

## STRATEGIC PLAN

### 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 (OPP)—by boldly leading the educational community to make that possible.

### OUR MISSION

AACOM leads and advocates for the osteopathic medical education (OME) 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 OME and osteopathic medicine
- ⚕ promoting excellence in medical education, policy, research and service
- ⚕ fostering innovation and quality throughout medical education

### OUR VALUES



#### COLLABORATION

An important part of the ethos of osteopathic medicine is the holistic approach to wellness, an approach that lends itself to teamwork rather than siloing. Reflecting the values of the profession we serve, we value collaboration: within the organization, between the organization and its members, with other osteopathic organizations and across the breadth of the medical profession.



#### RESPONSIVENESS

Just as Doctors of Osteopathic Medicine are responsive to the needs of individual patients, we are responsive to the emerging and evolving health needs of a rapidly changing society. With focus and agility, we advance effective solutions to develop the profession, advocate more nimbly for members and positively shape the future of healthcare delivery.



#### EMPOWERMENT

We are leaders in the medical profession, proud of the impact we, as individuals and a collective, make on society. We empower each other to reach and celebrate our full potential.



#### INCLUSION

We pride ourselves on a tradition of serving the underserved, recognizing the importance of representation and inclusion in everything we do. This extends to our own staff and leadership, faculties and medical students and the people who entrust their health to the physicians we train.



#### SERVICE

We exist to serve others. Our member schools obviously, but also students, aspiring students, the profession of osteopathic medicine and, most importantly, public health and wellbeing. A value of serving others must permeate everything we do.

## INSPIRED WORK to strive for eminence

(10-year horizon)

### Reimagine the recruitment and admissions process for osteopathic medical students

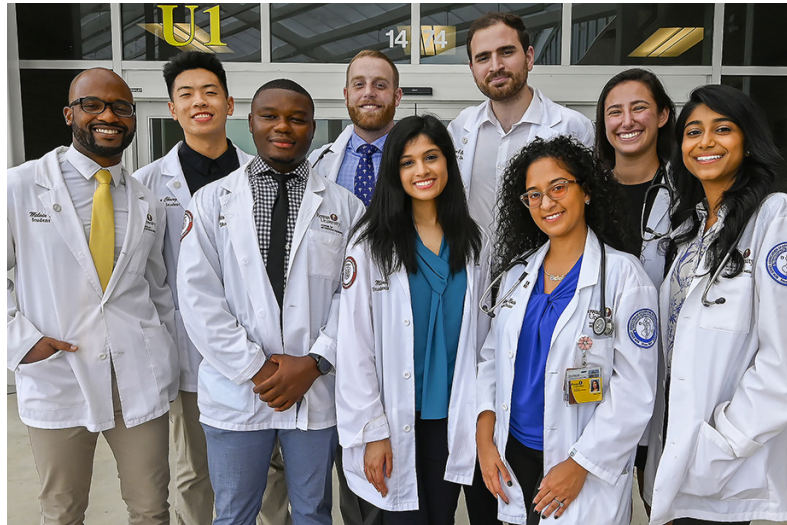
Break new ground using technology and data to leverage what we currently know and develop new knowledge in identifying, recruiting and selecting students and residents who will fully engage in an osteopathic medical education and embrace the practice of osteopathic medicine. These students and residents 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.

### Strengthen our community of osteopathic role models

Promote wellbeing in the osteopathic learning environment and embark on efforts directed at individual and systemic improvement that advance health and wellness through the application of OPP. 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 OPP by students, residents, faculty and leaders.

### Develop an ecosystem that supports and promotes osteopathic medical education

Design and develop a Networked/Shared Solutions model to address the challenges facing OME. 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 OPP. 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 to benefit patients and communities.



### Strengthen osteopathic representation, voice and influence to demonstrate the distinct value of OME and osteopathic medicine

Develop and execute strategies to enhance and elevate the representation, voice and influence of osteopathic medicine and OME 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 value 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 OME 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.

## **DESIRED WORK to achieve excellence**

**(One- to three-year horizon; no activity after three years requires reevaluation for continuation)**

### **Enhance the diversity of osteopathic medical students to contribute to the development of a culturally competent workforce**

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

### **Improve trainee readiness to help every osteopathic graduate successfully place into residency**

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 graduate medical education (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 undergraduate medical education and GME.

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

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 supporting Osteopathic Recognition, and provide services that appeal to a diverse pool of institutions and GME professionals.

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

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.

### **Increase the capacity, quality, consistency and desirability of clinical experiences during all years of undergraduate OME to promote excellence in the training of future physicians and ensure the readiness for residency of all students**

Support the COMs' ability to expand clinical rotation and other clinical learning experiences through innovative leadership activities, pilot programs, health system partnerships and preceptor recruitment.

# OUR OPERATIONAL PILLARS AND REQUIRED WORK

(Daily work undergoing continuous improvement)

## 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.

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

## SOLUTION

Advance OME as an effective solution to improving the nation's health.

- Serve as the national voice of the OME community and represent the interests and priorities of OME with key stakeholders.
- Increase awareness and understanding among policymakers and other key stakeholders about OME and its role in advancing the health of the nation.
- Advocate for federal health and education policies that advance medical education and address medical student debt, sustainable funding for GME and the preparation of the health professions workforce.
- Assist medical education programs in successfully achieving and maintaining undergraduate (COCA) and graduate (GME) continued accreditation and recognition.

## PATHWAY

Promote OME as a preferred pathway for future physicians to meet the nation's evolving healthcare needs.

- Enhance awareness among applicants, prospective students and pre-health advisors of the opportunities that OME creates for graduates and residents.

- Grow a diverse cohort of qualified applicants from which the COMs will admit, train and educate physicians.
- Position osteopathic medical students for successful transitions into residency and practice.
- Promote development of GME programs and graduate level OME including programs with Osteopathic Recognition.

## CULTURE

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

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

## SCHOLARSHIP

Foster scholarship and research to demonstrate the distinctive value and approach of osteopathic medicine and OME.

- Advance a culture of inquiry throughout the continuum of OME that promotes research and scholarship.
- Develop AACOM's capacity for institutional research and scholarship focused on OME, including discovery, collection of data and interpretation of trends to offer forecasts and projections.
- Promote and provide mentorship and support for research and scholarship among osteopathic medical students, residents and faculty.