



# FSU COLLEGE OF MEDICINE STRATEGIC PLAN

## Executive Summary

### **Mission**

The Florida State University College of Medicine will educate and develop exemplary physicians who practice patient-centered health care, discover and advance knowledge, and are responsive to community needs, especially through service to elder, rural, minority, and underserved populations.

### **Vision**

The FSU College of Medicine will lead the nation in preparing compassionate physicians to deliver the highest quality 21<sup>st</sup> Century patient-centered medicine to communities of greatest need, advancing the science of this care, and developing innovative educational programs in these communities.

### **Values**

The FSU College of Medicine is committed to a culture of:

- Collaboration with our colleagues and communities
- Respect and open communication
- Emphasis on our students and patients
- A constant commitment to innovation and continuous improvement
- Teamwork and motivation to work with others to achieve results
- Excellence in all we do

### **Strategies**

- Teaching excellence
- Research excellence
- Clinical Care and Service excellence
- Community Partnership excellence
- Diversity/Equity/Inclusion excellence

### **Strategic Planning Process**

In May of 2003 the College of Medicine developed its first strategic plan. In 2008-2009, the College initiated a strategic planning process that provided the College the opportunity to initiate the process of self-study for the 2011 Liaison Committee on Medical Education accreditation visit. Four major planning areas under strategies above were identified. Cross disciplinary teams refined the Objectives, Activities and Outcomes and developed appropriate Measures. The plan was approved by the faculty at the General Faculty Meeting on February 18, 2010. The measures were reviewed periodically by the Executive Committee. In the Fall of 2017, teams of faculty and administrators were formed to review and update the College's strategic plan. During the academic year 2021-22, further refinement of the plan occurred including the addition of an important 5<sup>th</sup> pillar – Diversity, Equity, and Inclusion. Each goal of the strategic plan has metrics that will be monitored by the CQI office and the Executive Committee. The plan is a living document and will be updated as appropriate for FSUCOM as we approach our 25<sup>th</sup> Anniversary in 2025.



## Teaching (Education) Excellence

### **Goal 1: Ensure adaptive infrastructure exists and maintain a learner-centered environment.**

Objectives:

- Maintain high student satisfaction through learner input.
- Emphasize active learning.
- Ensure adequacy of educational resources.

### **Goal 2: Emphasize the College of Medicine mission.**

Objective:

- Educate graduates prepared to (1) practice patient centered care; (2) discover and advance biomedical and clinical knowledge; and (3) be responsive to community needs.

### **Goal 3: Develop and retain highly motivated and excellent faculty.**

Objectives:

- Provide faculty development in education that is continually updated and responsive to faculty needs.
- Retain engaged faculty.

### **Goal 4: Develop methods of early identification and interventions for students at risk of remediation.**

Objective:

- Develop sensitive metrics to identify at risk students.

### **Goal 5: Develop robust interprofessional collaboration.**

Objective:

- Develop opportunities for interprofessional collaboration.



## Research Excellence – updated March 2024

### **Goal 1: Increase research productivity.**

Objectives:

- Increase sponsored research support.
- Increase number of publications and national/international presentations.

### **Goal 2: Increase research faculty.**

Objectives:

- Recruit new research-active faculty in basic sciences.
- Recruit new research-active faculty in clinical and translational sciences.

### **Goal 3: Emphasize research that addresses underserved communities.**

Objectives:

- Increase the number of new grants and contracts focused on priority health concerns of communities served by the college of medicine including minority/under-resourced, elderly, rural, and underserved populations in Florida.
- Increase the number of publications (limited to research active tenured and tenure-track faculty) focused on priority health concerns of communities served by the college of medicine including minority/under-resourced, elderly, rural, and underserved populations in Florida.

### **Goal 4: Implement workforce development programs in research.**

Objectives:

- Increase research opportunities for medical students in all academic years.
- Expand graduate student programs.
- Expand post-doctoral programs.



## Clinical Care and Service Excellence – Update March 2024

**Goal 1: In concert with the COM mission, establish and strengthen relationships and clinical practice opportunities between the Tallahassee community and full-time clinical faculty.**

Objectives:

- Enhance the quality of COM clinical practice settings in the community.
- Identify and enhance collaborations with other community practices.

**Goal 2: Develop and maintain graduate medical education programs in partnership with clinical institutions and practices that ensure the quality and stability of those programs, and that build upon the mission established with undergraduate medical education at the COM.**

Objectives:

- Assess the quality of FSU COM-sponsored residency and fellowship programs.
- Promote FSU COM-sponsored residency programs to medical students within the FSU COM and across Florida to further the College's mission.

**Goal 3: Develop a sustainable clinical enterprise administered through Florida Medical Practice Plan, Inc. in order to strengthen the base of support for fulfilling the COM's mission.**

Objectives:

- Create and sustain the organizational structure that can support practice plan operations.
- Identify and develop new COM-operated faculty practice opportunities that add value fiscally and missionally to the COM.

**Goal 4: Deliver compassionate, excellent clinical care reflected in measures of value, quality, and outcomes; and patient experience, in concert with the COM mission.**

Objective:

- Optimize the performance of the COM's clinical practices with a Quadruple Aim approach.



