40. Arizona College of Osteopathic Medicine

Strategic Objective

Establish Midwestern University to be the premiere osteopathic educational institution in the southwest.

Priorities: Fiscal Years - 2026/2031

- Enhance and support rotation sites in Arizona, California, and Illinois for OMS-III and OMS-IV students. Attempt to consolidate rotation sites with partner hospital systems where possible. Attempt to limit California rotations to one site.
- Develop and support sponsored Graduate Medical Education (GME) residency programs and develop collaborations with other new local GME programs. Develop new GME with Northern AZ Health & Lifepoint as sponsored graduate medical education programs.
- Enhance and support research and scholarly activities by all Arizona College of Osteopathic Medicine (AZCOM) faculty members, including faculty in the MWU Multispecialty Clinic (MSC).
- Support the growth of the MWU Multispecialty Clinic to enhance student-training opportunities with primary care physicians in an interprofessional setting with additional emphasis on OMM, whereby increasing student interest in primary care careers and to increase rotation opportunities with faculty who do OMM.
- Address wellness to prevent burnout among students, faculty, and staff.
- Clinical Skills Assessment development national role in Clinical Core Competency D.O. (C3DO) as pilot site should be continued for MWU recognition in the osteopathic profession. Prepare AZCOM for position to implement NBOME national standard.
- Determine how to address artificial intelligence and its use in the medical care of patients to prepare for its entry into curriculum.

Goal 40.1

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.1	One Health - AZCOM will work with the College of Graduate Studies (CGS) to recruit dual degree students for the Master of Public Health and Master of Precision Medicine degree programs. It will also work with CGS to fully recruit quality applicants through a new matriculation agreement.	Deans – AZCOM, CGS; Program Directors; Associate Dean for Academic Affairs; AZCOM and Biomed faculty,	2026	Continuing	AZCOM and CGS will work together to recruit dual degree students to the CGS programs and to identify and recruit CGS students to AZCOM by: • Incorporating CGS students into interview panels as they reach year 4 and in mentoring of upcoming CGS students. • Assisting CGS in assessing Biomedical Science success in preparing students for AZCOM and in standardized test taking. • Working with CGS to create a Master of Arts in Medical Sciences as an off-ramp for AZCOM and CCOM students who do not complete the osteopathic medicine program.

Goal 40.2

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.2	One Health – AZCOM will work with other colleges and programs to give AZCOM students opportunities to incorporate hands-on collaboration with other programs, including education and student activities.	AZCOM clinical course faculty and faculty from other colleges, student groups, IAM HOME course director, sponsored residencies program directors	2025	2027	– Plan to obtain medical van to provide health, dental, optometric, and podiatric care in underserved areas with the Vet Med van providing animal care. – Assess admissions program PharmD to DO. – Create at least 1 OSCE incorporating pharmacy and DO interactions – Incorporate oral health and PT curricular elements into the DO curriculum. – AZCOM faculty to assist with content lectures in other programs – podiatry, PA, NA, optometry, dental – Integration at the student club level – More interdisciplinary student rotations in the MWU MSC with AZCOM students participating as "shadowers" in Vet Med, Dental, Optometry, and CHS clinics with students in those programs for IPEC experiences in OMS-II year.

Goal 40.3

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.3	Continue to integrate ultrasound training and assessment within the entire four-year curriculum.	Chair of Integrated Medicine, AZCOM Faculty, and Associate Dean for Academic Affairs	2020	2027	– Faculty are being recruited and trained in ultrasound to teach in the classes and at the bedside in the clinic. – Collect information on student ultrasound performance through enhanced evaluations. – Budget for personal use access for incoming students (Butterflies) – Add OSCE incorporating ultrasound for student evaluations – Train residents and PDs/faculty from sponsored and affiliated programs

