



Western
University
OF HEALTH SCIENCES

College of Osteopathic Medicine of the Pacific
COMP-Northwest

Educating the Future of Medicine

Strategic Plan 2023-2027

COLLEGE OF OSTEOPATHIC MEDICINE OF THE PACIFIC & COMP-Northwest

COMP and COMP-Northwest (the College) strategic planning incorporates a review of the College mission. In 2023, the College faculty, staff and students reviewed the college mission. The groups voted to reaffirm the College mission with no changes. The College mission review was also sent to the WesternU Provost and the Board of Trustees. In 2023, both University groups reaffirmed the College mission as well.

WesternU and College Missions

WesternU Mission

To produce, in a humanistic tradition, health care professionals and biomedical knowledge that will enhance and extend the quality of life in our communities.

The Mission of the College (COMP and COMP-Northwest): is to prepare students to become technically competent, culturally sensitive, professional, and compassionate physicians who are prepared for graduate medical education, who are lifelong learners, and who will serve society by providing comprehensive, patient centered healthcare with the distinctive osteopathic philosophy. This is accomplished through excellence in curriculum, translational research, service, osteopathic clinical practice, and the enhancement of osteopathic graduate medical education.

WesternU Vision

We inspire, in a humanistic tradition, technically competent, culturally sensitive, professional and compassionate physicians who become lifelong learners.

COMP & COMP- Northwest Values

Core Competencies in Support of the Mission

- Medical Knowledge
 - Osteopathic Philosophy
 - Patient Centered Care
 - Professionalism (Leadership)
 - Interpersonal & Communication Skills
 - Practice Based Learning & Improvement
 - Systems Based Practice
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Environmental Assessment

Faculty and staff from COMP and COMP-Northwest were identified and invited to lead strategic planning for the AY23-27 strategic plan. The process was methodical and systematic review of current needs and emerging trends. Five teams of three faculty and staff members each researched hundreds of curated surveys, reports, articles, and publications to track emerging trends and recurring issues for COMP and COMP-Northwest. One team chose to be the Issues Team (what does the organization need to fix) and the four remaining teams were collectively the Goals Teams (where does the organization need to go in the future). Each Goals Team had a specific topic of focus: the future of work, the future of medical education, the future of medicine, and the future of technology.

The Issues Team assessed AACOM Graduate Reports from 2016 to 2021, and the COCA Student Surveys from 2021 and 2022. They looked for trends and themes of perpetuating and critical issues to identify the most frequently cited problems, frustrations, and concerns.

The Goals Teams researched national reports, articles, and publications that aligned with their specific topic. They looked for trends and themes of innovation, change and growth forecasted within their assigned category.

The Future of Work

Identified Gaps & Trends	Proposed Goals
Too many critical departments are losing staff members that are vital for keeping the College moving forward and they are also not able to easily fill the open lines	Increase staff recruitment and retention
There is not a clearly defined policy and set of expectations regarding WFH/hybrid work that work for all departments	Develop a clear work from home/hybrid work policy
Many staff have the desire to participate in professional development, but there is a lack of time dedicated during the work week or academic year to do so.	Increase professional development opportunities for staff
There is a lack of faculty development activities that are relevant to the unique learning environment of COMP/COMP-NW.	Increase professional development opportunities for enhancing instructional skills for faculty
Currently multiple communication methods, including email, Zoom, Teams, SharePoint, texting, etc., are all used and different departments/individuals all have specific preferences.	Develop a cohesive electronic communication strategy for the College
The COMP community is composed of a group of individuals who feel disconnected, overworked, understaffed, and unsupported and increasing wellness opportunities may help reduce the associated stress and burnout	Provide opportunities for all College personnel to engage in wellness

The Future of Technology

Identified Gaps & Trends	Proposed Goals
We do not have uniform outcomes and metrics across the continuum of medical education from admissions, preclinical, clinical, residency placement.	Utilizing technology to comprehensively track developmental milestones and competency-based outcomes for osteopathic medical students from admission to medical school to completion of medical training.
We do not have dashboards for easy access to key performance data and metrics	Create digital portfolio tied to outcomes dashboard
We do not have an Office of Assessment and Outcomes	Improve Office of Assessment and Outcomes
Elentra data is not fully leveraged to facilitate quality improvement	Leverage data analytics, learning systems technology and predictive performance models to continually assess and improve curricular quality, faculty performance and student outcomes.

