

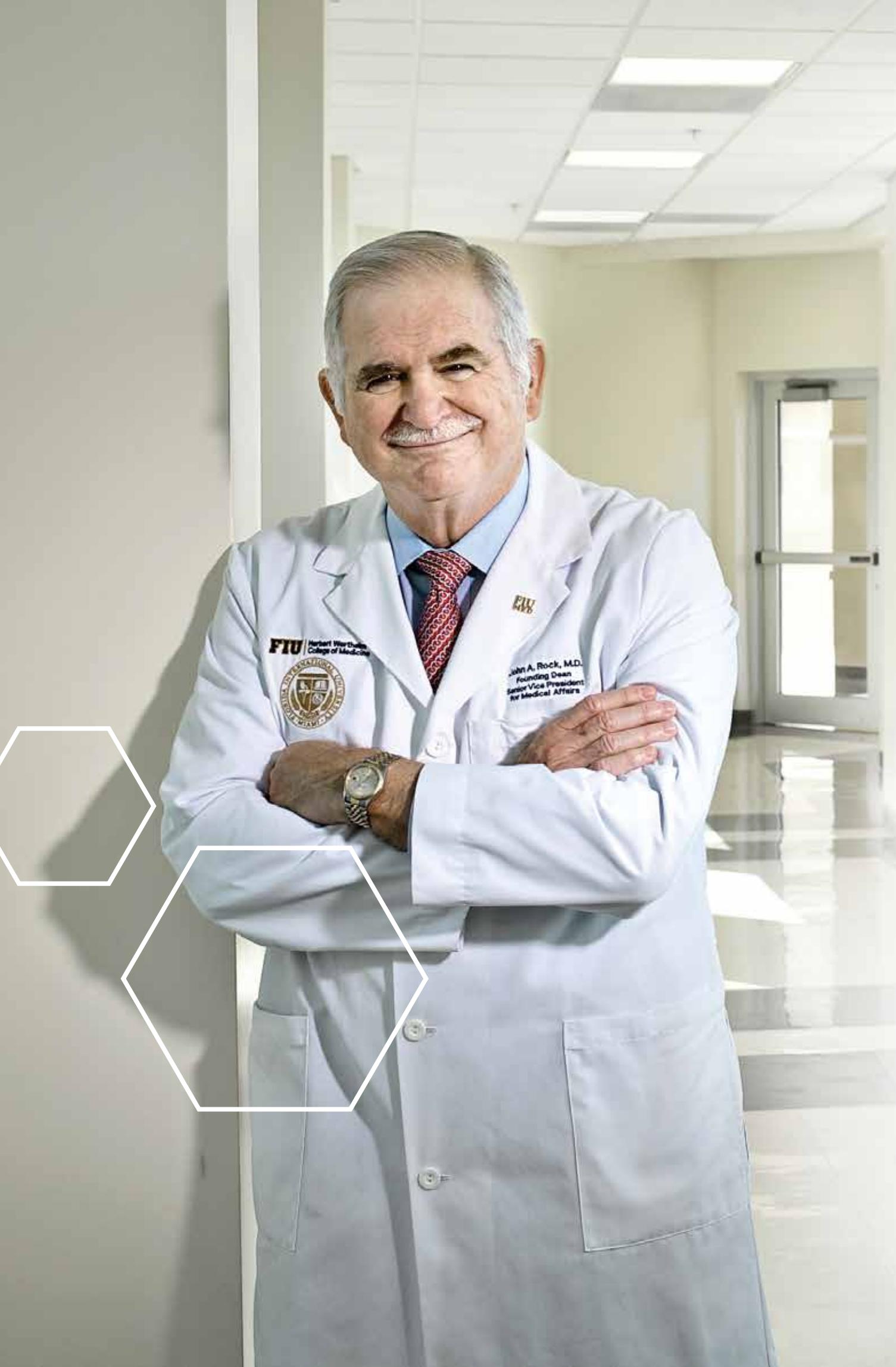
Strategic Plan | 2015-2020

COLLABORATE • ACT • TRANSFORM



FIU

Herbert Wertheim
College of Medicine



In 2007, as founding dean of the Florida International University Herbert Wertheim College of Medicine, I was tasked with implementing our first strategic goal to establish a world-class medical college. The resulting 2010–2015 strategic plan focused on improving health care in South Florida and solidifying relationships with partners in our community.