Goal 40.4

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.4	Curriculum Mapping - AZCOM curriculum mapping will be completed biennially. To compare with other colleges, since Curriculum Inventory is being discontinued, AZCOM will participate in AAMC Curricular Assessment (SCOPE) annually	Dean, Associate Dean for Curricular Integration, and Department; Faculty of all AZCOM courses; Curriculum Committee	2022	2027	– Keywords will be selected and used in the new syllabus for AZCOM courses. – The Curriculum Committee will review the AZCOM curriculum. Courses will be updated to address gaps and redundancies. – Reduce curriculum where there is redundancy or where students do not need the education in that area for degree skills. – Assess if the curriculum should include insurance and health systems education. – Add cultural competency in the review of the curriculum. – Review elements of curricular mapping by Curriculum Committee and consider any updates to the Core Competencies when available – Spring 2025 Curriculum Committee Retreat to review the elements of the curriculum map – Look at inclusion of healthcare systems in clinical curriculum. – Determine how proper use of AI can be incorporated into curriculum. – Decrease frequency of examinations in years 1 & 2 to 1 combined exam every 1-2 weeks. – Attempt to have all courses on similar topics to help students integrate understanding. – Review SCOPE outcomes with the faculty and staff in summer 2025 – Update to new competencies when final outcomes are released

Goal 40.5

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.5	Faculty Development Planning – Create a leadership development program to train Vice Chairs, Chairs and faculty interested in administrative promotion.	Dean of AZCOM, and MWU GME Consortium DIO; Associate Dean of Clinical Education, Curricular Integration and Faculty Development, and Academic Affairs with Clinical Chairs, Associate Dean for CGS	2023	2027	– AZCOM will continue providing annual faculty development on campus and at partner facilities. – At least one of the Huddles per month should include faculty and staff development topics, including osteopathic history, OPP, COCA, wellness – attempt to do one in person monthly to demo OMM – Faculty development will be planned on Big Interview, Careers in Medicine, VSLO, ERAS, NRMP, and the Match – Collaborate with AOMA to provide CME programming on campus in association with the AOMA spring convention. – Develop a Clinical Education newsletter to engage preceptors and provide monthly education on assessment and teaching. – Sponsors-selected core faculty to participate in Competency-Based Medical Education through ACGME – Arrange for an in-person Item Writing workshop for faculty every other year – Sponsor more faculty to go to NRMP meeting to learn to mentor students in Match.

Goal 40.6

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.6	GME - Continue to support the development of Midwestern University-supported and collaborating postdoctoral programs and support the application of current residency programs to the Accreditation Council for Graduate Medical Education (ACGME) for Osteopathic Recognition, as required by the Commission on Osteopathic College Accreditation (COCA) standards.	Dean, MWU GME Consortium, MWU GME DIO, and Program Director for ONMM Program; Dr. MacKenzie	2022	2028	– Expand postdoctoral training in sponsored and affiliated sites by • Supporting faculty development. • Expanding student rotations at the sites. • Supporting research at the sites – library, IRB, faculty support. • Supporting simulation at MWU Glendale Campus for residency programs where students train. – Identify a hospital system that will create new GME programs sponsored by MWU Consortium with special emphasis on IM, OB, specialties. – Support MWU-owned practices at sites off campus through: • Faculty development programs • Inclusion of faculty in on-campus faculty programming • Inclusion of faculty in Huddles in a virtual setting – Strengthen connections with affiliated programs – Dignity Health in East Valley, West Valley Banner programs, Phoenix Children's Hospital West. • Support MWU GME Consortium with OMM faculty to train residents and their faculty. • Support MWU GME with faculty who have DO experience. • Support residencies with ultrasound training • Support new development program

Goal 40.7

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.7	Increase class size by 10-15 students per year by recruiting some of the 8% variance.	Dean, Associate Deans, Assistant Dean, Chairs, DIO GME, Admissions Committee	2024	2026	– Recruit 265 per class so that losses in class numbers do not adversely impact the class. – Continue to support students who require 5 years to complete AZCOM curriculum. – Do not violate the COCA Standards when students appear to require over 6 years to complete the curriculum. – Increase articulation agreements – MCCs and update ASU, GCU, U of A, Pima Community College, NAU, CPG. – Re-examine Fast Track and hospital systems after midcycle report is accepted by COCA.

