

PILLAR I - Amplify Learner Success & Enhance Institutional Affinity

GOAL I-1 — HWCOM is committed to fostering student success and maintaining a graduation rate equivalent to or better than the national average for comparable programs. To achieve this, HWCOM will continuously monitor the effectiveness of curricula, promptly intervene when students face academic obstacles, and adhere to tracking and reporting protocols to ensure timely support and resource allocation.

INITIATIVE I-1A – Establish a protocol for the continued identification of HWCOM Programs’ students at risk of interruption in academic progress.

TACTIC I-1Aa – Confirm protocols for the continued identification of UME/MD, GME/MD, MPAS, PhD, GCP students at risk of interruption in academic progress.

TACTIC I-1Ab – Integration of Customer Relationship Management (CRM) software for case management of MD program students at risk of interruption by June 2025.

INITIATIVE I-1B – Confirm HWCOM admissions criteria and protocols to ensure students are ready for HWCOM programs.

TACTIC I-1Ba – MD Program's Office of Student Affairs (OSA) admissions task force will use revised questions developed by Organizational Psychiatry to build Class of 2029 interview question bank.

TACTIC I-1Bb – Hold MD Program admissions interviewer training by December 2024.

TACTIC I-1Bc – Integrate an AI module for MD Program expediting of admissions applications by March 2025.

TACTIC I-1Bd – Confirm a protocol to evaluate and enhance successful pathway and bridge programs to recruit, prepare, and mentor students, as well as to track outcomes by June 2025.

TACTIC I-1Be – Complete annual assessment of physician assistant curriculum to ensure that graduates possess the clinical knowledge, skills, attitudes, and behaviors necessary for graduates to provide competent and ethical patient care as they enter the healthcare workforce by tracking and reporting on results of Student Graduate Exit Survey, Standardized Tests, PANCE scores, Semester student course and instructor evaluations.

TACTIC I-1Bf – Continue the work of the MPAS Accreditation Committee in ongoing comprehensive self-study process to collect and analyze data, reach conclusions, and formulate action plans regarding the effectiveness of the curriculum in a systematic and efficient manner.

TACTIC I-1Bg – MD, MPAS, PhD, and GCP each post admissions criteria and protocols for Identification of incoming student readiness to the HWCOM PPP Library.

INITIATIVE I-1C – Promote excellence in educational innovations and collaborations toward curricula that provide diverse clinical training, and opportunities for research and community engagement for all HWCOM programs.

TACTIC I-1Ca – Confirm protocols for the continued evaluation of curricula and assessment to optimize academic success and promotion across HWCOM programs.

TACTIC I-1Cb – Initiate a work group to research the role of AI in health sciences education and develop an AI strategy and policy.

INITIATIVE I-1D – Continue to recruit Psychiatry faculty to increase clinical services and enhance student clinical learning opportunities.

TACTIC I-1Da – Develop a Psychiatry Consult Liaisons service by September 2024.

INITIATIVE I-1E – Continue to assess and revise PhD Program curriculum to develop metrics that promote student success by recognizing student programmatic milestones and achievements.

TACTIC I-1Ea – Develop and implement a yearly review of program to assure that individual students are getting the training that they need.

• ***HWC*OM Strategic Plan 2024-2025 Update** •

REVISED 8/15/24

TACTIC I-1Eb – Develop guidelines for Presenting Research for PhD students and adapt for MD students by December 2024.

TACTIC I-1Ec – Develop professional development training for 15 faculty mentors to mentor 20 Graduate students by June 2025.

INITIATIVE I-1F – Complete development of a new PhD track with Baptist Health.

TACTIC I-1Fa – Complete SACS COC approval by July 2024.

TACTIC I-1Fb – Submit to HWC

TACTIC I-1Fc – Present track to Faculty Senate by September 2024.

GOAL I-2 — **Increase overall philanthropic annual engagement to 2.5 million dollars through 2026. Develop new and existing philanthropic partnerships, donors, and resources to support the growing needs of HWC**OM’s students, faculty, staff, and community. Establish a brand identity that clearly articulates HWC

INITIATIVE I-2A – Continue to develop and foster major donor stewardship and communication to expand HWC

TACTIC I-2Aa – Develop an integrated campaign incorporating alumni affairs, philanthropy, marketing, and community engagement by June 2025.

TACTIC I-2Ab – Hire additional staff in FY’24-25 to develop and implement strategies focused on increasing engagement, affinity and giving among parents of current degree and certificate program students, alumni, and community faculty.

TACTIC I-2Ac – Identify opportunities for the Office of Development to directly address the growing needs of our students, faculty, staff, and community by June 2025.

