

Strategic Plan Mid-Year Report 2014-2015



WESTERN MICHIGAN UNIVERSITY
Homer Stryker M.D.
SCHOOL OF MEDICINE

Using input gathered by the dean during 35 meetings with more than 520 participants including faculty, staff, residents, board members, hospital leaders, and community physicians, the leadership team held a series of planning retreats in 2013 and early 2014 to develop the medical school strategic plan for 2014-2018.

Mission

To educate and inspire lifelong learners to be exceptional clinicians, leaders, educators, advocates, and researchers of tomorrow.

Values

We achieve **excellence** by:

- Promoting **innovation** and **lifelong learning**
- Acting with **integrity** and **professionalism**
- Demonstrating **leadership, teamwork,** and **collaboration**
- Showing **compassion** for all, and
- Valuing **inclusiveness** and **diversity**

Vision

To be distinguished as a leader among medical schools through community collaboration in medical education, patient care, research, and service.

Strategies

- Medical Education
- Clinical Care
- Research
- Community Service
- Economic Stewardship
- Culture

Included in this mid-year report are the six strategic goals with narrative describing the progress in completing the annual objectives through the first six months of academic year 2014-15.

Medical Education

Deliver high-quality educational programs to prepare learners for the 21st century.

Class of 2018

The inaugural class of medical students started the first day of classes on August 18, 2014.

3751

Applicants

54

Students

24.8

Average Age

14

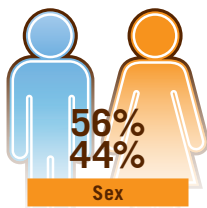
States

23 students are from Michigan

11%

Race & Ethnicity

11% from diverse backgrounds typically underrepresented in medicine



Sex

56% male
44% female

33

Undergraduate Institutions

3 from WMU, 2 from Kalamazoo College, 1 Kalamazoo Promise recipient

32

Median MCAT Score

compared to national median 31

17%

Hold Advanced Degrees

3.66

Average Cumulative GPA



■ A medical student recruitment plan guides the process to recruit the next class of medical students, which includes specific actions to continue to enhance the diversity of our student body.

■ On September 17, members of the class of 2018 were presented with their white coats, the most recognized symbol of the medical profession. At a special ceremony, the students recited a medical student oath that set expectations and defined values that they pledged to keep.

■ Development of the team-based medical student curriculum is keeping pace with the rollout of the curriculum. The Transition to Medicine course included unique training as Medical First Responders to help prepare students for their patient encounters during the Introductory Clinical Experiences course. The students have now completed four basic science courses. Student assessment results are on target. In December, students were tested on the first of four summative exams in the first two years that use standardized questions from the USMLE Step 1 examination. The WMed students performed slightly below the average of all second year medical students. For students considered to be at risk, learning contracts are established by the Student Performance Committee to support their remediation.

■ Four student learning communities with Scholar-Advisors have been formed and provide social and academic support for medical students. The students have formed a Student Council and numerous special interest groups. Students have been appointed as representatives to five national medical student organizations, and also to serve on several medical school committees.

■ For the inaugural class, merit- and need-based scholarships were provided to each student in the range of \$4,000 to \$16,000. Beginning this year, the approach now provides a handful of quarter- and half-tuition scholarships that are awarded for the full four years of medical school. This approach was developed to be more competitive with other medical schools and to help better shape our class to attain the diversity that we seek in the student body.

■ In addition to an MD-MBA program in conjunction with the WMU Haworth College of Business, WMed has established new agreements to offer an MD-PhD with WMU, and an MD-PhD in Cellular and Molecular Biology with the Van Andel Institute Graduate School.

■ The search for the new Associate Dean for Graduate Medical Education and Designated Institutional Official (DIO) is underway to replace Elizabeth Burns, MD who is retiring in June.

■ The Orthopaedic Search Committee has engaged a search firm, Merritt Hawkins, to assist recruitment of the Department Chair for Orthopaedics. The Department Chair for OB-GYN has been identified and will be named in the near future. Planning continues for creation of the OB-GYN residency program.

FAMILYHEALTH center

■ The Family Medicine residency program has moved to the Family Health Center on Paterson Street. Twenty-five exam rooms are dedicated to the WMed faculty and residents who see patients as “Team Oakland,” providing patient care from infants to geriatrics including obstetrics and prenatal care. The WMed faculty and residents provide inpatient admission coverage at Bronson Methodist Hospital and benefit from working with a broad, diverse patient population.