Goal 40.8

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.8	Clinical Training - Implement improvements and changes to meet accreditation requirements. Convert current core Cardiology rotation to an elective in the third year. Recruit second pediatrician, second internist, NMM faculty member, and two family physicians to build the rotation availability in the clinic and to meet the need for students to rotate with a D.O. per the COCA standards,	Dean – AZCOM, Associate Dean for Academic Affairs, Clinical Chairs, and Associate Dean for Clinical Education, Dr. Mackenzie, Dr. Leslie Easley	2022	2028	– The Curriculum Committee should reassess the types of rotations that students experience, as required or core rotations based on results of the residency program director surveys and new COCA 2023 standards. – Engage alumni or OMS-IV students who trained in the various regions to discuss with students prior to the spin for Year 3 region in the winter of OMS-I year. – Recruit rotations for Abrazo cohort model for AZCOM, AZPA, AZPOD. – Convert other collaborating institutions into a cohort model for ease of scheduling. – Look for ways to allow all students to do a rotation through the MWU MSC.

Goal 40.9

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.9	Collaborate with Development and Alumni Relations (DAR) to promote and implement: • Establishment of an AZCOM Alumni Scholarship. • Solicit corporate and/or foundation grant requests for philanthropic activities. • Increase alumni engagement. • Alumni-based student mentoring. • Communications/touch points with alumni. • Creation of a Dean's Advisory Board consisting of outside individuals who can support AZCOM and MWU.	Dean, Associate Deans, VPs, VP University Relations, student leadership	2022	2027	– Create new scholarships to assist in recruiting a more robust student body. – Alumni events at residency programs or areas where a group of alumni has matched over the past few years. • Increase alumni interactions with students in AZCOM as advisors for student clubs, elective courses, and adjuncts and preceptors. – Dean's Advisory Board could increase interest from the community and be a source from which funds could be raised. – Create a panel of alumni willing to have students reach out to discuss their specialty or residency. – Reinitiate and maintain alumni mentoring night with students by specialty. – Once Match results available, ask for mentoring events with matched OMS-IV students with underclassmen. Get alumni who are willing to serve as mentors for students to contact regarding specific specialties. – Contact list to be created by specialty.

Goal 40.10

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.10	Clinical Education - Encourage the support of additional OMS-III and OMS-IV rotations with Phoenix area hospitals and preceptors to meet COCA requirements. Identify a hospital system in Southern California to consolidate California-based students in one or two areas in California to enhance management of the regions.	Dean, Associate Dean for Clinical Education, Clinical Chairs, and MWU GME Consortium DIO, Dr. Easley	2021	2028	– Increase development of rotations for D.O., podiatric, and physician assistant (PA) students at Abrazo facilities, using the cohort model. – As new hospitals are built in the Phoenix area, work with their hospital staff leadership and CEOs to create new rotation sites at those hospitals for AZCOM students. This may also help to develop residencies of the future. – Work with systems in areas outside of Arizona where AZCOM students rotate. – Create a regular schedule of site visits or virtual site visits to deliver "Preceptor Report Cards" aggregate data. – Focus on recruitment of IM100 in CA. – Determine which basic science content areas could be reduced or removed to prevent overloading students by increasing clinical curricular content without an equivalent reduction in the current curriculum. – Identify sites in CA for post-rotation exams, OSCEs and OMM assessment.

Goal 40.11

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.11	Assessment – Continue national standardized clinical skills assessment in OCM III to support attestation of the attainment of required skills by OMS-IV students before graduation to meet COCA standards. Participate in clinical skills testing pilot from NBOME annually to achieve these goals. Prepare for any further mandates for clinical skills testing in the future.	Dean, Associate Deans, and Clinical Chairs	2021	2028	– Remain a pilot site to test clinical skills assessment to be ready quickly when the testing is required for graduation. – Prioritize AZCOM electronic examination. – Prioritize post rotation examinations in the Testing Center. – Update the Critical Care examination. – Support improved AZCOM student performance on COMLEX-USA Levels 1 and 2 CE.

Goal 40.12

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.12	• Community Service – Organize and augment community outreach by increasing: • Health Outreach through Medicine and Education (HOME) sites. • Incorporating ultrasound in homeless care with HOME and the IAMHOME course. • Access to medical liability insurance for licensed residents willing to supervise students at IAMHOME events. Roadrunner newsletter to document community service activities and note when alumni are involved.	Associate Dean for Clinical Education, Chair and Vice Chair of Osteopathic Family and Community Medicine, and IAMHOME and ultrasound integration Faculty	2022	2026	– Convert HOME to a volunteer interprofessional experience – Recruit additional supervisors to go with students when medical care is delivered. – Create an interprofessional course for OMS-II students that more reliably involves students from other programs.