The Future of Medicine

Identified Gaps & Trends	Proposed Goals
The physician of the future needs to be trained on integrating OPP/OMT into clinical practices across all specialties.	Integration of OPP in all aspects of healthcare
The physician of the future fosters compassion and empathy to avoid physician burnout.	Wellness and engagement in medicine
The physician of the future needs to have a systemic understanding of the business of healthcare, including models of care and medical funding.	Systemic competency in understanding models of healthcare
The physician of the future needs to have training in leadership skills and an understanding of our roles and responsibilities.	Leadership competency
The physician of the future needs to be competent in Quality Improvement through the use of integrating data along with “soft skills” of communication	Integration of data competency with “soft skills” of communication

The Future of Medical Education

Identified Gaps & Trends	Proposed Goals
Physicians are expected to apply the latest evidence in clinical practice. Information resources are numerous and vary in quality. Clinicians need to achieve proficiency in navigating these tools to ensure patient safety.	Assure competency to analyze and integrate evidenced-based medicine into clinical practice.
Adult learning theory and research supports increasing use of dynamic, asynchronous, engaging learning tools. Students come to medical school expecting teaching methods that optimize the relevance and efficiency of their education.	Advance the adoption of active learning delivery methods to maximize student engagement and comprehension.
The Osteopathic profession has fewer practitioners utilizing OMT each year. Our identity is increasingly diluted.	Promote and integrate Osteopathic identity to enhance applicability to clinical practice.
Residency program directors expect professionalism from entering interns. COVID revealed and exacerbated existing graduate deficiencies regarding residency preparedness.	Nurture professionalism and leadership skills and concepts throughout curriculum.
The healthcare provider shortage has only worsened with COVID. Underserved areas are struggling to provide access to care and need academic partners to build physician hiring pipeline programs.	Cultivate physician pipeline partnerships for longitudinal clinical training.

Critical Issues

Identified Issues & Concerns	Proposed Solutions
53% of students wish they had gone into allopathic medicine by graduation.	<ul style="list-style-type: none"> • Discovery of core issues • Improvement initiatives • Benchmark OPP curriculum
Over 50% of students have felt ridiculed or belittled at least once; 25% from students, 22% from faculty, 20% from preceptors, 13% from administration.	<ul style="list-style-type: none"> • Faculty advisors and clinical rotations department trainings • Faculty advisor availability and accessibility
Respondents cited there were too many places to go to get basic information.	<ul style="list-style-type: none"> • Investigate feasibility of increasing platform integration and usability
Respondents cited a lack of faculty mentor relationship, tutors, Level 2 board exam mentoring, and student services.	<ul style="list-style-type: none"> • Increase number of board advisors • Increase availability of student health insurance and health services • Increase availability and accessibility of tutors through LEAD and other resources
Respondents cited feeling inadequately prepared for clinical procedures and skills.	<ul style="list-style-type: none"> • Clinical skill bootcamps

Respondents cited feeling unsupported by the college during clinical years and do not want to have to set up and coordinate their own clinical rotations.

- Proactive outreach and preparation from clinical rotations department to students
- Standardize and improve clinical rotations lottery process.
- Implement proactive outreach and wellness check-ins by clinical rotations department to students
- Increase availability and accessibility of clinical rotation sites

Status Assessment of Active & Enduring AY19-22 Strategies & Goals

The five strategic planning teams invited the members of the COMP and COMP-Northwest Executive Leadership Team to participate with them in systematically ranking all the AY19-22 strategies and goals to identify those that were felt to be relevant and/or ongoing initiatives. The results clearly defined a list of strategies that needed to be incorporated in with the new AY23-27 proposed goals and strategies.