INITIATIVE I-2B – Develop and implement a comprehensive Branding & Marketing Campaign to promote all facets of HWC

TACTIC I-2Ba – Develop strategies focused on engaging parents of current degree and certificate program students, families, and alumni.

TACTIC I-2Bb – Implement the People Grove application within OSA to track HWC

TACTIC I-2Bc – Fill the vacant Social Media Manager position to enhance HWC

PILLAR II - Accelerate Preeminence & Research and Innovation Impact

GOAL II-1 — Enhance HWCOM's reputation and reach by refining programmatic footprint, supporting faculty development, maintaining FIU Discover profile participation at 100%, strengthening HWCOM's social media presence, and improving current rankings.

INITIATIVE II-1A – Initiate new UME and GME Programs.

TACTIC II-1Aa – Establish two Psychiatry faculty outpatient and three inpatient rotations in the MD program at Baptist Health locations by September 2024.

TACTIC II-1Ab – Establish new site for Emergency Medicine rotations with Jackson South by May 2025.

TACTIC II-1Ac – Develop strategy to enhance MD Program OBGYN rotations, expand pediatrics outpatient sites, expand Family Medicine outpatient sites, increase Emergency Medicine sites, and increase geriatrics sites by June 2025.

INITIATIVE II-1B – Increase GCP application pool to 300 applications, accept 120 qualified applicants, and matriculate a class of 60 students in the fall semester, and maintain the class size at 50 students for Spring semester.

TACTIC II-1Ba – Provide wrap-around support services to GCP students.

TACTIC II-1Bb – Matriculate 60 students to begin Fall 2025 semester.

INITIATIVE II-C – Improve HWCOM clinical footprint through integration of staff and technology.

TACTIC II-1Ca – Develop a plan to bring more specialists to the Ambulatory Care Center (ACC) clinic by January 2025.

TACTIC II-1Cb – Bring radiographic services to HWCOM MMC campus to enhance services provided to the community by June 2025.

TACTIC II-1Cc – Develop and implement a plan by June 2025 to enhance diagnostic services at the ACC and in the Green Family Foundation Neighborhood Health Education Program (NeighborhoodHELP) by collaborating with Baptist Health resources, measuring patient satisfaction and revenue, and streamlining the referral process to improve patient experience.

INITIATIVE II-1D – Maintain a 100% of full-time Faculty (FTE>0.5) enrolled in FIU Discover and having their Discover profile linked to their individual ORCID number.

TACTIC II-1Da – Maintain a 100% of full-time Faculty (FTE>0.5) enrolled in FIU Discover.

TACTIC II-1Db – Ensure 100% of full-time faculty have updated bio sketches on FIU Discover and that HWCOM webpage information is updated and linked to their FIU Discover profile.

INITIATIVE II-1E – Continue to support faculty professional development and scholarly productivity by providing ongoing opportunities for professional development to each faculty member.

TACTIC II-1Ea – Develop Professional Development (PD) opportunities and tracking in the areas of discipline content, curricular design, program evaluation, student assessment methods, instructional methodology, and or research to enhance skills and leadership abilities in these areas by May 2025.

TACTIC II-1Eb – Continue to support and demonstrate the scholarly productivity of faculty by engaging Chairs in compliance through yearly reporting of faculty publication status and support for improvement.

INITIATIVE II-1F – Continue to recruit and support MPAS Program students, faculty, and staff representative of our community.

TACTIC II-1Fa – Provide inter-professional workshops to each cohort of students to support a culturally responsive environment for student learning that supports community outreach and promotes inter-professional patient-centered care teams in the underserved population.

TACTIC II-Fb – Continue to participate in NeighborhoodHELP activities.

• **HWCOT Strategic Plan 2024-2025 Update** •

REVISED 8/15/24

INITIATIVE II-1G – Continue collaborating with the Division of Strategic Communications, Government and External Affairs, and Baptist Health on a marketing plan for the College of Medicine.

TACTIC II-1Ga – Development and approval of FIU/ Baptist Health logo by January 2025.

TACTIC II-1Gb – Operationalize co-branding agreement with Baptist Health by January 2025.

TACTIC II-1Gc – Identify opportunities for campus signage at Baptist Health and FIU campuses and create co-branded signage by June 2025.

INITIATIVE II-1H – Achievement of notable national and international rankings.

TACTIC II-1Ha – Continue to work with FIU and Baptist Health to highlight HWCOT achievements and impact.

TACTIC II-1Hb – Coordinate w/Main and BH to raise awareness of ranking indicators and initiate efforts aimed specifically at impacting these metrics.