Much has happened in the past five years. Despite challenging times of economic crisis, the uncertainty of health care reform, and diminishing research support from the National Institutes of Health—our young college has forged ahead with support from students, staff, faculty, administrators, affiliated partners, government representatives, and the local public, turning

these challenges into opportunities for innovation. Our doctor of medicine degree program received full accreditation from the Liaison Committee on Medical Education, and we expanded opportunities for students with new doctorate, master's, and certificate programs. Our graduates are excelling in many of the nation's finest residency programs, and by 2015 we will reach our planned capacity of 480 medical students. We've expanded our health-related research and creative initiatives, enriching academic environments for our students while bolstering mutually beneficial collaborations for which FIU has earned the Carnegie Foundation Community Engagement Classification. Our Green

Family Foundation **NeighborhoodHELP™** service-learning and community outreach initiative now offers clinical care services to participating households via four mobile health centers, including a state-of-the-art, 3D mobile mammography unit, and HWCOCM faculty physicians are providing care at two FIU Health faculty practice locations.

Our mission continues to focus on educating the next generation of health care providers, preparing them for vital roles in improving the health and well-being of patients. Our long-term vision involves integrating the three areas in which medical schools strive for greatness—education, research, and clinical care—to transform the

“turning these challenges into opportunities for innovation”

health of entire communities. Our goals and strategies for success increasingly rely on collaborations locally, regionally, nationally, and globally. Hence, the theme of this FIU strategic plan, “Collaborate, Act, Transform,” is a summation of our plan for effecting positive change in medical education and health care over the next 5 years.

John A. Rock, M.D.

John A. Rock, M.D.
Founding Dean
Senior Vice President for Health Affairs

Florida International University Herbert Wertheim College of Medicine is transforming the future of public health and educational opportunity.

Florida International University (FIU) Herbert Wertheim College of Medicine (HWCOC) is transforming the future of public health and educational opportunity. Created in 2006 amid pressing community health concerns and a projected critical shortage of physicians nationally, HWCOC developed a curriculum that reflects an innovative, 21st century approach to health care and medical education.

HWCOC is working boldly to create not just great physicians, but community leaders who think holistically, globally and locally. Our commitment to community is real. It is not a

promise; it is a fact. It is the cornerstone of our curriculum. The innovative Green Family Foundation **NeighborhoodHELP™** (Health Education Learning Program) teams up medical students with FIU students in other disciplines to address the complex medical, social and ethical issues experienced by medically underserved families in South Florida. Our students follow these families throughout their four years of medical school in a symbiotic relationship that results in better trained doctors and better health care for the community we serve.



NeighborhoodHELP™ is not a project; it is who we are, and our strategic planning is guided by the very principles that make the Herbert Wertheim College of Medicine unique.

Community-Focus

- Signature service-learning and community outreach program, **NeighborhoodHELP™**
- A socially responsible public service mission; first public medical school in the area
- Partnership- and alliance-based strategies

Innovative Approaches

- Emphasis on curriculum innovation and use of technology
- Evidence-based, patient-centered, interdisciplinary teaching

Diverse Learning Environments

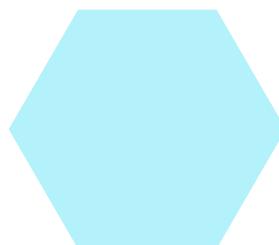
- Robust clinical affiliations provide variety in clinical sites and diverse patient pool
- Culturally competent faculty and facilities that promote optimal learning and teamwork

Relevant Research

- Impactful, translational research that delivers results relevant to our community

Our Culture

- Transparent, accountable, collegial, scholarly and professional
- Commitment to create value through innovation and quality improvement
- Responsible stewardship of public resources





“For every dollar invested by the State of Florida in the Green Family Foundation **NeighborhoodHELP™**, a total of \$8.33 is returned to the economy in multiple economic and societal benefits.”

TrippUmbach Inc. Report on the Economic Impact of the FIU **NeighborhoodHELP™** Program

Giving Back

Medical students Kenneth Maskell and Eric Knott volunteer at an orphanage in Port-au-Prince, Haiti.

