

## UVI School of Medicine Strategic Plan 2016

### **Executive Summary**

The University of the Virgin Islands School of Medicine (UVISOM) aspires to be the first English-speaking, LCME accredited, medical school in the Caribbean. With that goal in mind, and recognizing that we build on a foundation of excellence across all missions, the UVISOM Strategic Planning Committee has engaged in an extensive strategic planning process culminating in the set of strategic priorities and initiatives that are detailed in this document.

Three key goals were identified, which support the University's goals:

- To develop students as physicians who will become lifelong learners, educators, team players, and solution finders
- To have the financial sustainability and growth to develop and support the UVI School of Medicine
- To provide exceptional service to our broader communities to improve community health and reduce health inequities

Specific strategies of the plan include:

*Education:* UVISOM will structure the medical school curriculum to prepare students for the continual evolution of medicine. A foundation of this effort will be to structure the curriculum using innovative pedagogy that will result in physicians who are life-long learners, solution finders, team players and leaders of the 21st Century.

*Financial:* Secure adequate funding to ensure financial viability through philanthropy and scholarships. This will enable UVISOM to attract a well-qualified and diverse population of students who are interested in service to the Virgin Islands and greater Caribbean region. UVISOM will strive to lower the debt burden of its students to ensure that they remain in service to the underserved and underprivileged communities.

*Community:* The UVISOM recognizes the unique role that it will play as a cornerstone of innovation in an emerging health care system. Necessary investments in infrastructure will be made across the territory to ensure that UVISOM's future physicians and the healthcare community at large benefit from a state of the art simulation center. In addition, UVISOM will ensure its students interact with the community by structuring student participation within our local community-based agencies.

The **Vision** of UVISOM) is to improve the health care of the people of the Territory and wider Caribbean community and to address pressing national and international health issues in support of the global community.

The **Mission** of UVISOM is to educate students from the diverse communities of the U.S. Virgin Islands, the wider Caribbean, and the US as physicians dedicated to the health and well-being of their communities. These physicians will be prepared through innovative pedagogy that will result in physicians who are life-long learners, solution finders, team players, and leaders of the 21st Century.

This proposal encompasses the paramount goals in UVISOM’s mission to become the Caribbean’s first English speaking, LCME accredited, medical school. The Strategic Planning Committee believes that this strategic plan — with its emphasis on meaningful innovative education, financial responsibility, and integration with the community – is the appropriate roadmap to guide UVISOM through the coming years.

Continuous monitoring of the strategic plan is important to the UVISOM. Strategic Plan On-Line software (SPOL) has been adopted in order to efficiently monitor and streamline the strategic planning review process. SPOL is a hosted software package that was purchased by UVI to provide a tool to integrate strategic planning, budgeting, assessment and accreditation. Responsible parties identified below will report their metrics in the SPOL software. A committee appointed by the Dean will annually review progress on the strategic plan.

<b>EDUCATION</b>			
<b>Strategy/Expected Outcome</b>	<b>Action Steps</b>	<b>Metrics/Targets</b>	<b>Responsible Party</b>
<b>Goal: UVISOM students will become lifelong learners, educators, team players, and solution finders.</b>			
UVISOM will provide high quality, innovative, cost effective medical education.	UVI will acquire curriculum from a successful medical school, as measured by pass rates on Step I and II	UVISOM has existing partnership with UCF medical school to purchase the curriculum.	Program Evaluation Subcommittee of the UVISOM Curriculum Committee  Office of Faculty and

	UVI will periodically review its curriculum to add state-of-the-art medical innovations, to improve quality of content, and to delete obsolete content.	At least 95% UVISOM students will pass the USMLE Step I and II examinations.	Academic Affairs  Office of the UVISOM Dean
As part of its Agreement with UCF, UVISOM purchased 4000 hours of training and support from UCF to assist UVI faculty in developing the requisite technological and educational tools, skills and knowledge necessary to carry out its innovative curriculum. Within five years after opening, UVISOM shall become self-sufficient and independent of this support from UCF.	<p>Year 0: New faculty hires will be selected for their expertise in curriculum management. Faculty will receive training in innovative pedagogy and review the UCF curriculum.</p> <p>Year 1- 4: faculty will have myriad opportunities for professional development through the UVISOM Office for Medical Education. Further, on an annual basis, UVISOM will review student performance on Steps 1 and 2 and analyze feedback from faculty, students and patients.</p> <p>These data will be used to revise and upgrade the curriculum through the process of continuous quality improvement to ensure that the</p>	<p>Year 0: Two full time medical education faculty will be hired to complement the UVI faculty on staff.</p> <p>Year 1: 100% of faculty will teach the current curriculum using student-centered, engaged pedagogy, including flipped classrooms.</p> <p>Year 1- 4: 100% of our learning objectives will map to the modified curriculum plan</p> <p>Year 5: UVISOM will have its own independent curriculum consistent with ACGME standards.</p>	<p>Office of Faculty and Academic Affairs</p> <p>Curriculum Committee</p> <p>Curriculum Committee</p>

