

## STRATEGIC PLAN FY 2022 Revisions

### OUR OPPORTUNITY

Osteopathic medicine improves our healthcare system by embracing care of the whole person to help every individual live well. We draw upon our patient-centered principles to champion the quality practice of medicine, balance human need and scientific evidence, promote a diverse physician workforce with shared values, and build healthier communities.

With this in mind, we choose to create a world where everyone can receive care based upon osteopathic principles and practice—by boldly leading the educational community to make that possible.

### OUR MISSION

**AACOM leads and advocates for the osteopathic medical education community to improve the health of the public.**

AACOM represents and advances the continuum of medical education by:

- supporting our member institutions as they educate a diverse future physician workforce
- increasing awareness of osteopathic medical education and osteopathic medicine
- promoting excellence in medical education, policy, research, and service
- fostering innovation and quality throughout medical education

### OUR PRIORITIES

Diversity, professionalism, and wellbeing are key considerations as we develop our priority work.

#### **INSPIRED WORK to strive for eminence (10-year horizon)**

##### **1) Reimagine the recruitment process for osteopathic medical students**

*Summary:* We will break new ground using technology and data to leverage what we currently know and develop new knowledge in identifying, recruiting, and selecting students and residents who will fully engage in an osteopathic medical education and embrace the practice of osteopathic medicine. These students and residents will be capable of solid academic and clinical performance and will develop the knowledge, skills, and attitudes necessary to provide excellent osteopathic patient care to the communities they will serve.

*Re-affirmed: November 2020*

*Amended November 2021*

**2) Strengthen our community of osteopathic role models**

*Summary:* We will promote wellbeing in the osteopathic learning environment and will embark on efforts directed at individual and systemic improvement that advance health and wellness through the application of osteopathic principles and practice. In addition, we will support evidence-based efforts to improve, sustain, and assess models of teaching, precepting, mentoring, and coaching that encourage a growth mindset and the use of osteopathic principles and practice (OPP) by students, residents, faculty, and leaders.

*Re-affirmed: November 2020*

**3) Develop an ecosystem that supports and promotes osteopathic medical education**

*Summary:* We will design and develop a Networked/Shared Solutions model to address the challenges facing osteopathic medical education. We will purposefully and strategically convene a broad range of internal and external stakeholders, finding and creating new collaborative relationships where necessary, to advance patient care that is inclusive of osteopathic principles and practice.

*Re-affirmed: November 2020*

**DESIRED WORK to achieve excellence**

**(1 to 3-year horizon; no activity after three years requires re-evaluation for continuation)**

**1) Strengthen osteopathic representation, voice, and influence to demonstrate the distinct value of OME and osteopathic medicine**

*Summary:* Develop and execute strategies to enhance and elevate the representation, voice and influence of osteopathic medicine and osteopathic medical education with key external stakeholders and communities (e.g., federal and regulatory committees, health and health professions education policymaking groups, etc.). Establish a core brand position and messaging to showcase the distinctiveness of osteopathic medicine and demonstrate its critical role in addressing the nation's healthcare challenges. Identify and pursue opportunities to ensure osteopathic medicine and the full continuum of osteopathic medical education is uniquely positioned to impact federal policies and is regarded as a trusted partner in decision-making moments. Educate internal constituencies on the need to align around a unified voice and consistent message to advance these efforts.

*Affirmed: November 2020*

**2) Ensure continued growth in qualified applicants to help create a robust osteopathic physician workforce**

*Summary:* Grow an applicant pool with the capacity to fully embrace osteopathic principles and is increasingly racially, ethnically, economically and gender diverse to meet every patient's needs. Adapt recruitment strategies to help identify the aptitude and personal characteristics necessary to succeed in osteopathic medical school, residency and practice.

*Re-affirmed: November 2020*

**3) Establish the fundamentals of osteopathic health systems science to strengthen the case for OME**

*Summary:* Define how osteopathic care is delivered, how osteopathic physicians and other professionals work together to deliver that care, and how the health system can improve healthcare delivery. Discover, understand and communicate how osteopathic care benefits patients, communities and the healthcare system.

*Re-affirmed: Deferred November 2020; re-evaluated November 2021*

**4) Enhance the diversity of osteopathic medical students to contribute to the development of a more diverse physician workforce**

*Summary:* Minimize barriers facing students underrepresented in OME in applying, matriculating and succeeding along the continuum of osteopathic medical education, such as the availability of financial aid; virtual-only interviews; and the need for stronger (IDEAL) inclusion, diversity, equity and leadership efforts and programs throughout the OME community, especially at member COMs.

*Re-affirmed: November 2020*

**5) Improve trainee readiness to help every osteopathic graduate match and succeed in residency**

*Summary:* Define and promote the differentiation of osteopathic medical students and increase their residency placement success with programs they are qualified for and find desirable, including providing GME program directors reliable indicators to select candidates who can be successful and who are aligned with their mission; partnering with GME program directors to improve existing indicators adopted by COMs; and emphasizing professionalism in UME and GME.

