



KYCOM

Strategic Plan

2022

Preamble for the KYCOM Strategic Plan

In 2017, the University engaged in a Strategic Planning process that included input from administration, faculty, staff, and students from all Colleges including the College of Osteopathic Medicine. This plan was entitled, "UPIKE Strategic Plan- 2022" and the Strategic Goals have been monitored on a yearly basis by the University Executive Staff, which includes the Dean of KYCOM.

While there are goals specific to KYCOM in the UPIKE Strategic Plan, in August 2019 an additional Strategic Planning process was undertaken for the purpose of developing a distinct KYCOM Strategic Plan which will augment the UPIKE Plan, as well as set-out stated Strategic Goals for the College of Osteopathic Medicine that will complement, not replace, the College's University-level Strategic Goals over the next three years.

To contextualize this plan, KYCOM stands firm on two commitments that were made at the founding of this college. First, that we would be an institution committed to serving the students of rural Appalachia and second, that we would emphasize the importance of primary care. Nothing that follows should be construed to negate these two, overarching, goals. Indeed, these four items represent underlying assumptions about KYCOM's service to the region and our students. We intend that KYCOM will:

1. Maintain a rolling three-year average of KYCOM graduates entering primary care residencies (FM, IM, Peds, OB/GYN) above 70%
2. Maintain a rolling three-year average of KYCOM graduates entering family medicine residencies above 35%.
3. Maintain the rolling three-year average of graduates entering medical practice in rural Kentucky and other Appalachian regions above 40%
4. Accept at least 75% of new matriculants in each class who will be from Kentucky, non-Kentucky Appalachia, or non-Appalachia Health Professional Shortage Areas (HPSA).

Strategic Planning Process

Invitations were sent to University administration (specifically the Presidents' Cabinet), all KYCOM Faculty and Staff, and KYCOM second, third, and fourth-year students asking that they attend a strategic planning workshop. Third- and fourth- year students were informed that if they wished to attend, they could obtain an excused absence from their clinical rotation. First-year students were not invited due to the fact that this was their first week on campus as osteopathic medical students. Attendance was taken to document the individuals present, and a total of 61 osteopathic medical students, KYCOM faculty and staff, KYCOM and University administrators elected to participate with almost 100% KYCOM faculty and staff participation.

At this session, groups of 5-7 people were asked to work both as individuals and as a group to participate in two exercises.

The first exercise was a SWOT analysis. Each group was asked to identify and post comments using the paradigm of a SWOT analysis:

KYCOM Strengths: What are we good at? What are we better at than others? Is there anything unique about us?

KYCOM Weaknesses: Where do we struggle? Are we doing things we should consider giving up? What might need significant investment of time, energy, of finance to improve?

KYCOM Opportunities: What are the things we might do to make us better? What possibilities are we missing that we should consider?

KYCOM Threats: What factors, internal or external to KYCOM might pose a threat to our way of doing business? Are there weaknesses that are so significant that they should cause us to rethink the way we operate?

The second exercise was a vision development activity that involved the same small groups making both individual and group suggestions around goal setting for the College in the following areas:

Extra-curricular & co-curricular activities: If you could envision new extra and co-curricular opportunities for KYCOM students, what might they be?

Academic/Research: How might KYCOM develop and grow in the areas of academic programming or research?

Thriving KYCOM: What things would be necessary for KYCOM to thrive?

Other goals: Are there any other goals you might have that don't fit neatly into these categories?

BHAG: – Identify “big hairy audacious goals” that are so outrageous that you hesitate to write them down.

The results of the SWOT analysis and goal setting exercises were all compiled into a draft document for feedback and reaction by the President's Cabinet, KYCOM Deans Administrative Council, KYCOM faculty, and KYCOM SGA leadership. This resulted in the following Strategic Vision and a set of three-year goals for KYCOM. It should be noted that components from each of the five areas, including the BHAG have been summarized, then prioritized and are included in the final goals and objectives.

KYCOM Strategic Vision

At the University of Pikeville - Kentucky College of Osteopathic Medicine, we will concentrate all of our attention on engaging and empowering KYCOM students to be successful learners and leaders.

Goal 1 - While honoring our tradition as a school of opportunity for Appalachian students seeking to pursue a medical education in the mountains, KYCOM will enhance the academic opportunities available to our students by investing in the development of a robust and innovative curriculum incorporating significant clinical experiences.

To support this goal, KYCOM will:

1. Develop a curriculum that empowers students to pass the COMLEX Level 1, Level 2 CE, and Level 2 PE on their first attempt, at or above the national average.
2. Seek to increase student satisfaction and engagement by utilizing available technology to enhance the student experience.
3. Build intentional and systematic clinical experiences into the first and second years of osteopathic medical education.
4. Foster clinical preparedness of third- and fourth- year medical students by increasing the interprofessional use of clinical simulation as a teaching tool.
5. Identify, develop, and seek approval for at least one new academic program that enhances the research or clinical opportunities available to UPIKE students.

Goal 2- Understanding that the process of medical education is a stress-filled endeavor, KYCOM will seek to foster the physical, mental, and social health of faculty, staff, and students by developing facilities, policies, and programs that support healthy bodies, minds, and environments.

To support this goal, KYCOM will:

1. Work with and encourage the University to expand the campus counselling center, adding therapists as workload increases.
2. Support the efforts of the University in the development of a campus recreation center, ideally located close to the Coal Building.
3. Seek support for the development of campus child-care facilities.
4. Engage with university career services to assist partners of osteopathic medical students in finding meaningful employment in the Pikeville area.
5. Offer development opportunities to employees and osteopathic medical students that will meet the psychological, social, and physical needs expressed by these individuals.

Goal 3- Because we believe biomedical and clinical research are essential components in the ongoing development of the UPIKE student experience, KYCOM will enhance the research opportunities available to students by working to increase funding from both internal and external sources, deepening research cooperation with our existing clinical partners, and fostering a culture of research entrepreneurship amongst the faculty, staff, and students.

To support this goal, KYCOM will:

1. Work with the University to assist faculty in the development of grant proposals.
2. Analyze faculty workload and develop policies relevant to release time for research.
3. Seek external partnerships for the development of research facilities.
4. Identify partnership opportunities to significantly expand clinical research.

Conclusion

The University of Pikeville Kentucky College of Osteopathic Medicine is committed to recruiting, admitting, matriculating, and graduating the type of physicians needed in the United States today; i.e. Competent and qualified Primary Care Physicians for the rural and underserved populations of the nation.

We will hold ourselves accountable to this plan by making sure that this plan does not sit on a shelf, as happens with many strategic plans. We will instead develop and report out metrics to the President's Cabinet, Deans Administrative Council, appropriate Faculty Committees, and Faculty Congress at least twice per academic year.

As we achieve milestones, it will be important to pause and celebrate accomplishments, as it will only be with the hard work and cooperation of students, faculty, and administration that these objectives can be met. The final result must always remain as our main focus: the quality of care provided to every patient our graduates will have the privilege of treating throughout their professional career.