Our Strategic Plan 2015-2020: Collaborate, Act, Transform

Florida International University Herbert Wertheim College of Medicine is proud of its dedication to improving the health and well-being of individuals, communities and the state through education, service and research. We strive to build on our successes and develop even greater strength in the future.

In the summer of 2013, HWCOCM embarked on a comprehensive strategic planning process to guide and monitor the college's progress in education, clinical care and research over the next five years. The strategic planning process is rooted in three key driving premises—

Collaborate, Act, and Transform—set forth in this document to ensure the most effective allocation of resources in an increasingly challenging economic climate.

The resultant plan considers the particular context of health care system reform at the national and state levels and builds on the assessment that HWCOCM, with its intersection of education, research and clinical programs, is uniquely positioned to lead health care improvement for the benefit of South Florida communities and beyond.



Mission

By providing an environment enhanced by diversity, clinical innovation and research, Florida International University Herbert Wertheim College of Medicine prepares socially accountable, community-based physicians, scientists and health professionals who are uniquely qualified to transform the health of patients and communities.



Vision

Florida International University Herbert Wertheim College of Medicine is a national leader in transforming the health of communities through its purposeful integration of education, research and clinical care.

Values

Scholarship – Innovation – Inclusion – Integrity – Service



100%
of our graduates have
been offered residencies.

Student Success

Match Day 2013: Dean John A. Rock, M.D. applauds as Kaiming Wu rejoices after finding out he has matched to his choice residency program at Massachusetts General Hospital/Harvard Medical School.

This strategic plan defines overarching areas of strategic focus that decisively impact achievement of HWCOT's vision.

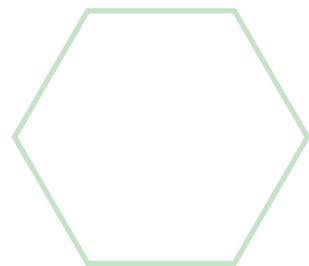
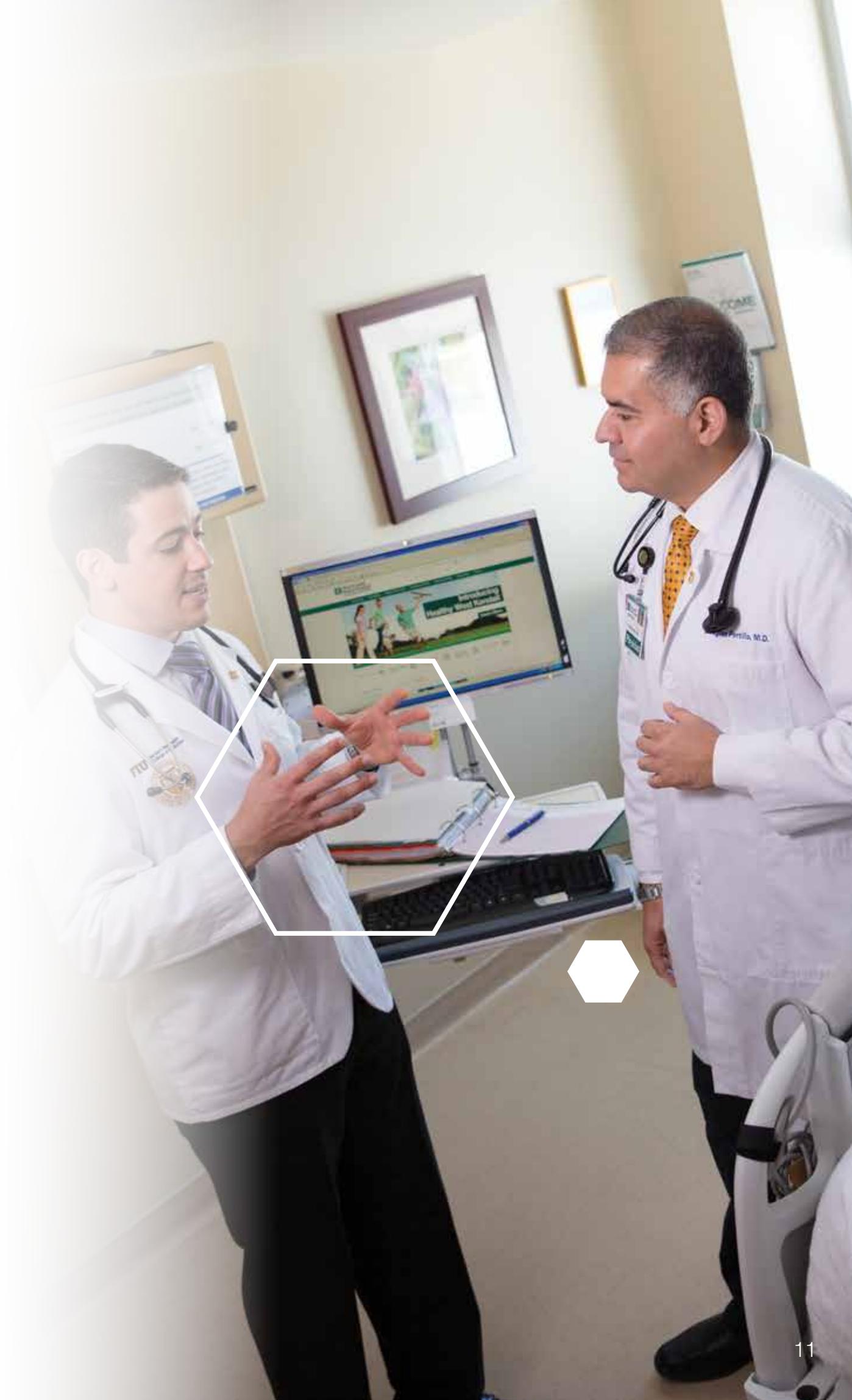
- 1 Education and Training Excellence
- 2 Health Care Innovation and Community Health
- 3 Research and Evaluation
- 4 Faculty and Staff Success
- 5 Strategic Partnerships