*Re-affirmed: November 2020*

**6) Provide our members, the healthcare system, policymakers and the public, relevant and timely data on our students, residents and alumni to inform decision-making**

*Summary:* Obtain, analyze and disseminate information that empowers AACOM's members and other key stakeholders to make data-driven decisions regarding OME programs, services, communications and initiatives for applicants, current students and residents. Provide current, accurate and accessible information about the full spectrum of the osteopathic medical education community to enable osteopathic medicine and osteopathic medical education to make important advances in admissions, residency recruitment and advocacy and awareness. Equip outside constituencies with information to better understand the capacity of OME to improve health and healthcare.

*Re-affirmed: November 2020*

**7) Expand GME programs and graduate level osteopathic training opportunities to help create a physician workforce able to meet the needs of all patients**

*Summary:* Influence GME through AACOM's Public Policy Agenda by advancing innovative policies and initiatives supporting GME to continue to produce the best possible osteopathic physicians. Support and advocate for the expansion of available GME positions, with special emphasis on programs that expand community-based GME and increase GME opportunities in rural and underserved communities. Work to advance policies that strategically increase GME funding, especially funding associated with workforce needs, thereby safeguarding the stability and continuity of the nation's medical residency training programs and increasing the availability of quality clinical experiences for undergraduate medical students. Advance graduate level osteopathic training, including but not limited to, supporting Osteopathic Recognition, and provide services that appeal to a diverse pool of institutions and GME professionals.

*Affirmed: November 2020*

**8) Expand opportunities for faculty and trainees to participate in academically rigorous research to contribute to the evidence base for OME and osteopathic medicine**

*Summary:* Leverage existing OME and non-OME academic publications to promote research on osteopathic medicine. Develop new publication venues, research consortia and other collaborations. Create shared resources on the basics of research principles and methods.

*Re-affirmed: Deferred November 2020*

## **OUR OPERATIONAL PILLARS AND REQUIRED WORK**

(Daily work undergoing continuous improvement)

### **I. ORGANIZATION**

**Build a sustainable, inclusive and efficient organization that provides value to its members as a central hub and source of high value products and services to COMS.**

1. Operate in a **fiscally responsible** manner with a budget that advances AACOM's mission and priorities.
2. Foster a diverse and collaborative **workplace** that encourages creativity and the open exchange of ideas.
3. Develop and diversify AACOM's **revenue streams** consistent with AACOM's mission.
4. Increase the use of **technology** to enhance medical education, member service, leverage business intelligence, and support communication and collaboration.
5. Operate a high-performing, future-oriented **governance** structure at all levels of the organization.

### **II. SOLUTION**

**Advance osteopathic medical education as an effective solution to improving the nation's health.**

1. Serve as the national **voice** of the osteopathic medical education community and **represent** the interests and priorities of osteopathic medical education with key stakeholders.
2. Increase **awareness and understanding** among policy makers, the osteopathic medical education community and other key stakeholders about osteopathic medical education and its role in advancing the health of the nation.
3. **Advocate** for federal health and education policies that advance medical education and address medical student debt, sustainable funding for graduate medical education, and the preparation of the health professions workforce.

4. Assist medical education programs in successfully achieving and maintaining undergraduate (COCA) and graduate (GME) continued **accreditation** and **recognition**.

### **III. PATHWAY**

**Promote osteopathic medical education as a preferred pathway for future physicians to meet the nation's evolving health care needs.**

1. Enhance **awareness** among applicants, prospective students, and pre-health advisors of the opportunities that osteopathic medical education creates for graduates and residents.
2. Generate a **diverse** cohort of qualified **applicants** from which the colleges of osteopathic medicine will admit, train, and educate physicians.
3. Position osteopathic medical students for **successful transitions** into residency and practice.
4. Promote **development of graduate medical education** programs and graduate level osteopathic medical education including programs **with osteopathic recognition**.

### **IV. CULTURE**

**Support excellence, innovation and a culture of lifelong learning throughout the continuum of medical education.**

1. Provide leadership to, and partner with, schools and health care institutions to foster student, resident, and faculty **success and well-being** in the osteopathic learning environment.
2. Provide **faculty development** and resources to build a cadre of qualified faculty and support osteopathic medical educators to grow and thrive in their roles.
3. Deliver **leadership development** programs to prepare deans and administrators for success in the rapidly changing environment for medical education.
4. Provide leadership, resources, and support to maintain and expand the **community-based clinical learning environment** for the continuum of medical education.
5. Share best practices and promote **collaboration** throughout the medical education community to prepare for the evolving health care delivery systems of the future.

### **V. SCHOLARSHIP**

**Foster scholarship and research to demonstrate the distinctive value and approach of osteopathic medicine and osteopathic medical education.**

1. Advance a **culture of inquiry** throughout the continuum of osteopathic medical education that promotes research and scholarship.

2. Develop AACOM's **capacity** for institutional research and scholarship focused on osteopathic medical education, including discovery, collection of data and interpretation of trends to offer forecasts and projections.
3. Promote and provide **mentorship and support** for research and scholarship among osteopathic medical students, residents, and faculty.