

## UIWSOM Strategic Plan 2020-2025

### STRATEGY-LEADERSHIP

- 1. Leadership that transforms the culture of the School of Osteopathic Medicine by expecting, and supporting, excellence in all aspects of the mission.**
- 2. *In support of UIW Strategic Priorities, UIWSOM leadership advances human dignity, inspires social accountability and change across interdisciplinary health professions, cultures, and borders.***

RATIONALE: High-performing medical schools are built on a culture of clear mission, vision, and goals with attained milestones that support and reward excellence. Leaders demonstrate accountability built on collaborative teamwork, completing goals based on the mission and vision. This is accomplished with clear objectives, defined metrics of excellence, and recognition of successful implementation.

METRICS OF EXCELLENCE in Leadership that transform the culture of the School of Osteopathic Medicine:

1. Accountability built on collaborative teamwork
  - a. Meet Accreditation Standards
  - b. Pre-accreditation Process Timeline
  - c. Assessment and Self-Study
  - d. Achievement of Full Accreditation
2. Communication
  - a. Local, regional and state communication, sharing information to the public about the UIWSOM's accreditation status and collaboration in the community
  - b. Pathways to UIW and UIWSOM through communication and collaboration in the community starting with K-12 schools, and Direct Admissions programs to UIW and UIWSOM.
3. Leadership Council and Expert Advisory
  - a. Senior leadership, Learner and Faculty communication in support of the SOM mission and vision.
  - b. Utilization of experts in diverse fields as advisors and consultants supporting the SOM mission and vision.
4. Faculty
  - a. Development of Faculty
  - b. Academic Recognition
  - c. Research and Scholarly Activity
  - d. Continuing Education. Achieve CME recognition with ACCME

- e. Osteopathic Medicine Principles and Practice
- f. Creation and Implementation Medical Education Curriculum
- g. Development to Enhance Professional Formation of Learners.

Key Initiatives	Objectives	Timeline
<p>1a. Defined, measurable, and clearly communicated expectations for accreditation of all administration, faculty, staff, and department leaders and programs.</p> <p>b. Same as 1a.</p> <p>1c. Self-Study is a systematic process of institutional and programmatic self-assessment leading to institutional improvement and providing evidence to the COCA that standards/elements of accreditation are being met</p> <p>1d. Same as 1a.</p> <p>2a. Clearly communicated updates to UIW, regional community, and Texas.</p> <p>2b. Develop relationships with local schools through communication and pipeline program growth.</p>	<p>1. a. Maintain an independent and objective accreditation process.</p> <p>b. Adhere to current and future timeline with the Commission on Osteopathic College Accreditation (COCA) elements by participation of UIW and UIWSOM staff, administration, learners, and community resources.</p> <p>c. Assessment and Self-Study</p> <p>Prepare and present all updated elements of the self-study to COCA at required meetings of the commission and remedy any requirements.</p> <p>d. Achieve full accreditation</p> <p>2. a. Inform the public and the communities of interest regarding the accreditation status of programs and institutions with documented communication.</p> <p>b. Develop pipeline/pathway relationships from local high schools for Direct Admissions. Communicate the need for physicians in Texas underserved areas.</p>	<p>2015-2023</p> <p>2015-2023</p> <p>2021</p> <p>2015-2023</p> <p>2017-2023</p>
<p>3.Senior Leadership Council</p> <p>3a. Meet monthly for continued communication by leadership of the action driven strategic plan.</p> <p>3b. Subject Matter Experts (SME) and consultants drawn on to accomplish SOM mission and vision.</p> <p>3c. Student Government Leaders from each</p>	<p>3.Transformational leadership draws on the expertise of recognized leaders throughout the organization and the local, regional, and national community to make the effort credible and to accomplish goals in an efficient way for assessment and self-study, with the goal of full accreditation and transformational education*.</p> <p>*Transformative Education that advances Osteopathic Medicine through innovative teaching and learning. See Strategy-Education</p>	<p>2019-2021</p>

