant funding from local, state, federal and/or international foundations/grantors
   - **Responsible Party**: Office of Research, Office of Clinical Affairs, Community [Coalition] Committee
   - **Time Frame**: January 2019 - December 2020
   - **Success Measure/Metric**: Secured grant funding for collaborative health initiatives

20. Establish a health care destination as a result of M.D. College’s work and collaborative relationships
    - **Responsible Party**: Office of Clinical Affairs, Community [Coalition] Committee
    - **Time Frame**: December 2020
    - **Success Measure/Metric**: College receives official designation as health care destination
ADMINISTRATION

Goals

1. Maintain an efficient and effective administrative structure

Objectives

1. Instill and nurture a culture of innovation by fostering a free flow of ideas and quality improvement initiatives among all faculty, staff, students, and other stakeholders
2. Hire and develop administrative faculty and staff who align and contribute in the accord with the M.D. College’s innovative culture and provide value in their specialty area(s)
3. Develop and implement a pro forma and business plan to drive strategy to support the M.D. College’s growth, strategic business goals, and need for multiple independent funding sources

Implementation Strategies

1. Develop and implement a budget with an emphasis on funding projects aligned with the M.D. College’s mission and available resources
   • Responsible Party: Dean’s Office, Office of Administration
   • Time Frame: January 2018 - December 2020
   • Success Measure/Metric: Approval of and adherence to budget

2. Develop and implement a comprehensive communications plan to support the M.D. College’s mission to key stakeholder audiences
   • Responsible Party: Dean’s Office, Office of Administration, Office of Public Relations and Marketing Communications,
   • Time Frame: January 2018 - ongoing
   • Success Measure/Metric: Stakeholder audiences learn of and understand the M.D. College’s achievements

3. Secure “current-use” scholarship support
   • Responsible Party: Dean’s Office, Health Professions Development
   • Time Frame: June 2020 - ongoing
• **Success Measures/Metrics:**
  i. Scholarships and tuition support secured through ongoing efforts
  ii. Majority of students with financial need subsidized at/above 35% of cost of attending medical school

4. **Build administrative, educational, research, and clinical facilities to support the College’s mission, including office, classroom/learning, research and clinical space**
   • **Responsible Party:** Dean’s Office, Office of Administration, Office of Research, Office of Medical Education
   • **Time Frame:** January 2018 - December 2020
   • **Success Measures/Metrics:**
     i. Positive feedback from students, faculty, and staff demonstrates adequacy of space to support their efforts
     ii. Construction of new educational resources to be completed at full accreditation

5. **Develop and foster strategic relationships to advance the M.D. College’s mission**
   • **Responsible Party:** Dean’s Office, Office of Administration
   • **Time Frame:** January 2018 - December 2020
   • **Success Measure/Metric:** Establish new collaborations and partnerships

6. **Incorporate Lean Methodologies to ensure the M.D. College is constantly functioning in an efficient and mission-driven capacity**
   • **Responsible Party:** Dean’s Office, Office of Administration, Office of Educational Standards and Quality
   • **Time Frame:** January 2018 - ongoing
   • **Success Measures/Metrics:**
     i. Widespread understanding of principles of Lean/Six Sigma management at all levels of the M.D. College’s operations
     ii. Develop work plan for targeted evaluation topics in Q4 2018
     iii. Full review of all accreditation (12) standards completed every year
     iv. M.D. College strategic planning continues through the Executive Committee’s efforts
     v. Committees involved in M.D. College planning meet at least twice a year
KEY INITIATIVES

The strategic planning and goal-setting process facilitated the identification of five key initiatives, aligned with the M.D. College's missions. Each initiative, as described below, includes key strategies that focus the efforts of leadership, faculty, staff, and students while prioritizing resources.