	<p>curriculum meets, or exceeds, the educational goals of the school and standards for continuous accreditation. Additionally, UVISOM will continue to seek philanthropic and sponsored support for its students, strategic initiatives, and educational programs.</p>		
<p>UVISOM will seek partner medical school(s) that will agree to take its students in the very unlikely event (e.g. hurricane damage, financial exigency) that the school needs to close.</p>	<p>UVI has signed an MOU with UCF. UCF has agreed to take UVISOM students in the very unlikely event (e.g. hurricane damage, financial exigency) that the school will need to close.</p>	<p>Valid MOU effective through 2021</p>	<p>Office of the UVISOM Dean</p>
<p>UVISOM students will perform the majority of their clinical rotations in the USVI.</p>	<p>UVISOM will collaborate with the USVI hospitals, clinics, and physicians' offices for the purpose of clinical rotations.</p>	<p>Prior to start of the medical school, 100% of participating hospitals, clinics and clinicians will have signed affiliation agreements for student clinical rotations. In students' third year of medical education, all clinical rotations will be done in the USVI except for 1 core rotation done in a USF affiliated institution. In the</p>	<p>Office of Clinical Affairs, Office of the UVISOM Dean</p>

<p>In order to meet LCME requirement that all UVISOM students will have a core clerkship at an institution with ACGME accredited residency program, UVISOM will send students to established, accredited residency-based hospital programs.</p>	<p>UVISOM will establish partnerships with accredited residency-based hospital programs.</p>	<p>fourth year of medical education, clinical rotations will be spread throughout UVI affiliated hospitals and USF affiliated hospitals (sub internships at USF-affiliated hospital with additional rotations at USF and in the USVI).</p> <p>UVI has a signed agreement with accredited residency-based hospital programs.</p>	<p>Office of Clinical Affairs, Office of the UVISOM Dean</p>
<p><b>Goal: Recruit high quality students to the medical school from a diverse background and retain them.</b></p>			
<p>To attract high quality students with diverse backgrounds</p>	<p>UVISOM can use the Medical Minority Applicant Registry (Med-MAR) registry to mail school information directly to registrants. Medical school applicants, who self-identify as being from groups historically underrepresented in medicine or who are economically disadvantaged, can elect to participate in Med-MAR.</p> <p>UVISOM will also participate in the Minority Student Medical Career Fair which occurs in</p>	<p>UVISOM admissions standards will be comparable to other high-achieving medical schools.</p> <p>Goals of Diversity Policy:</p> <p>15% of student body identify as Black (non-Hispanic) and increasing to 50% in 5 years</p> <p>7% of student body identify as Hispanic</p> <p>25% of student body will be from Caribbean background</p>	<p>Office of Student Affairs and Admissions</p>

	<p>conjunction with the AAMC annual meeting.</p> <p>UVISOM will form relationships with HBCUs, Minority Serving Institutions (MSIs) and Hispanic Serving Institutions (HSIs) in the continental US and either attend career fairs or make contact with their career services departments to encourage graduates to apply to UVISOM</p>	<p>Definition of Caribbean Background: The student, or his/her parent, was born in the Virgin Islands or the wider Caribbean, or the student completed at least five years of K to 12 schooling in the Virgin Islands or the wider Caribbean.</p>	
<p>Student Recruitment will be focused on the Virgin Islands and the wider Caribbean.</p>	<p>Year 0: identify USVI and Caribbean students with an interest in medicine who meet entrance requirements.</p> <p>Year 1-5: Develop pipeline programs in the USVI, Caribbean and USA and leverage existing UVI undergraduate pipeline programs.</p> <p>The Office of Student Affairs and Admissions will establish relationships with the high schools within the VI as well as with UVI to identify students who</p>	<p>By Year 5, 25% of the incoming first year students will be from USVI and the wider Caribbean.</p> <p>By Year 3, at least one new STEM pipeline program developed and existing programs strengthened.</p> <p>Establish tracking system for monitoring VI high school and UVI undergraduate</p>	<p>Office of Student Affairs and Admissions</p>