INITIATIVE II-1I – Improve HWCOT's overall academic output.

TACTIC II-1Ia – Establish a budget for MD faculty publication support by June 2025.

TACTIC II-1Ib – Achieve at least one publication by 70% of the full-time paid faculty by June 2025.

INITIATIVE II-1J – Develop, produce, and distribute FIU Medicine Magazine.

TACTIC II-1Ja – Finalize production by December 2024.

TACTIC II-1Jb – Achieve digital and print distribution to HWCOT and FIU constituencies by June 2025.

GOAL II-2 — Continue to expand HWCOT research capacity and impact. Maximize research potential leading to critical advances in knowledge that will be applied to medical education and clinical care by doubling the current number of postdocs to twelve, increasing the number of research proposals submitted annually to 120, and increasing total research expenditures to ten million dollars.

INITIATIVE II-2A – Complete Baptist Health research expectations and agreement by January 2025.

TACTIC II-2Aa – Complete final application and investment from Baptist Health by Jan 2025.

TACTIC II-2Ab – Develop a budget for publication support.

INITIATIVE II-2B – Reinforce Research Infrastructure at HWCOT.

TACTIC II-2Ba – Baptist Health will lead in research and HWCOT to providing correlation partner in trials by June 2025.

TACTIC II-2Bb – Contract with an external professional scientific editing service by January 2025.

TACTIC II-2Bc - Survey existing NeighborhoodHELP data and establish protocol for collecting data moving forward.

TACTIC II-2Bd - Double the current number of postdocs to twelve.

TACTIC II-2Be - Increase the number of research proposals submitted annually to 120.

TACTIC II-2Bf - Increase total research expenditures to ten million dollars.

INITIATIVE II-2C – Increase in number of funded labs through recruitment of NIH funded investigators.

TACTIC II-2Ca – Recruit six funded research Principal Investigators for COM and three for CTS.

PILLAR III - Assure Responsible Stewardship & Operational Sustainability

GOAL III-1 — Support the success and expansion of College of Medicine programs by continuing to develop a clinical revenue model that leads to operational self-sufficiency that can grow to subsidize all missions of HWCOM.

INITIATIVE III-1A – Successfully transition existing ACGME-accredited programs from Baptist Health (BH) to HWCOM as sponsoring institution by September 2024.

TACTIC III 1Aa – Launch three new FIU-sponsored residency programs (internal medicine, surgery, , and neurology) at BH by June 2025.

TACTIC III-1Ab – Complete Program Letters of Agreement (PLAs) with all sites required for the transition of BH programs to FIU by September 2024.

INITIATIVE III-1B – Formalize HWCOM/BHSF CME relationship

TACTIC III-1Ba – Plan preparation for renewal of CME Accreditation in 2025-2026 by May 2025.

TACTIC III-1Bb – Complete contracting for CME service through CVS pharmacies by December 2024

INITIATIVE III-1C – Pilot a formal GME coaching program.

TACTIC III-1Ca – Identify training materials/formal guides developed by coaching experts and sponsor four faculty to attend AMA coaching programs in order to develop four master coaches and ten self-identified coaches to complete training by May 2025.

TACTIC III-1Cb – Develop an FIU/BH coaching work group.

INITIATIVE III-1D – Complete NeighborhoodHELP operational and reporting framework.

TACTIC III-1Da – Establish administrative operational oversight and reporting by June 2025

INITIATIVE III-1E – Expand existing HWCOM operations and funding sources.

TACTIC III-1Ea – Identify funding gaps and work with HWCOM Office of Development to identify solutions by June 2025.

TACTIC III-1Eb – Establish two funded (Baptist Health and Wertheim Endowment) pilot programs in biomedical research by June 2025

INITIATIVE III-1F – Continue to expand Office of International Affairs support of HWCOM's clinical, strategic, and initiative objectives.

TACTIC III-1Fa – Finalize contract with Opus Care to increase programmatic offerings and preceptors in Hospice Care and End of Life by June 2025

TACTIC III-1Fb – Double didactics across all core rotations by December 2024.

TACTIC III-1Fc – Develop faculty evaluation and report card December 2024.

TACTIC III-1Fd – Develop Palmetto Hospital as fellow and resident inpatient rotation facility by September 2024.

INITIATIVE III-1G – Prepare for MD Program reaccreditation and LCME Visit.

TACTIC III-1Ga – Develop, maintain and deliver to CQI Committee a timeline for preparation (training, implementing, reporting, and visit logistics) completed by December 2024.

