

STRATEGIC PLAN 2020-2022

OUR OPPORTUNITY

The DO degree exists to improve our healthcare system by embracing care of the whole person to help each live well. We rely upon our principles to champion the quality practice of medicine, to balance human need and scientific evidence, to promote a diverse practice community with shared values, and to build a healthier society.

With this in mind, we choose to build a world where every patient has the option to receive care based upon osteopathic principles and practice—by boldly leading the education community making that possible.

OUR LENSES

We have made a commitment to ‘see the world’ through three lenses when establishing goals and creating work plans. These lenses are:

- Diversity
- Professionalism
- Well-being

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 STRATEGIC PILLARS AND ACTIONS

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.

OUR PRIORITIES

INSPIRED GOALS to strive for eminence (10-year horizon)

We have developed and described Selection Science as a core competency and use data to drive decision making

Summary: Selection science uses technology and data to leverage what we currently know, and to develop new knowledge in, identifying, recruiting, and selecting students and residents who will engage with osteopathic medicine and osteopathic medical education, demonstrate solid academic and clinical performance, and develop the knowledge, skills and attitudes to provide excellent patient care to all communities centered around the osteopathic principles.

Choose DO Links: 1, 2, 3, 5, 6

Strategic Plan Links: 1.2, 2.1, 2.2, 2.4, 4.2

Affirmed: March 2020

Reaffirmed: November 2020

We have promoted and modeled the Healthiest Workforce

Summary: Discover, develop and support evidence-based efforts to improve, sustain, and assess wellness in osteopathic medical students, residents, faculty, and leaders by embracing the use of osteopathic principles and practices (OPP) in self-care and reflection on one's own wellness and helping others live well. AACOM believes that promoting health and wellness in the osteopathic learning environment is critical to realizing a world where every patient has the option to receive care based upon OPP. Building this world is our big opportunity, and to bring this about, AACOM will embark on efforts directed at individual and systemic improvement that advance wellness through the application of osteopathic principles and practice.

Choose DO Links: 1, 2, 3, 5, 6

Strategic plan links: 1.1, 1.2, 2.1, 2.4, 3.1, 3.2, 3.5

Affirmed: March 2020

Reaffirmed: November 2020

We have developed a Networked/Shared Solutions model to address the shared challenges facing osteopathic medical education

Summary: AACOM will develop into a network that supports a complete osteopathic education ecosystem. In doing so, we will create a suite of in-demand solutions through adaptive workgroups and other approaches to address education and information needs along the Choose DO continuum. The planned stakeholders for these solutions will be expanded to include not only enrolled osteopathic medical students and COM faculty, but the larger ecosystem of the AOA, NBOME, specialty organizations, hospital systems, GME consortia/sponsors, residents, physicians, the MD community, and other health professions interested in using osteopathic principles and practices to advance patient care. Efforts to create this ecosystem should be purposeful and strategic, clarifying what is gained through new relationships.

Choose DO links: 1, 2, 3, 5, 6

Strategic Plan links: 2.3, 3.1, 3.2, 3.3, 3.4, 3.5

Affirmed: March 2020

Reaffirmed: November 2020

DESIRED GOALS to achieve excellence

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

1) Ensure continued growth in qualified applicants

Summary: Develop an applicant pool that is an increasingly large proportion, and an increasingly racially, ethnically, economically and gender diverse proportion of the pool of health professions applicants that have the capacity to fully engage with osteopathic medical education and demonstrate the aptitude and personal characteristics necessary to succeed in osteopathic medical school.

Choose DO Links: 1

Strategic Plan Links: 1.2, 2.1, 2.2

Affirmed: March 2020

Reaffirmed: November 2020

2. Enhance the diversity of osteopathic medical students to contribute to the development of a culturally competent workforce.

Summary: Minimizing barriers throughout the student lifecycle (Prospective through Residency) by focusing on barriers found in students in diverse or under-represented groups such as availability of financial aid and reinforcing (IDEAL) inclusion, diversity, equity and leadership throughout the OME community. Producing a culturally competent workforce that meets *all* health care needs across the country will propel osteopathic medicine as the preferred option for medical care. This will effectively increase the pool of individuals looking to become a physician to choose the DO degree. As the need for cultural competency continues to expand and OME and osteopathic physicians continue to fill this gap, our leadership in this arena will be established.

Choose DO links: Nodes 1, 5, 6

Strategic Plan links: 1.3, 2.2, 3.1

Affirmed: March 2020

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3. Rethink Trainee Readiness

Summary: The goal of undergraduate osteopathic medical education is to produce graduates that are prepared to succeed in graduate medical education and preferred by programs because of the quality of their training. Readiness for residency is difficult to measure and though competency-based training modules, entrustable professional activities and milestones exist, there is a need to rethink how we measure, remediate, and communicate the readiness of graduates, and to lead in this effort to ensure COM graduates will succeed in GME.

Choose DO Links: 2, 3, 5, 6

Strategic Plan Links: 2.3, 3.3, 3.4, 3.2, 3.5

Affirmed: March 2020

Reaffirmed: November 2020

4. Provide our members with up-to-date predictive and analytic information about their applicants, students, and residents.

Summary: Evaluating, supporting, investing in and facilitating the use of analytical tools to provide up-to-date data which empowers members to make data driven decisions on programs, services, communications or initiatives for applicants, current students and residents. Being armed with timely information of the full spectrum of the osteopathic medical education community will induce more focused recruitment efforts, which may ultimately influence an individual's choice to choose the DO degree.

Choose DO links: Node 1, 2, 3

Strategic Plan links: 4.3, 5.4

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5. Promote professionalism

Summary: Re-emphasize professionalism training and emphasis in UME and GME as the ability of a graduate to carry out professional responsibilities, adhere to ethical principles, and be sensitive to all patients and diverse populations and demonstrate those characteristics defined by the ACGME including respect, compassion and integrity. Professionalism issues have received recent attention for disruption of residency training, decreases inpatient satisfaction, and negatively impacting the quality of patient care. AACOM seeks to lead in assessing, defining, sharing best practices and tools to assess, remediate, and report on individual student professionalism in medical education.

Choose DO Links: 1, 2, 3, 5

Strategic Plan Links: 2.4, 3.1, 3.4, 3.5, 5.2

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Reaffirmed: November 2020

6. Expand GME programs and graduate level osteopathic training opportunities

Summary: AACOM will influence GME through its Public Policy Agenda by advancing innovative policies and initiatives supporting GME. AACOM will support and advocate for the expansion of available GME positions, with a special focus on programs that expand community based GME and increase GME opportunities in rural and underserved communities. AACOM will 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 in order to continue to produce the best possible osteopathic physicians. AOGME will 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.

Choose DO links: 3, 5, 6

Strategic Plan links: 1.1, 1.3

Affirmed: November 2020

7. Strengthen Osteopathic Representation, Voice, and Influence

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 approach to advance these efforts.

Choose DO Links: 1,2,3,4,5,6

Strategic Plan Links: 2.1, 2.2, 2.3, 3.1

Affirmed: November 2020