Active & Enduring AY19-22 Strategies and Goals

- Implement innovative educational models that embrace new and evolving technologies for student interactive learning including experiential learning, online education, integrated delivery models, advanced simulation, and virtual immersive reality.
- Continue to align faculty and staff roles with emerging curricular needs.
- Continue advocacy efforts in support of scholarships for osteopathic medical education and rural health.
- Enhance the reputation and brand recognition of WesternU, WesternU Health, COMP and COMP-Northwest with our clinical partners through targeted outreach and CME events.
- Strengthen the focus on student, faculty and staff health, emotional well-being, and resiliency by enhancing the organizational culture.
- Leverage data analytics, learning systems technology and predictive performance models to continually assess and improve curricular quality, faculty performance and student outcomes.
- Optimize and integrate curricular content and delivery across all four years of medical education to improve student experience and facilitate each learner's competencies in the knowledge, skills, and professionalism critical to future value-based, patient centered, interprofessional health care.
- Develop and implement dashboard reporting of strategic goals, metrics, and timelines.
- Advance leadership and management training for planning, development, and implementation of strategic goals for the university, campus, and college.

- Cultivate established and prospective donors in support of innovative programs and emerging technologies to deliver progressive medical education.
 - Enhance the efficiency and effectiveness of fiscal, operational and management practices across both campuses by utilizing well-defined strategies, goals, metrics, and timely dashboard reporting.
 - Facilitate faculty and staff training for continual improvement and innovation in curricular development and delivery.
 - Strengthen the focus on student experience across all four academic years.
 - Strengthen community outreach through the Longitudinal Tracks Programs to improve community health, immerse students in population-based care and cultivate relationships among academic, clinical and community partners.
 - Strengthen and expand affiliation with external clinical partners who are aligned with the WesternU mission of educating and developing the health care workforce of the future.
 - Strengthen clinical rotation opportunities and optimize relationships through targeted outreach to clinical partners, alumni, and health care systems.
 - Diversify and strengthen the economic impact of COMP's educational, research and clinical programs.
 - Advance the programs and culture of COMP and COMP-Northwest as culturally sensitive, diverse & inclusive campuses to maintain a welcoming and safe environment for all learners, faculty, staff, patients, and those visiting our campus sites.
 - Develop an environment of inclusivity for all faculty, staff, and students in the communities we serve by promoting and sustaining exemplary inclusivity in the learning and working environment.
 - Standardize, integrate & advance third- and fourth-year curriculum, leveraging innovative delivery and content that includes value-based care, health systems science, patient centered care and interprofessionalism.
 - Implement a fully functional GME/OPTI office to establish WesternU as its own sponsoring institution to expand residency opportunities in partnership with hospitals and health care system.
 - Enhance the coordination and partnership with WesternU Advancement to identify philanthropic support for the planning and development of new campuses, programs, facilities, and technology. Continue to steward the philanthropy of all who invest in the future of the WesternU campuses.
 - Define and establish the desired attributes and behaviors within the college to effectively manage conflict, foster accountability and achieve success as embodied by the WesternU Way.
 - Strengthen faculty, staff and student sensitivity to cultural differences and awareness of cultural bias.
 - Advance community outreach to provide a healthier future for vulnerable and rural communities locally, regionally, and globally.
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Integration and Development of the College 2023-27 Strategic Plan Final Proposed Strategies and Goals

The amalgamated list of identified strategies were initially sorted by the teams into five themes:

- 1) Culture
- 2) Communication
- 3) Quality
- 4) Curriculum
- 5) Collaboration

Each of the five teams chose one of the themes and worked to synthesize all the strategies within their theme into five or less comprehensive proposed strategies.