• **HWCOT Strategic Plan 2024-2025 Update** •

REVISED 8/15/24

GOAL III-2 — Enhance operational infrastructure and retain high-performing faculty while reducing the reliance of extramurally funded laboratories on Educational and General (E&G) funding. Research teams will strive to achieve the goal of utilizing only 53 cents of E&G support for every dollar of extramural funding received, in line with the national benchmark.

INITIATIVE III-2A – Analyze last year of research operation to establish model moving forward.

TACTICS III-2Aa – Complete ledgers from ORED (Office of Research and Economic Development) research faculty incentive and hiring models by January 2025.

TACTICS III-2Ab – Achieve the goal of utilizing only 53 cents of E&G support for every dollar of extramural funding received,

INITIATIVE III-2B – Identify needs and inventory of shared HWCOT and Baptist Health labs.

TACTIC III-2Ba – Set-up new shared equipment space(s) for HWCOT/Baptist Health investigators by January 2025.

TACTIC III-2Bb – Continue to align resources to better retain productive faculty incentivized by space allocation, bridge funding, recruitment and funding of graduate students and postdocs.

TACTICS III-2Bc – Align resources to support research labs to insure research metrics by January 2025.

INITIATIVE III-2C – Review and analyze the faculty performance metrics and feedback from the 2023-2024 annual review process to enhance the efficiency and effectiveness of the 2024-2025 review process.

TACTIC III-2Ca – Revise forms and simplify workflows in Panther180 by December 2024.

TACTIC III-2Cb – Develop and Implement Department of Medical Education Promotion Criteria Guidelines/Bylaws by December 2024.

INITIATIVE III-2D – Develop Emotional Intelligence (EI) Screening and Coaching Program Pilot

TACTIC III-2Da – Administer the EI screening to at least 20 faculty leads within the Department of Medical Education and follow-up with coaching sessions based on the results by December 2024.

TACTIC III-2Db – Compile and present findings as a pilot at 2025 AAMC and/or AMEE events.

INITIATIVE III-2E – Continue to operationalize the collection of information from unit leaders through the Departmental Annual Report Worksheets 1 & 2 (DARW1 and DARW2) Surveys.

TACTIC III-2Ea – Complete the 2024-25 DARW2 surveys of unit structure and accomplishments by Leadership by September 2024.

TACTIC III-2Eb – Complete the 2025-26 DARW1 Surveys of strategic planning and achievements by Leadership by May 2025.

INITIATIVE III-2F – HWCOT Office of Institutional Knowledge Management Data Lake House (DLH) expansion.

TACTIC III-2Fa – Complete the initial DLH connections with the data sources needed to deliver real-time updates to the Strategic Plan 2024-2025 Update dashboard by September 2024.

TACTIC III-Fb – Map and connect to the relevant data-sources that hold data needed to complete the Liaison Committee for Medical Education (LCME) Data Collection Instrument (DCI) tables by October 2024.

INITIATIVE III-2G – Develop HWCOT Strategic Plan 2025-2030 Five-Year Strategic Areas of Focus.

TACTIC III-2Ga – Coordinate the work of Strategic Plan Alignment committees (SPAC) in determining the overarching Areas of Strategic Focus through which the next five years of HWCOT strategic planning will be aligned with operations by September 2024.

• ***HWC*OM Strategic Plan 2024-2025 Update** •

REVISED 8/15/24

TACTIC III-2Gb – Develop HWCOM 2025-2026 Strategic Plan Update by June 2025 to be composed of the individual departmental goals/initiatives/tactics derived from the 2024-2025 DARW1 Surveys to be issued in April 2025.

TACTIC III-2Gc – Establish a yearly external review cycle of HWCOM strategic plan that provides Leadership with a multi-faceted environmental scan of conditions, issues, and impactors that require planning action to address.

INITIATIVE III-2H – Develop a centralized Policies, Protocols and Procedures (PPP) Library

TACTIC III-2Ha – Establish a leadership protocol for the identification of an event–adverse, unexpected, or time-sensitive– that requires a formal response by December 2024.

TACTIC III-2Hb – Develop a centralized repository/index of all HWCOM policies, procedures, and protocols by January 2025.

INITIATIVE III-2I – Provide HWCOM Leadership with Direct Report's Perception of Leadership (DRPoL) 180° Survey.

TACTIC III-2Ia – Provide survey to the direct reports of all deans and unit heads by March 2025.

INITIATIVE III-2J – Develop an HWCOM Data Governance Taskforce (DCT) to assist in prioritizing the workflows required in building the HWCOM DLH.

TACTIC III-2Ja – DCT members identified and recruited by January 2025.

TACTIC III-2Jb – DCT mission & guidelines drafted by May 2025.