■ The WMed Office of Continuing Education has obtained full accreditation from the Accreditation Council for Continuing Medical Education (ACCME), a not-for-profit organization responsible for accrediting U.S. institutions that offer continuing medical education through a voluntary, self-regulatory system. Previously since 1976, WMed has been accredited at the state level. Dean Hal Jenson, MD, was proposed by the American Hospital Association and subsequently named by the ACCME to their board of directors for a three-year term effective January 1, 2015.

■ The new Simulation Center in the lower level of the medical education facility on the W.E. Upjohn M.D. Campus has been operationalized and is providing simulation-based education for medical students, residents, and faculty; and providing certification courses to community healthcare providers, emergency medical personnel, and the public. A new standardized patient program has been established to train learners in physical examination skills, history taking, communication, and other clinical skills.



Clinical Care

Deliver high-quality, safe, timely, effective, efficient, equitable, and patient- and family-focused care.



The WMed Clinics received four of the available seven awards from the Michigan Department of Community Health in recognition of the continued efforts and commitment to help protect patients from vaccine-preventable diseases.

■ The search is underway for a new Associate Dean for Clinical Affairs to replace Elizabeth Burns, MD, who is retiring in June.

■ The Office of the Medical Examiner opened in July in its new location on the 7th floor of the medical education facility on the W.E. Upjohn M.D. Campus. The Office services Muskegon, Allegan, Calhoun, and Kalamazoo counties. Department of Pathology Chair Joyce deJong, DO hosted a very favorable accreditation site visit for the Office of the Medical Examiner, with reviewers from the National Association of Medical Examiners (NAME). NAME accreditation focuses on improving the quality of medicolegal investigation of death in the U.S. and is a benchmark standard for medical examiner offices. It is anticipated that NAME accreditation will be granted in the coming months. A fourth forensic pathologist with strong relationships in St. Joseph and Berrien Counties as well as northern Indiana will join the Department of Pathology in July.



Research

Advance the excellence and expand the impact of our research and discovery.

■ Recruitment for a basic science research group leader will be publicly announced soon, to lead the development of a collaborative research group in translational immunology. It is anticipated that a group of 5-6 basic science researchers will be recruited over the next 18-24 months.

■ The infrastructure to support research has been enhanced to include the new Department of Biomedical Sciences Division of Epidemiology and Biostatistics under the direction of Craig Beam, PhD. The Division now includes three faculty, a biostatistician, and support staff. Recruitment of a scientific writer is underway.

■ Plans are developing to integrate the clinical research programs at Borgess and Bronson with the medical school. This will result in operational efficiencies by consolidating the two IRBs into a single IRB, as well as greater support to researchers. Recruitment of a Director of Human Research Protection Program and Director of Sponsored Programs Administration are underway. A key outcome is the implementation of electronic IRB support, and achieving the standards that will permit accreditation of the human research protection program by the Association for the Accreditation of Human Research Protection Programs (AAHRPP).



Planning is underway for renovation of research laboratory space on the 4th and 5th floors of the medical education facility on the W.E. Upjohn M.D. Campus. Initial renovation is expected by year-end 2015.



WMed hosted the U.S. House and Energy Commerce Committee's bipartisan 21st Century Cures initiative. Chairman Fred Upton (R-MI) held a roundtable session with health care leaders and innovators from southwest Michigan and Washington for an exchange of ideas about how to accelerate the pace of new cures and treatments. Director of the National Institutes of Health, Francis Collins, MD, PhD, was in attendance.

Community Service

Improve the health and prosperity of our communities through strong collaborative relationships.

- The medical school has created community health partnerships with 11 organizations where medical students are fulfilling their active citizenship in community health projects.
- WMed students joined Kalamazoo Valley Community College students for the second annual "Cougars Creating Community." This event sends students into the community for a day of service; the goal of creating a "pay-it-forward" atmosphere in the Kalamazoo area involving students volunteering at several sites and performing random acts of kindness. The day provides a platform to teach teamwork, communication, valuing diversity, and critical thinking.
- WMed was a co-sponsor for the YWCA of Kalamazoo's infant mortality community action initiative. Associate Dean for Community Affairs and Health Equity, Cheryl Dickson, MD, is involved with a grant from the Kellogg Foundation to WMU to address health disparities. She provides significant leadership in this program, including serving as the chair of the Health Alliance, a coalition that convenes health partners from throughout Kalamazoo County.
- The medical school's annual United Way campaign for employees resulted in \$43,496 in donations, which exceeded the goal of \$40,000. There were 20 donors at the Leadership level, including 8 new donors at this level of \$1,000 or more, and 74 donors in total.