	demonstrate strengths in the math and science areas, follow them throughout their college careers, and educate them about the opportunities available at UVISOM.	students with expressed interest in medicine.	
Assist students with tuition support	<p>UVISOM Financial Aid Department will set a threshold medical school debt burden, based on the average student debt as reported by the AAMC.</p> <p>Enter into inter-island agreements and philanthropy wherein students' tuition will be supported by the community in exchange for the students' returning home to practice.</p> <p>Seek support for additional student grants or scholarships.</p> <p>UVI will also encourage applicants to apply for scholarships.</p>	<p>By Year 3, at least 40% of students will have projected medical school debt under established threshold.</p> <p>By Year 1, establish at least one inter-island agreement, which will include multiple scholarship opportunities for students.</p> <p>By Year 1, establish at least three additional scholarships.</p> <p>UVI Financial Aid Department will establish database of available scholarship opportunities to share with current</p>	<p>Office of the UVISOM Dean</p> <p>Office of Student Affairs and Admissions</p> <p>Office of Institutional Advancement</p>

		and prospective students.	
Decrease the shortage of physicians in the USVI and the Caribbean.	Enter into inter-island Agreements, and specifically VI philanthropy, wherein students' tuition will be supported by the community in exchange for the students' returning home to practice.	By Year 1, establish at least one inter-island agreement and at least two VI scholarships.	Office of the Dean  Office of Student Affairs and Admissions  Office of Institutional Advancement
Students will have the opportunity to obtain an MPH degree during the course of their medical education.	UVI will, through MOU with USF Medical school, facilitate this option for students.	By Year 4, at least 20% of students will enroll in the MPH option.	Office of Student Affairs and Admissions
Goal: To recruit high quality faculty to the medical school from a diverse background and retain them.			
UVISOM will improve medical education by attracting faculty from a diverse background	UVI will recruit faculty from a diverse background  UVISOM will partner new faculty with mentors	<b>Diversity:</b> By 2021, the faculty will match the 2015-16 faculty diversity as specified below: <b>Faculty:</b> At minimum 50% Black, at least 5% Hispanic, at least 50% women  Within 2 months of hire, new faculty will be assigned a faculty or community mentor	Office of Faculty and Academic Affairs
Goal: Create a state of the art health professions facility to train learners for the 21 <sup>st</sup> Century and transform healthcare in the US Virgin Islands and beyond			
UVISOM will provide state of the	UVISOM will build a state of the art	Medical Education	Office of the UVISOM Dean,



art educational opportunities for medical education and the medical community.	medical education building and simulation center.	building will open Summer 2017.  Simulation Center will open in Summer 2017.	Office of the President
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<b>FINANCE</b>			
<b>Vision:</b>			
<b>Strategy/Expected Outcome</b>	<b>Action Steps (with timeline)</b>	<b>Metrics/Targets</b>	<b>Responsible Party</b>
<b>Goal: To have the financial support to initiate and sustain the medical school at UVI.</b>			
Secure adequate funding to ensure financial viability.	Establish UVISOM Advisory Development Council.  Apply for grants	UVISOM Advisory Development Council will create fundraising strategy.	Office of the UVISOM Dean, Office of the President

<b>COMMUNITY</b>			
<ul style="list-style-type: none"> <li><b>Vision: To provide exceptional service to our broader communities to improve the community health and reduce health inequities</b></li> </ul>			
<b>Strategy/Expected Outcome</b>	<b>Action Steps</b>	<b>Metrics/Targets</b>	<b>Responsible Party</b>
Create relationships with current health-	By Year 1, incorporate	Student participation will be	Office for Faculty and Academic

<p>based community organizations.</p>	<p>student engagement in health-based community organizations into medical education curriculum.</p> <p>Increase number of faculty engaged in community focused activity.</p>	<p>included in their yearly evaluation.</p> <p>Faculty participation will be included in their yearly evaluation.</p>	<p>Affairs, Office for Clinical Affairs</p>
<p>Increase health disparities research opportunities.</p>	<p>Identify focused areas of collaboration.</p>	<p>UVISOM will develop close collaboration with UVI's Caribbean Exploratory Research Center (CERC).</p>	<p>Office of the UVISOM Dean</p>
<p>UVISOM will provide state of the art simulation center to provide educational opportunities for the medical community at large.</p>	<p>UVISOM will build a state of the art simulation center to offer undergraduate students, graduate students, first responders, and others seeking continuing medical education in world class training and educational opportunities that will transform healthcare in the US Virgin Islands and beyond.</p>	<p>Simulation Center will open in Summer 2017.</p> <p>Establish relationships with interested healthcare organizations which will benefit from the use of a simulation center.</p>	<p>Office of the UVISOM Dean</p>