The goals and objectives outlined in this strategic plan support continued growth through program development, implementation, network-building and openness to future challenges and opportunities.

The evolving health care system is reshaping HWCOT's educational mission. This plan outlines curricular and other initiatives that place greater emphasis on lifelong learning, interprofessional education, evidence-based medicine, population health management, economics of health care, social determinants of health and health disparities, patient safety, and patient- and family-centered care. HWCOT will actively work to align research with the health

issues that impact South Floridians. HWCOT also has identified strategies for recruiting and retaining quality faculty, improving infrastructure, and supporting team-based, collaborative investigations that bridge basic, clinical, and translational research and have high potential for impacting health. HWCOT expects that outcomes from the its strategic initiatives will be transferable globally.

Just as importantly, this plan asserts HWCOT's strong commitment to support faculty and staff development, engagement and satisfaction through enhanced career development and recognition activities.





GOAL 1

EDUCATION AND TRAINING EXCELLENCE

Promote learner and resident success through an educational platform of medical knowledge, research and clinical care, integrated with a deep understanding of population health, health disparities, interprofessional interventions and the social determinants of health.

Strategies

- Develop an educational resource center that provides systems and approaches that optimize curriculum design and delivery, patient care, translational research and population health outcomes.
- Develop a process for evaluating and integrating new technologies and approaches into the educational environment to maximize faculty and learner success.
- Establish a process for continuous quality improvement for medical education from recruitment to graduation.
- Expand the tenets of Green Family Foundation **NeighborhoodHELP™** and the longitudinal professional development curriculum to all aspects of student, resident, faculty and community education.

GOAL 2

HEALTH CARE INNOVATION AND COMMUNITY HEALTH

Design and deliver a trademark brand of clinical care focused on population health management to improve South Florida's health outcomes, reduce health care costs, and optimize patient experience, while providing an innovative clinical learning environment for students and residents.

Strategies

- Design a scalable and reproducible FIU Health care model that integrates physical health, behavioral health, and the social determinants of health, meeting the tenets of Green Family Foundation **NeighborhoodHELP™**.
- Create an informatics platform to support patient care management and evaluation at the level of the individual patient and household and across the continuum of care.
- Support quality and patient safety activities that provide value for all stakeholders.
- Increase scholarly activity among faculty members, including publication of relevant knowledge derived from research and innovations in educational and clinical practices.