Once completed, the teams defined one or two goals for each of these final proposed strategies. These final proposed strategies and goals were presented to all COMP and COMP-Northwest faculty, staff, and administration via survey to solicit recommendation, edits, suggestions, and comments. Responses were collected and incorporated into the final versions of the strategies and goals for each theme.

A mandatory workshop was held for all COMP and COMP-Northwest faculty, and the Student Government Associations for each campus were asked to join as well. Participants self-assigned into work groups for each of the five themes and were tasked to build SWOTs and define tactics for each of the strategies in their chosen theme.

While research strategies and goals from the currently active Research Strategic Plan 2021-2027 were also included in the discussion, it was determined that research warranted its own theme and therefore, the final draft included research as a sixth theme.

The six themes for the proposed strategies and goals:

- 1) Culture – who we are
- 2) Curriculum – what we do
- 3) Quality – how well we do it
- 4) Collaboration – how we interact
- 5) Communication – how we connect
- 6) Research – what we discover



1. Culture – who we are

SWOT

Strengths

- Amazing faculty and staff
- Improving culture of openness

Weaknesses

- Gaps in student services
- Issues with wellness in faculty, staff, and students

Opportunities

- More integration

Threats

- Entrenchment
 - Fear of change and being vulnerable in the process
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Proposed Strategies & Goals

Strategy 1: Strengthen student, faculty and staff health, emotional well-being, and resilience	Strategy 2: Advance programs and culture of COMP and COMP-Northwest as culturally humble, diverse & inclusive campuses	Strategy 3: Promote and integrate Osteopathic identity to enhance applicability to clinical practice.	Strategy 4: Optimize student success in residency placement through personalized career mapping, academic assessment, and professional development.	Strategy 5: Strengthen the focus on student experience across all four academic years.
Goal 1.1 Providing opportunities for all College personnel to engage in wellness.	Goal 2.1 Maintain a welcoming and safe environment for all learners, faculty, staff, patients, and those visiting our campus sites.	Goal 3.1 Integrate osteopathic philosophy into all aspects of our healthcare education.	Goal 4.1 Providing personalized mentorship, leadership, research, advocacy, and outreach.	Goal 5.1 Establish a formal process, by a comprehensive team of faculty, staff and students, for review of all policies and procedures impacting students.
Goal 1.2 Increasing staff recruitment and retention to decrease the work burden on employees.	Goal 2.2 Faculty/staff development opportunities in the category of DEI.	Goal 3.2 Prepare students to integrate osteopathic principles and practice into all aspects of their healthcare practices.	Goal 4.2 Develop a dashboard of real-time opportunities for students to easily search based on category/contact information.	
	Goal 2.3 Identify space on both campuses to serve as a safe, inclusive space for the needs of our community.		Goal 4.3 More opportunities for hands-on and clinical activities that expand their entire educational experience.	

2. Curriculum – what we do

SWOT

Strengths

- Evidence-based medicine already in curriculum
- Easy access to numerous resources
- Two pass system allows reinforcement
- Strong OPP curriculum, varied techniques
- Existing diversity of content delivery methods
- Facilities and equipment
- CETL
- Full time clinician educators
- Good external resources
- Fellows
- Inclusion of ILS, real-life applicability
- Variety of techniques taught

Weaknesses

- Ensure students demonstrate agility and rapid integration when navigating and interpreting information systems.
- Overwhelming # of resources
- Lack of clear learning path – all 4 yrs.
- Inadequate support of student research
- Misalignment between competency and assessment (mcq for skills)
- Curriculum does not reflect current best evidence
- On-going faculty/student ratio

- Faculty development resources
- Inconsistent student engagement
- What we're doing isn't working on multiple levels, at college and at the level of the profession

Opportunities

- Ability to fill in gaps in evidence (especially with OMT research)
- Work with biostatistician to set up and analyze data
- Wide of applicability throughout curriculum
- Receptive faculty and willingness to incorporate into curriculum
- Ability to include assignments that promote critical thinking
- Develop types of mcq that allow more complex assessment
- Become more intentional with asynchronous learning
- Encourage graduate/alumni feedback
- Encourage faculty to understand/utilize outside resources in their teaching
- Engaging in practical and applied learning
- Increase emphasis on OPP/OMM in interview process
- Integrate key OPP principles in all pre-clinical curriculum