class and Faculty Representative attend Council meetings.	3.c. Faculty representative on the Leadership Council is the Chair of the UIWSOM Faculty Assembly and also serves on the UIW Faculty Senate.		
4.Faculty	4. a. Faculty are precious assets. Development and tracking of individual and institutional performance as related to the key strategic dimensions ensuring that faculty expectations, evaluations and rewards are aligned.	2016-2023	
4. a. Development and Performance			
4.b. Academic Recognition	b. Academic Recognition. Promote faculty development opportunities that embrace academic, service, and scholarly activity. UIWSOM creates an environment in which as many of the faculty as possible succeed with the overall goal of support of the Mission. Includes support of faculty in research and scholarly activity. (See Strategy 2: Scholarly Activity)		
4.c. Achieve CME recognition	c. Achieve CME recognition through the AOA and ACCME	2022	
4.d. Osteopathic Principles and Practice	d. Osteopathic Medical Education: Create Faculty Development regarding history of Osteopathic Medicine, and Osteopathic Principles and Practice including Osteopathic Manual Medicine experiences and ability to mentor learners.	2016-2023	
4. e Creation and Implementation Medical Education Curriculum	e. Curriculum development and implementation of Socratic Andragogy for Millennials, Generation Z and nontraditional learners.	2016-2023	
Transformative education that advances all aspects of medicine through innovative teaching and learning practices that set national standards.	-Mentorship of learners in Mission Collegia in alignment with UIWSOM Strategic Priorities	2017-2023	
	-Development, support and involvement in scholarly activity, community engagement and patient-focused osteopathic medical care in the community	2017-2023	
	-Facilitation of Small Interactive Group Sessions (SIGS)	2017-2023	
4.f. Faculty Development related to Professional Formation of Learners	f. Professional Formation implementation with learner self-reflection, spirituality, and passion of Osteopathic Medicine. This embodies and promotes human dignity and integrates intellectual and spiritual growth of faculty and learners.	2017-2023	

**2. STRATEGY-SCHOLARLY ACTIVITY: Population and community-based scholarly activity and research that distinguishes the School of Osteopathic Medicine by scholarship, innovation, transformation, collaborative excellence and social accountability.**

RATIONALE: UIWSOM is committed to preparing socially accountable osteopathic physicians who will work to promote health equity and address health disparities. This commitment is reflected by the development of a medical curriculum and related scholarly activity and research agenda consistent with the principles of social accountability.

**METRICS OF EXCELLENCE 2015-2021:**

Collaborative Partnerships/Start-Up Funding: Establish interdisciplinary educational and research partnerships  
 Community Based Research Development to benefit local and regional community  
 Models of Education and Training

Key Initiatives	Objectives	Timeline
1. Collaborative Partnerships/Start-Up Funding	1. Develop Collaborative Partnerships with the use of intramural funding to expand knowledge through scholarly activities that are not only grounded in the unique elements and applications of the principles and practices of osteopathic medicine but also embrace UIW's long-standing tradition of thoughtful scholarship in the interest of social justice, community service and advancing the common good; <ul style="list-style-type: none"> <li>• Start-up funding: UIWSOM will set aside \$150,000 or more to support research and scholarly activity.</li> </ul>	2015-2021
2. Community-Based Research	2. Develop translational research that directly benefits local communities, particularly those that experience health disparities	2015-2021
3. Models of education and training for faculty and other intra - professional learners in research	3. Use of Ernest Boyer's (1996) interrelated model of scholarship to guide the SOM as it develops research and scholarly activity.	2015-2017

**2. STRATEGY-SCHOLARLY ACTIVITY: Biomedical science, clinical, translational medicine, medical education, population health and community-based research and scholarly activity that distinguishes the School of Osteopathic Medicine by scholarship, innovation, transformation and collaborative excellence in the community while following the principles of social accountability.**

RATIONALE: UIWSOM is committed to preparing socially accountable osteopathic physicians who will work to enhance health equity and address health disparities. This commitment will be reflected through the development of a medical curriculum and related scholarly activity and research agenda founded on principles of social accountability.

**METRICS OF EXCELLENCE 2019-2021:**

1. Established collaborative, interdisciplinary research partnerships.
2. Established programs to train and mentor faculty and students in research and scholarly activity.
3. Established programs to provide financial support of faculty and student research and scholarly activities and improve research infrastructure.