GOAL 3

RESEARCH AND EVALUATION

Conduct basic, applied, translational, clinical and interdisciplinary clinical research that leverages South Florida's diverse demographics, improves the health of the South Florida community and aligns with national and global health trends.

Strategies

- Build the infrastructure, capacity and continuous programmatic evaluation needed to achieve and support FIU and HWCOR research objectives.
- Align and support learner research projects with FIU and HWCOR research priorities to optimize the generation of new medical knowledge.
- Integrate research efforts with FIU Health and strategic partners to enhance health promotion, health prevention, health care delivery systems and health outcomes.
- Foster a culture of interdisciplinary collaboration with FIU and its partners that leads to a vibrant research ecosystem.



GOAL 4

FACULTY AND STAFF SUCCESS

Foster a culture of excellence, innovation and professionalism by attracting and retaining faculty and staff who embrace diversity and are lifelong learners and forward thinkers.

Strategies

- Support an infrastructure that optimizes faculty and staff development and advancement.
- Hire faculty and staff whose knowledge, skills and experience are maximally aligned with educational, research clinical practice and administrative goals.
- Promote collaboration among FIU faculty and staff, ensuring continuous quality improvement, professional development and sharing of knowledge.
- Retain faculty and staff through goal setting, performance evaluation and promotion.