Threats

- Reliance on mcq to assess curriculum and prepare students for boards
- Class size precludes non-mcq assessments and some types of learning activities (student/faculty ratio and staff support)
- Potential to disprove some aspects of OMT
- High complexity: multiple campuses and colleges
- Increased effort by faculty

Proposed Strategies & Goals

<p>Strategy 6: Ensure students demonstrate agility and rapid integration when navigating and interpreting information systems.</p>	<p>Strategy 7: Advance the adoption of active learning delivery methods to maximize student engagement and comprehension.</p>	<p>Strategy 8: Promote and integrate Osteopathic identity to enhance applicability to clinical practice.</p>
<p>Goal 6.1 Assure competency to analyze and integrate evidenced-based medicine into clinical practice.</p>	<p>Goal 7.1 Advance the adoption of active learning delivery methods to maximize student engagement and comprehension.</p>	<p>Goal 8.1 Integration of OPP in all aspects of healthcare.</p>

3. Quality – how well we do it

SWOT

Strengths

- Have data – curriculum, student, and faculty
- Engaged and collaborative faculty and staff – Osteopathic Philosophy
- Strong Curriculum
- License for Power BI we can use/leverage
- Have LMS – Elentra
- Collaboration with external partners (clinical preceptors at rotation “hubs”

Weaknesses

- Lack of mentoring and evaluation of outside preceptors
- Lack of an Assessment Office
- Lack of dashboards
- Limited Funding
- Expectation of partnerships with hospitals
- Lack of a grants and contract department

Opportunities

- CETL Training
- Hire the right personnel
- Create dashboards
- Use/leverage Elentra more
- Expand and define preceptor role
- Expand “hub” model to new sites
- Pursue NIH grants
- Collaborate with OSU

Threats

- Lack of an Assessment Office
- Lack of communication from Assessment Office to all stakeholders (customers)
- Lack of dashboards ☒ compromised/lack of timely reporting
- Lack of finances

Proposed Strategies & Goals:

Strategy 9: Implement a robust assessment and outcomes process to assess curriculum, student, and faculty performance.	Strategy 10: Improve efficiency and effectiveness of operational practices through metrics and timely dashboard reporting.	Strategy 11: Enhance faculty and staff professional development for career advancement.	Strategy 12: Diversify and strengthen the economic impact of COMP’s educational, research, and clinical programs.
Goal 9.1 Establish the Office of Assessment and Outcomes that will leverage data analytics, learning systems technology and predictive performance models to continually assess and improve curricular quality, faculty performance, and student outcomes through dashboards and digital portfolio.	Goal 10.1 Enhance the efficiency and effectiveness of fiscal, operational, and management practices across both campuses by utilizing well-defined strategies, goals, metrics, and timely dashboard reporting.	Goal 11.1 Develop and provide faculty and staff training opportunities related to curricular development and delivery, innovation, and leadership training.	Goal 12.1 Identify creative partnerships and collaborations with internal and external partners to increase revenue streams through research grants and clinical activity which would enhance the quality of student and faculty experiences.

4. Collaboration – how we interact

SWOT

Strengths

- New leadership with opportunities to change culture
- Recreating a campus community post-COVID, open door policy
- Teaching to see the patient as a whole

Weaknesses

- Turf wars and red tape
- Financial limitations for OR students compared to CA

Opportunities

- Grow culture with donors, redefine relationships, learn to ask

Threats

- Closed door culture
- Students unsupported after graduation, challenged to give back