Economic Stewardship

Strengthen institutional resources to support the medical school mission.

■ WMed hosted a ribbon cutting ceremony and picnic for employees in honor of the new medical school facility on the W.E. Upjohn M.D. Campus, which has its roots in life science research and discovery. The property was the first piece of land Dr. Upjohn purchased in Kalamazoo to start The Upjohn Company. Thanks to the generosity of William Parfet, chairman and CEO of MPI Research in Mattawan, and great-grandson of Dr. Upjohn, WMed is fortunate to have an outstanding, newly renovated and expanded learning environment as the home of the new medical school. A lengthy new facility punch list is nearing completion with only a few outstanding items being addressed by the facility team. The new parking lot on John Street was completed offering an affordable parking option for medical students and overflow parking for WMed events. The renovation project in the Linda Richards Building on the Oakland Drive Campus was completed, which enabled WMed to move personnel who had been working in leased space in WMU's Spindler Hall. The Berglund Library on the Oakland Drive Campus was remodeled.

■ Preparation for medical school accreditation by the Higher Learning Commission (HLC) and the Liaison Committee on Medical Education (LCME) is underway. WMed will host a site visit for provisional accreditation by the LCME in February 2016.

In response to the invitation to contribute, an employee wrote this in an email: "Thanks so much for this opportunity. I will send a check before the 12/31/14 deadline. This will be the highlight of my career. This year marks my 25th year here and prior to joining this organization I was employed at Borgess-Stryker Center for 29 years. Being a founding donor in "gold" makes me so happy that I chose to contribute previously (and someone afforded me that opportunity) otherwise this would never have been possible. Thanks Again and Happy Holidays!!!!"

A new friend of WMed sent this note with their donation: "I'm happy to donate to the WMU Homer Stryker M.D. School of Medicine. I wish I could give more. I worked at the Stryker Frame Co. during my senior year at WMU ('52-'53). I have many fond memories of Dr. Stryker and the company. He would show us 16MM films of his operation and tell stories about them. I was pleased that I could attend the official inauguration of the school of medicine on Sept. 18th with my wife, daughter and granddaughter, the latter of whom has applied to the school for the class of 2015. Good luck in the appeal for support."



\$1,334,586

Funds Received July 1 – December 31, 2014

excluding foundational gifts

\$1 million

Anonymous Donor Gift

DECEMBER FOUNDING DONOR APPEAL

\$212,000

Raised

168

Gifts

5%

Response Rate

Culture

**Foster a vibrant and diverse academic community
where all are inspired and valued.**



The medical school has appointed 588 faculty members including 91 employed faculty; 294 clinical, research or community faculty; and 203 residents. More than 200 faculty attended the inaugural general faculty meeting in August to network with other faculty colleagues, tour the new medical school building, hear a presentation on the state of the medical school, and address faculty-related business.

- Department co-chairs for the Departments of Radiology and Anesthesiology have been named.
- The search is underway for a new Associate Dean for Faculty Affairs to replace Elizabeth Burns, MD, who is retiring in June.
- In September, more than 1500 medical school supporters and friends attended the Grand Opening Ceremony for Kalamazoo's new medical school. Another 850 friends toured the new downtown facility during the Community Open House that weekend. The medical school, in collaboration with Borgess Health and Bronson Healthcare, hosted a tent at WMU CommUniverCity. A mix of faculty, students, and staff attended CommUniverCity and then attended the WMU season opener home football game. The new medical education facility was a stop during the monthly Art Hop in December and hosted 200 guests during a Community Open House.

- WMed has voluntarily pursued and achieved designation as an Affirmative Action employer to enhance plans to achieve workplace diversity.
- In December and early January, employees completed the 2014 WMed INSIGHTeX Culture Survey. The survey results will be used to develop action plans to enhance the organizational culture.



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For questions about the medical school strategic plan, contact Michele Serbenski, Associate Dean for Planning and Performance Excellence, at 269.337.4509 or michele.serbenski@med.wmich.edu.