

Report of the NSU MD Strategic Plan CQI Task Force
July 28, 2021

Background:

The Strategic Plan CQI Task Force reviewed and revised the 2018-2020 strategic plan. The Task Force identified and deleted goals that have been achieved and deleted goals that are no longer relevant to the college and its future direction, due to substantial changes in the educational program, leadership, and faculty since the plan was written. In addition, we revised the wording of goals that were retained. The revised wording defines measurable outcomes and covers the period from AY 2021-22 through AY 2023-24.

The updated Strategic Plan retains the five categories in the current plan (Medical Education, Research, Patient Care, Community Engagement, and Administration). Subgroups of the Task Force wrote initial drafts for their assigned categories, which were then reviewed by the entire Task Force.

Members of the Task Force:

LCME CQI Committee:

- Susan Collingwood JD, Assistant Dean, Education Standards and Quality and Chair of the Task Force
- Lindsey Henson MD PhD, Associate Dean, Faculty Affairs
- Maria Padilla MD MSc MEdL, Interim Executive Associate Dean, Education and Student Affairs
- Ellen Wilkinson BA, Director of Accreditation

Faculty Council Leadership Team:

- Kyle Bauckman PhD, Vice President
- Chasity O'Malley PhD, President
- Michael Parker PhD, Immediate Past President

Additional members:

- Patrick Hardigan PhD, Senior Associate Dean, Research
- Arkene Levy PhD, Chair, Diversity Committee

Goals That Have Been Achieved:

The Task Force identified the specific goals that were achieved in the original 2018-2020 timeframe. The achieved goals are significant as they include: LCME Preliminary Accreditation (2018), LCME Provisional Accreditation (2021, delayed review by the LCME due to the COVID 19 pandemic), recruitment of 50 diverse and well-qualified students for the charter class (2018), hiring of the Director of Student Learning Excellence (the “academic success coach”) (2018), hiring of an institutional researcher (2018), and establishment of the Curriculum Integration Subcommittee of the Curriculum Committee (2018).

Goals for the 2021-2024 Strategic Plan:

The Task Force recommends that the following metrics be used to track success in achieving NSU MD’s strategic goals from AY 2021-22 through AY 2023-24.

Recommended Goals for the NSU MD Strategic Plan 2021 – 2024

EDUCATION

Goals for LCME

1. Submit full accreditation DCI and supporting materials on or before LCME deadline.
2. Ensure a well-organized LCME survey visit in fall 2022.
3. Achieve LCME full accreditation in 2023.

Student-Centered Goals

1. Recruit and matriculate a full complement of academically well-qualified students of diverse backgrounds in each entering class.
2. Implement the revised academic advising and support system for all students across all four years of the curriculum.
3. Monitor student satisfaction with the advising and support system and use results of student evaluations to improve the system.
4. Implement processes to maximize student success in completing the curriculum and maintaining student retention.
5. Develop and implement processes to maximize student success in matching into residencies.
6. Develop and implement a system for advising students who are unsuccessful in the match.
7. Ensure all graduating students have demonstrated satisfactory performance the practice-based learning and improvement and scholarly inquiry competencies.
8. Ensure students routinely demonstrate multicultural competencies in academic and clinical settings.

Goals for Curriculum

1. Fully implement the curriculum management system described in the LCME Provisional Accreditation materials.
2. Fully implement all components of the comprehensive system of program evaluation described in the LCME Provisional Accreditation materials.
3. Continually evaluate and improve the curriculum based on program evaluation data obtained by students and faculty.
4. Implement the research curriculum as approved by the Curriculum Committee.
5. Implement the interprofessional education program as approved by the Curriculum Committee.
6. Provide both required and voluntary service learning activities for students.
7. Develop and implement graduate-level programs administered by NSU MD.

Goals for Faculty Development

1. Implement faculty development offerings based on needs assessments.
2. Implement a method for tracking faculty development.
3. Implement and track methods for orienting non-faculty instructors to their roles.

