



FLORIDA STATE UNIVERSITY
COLLEGE OF MEDICINE

Florida State University College of Medicine Strategic Plan

Mission:

The FSU 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 21st 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 COM is committed to a culture of:

- **Collaboration with our colleges 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**



Teaching Excellence

Goal 1: Maintain a learner-centered environment at all levels of all educational programs.

- Include student input
- Emphasize active and experimental learning
- Emphasize development of metacognitive skills and evaluation
- Include consideration of cultural and social values

Measures

- Y2Q and GQ Annual Survey measures of emotional climate, student-student interaction and student-faculty interaction
- Survey M1 and M3 students based on John Hopkins

Goal 2: Emphasize College of Medicine mission

- Produce exemplary health care providers who will
 - Practice patient-centered health care
 - Discover and advance clinical knowledge
 - Be responsive to community needs
- Emphasize service to core mission populations
 - Elderly
 - Rural
 - Minorities
 - Underserved

Measures

- Percentage of students in summer clinical practicums and required rotations spending time at facilities in rural areas
- Percentage of MD graduates who match in primary care programs

Goal 3: Recruit, develop and retain highly motivated, excellent faculty.

Measures

- Number of clerkship faculty available by campus and discipline for required rotations
- Number of faculty available at the central campus for teaching integrated curriculum

Goal 4: Identify measurable competencies and develop methods for formative and summative student assessment and remediation

- Ensure students and faculty are aware of developed competencies particularly for
 - EPAs
 - Foundational sciences (Biomedical, behavioral, social)
 - Clinical Skills
 - Self-directed learning



FLORIDA STATE UNIVERSITY
COLLEGE OF MEDICINE

Measures

- USMLE Step 1 and PANCE scores and pass rates
- Development and implementation of assessment measures for students achievement of EPAs

Goal 5: Ensure adequate infrastructure resources exist to support our educational mission.

- Adequate space exists
- Up to date technology is available and used
- OME meets the needs of faculty
- Faculty development is available for faculty needs

Measures

- Y2Q and GQ Annual Survey measures of adequate space
- Surveys of faculty and student satisfaction of IT equipment and library resources
- Number of faculty who separated for reasons related to the work environment

Goal 6: Emphasize self-reflection and lifelong learning at every level of instruction.

Measures

- Number of self-directed learning and self-reflection activities in both the UGME and PA programs
- Percentage of UGME students earning a letter of distinction in Community Medicine.



Research Excellence

Goal 1: Emphasize Mission-Based Research

- Address the College's mission focus and priority health concerns of communities COM serves, including elderly, rural, minority and underserved populations.
- Expand COM's research infrastructure in ways that support the continued development and growth of quality-based discovery of significance to society (Research Excellence).
- Develop and implement platforms and mechanisms to translate the continuum of mission-based discovery into impactful outcomes.

Measures

- Number and dollar amounts of new awarded contracts and grants
- Dollar amounts of research and development expenditures for contracts & grants.
Number of publications (limited to regular and research faculty)

Goal 2: Strengthen collaborative research efforts across FSU COM department, the University and the community

- Provide resources to support collaborative, team science-based approaches to research.
- Encourage cluster hiring and/or faculty hires that can build synergistic collaborations across a diverse array of faculty research interests.
- Incorporate collaborative team science as a measure for promotion review.
- Utilize key community partnerships that advance COM's mission-based research focus and health outcomes.

Measures

- Number of CoM PIs networked with other PIs in research contracts and grants submitted

Goals 3: Expand and utilize the FSU Network for Clinical Research and Training (NCRT)

- Clearly identify research areas of focus and opportunities for clinical research.
- Link research focus areas of the network, including practice-based sites, to mission-based and medical education goals.
- Develop effective translational research training initiatives and programs.
- Identify and implement a sustainability model that promotes the growth and impact of the network.

Measures

- Number of usage events - Training workshops, IRB protocol consultation / development, publications and presentations by the FSU Network for Clinical Research & Training (NCRT)
- Network for Clinical Research & Training (NCRT)



FLORIDA STATE UNIVERSITY
COLLEGE OF MEDICINE

Goal 4: Develop a hiring plan for faculty in support of COM research priorities

- Ensure the FSU College of Medicine departments have research priorities and a plan to implement those priorities in hiring.
- Coordinate with FSU leadership, other colleges, and external partners to develop resources for faculty and staff hires to support the research mission.

Measures

- Number of departments (PA, BSSM, BMS, Research, etc.) that have an approved (by the Dean and SADR) research hiring plan
- Percent of all COM full-time faculty whose assignment of responsibilities (AOR) includes at least 33% effort dedicated to research and the percent of faculty with this goal who are meeting it.

Goal 5: Implement academic scholarship and innovation in medical education research

- Plan and execute a program of research in medical education.
- Collaborate with other colleges, units, and institutions to help guide program planning and implementation.
- Incorporate medical education scholarship into the measures for promotion review.

