



## **STRATEGIC FRAMEWORK (AY2020 – 2024)**

### **VISION**

Rowan University School of Osteopathic Medicine will improve access, affordability and quality of both education and healthcare for our community and the nation.

### **MISSION**

**Rowan University School of Osteopathic Medicine prepares future physicians and scientists who are committed to improving health in New Jersey and throughout the nation.** To advance our mission we:

- Develop clinically skillful, compassionate and culturally competent physicians from diverse backgrounds who are grounded in our osteopathic philosophy and ready to meet future healthcare workforce needs;
- Advance research, innovation and discovery to improve health and solve the medical challenges of today and the future; and we
- Provide exceptional patient-centered care, with an emphasis on primary and interprofessional team-based care that responds to the needs of the community including underserved and special needs populations.

## **GOALS AND OBJECTIVES**

- 1. Develop clinically skillful, compassionate and culturally competent physicians from diverse backgrounds who are grounded in osteopathic philosophy and ready to meet future healthcare workforce needs.**
  - a. Build an academically successful and diverse student body that is committed to the mission of RowanSOM and the values of osteopathic medicine.
  - b. Deliver an innovative and integrated medical education curriculum that readies students for Graduate Medical Education and the future of healthcare delivery.
  - c. Strengthen and expand clinical learning and research opportunities across the medical education continuum.
  
- 2. Advance research, innovation and discovery to improve health and solve the medical challenges of today and the future.**
  - a. Develop and train scientists who will contribute new knowledge in the biomedical sciences, with a focus on cell and molecular biology and osteopathic principles, through creative and collaborative research and scholarship.
  - b. Serve as the premier center for biomedical, clinical and educational research in South Jersey.
  - c. Enhance and support a culture of curiosity and inquiry throughout RowanSOM and Rowan GSBS.
  
- 3. Provide exceptional patient-centered care, with an emphasis on primary and interprofessional team-based care that responds to the needs of the community including underserved and special needs populations.**
  - a. Provide evidence-based, patient-centered, quality care to improve patient engagement.
  - b. Expand Rowan Medicine's presence across South Jersey, with a focus on increasing access for our community.
  - c. Position Rowan Medicine for long-term sustainability in an environment of health system redesign.

***We recognize that to achieve our goals, we must invest in the people, systems and infrastructure required to achieve institutional excellence, ensure quality and support future growth. In support of our strategic goals we will:***

- Build the systems and infrastructure needed to ensure quality, attract and retain faculty and support future growth in collaboration with Rowan University.
- Create a culture of wellness and engagement for the RowanSOM community.
- Increase awareness, outreach and stewardship of RowanSOM, RowanGSBS and Rowan Medicine.

**GOALS AND OBJECTIVES WITH PRIORITY OUTCOMES**

- 1. Develop clinically skillful, compassionate and culturally competent physicians from diverse backgrounds who are grounded in osteopathic philosophy and ready to meet future healthcare workforce needs.**
  - a. Build an academically successful and diverse student body that is committed to the mission of RowanSOM and the values of osteopathic medicine.**
    - i. Increase the quality and quantity of the applicant pool both from NJ and nationally.
    - ii. Increase class size to 275 while maintaining the quality of education.
    - iii. Plan for the launch of an additional location to support the increased class size.
    - iv. Provide resources and support to ensure student success and retention.
  - b. Deliver an innovative and integrated medical education curriculum that readies students for Graduate Medical Education and the future of healthcare delivery.**
    - i. Implement RowanSOM's UME integrated curriculum with its focus on competency-based education.
    - ii. Increase availability of faculty for teaching, service and student engagement.
    - iii. Leverage technology to support education and clinical learning.
  - c. Strengthen and expand clinical learning and research opportunities across the medical education continuum.**
    - i. Successfully navigate the transition of GME programs to continued accreditation in the ACGME system.
    - ii. Increase the number of clinical training slots (UME and GME) by affiliating with health systems throughout the region.
    - iii. Support residency programs in pursuing Osteopathic Recognition and incorporating an osteopathic identity into their GME programs.

- 2. Advance research, innovation and discovery to improve health and solve the medical challenges of today and the future.**
  - a. Develop and train scientists who will contribute new knowledge in the biomedical sciences, with a focus on cell and molecular biology and osteopathic principles, through creative and collaborative research and scholarship.**
    - i. Increase the quality and quantity of the student applicant pool both from NJ and nationally.
    - ii. Increase the number of students in RowanGSBS while maintaining the quality of education.
    - iii. Increase the number and quality of master's and certificate level programs aligned with university and workforce research needs.
  - b. Serve as the premier center for biomedical, clinical and educational research in South Jersey.**
    - i. Achieve \$30M in funded research grants / sponsored projects.
    - ii. Recruit, support and retain funded researchers committed to our mission and to the growth of the research enterprise.
    - iii. Demonstrate the impact of Rowan Research on health outcomes and quality of life in New Jersey.
  - c. Enhance and support a culture of curiosity and inquiry throughout RowanSOM and Rowan GSBS.**
    - i. Develop and implement a research course for all RowanSOM students and increase opportunities for student research.
    - ii. Establish a research program in all GME residency programs that meets the requirements for ACGME.
    - iii. Increase faculty engagement in research, scholarly activity and mentorship.
    - iv. Promote interdisciplinary and collaborative research by enhancing relationships with other Rowan Universities and campuses.

3. **Provide exceptional patient-centered care, with an emphasis on primary and interprofessional team-based care that responds to the needs of the community including underserved and special needs populations.**
  - a. **Provide evidence-based, patient-centered, quality care to improve patient engagement.**
    - i. Improve patient and population outcomes by providing integrated, cost-effective healthcare.
    - ii. Improve the patient experience and their continuum of care throughout the healthcare system.
  - b. **Expand Rowan Medicine's presence across South Jersey, with a focus on increasing access for our community.**
    - i. Increase the patient volume across Rowan Medicine.
    - ii. Increase patient access through additional strategic locations in Southern New Jersey including Gloucester, Salem and Cumberland Counties.
    - iii. Create additional OMM clinical sites in South Jersey.
    - iv. Expand student health and wellness programs at all Rowan campuses.
  - c. **Position Rowan Medicine for long-term sustainability in an environment of health system redesign.**
    - i. Grow overall revenue and net profitability.
    - ii. Establish key healthcare partner relationships.
    - iii. Position the Rowan Medicine brand as a competitive option in the regional healthcare marketplace.

***We recognize that to achieve our goals, we must invest in the people, systems and infrastructure required to achieve institutional excellence, ensure quality and support future growth. In support of our strategic goals we will:***

- **Build the systems and infrastructure needed to ensure quality, attract and retain faculty and support future growth in collaboration with Rowan University.**
  - Enhance and expand facilities and infrastructure in support of all RowanSOM mission areas and support future growth.
  - Enhance instructional technology infrastructure and training to assist and teach faculty how to provide effective technology-enhanced learning (e.g., distance learning, asynchronous learning, technology in classroom).
  - Increase revenues and align budgets with the goals and priorities in the strategic plan.
  
- **Create a culture of wellness and engagement for the RowanSOM community.**
  - Create a culture of wellness and engagement for the RowanSOM community (inclusive of physicians, residents, students, faculty, staff and patients).
  
- **Increase awareness, outreach and stewardship of RowanSOM, RowanGSBS and Rowan Medicine.**
  - Leverage the relationship between Rowan University and RowanSOM to advance our shared goals.
  - Undertake marketing and branding efforts to enhance awareness, tell our story more effectively and increase engagement in Rowan's education, clinical and research programs.
  - Increase philanthropic giving from donors, alumni, patients and foundations