RESEARCH

1. Assess and catalogue faculty and student research interests in an accessible format.
2. Monitor and measure research activities and outcomes, e.g. publications, grants, and clinical trials.
3. Recruit, develop, and retain faculty with a focus on research.
4. Build key infrastructure to support our research enterprise.
5. Identify appropriate community, regional, and national partners, and enter into agreements to engage in effective collaborative data sciences projects.
6. Increase the number of nationally funded investigators.
7. Engage in and develop a process for innovation and effective technology transfer.
8. Increase the medical school's national ranking in research.

COMMUNITY ENGAGEMENT

1. Create partnerships with community organizations that include involvement of both NSUMD faculty and students.
2. Create a health equity philosophy to guide the college's community health care/education initiatives.
3. Matriculate Black/African-American, Hispanic/LatinX students into the NSU MD program as a result of contact and cultivation of relationships through pipeline programs; Time Frame: ongoing
4. Develop a system for tracking outcomes of pipeline programs.
5. Document matriculation of participants in pipeline programs in NSU MD and other health professions programs (including physician and non-physician, health-related professions) at NSU or other schools.
6. Launch and maintain regional outreach activities and programs.

PATIENT CARE

1. Recruit an Executive Associate Dean for Clinical Affairs.
2. Jointly recruit qualified physicians with affiliated health partners.
3. Retain qualified physicians through professional development opportunities.
4. Establish an effective structure for a Faculty Practice Plan.
5. Establish a specialty-driven value-based ambulatory care platform involving NSU and HCA.
6. Establish research and training collaborations and partnerships with local and regional hospital systems.
7. Develop joint graduate medical education (GME) programs with HCA.
8. Establish continuing medical education (CME) partnerships with local and regional hospital systems.

ADMINISTRATION

Goals for Finances

1. Develop and obtain approval of annual budgets sufficient to support full accreditation of the MD program.
2. Implement method of allocating budgets to departments and administrative units and assigning responsibility for managing within the allocated budgets to department and unit leaders.
3. Secure new revenue sources to ensure sustainability of the MD program after full accreditation.
4. Increase philanthropic support for research.
5. Secure new philanthropic gifts directed to providing scholarships for students and use other strategies to minimize student indebtedness.
6. Increase funds available from gifts and endowment income to achieve student indebtedness at or below the national average reported by the AAMC.
7. Provide systematic financial aid and debt management counselling for medical students throughout the MD program.

Goals for Faculty and Staff

1. Recruit and retain sufficient well-qualified teaching faculty to cover needs of the MD program, the MBS program, and programs in other HPD colleges.
2. Implement a method for measuring faculty effort and use the results for determining adequacy of faculty and planning faculty recruitments.
3. Implement processes for assessing faculty teaching quality that employs evaluation from students and peers.
4. Implement policies and processes for recruitment, annual performance evaluation, promotion, review for continuing contracts, and other administrative support for faculty.
5. Recruit and retain sufficient well-qualified staff to support the MD program and the MBS program.
6. Recruit faculty and staff from diverse backgrounds to promote NSU MD's commitment to diversity and inclusiveness.
7. Ensure appropriate leadership, membership, administrative support for all committees required for the MD program.

Goals for Facilities

1. Secure adequate space to support delivery of the MD program, including faculty offices, conference rooms, classrooms, and study space and lounges for students.
2. Develop plans and obtain approval and budgets for new construction and/or remodeling of existing space prior to full accreditation.
3. Establish and maintain affiliations essential to the MD program, including hospitals, clinics, and other clinical teaching sites.

Goals for CQI/Strategic Planning

1. Implement policies and processes for review of LCME accreditation elements consistent with LCME guidelines.
2. Develop and maintain effective strategies for engaging university leadership in supporting needs for full accreditation.
3. Establish and maintain an effective strategy for monitoring and reporting on status of goals of the strategic plan.