## Community Partnership Excellence

### **Goal 1: Develop and nurture community partnerships that sustain our distributed model.**

Objectives:

- Become the medical school of choice in our communities.
- Develop loyalty on the part of faculty and facilities.
- Implement effective communications programs.
- Consistent with the COM mission, expand outreach to involve community stakeholders who represent our commitment of service to elder, rural, minority, and underserved populations.

### **Goal 2: Develop alumni as faculty.**

Objectives:

- Admit student applicants most likely to fulfill our mission.
- Provide exposure to mission-based populations throughout the educational program.
- Provide mentors for our mission-based themes throughout the educational program.

### **Goal 3: Assure philanthropic support for COM in accomplishing our mission.**

Objectives:

- Create scholarship opportunities for students.
- Provide discretionary resources to support the main campus and six regional campuses.
- Create opportunities to strengthen the College's programs including faculty research, faculty endowments, and research centers.

### **Goal 4: Establish Florida State University College of Medicine as a leader in the provision of continuing medical education opportunities in those areas directly related to or supportive of our core mission.**

Objectives:

- Provide expanded continuing education opportunities for COM community faculty.
- Provide continuing education opportunities for health care professionals who practice primary care and family medicine.
- Provide continuing education opportunities for health care professionals who treat elders and who practice in rural areas.

### **Goal 5: Establish formal partnerships with academic health centers and private community organizations that advance the mission of the COM and that are mutually beneficial.**

Objectives:

- Form partnership vetting committee as subcommittee of the COM Executive Committee to assess alignment of new ventures before formal acceptance.
- Develop criteria and checklist for establishment of formal partnerships with academic health centers and private community organizations.
- Develop partnerships with community-based organizations (CBOs) that provide experiential and service-learning opportunities for our students while advancing the COM mission.
- Student community service hours and % of students providing community service to community partners.



## Diversity/Equity/Inclusion Excellence

**Goal 1: Assure that the COM curriculum teaches students to be effective in providing equitable care in diverse populations and to effectively address factors contributing to racial and social justice in medicine, including systems of power, privilege, and oppression, and their impacts on social determinants of health.**

Objectives:

- Adopt new Educational Program Objective to ensure this goal is reflected in FSUCOM curriculum.
- Review and evaluate content and course objectives that map to the new EPO.
- Develop assessments for and monitor student achievement of the new EPO.

**Goal 2: Promote and assure equity in educational experiences and outcomes.**

Objectives:

- Analyze and report on internal surveys for gender/ethnicity differences in educational experiences.
- Analyze and report on gender/ethnicity differences in performance on key outcome metrics for FSUCOM students: Step 1, Step 2, PANCE pass rates; graduation rates.
- Develop and annually administer and analyze analogous surveys for PA students.
- Conduct and report on the outcome of focus group – qualitative analysis of gender/ethnicity differences in the educational experiences at FSUCOM.

**Goal 3: Create and sustain a culture of celebrating and nurturing diversity within the FSU COM**

Objectives:

- Adopt FSUCOM Diversity Policy that requires annual monitoring of the diversity of students, faculty and administration, as well as focused efforts to sustain and broaden diversity through recruitment and retention efforts at FSUCOM.
- Design and develop DEI display in COM atrium to provide space to recognize and celebrate DEI at FSUCOM.
- Monitor and evaluate any gender/ethnicity differences in satisfaction with cultural celebrations at FSU COM.
- Analyze college specific results of FSU COACHE survey and determine if action or additional climate data are needed.



#### **Goal 4: Achieve a high level of vertically proportionate diversity (recruiting/retaining/promoting at all levels of student/staff/faculty/leadership).**

Objectives:

- Adopt FSUCOM Diversity Policy that requires annual monitoring of the diversity of students, faculty, and administration, as well as focused efforts to sustain and broaden diversity through recruitment and retention efforts at FSUCOM.
- Promote and expand on successes of FSUCOM pipeline programs.
- Develop, administer, and analyze faculty and staff surveys (including an exit survey) focus groups and interviews to assess the effectiveness of mentoring and retention programs for staff and faculty.

#### **5. Provide an inclusive environment that supports the diverse population of students, staff and faculty throughout their training or career path at FSUCOM.**

Objectives:

- Adopt FSUCOM Diversity Policy that requires annual monitoring of the diversity of students, faculty and administration, as well as focused efforts to sustain and broaden diversity through recruitment and retention efforts at FSUCOM.
- Develop, administer, and analyze faculty and staff surveys (including regular opportunities to give feedback plus exit interviews as needed) focus groups and interviews to assess the effectiveness of mentoring and retention programs for staff and faculty.
- Develop and sustain systems, policies, and procedures both for addressing negative experiences (micro and macro aggressions plus episodes of bias and discrimination), and for providing nurturing experiences, support groups, role models, and mentors for under-represented minority (broadly defined) members of the FSUCOM family.
- Monitor and promote employment equity across all diversity domains in pay, promotions and opportunity for staff and faculty.