INITIATIVE 1  ACHIEVE FULL LCME ACCREDITATION BY 2022

Our primary mission is to educate the next generation of physician leaders. By design and implementation, the innovative educational process and educational resources will be critical to all efforts. The Liaison Committee on Medical Education (LCME) has preliminarily accredited the M.D. College in compliance with its standards for the educational program leading to the M.D. degree. Thus, we are on a path to secure provisional and full accreditation over the ensuing five years. To progress from preliminary to provisional and ultimately full accreditation, we must continue to recruit, develop, and retain well-qualified faculty as a top priority. We must continuously monitor and improve our hybrid case- and problem-based learning curriculum; ensure and provide necessary classroom, office, and student study and recreational space to support the curriculum and student success; and create additional revenue streams to support these efforts. Strategic options for securing a diversified funding stream include joint-sharing of faculty with affiliated partners, the creation and support of GME and CME programs and, importantly, philanthropic support. Additionally, we will develop community partnerships that support our required service learning.
INITIATIVE 2  TRANSLATIONAL RESEARCH

Research is a core component of the M.D. College’s mission. Our curriculum is designed to prepare future physicians to utilize research methodologies throughout their professional careers. We support the critical efforts of faculty researchers and investigators involved in biomedical research to expand the realm of scientific knowledge, obtain external funding, and hasten the translation of their work into clinical trials and practice. When built, the planned HCA hospital and other health facilities on NSU’s campus can become teaching and research-focused entities. The Center for Collaborative Research is contiguous to the Terry Building and can support and facilitate viable clinical trials programs because it offers the locus for research efforts. The development of new knowledge through research and clinical investigations will attract and serve patients seeking novel treatments within a reputable, knowledge-based medical institution. The synergy of education and nearby research facilities will further promote our mission of advancing human health.

INITIATIVE 3  ALIGNMENT WITH HOSPITAL AND HEALTH PARTNERS

To support medical student required clinical training, we are committed to collaborating with our hospital partner, HCA East Florida, and other clinical entities. We will support all phases of the medical education cycle, including programs in undergraduate medical education (M.D.), graduate medical education (GME), and continuing medical education (CME). Students will begin core clinical rotations in the middle of their second year and clinical opportunities will ensure a high-quality, comprehensive learning environment, which includes inpatient and outpatient training under supervision by clinical faculty. We also will collaborate with HCA East Florida to recruit academically-focused physicians who will provide patient care while managing and enhancing resident education (GME), activities which are supported by the federal government and facilitate the interaction of students and residents in clinical settings. We will also develop CME activities that add value to the teaching and learning milieu.
INITIATIVE 4  PHILANTHROPY

The M.D. College is committed to providing opportunities for students of all socio-economic backgrounds. Two priorities will guide our philanthropic pursuits for the short and long term: Student support and faculty development. To aid these goals, the M.D. College seeks to raise more than $12 million by 2023, including $8 million in student scholarships to recruit highly-credentialed student candidates, and more than $4 million to attract nationally renowned academic and clinical departmental chairs, instructors, and practitioners over the next five years. We will seek external resources that support both “current-use” scholarships and endowed scholarships to build sustainable funding sources for students into the future.

M.D. College goals are to foster strong faculty and distinguished leadership. Through endowed positions, we will establish a cadre of nationally recognized medical education innovators and senior-level practitioners whose engagement will attract the most promising student candidates and other prominent community partners.

INITIATIVE 5  POPULATION HEALTH INITIATIVE

We strongly believe that health care must transition from a volume-based system to a value-based model. We will support this critical transformation by developing new health care models that provide higher quality at lower cost. We will be testing a new outpatient model to reduce unnecessary hospital admissions and focus on preventive care and support for patients with chronic illnesses. Our approach will examine which diseases and illnesses are most prevalent within the tri-county area of Broward, Palm Beach, and Miami Dade. Then we will evaluate the care process and analyze factors that result in unnecessary hospital admissions and doctor visits. Using a multidisciplinary care team approach, clinicians and health coaches will educate patients and develop a care plan to manage their chronic illness and ensure regular health maintenance practices. This could include medication management, dietary and lifestyle support, home health visits, and other measures. The results will be documented and followed.

Each effort will also incorporate financial analysis determining to what extent the developed model is effective in reducing the cost of care and improving patient outcomes. The model will promote shared knowledge among educators, practicing health care professionals and learners to advance human health.
CONCLUSION

The M.D. College community is universally committed to our initiatives in support of advancing human health through Innovation in medical education, research, patient care and community engagement. As educators, scholars, scientists, and clinicians of a new medical college, we aspire to greatness. This commitment, which embraces our values and confirms our mission, compels us to succeed in our collective vision to become a top tier institution focused on promoting health and alleviating human suffering through exceptional education, discovery, innovation, and patient-centered health care of the highest quality. Through our extant partnerships and collaborative milieu, we will achieve these goals locally, nationally and internationally, and in service to the future.