Proposed Strategies & Goals

Strategy 13: Cultivate donors in support of scholarships and programs.	Strategy 14: Enhance the reputation and brand recognition of WesternU.	Strategy 15: Develop competence in leadership and management.	Strategy 16: Strengthen community outreach to improve community health.	Strategy 17: Cultivate and establish relationships with clinical partners to ensure quality student and preceptor clinical experiences.
Goal 13.1 Improve advocacy efforts supporting osteopathic medicine and rural health.	Goal 14.1 Define the value of osteopathic medicine.	Goal 15.1 Provide individualized training plans for personal and professional development.	Goal 16.1 Utilize Longitudinal Tracks Programs to immerse students in population-based care.	Goal 17.1 Cultivate clinical rotation opportunities through physician pipeline partnerships.
Goal 13.2 Provide support for innovative programs and emerging technologies.	Goal 14.2 Targeted outreach and CME events.	Goal 15.2 Plan, develop, and implement strategic goals.	Goal 16.2 Cultivate relationships among academic, clinical and community partners.	Goal 17.2 Track developmental milestones and competency-based outcomes.

5. Communication – how we connect

SWOT

Strengths

- Many options/platforms
- Non-judgmental, humanistic

Weaknesses

- Admissions: Student Doctor Network not well informed by college representatives.

- Lack of overall accountability

Opportunities

- Hand off between 3rd year clinical rotations
- Ability to expand our communication's & improve

Threats

- Lack control over outside communication sources
- Departmental silos

Proposed Strategies & Goals:

<p>Strategy 18: Define unique aspects of COMP and COMP-NW to be effectively communicated to applicants and accepted applicants.</p>	<p>Strategy 19: Develop a single, simplified webpage with all relevant links for students, faculty, and staff.</p>	<p>Strategy 20: Continue developing strategies for 3rd and 4th year students to engage with their campuses.</p>	<p>Strategy 21: Increase opportunities for collaboration and team building within and across campuses.</p>	<p>Strategy 22: Increase community interest and engagement through publicity and marketing.</p>
<p>Goal 18.1 View communicating our college's uniqueness as an integral part of communication and an imperative to continued success.</p>	<p>Goal 19.1 Consider modeling the college website and COMP Connect after the students' new website for ease of use.</p>	<p>Goal 20.1 Improve communication of projects, activities, and opportunities for engagement within and between campuses in timely ways allowing for participation.</p>	<p>Goal 21.1 Better communicate projects, activities, and opportunities for engagement within and between campuses in timely ways allowing for participation.</p>	<p>Goal 22.1 Engage local and state stakeholders.</p>

6. Research – what we discover

Proposed Strategies & Goals:

<p>Strategy 23: Advance excellence in research, scholarship, and funding.</p>	<p>Strategy 24: Recognize and achieve staff excellence to advance research goals.</p>
<p>Goal 23.1 Work with the College Research Committee and WesternU administration to build a state-of-the-art research infrastructure to support current research needs and allow for future expansion in both Lebanon and Pomona campuses.</p>	<p>Goal 24.1 Retain highly qualified research personnel.</p>
<p>Goal 23.2 Recruit and retain nationally and internationally recognized research faculty.</p>	<p>Goal 24.2 Attract talented and highly qualified research personnel.</p>
<p>Goal 23.3 Collaborate with the College of Pharmacy and other WesternU colleges to develop a PhD program, and to support and sustain student research involvement.</p>	<p>Goal 24.3 Provide job skill training and encourage professional development.</p>

<p align="center">Goal 23.4</p> <p>Collaborate with COMP and other WesternU faculty to create 1-2 centers of excellence.</p>	
<p align="center">Goal 23.5</p> <p>Strengthen partnership with WesternU associated hospitals and outside research institutions for sharing of core equipment, research space and grant collaborations.</p>	
<p align="center">Goal 23.6</p> <p>Significantly improve college-wide services for the administration and support of research grants.</p>	
<p align="center">Goal 23.7</p> <p>Advance NMM/OMM research by increasing publications and attaining extramural grants.</p>	
<p align="center">Goal 23.8</p> <p>Develop a primary care research arm.</p>	



1. Research - what we discover