Key Initiatives	Objectives	Timeline
1. Establish Office of Research and Innovation (ORI) to enhance and facilitate scholarly activity of faculty and students and hire Associate Dean for Research and Innovation.	<ol style="list-style-type: none"> <li>1. Provide budget to initiate and support faculty and student programs (\$150,000 FY 2020).</li> <li>2. Identify and recruit established investigator to direct ORI and serve as Associate Dean for Research and Innovation (ADRI).</li> <li>3. Conduct regular meetings of the Research and Scholarly Activity Committee to work with the ADRI to oversee distribution of resources, administer programs and direct the research enterprise.</li> <li>4. Develop ORI website to engage public and inform faculty and students.</li> </ol>	<p>2019-2021</p> <p>Completed 2019</p> <p>Completed 2020</p>
2. Develop areas of scholarly activity and research consistent with UIWSOM mission.	<ol style="list-style-type: none"> <li>2. Develop collaborative research that directly benefits local communities, particularly those that experience health disparities, through faculty seed grant funding with goal of eventual extramural funding in the following target areas.               <ol style="list-style-type: none"> <li>a. Osteopathic (OMM, OPP)</li> <li>b. Population health and community engagement</li> <li>c. Biomedical→Translational→Clinical Trials</li> <li>d. Medical education</li> </ol> </li> </ol>	2015-2021
3. Education and training for faculty and learners in scholarly activity and research to further the translational educational goals of UIWSOM	<ol style="list-style-type: none"> <li>3. Develop “Introduction to Scholarly Activity” series of podcasts to introduce students to various components of conducting scholarly activity (e.g., ethics, publication, preparation of abstracts, posters and oral presentations, identifying, developing and literature review topics.)               <ol style="list-style-type: none"> <li>a. Work with Chair of CASE to ensure faculty have time &amp; effort dedicated to scholarly activity and/or research.</li> </ol> </li> </ol>	2019-2021

<p>4. Align UIWSOM scholarly activity with the ONE WORD priority of the UIW strategic plan.</p>	<p>4.Participate with UIW to enhance communication between various UIW schools and develop best practices for research and scholarly activity across UIW, e.g., via membership on University Research Council (URC) and IRB.</p>	<p>2020-2021</p>
<p>5. Maintain and strengthen the commitment to military and veterans, a priority of the UIW strategic plan, through scholarly activity.</p>	<p>5. Develop and strengthen relationship with Dr. Batchinsky to promote his research and provide training opportunities for faculty and students.  a. Continue to develop Street Medicine Program which serves the homeless, many who are veterans, and provides training opportunities for faculty and students.</p>	<p>2020-2025</p>
<p>6. Prioritize improving infrastructure, a priority of the UIW strategic plan.</p>	<p>6.Establish intramural Equipment Grant program and pursue extramural funding to purchase fixed assets to facilitate faculty and student research.  a. Work with the URC to reduce bureaucratic delays (e.g., hiring, purchasing, reimbursing vendors).  b. Acquire software as needed for faculty and student SA&amp;R (e.g., image analysis; survey).  c. Begin discussions to develop 5- and 10-year plans for expansion of research space in Bldg. 125 pending UIW purchase in 2020.</p>	<p>2020</p>
<p>7. Develop high impact practices to broaden and enrich faculty and student participation in scholarly and research activities.</p>	<p>a. Establish Student Research Award.  b. Establish Faculty Seed Grant Award.  c. Establish UIWSOM-Children’s Hospital of San Antonio (CHoSA) Summer Student Research Program.  d. Establish UIWSOM Honor Student Summer Research Program.</p>	<p>2019-2020</p>
<p>8. Develop collaborative partnerships to promote scholarly activities.</p>	<p>a. Invest resources for UIWSOM – NASA flight surgeons collaborative research.  b. Invest resources to advance UIWSOM collaborations with Children’s Hospital of San Antonio.  c. Partner with Univ. Health Services in their HRSA renewal focused on AIDS prevention in underserved communities.  d. Develop relationships with area hospitals to provide opportunities for faculty and students (Mission Trail; Southwest General).</p>	<p>2020-2025</p>

**3. STRATEGY-EDUCATION: Transformative Education that advances Osteopathic Medicine through innovative teaching and learning practices that develop and implement a method of instruction and learning strategies designed to achieve its mission and objectives of the University of the Incarnate Word School of Osteopathic Medicine**

RATIONALE: Develop and implement a transformational learner-centered curriculum through partnerships with health care delivery systems, professional associations and other professional leaders. Commitment to supporting pipeline development, educational innovation, and community service to ensure its millennial learners are prepared to be interprofessional collaborators and leaders in today's health care environment.