Measures

- Number of publications by COM faculty in medical education or educational journals (data source: FEAS, limited to regular and research faculty)
- Number of faculty with medical education scholarship in FSU Tenure Review

Goal 6: Implement workforce development programs in research

- Create mechanisms for faculty development and mentorship in research.
- Develop longitudinal opportunities for medical student research and mentorship on all regional campuses.
- Expand graduate student programs to encompass growth of research, including clinical, behavioral and population health research.
- Develop training programs for postdocs and residents.
- Continue to foster opportunities for undergraduate participation in COM research.

Measures

- Number of medical and PA students participating in mentored research projects
- For Graduate programs
 - Number of graduate faculty
 - Number of tracks with the PhD program
 - Number of course that focus on clinical, behavioral, and population health topics
 - Total number of students



Service and Clinical Care Excellence

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

Measures

- Percentage of community faculty who have attended an interactive session on accessing COM electronic resources over the previous 10 year period.
- Percentage of clinically-contracted COM faculty who have met the productivity and outcome measures identified for them

Goals 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 College of Medicine

Measures

- Percentage of programs that meet ACGME-RC threshold for program-specific board passage rate.
- Percentage of residents/fellows who would recommend their training program to others.
- Percentage of new residents matching each year in COM-sponsored residency programs who are from FSU or other Florida medical schools.

Goal 3: Develop a culture of service to the Department, College, University, Profession, and / or Community (local, state, regional, national, and/or international) among all COM personnel (faculty, residents, students, staff) in support of advancing the COM mission of service

Measure

- Percentage of each UGME Class whose Dean's letter has a student services activities portion.

Goal 4: 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

Measures

- Percentage of total aggregate expenditures associated with clinical contracts that are covered by their total aggregate revenues.
- Percentage of FSU SeniorHealth™ total operating expenses (excluding University support) covered by total operating revenues

Goal 5: Delivering compassionate, excellent clinical care reflected in measures of value, quality, and outcomes; and patient experience, in concert with the CoM mission.

Measures

- Number of measures from each of the four pillars of the Quadruple Aim that have been determined for FSU PrimaryHealth™ and FSU SeniorHealth™



Community Partnership Excellence

Goal 1: Assure skilled clinical faculty are available at each clinical training site to meet student educational needs.

- Assess steady state needs of major clinical specialties and develop workforce succession plans
- Identify and provide outreach to new practitioners regarding COM mission and future
- Require/provide faculty development to all clinical faculty

Measures

- Community Clerkship, SCP and PA faculty voluntary retention rate
- Processes in place for new faculty identification, vetting, approval
- Faculty development program requirements are in place and monitored
- Student performance in NBME, USMLE, and program directors surveys

Goal 2: Foster strategic collaboration between community partners and COM, expanding service and educational opportunities.

- Identify mission related opportunities for community based interactive projects between COM and community partners.
- Promote community service opportunities
- Develop outreach to identified community partners
- Build sustainable collaborations
- Develop criteria to assess mission-fit with community partners

Measures

- Inventory of collaborations by central and regional campuses
- Inventory of community service activities
- Track central campus community outreach activities
- GQ annual survey responses to
 - 14. Responses relevant to how community partnerships support service and educational opportunities at FSU COM
 - 12: I have a fundamental understanding of the issues in social sciences of medicine (e.g., ethics, humanism, professionalism, organization and structure of the health care system).

Goal 3: Actively communicate the COM mission and our successes.

- Utilize all available communication platforms to increase active communication of COM mission and community value
- Promote mission-focused activities and successes through available communication channels, including traditional and social media outlets
- Engage and inform city, state and federal officials and representatives from governmental, healthcare and community agencies



FLORIDA STATE UNIVERSITY
COLLEGE OF MEDICINE

Measures

- Number of alumni who practice in the communities in which our clinical training sites are located and meet the health care needs of Florida
- Number of regional campus community outreach activities
- Number of faculty community partner activities
- Implement a communications plan for a broad audience emphasizing faculty, student, alumni and partner successes
- Communicate CoM legislative issues/priorities to the central and regional campuses
- Communicate Annual legislative appropriations to CoM stakeholders

Goal 4: Assure philanthropic support for COM and regional campuses in accomplishing their missions.

- Achieve growth in philanthropic interactions year over year
- Increase amount of philanthropic support year over year

Measures

- Number of philanthropic interactions, including significant contacts, purposeful cultivation and solicitation meetings with prospective donors, and stewardship actions for donors
- New funding received (outright gifts, pledges and estate gifts) that is attributed to direct interactions
- New regional campuses funding received (outright gifts and pledges from regional campuses for
 - Regional campus scholarship, non-endowed
 - Regional campus operations, non-endowed

Goal 5: Produce alumni who practice in areas of need.

- Develop active pipeline programs that foster development of students from mission – based communities
- Identify COM applicants from mission based populations
- Provide mission specific educational programs for all student

Measures

- Number of SSTRIDE programs in the state
- Number of regional campus outreach programs
- Number of pipeline program alumni who enter COM degree programs
- Pipeline alumni who practice in mission based areas or populations
- Pipeline programs linked to regional campuses (admission tracking – where they come from)