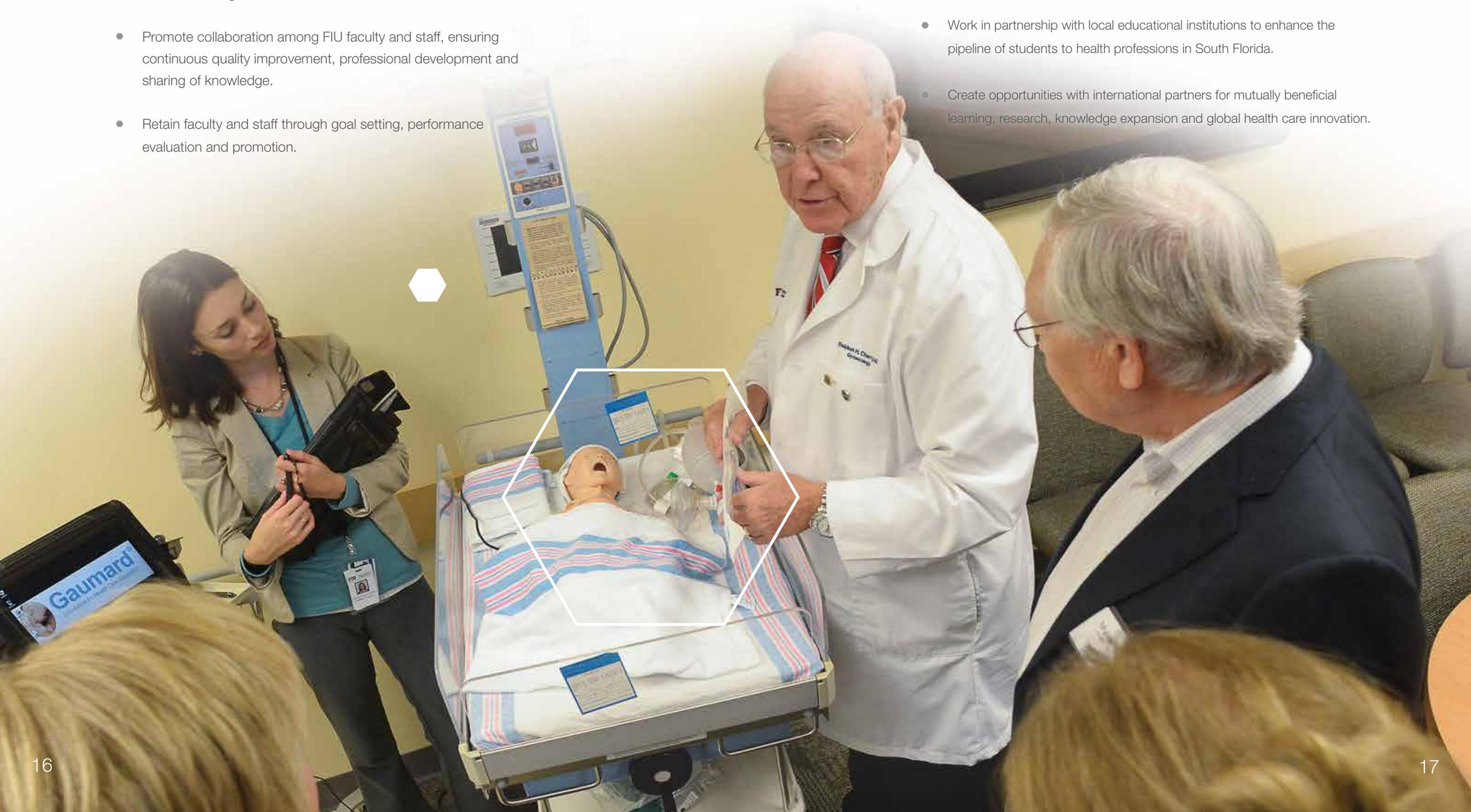
GOAL 5

STRATEGIC PARTNERSHIPS

Forge and strengthen partnerships that provide optimal learning environments for students, residents and faculty; establish platforms for research; and create value for the community and FIU.

Strategies

- Collaborate with partners to develop, support and increase graduate medical education in Florida to enhance physician retention.
- Pursue excellence in the delivery of education, clinical care and research by leveraging strengths in areas of mutual strategic interests.
- Work in partnership with local educational institutions to enhance the pipeline of students to health professions in South Florida.
- Create opportunities with international partners for mutually beneficial learning, research, knowledge expansion and global health care innovation.



FIU HWCAM 2015-2020 Strategic Plan Process



Development of this Strategic Plan 2015–2020: Collaborate, Act, Transform began in summer 2013, led by a Strategic Planning Steering Council comprising ten senior HWCAM faculty members appointed by Founding Dean and Senior Vice President for Health Affairs, John A. Rock, M.D. The Strategic Planning Steering Council recruited work groups in four areas of

focus, forming the 35-member Strategic Planning Committee responsible for compiling data and making recommendations to the college's senior leadership team. The Strategic Planning Committee engaged the consulting firm Tripp Umbach to provide guidance and coordinate the planning effort.

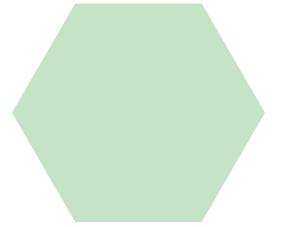


Green Family Foundation
NeighborhoodHELP™

Medical, social work, nursing,
and law students-working together in the
Green Family Foundation
NeighborhoodHELP™-have completed
3,770 visits to 540 households,
benefiting 1,287 individuals.

Caring for Our Community

A College of Medicine student, faculty member and outreach team worker
bring health care services to a **NeighborhoodHELP™** household.



FIU HWCOM EXECUTIVE LEADERSHIP TEAM

John A. Rock, M.D.

Dean and Founding Vice President for Health Affairs

Carolyn Runowicz, M.D.

Executive Associate Dean for Academic Affairs

J. Patrick O'Leary, M.D.

Executive Associate Dean for Clinical Affairs

Robert Hernandez, Jr., M.D.

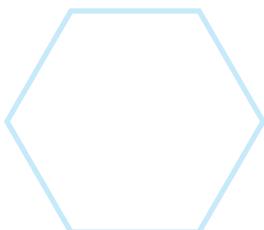
Executive Associate Dean for Student Affairs

Liane Martinez, MSF

Executive Associate Dean for Finance and Administration

Yolangel Hernandez Suarez, M.D.

Chief Executive Officer, FIU Health





Collaborate • Act • Transform

In enacting our strategic plan, the College of Medicine will fulfill its social mission of improving the communities we serve.



“The College of
Medicine and
the community
should be seamless.

You should not be able to tell
where one ends and
the other begins.”

Dr. Herbert Wertheim



Florida International University

11200 SW 8th Street
Miami, FL 33199

(305) FIU-0570 | (305) 348-0570

medicine.fiu.edu



**Herbert Wertheim
College of Medicine**