METRICS OF EXCELLENCE:

1. Pipeline Development
2. Development of Transformational Curriculum
3. Form Relationships with Affiliate Partners for Undergraduate Medical Education.
4. Form Relationships Providing Graduate Medical Education Opportunities for Residencies in Primary Care.

Key Initiatives	Objectives	Timeline
1. Pipeline Development	<p>1. Pipeline - Identifying, recruiting, and retaining students most likely to pursue a career as a primary care physician. Participation of primary care physicians on admission committees, to identify students who are more inclined toward primary care. Develop high School mentorship programs at CastMed on Southside and Sam Houston High School on the Eastside of San Antonio.</p> <p>Establish and fund a Pre-SOMA and/or MAPS (pre-SNMA) program at UIW, with potential mission-based scholarship program if students enter primary care fields in the central TX region</p>	2016-2023
<p>2. Development of Transformational Curriculum</p> <p>A. Creation of UIWSOM Guiding Principles for Curriculum Design</p> <p>B. Interprofessional Education</p>	<p>2. Ensure UIWSOM's Guiding Principles for Curriculum Design remain consistent with the Four Pillars of Curriculum identified in <i>Educating Physicians: A Call for Reform of Medical School and Residency</i>.</p> <p>A. Standardization of learning outcomes/integration of formal knowledge and clinical experience/development of habits of inquiry and innovation/focus on professional identity formation.</p> <p>B. Develop professionalism, interpersonal and communication skills, and systems-based practice, along with an expectation that medical students and residents are able to work effectively as members or leaders</p>	<p>2017-2021</p> <p>2015-2021</p>

<p>3. Form relationships with affiliate partners for Undergraduate Medical Education</p> <p>4. Form Relationships providing GME opportunities.</p> <p>5. Clinical Experiences Interprofessional and with residents during GME</p> <p>5. Launch MPH program in partnership with NextGenU.org</p>	<p>of health care teams or other professional groups, and to work in interprofessional teams to enhance patient safety and care quality. This objective is in keeping with the UIW “ONE WORD” initiative, to foster interprofessional education among UIW’s health-related programs.</p> <p>3. Obtain Affiliation Agreements for undergraduate medical education experiences including inpatient and outpatient, with community stakeholders to ensure a comprehensive community-based learning experiences in South Texas. CAST Med High School Mentorships as part of DO program CEP.</p> <p>4. Obtain affiliation agreements for GME with community stakeholders in the community and South Texas. Graduate Medical Education opportunities for residencies in primary care.</p> <p>5. Build relationships throughout local and regional Texas for Phase II learners to experience inpatient, rural, ambulatory and underserved clinical experiences.</p> <p>a. Learners participate in one or more rotations with residents</p> <p>b. Provide opportunities to provide OMM to patients in inpatient and ambulatory settings</p> <p>6. Develop NextGenU partnership, obtain SACS approval and launch program initially to UIWSOM DO students, followed by expansion to UIW HP students and beyond.</p>	<p>2015-2025</p> <p>2018-2025</p> <p>2017-2025</p>
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**4. STRATEGY-CLINICAL CARE: The practice of Osteopathic Medicine in a valued, interprofessional, patient-centered environment that transforms community health and wellness. The UIWSOM is committed to providing distinctive osteopathic health care to the community of San Antonio, central and south Texas.**

RATIONALE: Primary care for patients is the provision of integrated, interprofessional and accessible health care services by physicians who are accountable for addressing the majority of patients’ personal health care needs, developing a sustained partnership with patients, and practicing medicine in the context of family and community.

**METRICS OF EXCELLENCE:**

1. Needs Assessment: UIWSOM will identify DO's providing OMT as Adjunct Clinical Faculty
2. Provision of interdisciplinary “One Word” education and healthcare to UIW students and employees.
3. Develop and provide osteopathically distinctive health care services to the community
4. Provide health professions students and faculty the opportunity to interact interprofessionally and contribute to the mission of UIW and UIWSOM

Key Initiatives	Objectives	Timeline
<ol style="list-style-type: none"> <li>1. Identification and recruitment of local DOs providing OMT as Adjunct Clinical Faculty.</li>   <li>2. Provision of distinctive osteopathic service to the community.</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilizing the Adjunct Clinical Faculty data to track, trend, and assess the number and percentage of OMM done for patients in clinical practice.               <ol style="list-style-type: none"> <li>a. Track metric to measure increase/ decrease of OMT services provided to the community.</li> <li>b. Increase the number of DO Adjunct Clinical Faculty using OMM in their practices.</li> </ol> </li>   <li>2. Develop opportunities to serve patients in both inpatient and outpatient care settings, curricular and extracurricular opportunities such as community health fairs and street medicine outreach activities.</li> </ol>	<p>2017-2025</p> <p>2020-2025</p> <p>2020-2025</p> <p>2017-2025</p>

<p>3. Enable faculty and students an opportunity to interact with inter-professional colleagues in the community</p>	<p>3. Design and implement a comprehensive program to improve quality of care across the UIWSOM health care system, enabled by an integrated EMR informatics strategy.</p>	<p>2016-2020</p>
	<p>a. Establish a Center for Health Care Innovation to reach the underserved.</p>	<p>2020-2025</p>
	<p>b. Explore opportunities for OMM on a consultant basis for inpatient care service</p>	<p>2018-2022</p>
	<p>c. Street Medicine developed and integrated into Phase II rotations within rural medicine, e.g. Outreach to Church Under the Bridge</p>	<p>2019-2025</p>
	<p>d. IPE curriculum map available for faculty, learners and preceptors at UIWSOM and UIW HP schools.</p>	<p>2020</p>
<p>4. Interprofessional Development among UIW health profession programs.</p>	<p>4. Develop outpatient Osteopathic Manual Medicine (OMM) on UIWSOM Campus and increase awareness about Osteopathic Medicine</p>	<p>2015-2022</p>
	<p>a. Facilitate conversations promoting interprofessional work at UIW</p>	
	<p>b. UIWSOM and the UIW schools of health professions participate in numerous health activities, both on-and off campuses.</p>	<p>2015-2025</p>
<p>5. Core site development in San Antonio and within the defined UIWSOM Service Area</p>	<p>5. Development of core sites at CHRISTUS, Methodist Health System, Baptist Health System, Kerrville (Peterson Hospital), Laredo Medical Center and identification of additional sites such as Corpus Christi, other CHRISTUS sites, rural sites Southwest General Hospital, and Abilene.</p>	<p>2018-2025</p>
	<p>a. Development of core rotation preceptors (adjunct clinical faculty) regarding effective, efficient and economical precepting and feedback.</p>	<p>2017-ongoing</p>
	<p>b. Implement comprehensive faculty development curriculum for new, mid-career and experienced clinicians involved in training learners in Phase II.</p>	<p>2018-2025</p>
	<p>c. Leadership and administrative development program for all core site directors and clerkship directors. This includes in-depth orientation to the Phase I curriculum, Osteopathic Principles and Practice, Educating Physicians Pillars and UIWSOM Curriculum Development Guiding Principles, research and scholarly activity opportunities and principles of social accountability.</p>	<p>2020</p>

	<ul style="list-style-type: none"> <li>d. Creation and implementation of a formal Preceptor, Core Site and Clinic Site Recognition Program with scheduled recognition/award touch points. Institute an annual preceptor recognition event(s) at which learners can recognize master preceptors, key UIWSOM supporters such as hospital and clinic administrators and nurses.</li> <li>e. Development of explicit policies and procedures so everyone involved in Phase II knows whom to call, where to go and what to do in case of various emergency situations.</li> <li>f. Development of Phase II Communication Tree and Communication Workflow Sheet.</li> <li>g. Develop and implement Phase I and Phase II comprehensive timeline specific to each class, including key dates, such as academic calendar, board prep, registering for boards, ERAS, graduation, etc.</li> </ul>	<p>2020</p> <p>2020</p> <p>2020</p>
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