Goal 40.13

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.13	Career Development - Reassess the residency placement planning model for student residency placement success.	Dean, Chairs, Associate and Assistant Deans, MWU GME DO consortium.	2022	2027	– Begin student career counseling with other faculty members in the early third year. – Improve the virtual group meetings to help students prepare for the fourth-year auditions and Electronic Residency Application Service (ERAS) applications such that more students attend and remember the programming. – Organize all Canvas and web-based materials for third-year students to prepare for the main match. – Hire a career counselor to assist students with their matches. – Begin counseling students on the Match in second year.

Goal 40.14

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.14	– Assessment – Improve AZCOM student performance in national testing through: • Increased testing using COMLEX-style questions. • Increased resources for students with academic difficulty. • Improved on campus support for students who have had a failure or are on extended study programs. • Revise clinical training to increase training in critical thinking skills. • Update experiences in OMM to increase understanding of its proper use in diagnosing and treating patients.	Dean, Associate Deans, Clinical Chairs, and Manager of Assessment	2021	2027	– To improve OMM/OPP scores: • Increase scholarly activity in OMM/OPP. • Preceptor faculty development to increase OPP assessment in the community and assessment of student skills by preceptor clinical faculty. – Review OMS-III OPP/OMM to support student performance on COMLEX-USA Level 2 CE – Help students discern what should be used to study for COMLEX-USA – Review ACGME milestones to determine if curriculum modification needed and to improve transition to residency. – Improve students' awareness of risks of taking USMLE.

Goal 40.15

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.15	Professional Development- Assess and improve professional development measures in AZCOM students over the four-year curriculum.	Dean, Associate Deans, Dean of Students, and Clinical Faculty	2021	2026	– Professionalism is assessed by preceptor faculty and in some courses. Curricular mapping will assess any gaps in understanding or learning in this core competency. Focus on mapping this year. – Focus on patient-physician interaction simulations on health literacy, motivational interviewing, social media, and its use in medicine – Develop curriculum in the appropriate use of artificial intelligence in the care of patients. – Training in professional communication to, from, and between students. – Look at recommendations of the FCUME in regard to professional development and incorporate into professional development activities with our students as appropriate. – Better track unprofessional behavior to enhance professional development.

Goal 40.16

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.16	Wellness - Improve wellness in OMS-I and OMS-II student populations through assessment of curriculum and block schedules for courses and exams: • Efforts to create more organized messaging by text or email when students are in stressful periods (finals, post-rotation examinations, COMLEX-USA, match). **(Continued on Next Page)**	Dean AZCOM and CGS, Associate and Assistant Deans, and Clinical and Preclinical Faculty	2020	2027	– As the Curriculum Committee reviews the curriculum mapping, mindful changes can be made to reduce unneeded redundant curriculum. Also, more active learning can be incorporated into the time. – Decrease number of exams in years 1 & 2 by combining questions from all courses in a single, longer exam-this should improve wellness and help develop stamina for longer exams. – Curricular Revision and Assessment Task Force working between AZCOM and CGS to determine ways to improve delivery and maintain quality of education and help students understand their progression. – Expand Wellness Curriculum initiated for OMS-III students in 2022 to include 4th-year students (including a Wellness Day release from rotation responsibilities every other month and facilitated wellness curriculum) . **(Continued on Next Page)**

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.16	**(Continued from the previous page)** Wellness – Improve wellness in OMS-I and OMS-II student populations through assessment of curriculum and block schedules for courses and exams: • Do more frequent check-ins with OMS-III and OMS-IV students regarding wellness. • Create programming for third- and fourth-year students for trauma stewardship – discuss trauma, vicarious trauma, and self-care. • Create a Wellness Survey with Student Services to assess student wellness. • Create a Resiliency Forum virtually for OMS-III and OMS-IV students to attend.	Dean AZCOM and CGS, Associate and Assistant Deans, and Clinical and Preclinical faculty	2022	2026	**(Continued from the previous page)** – Work to create a facilitated Wellness Curriculum with a Wellness Day mid-quarter or a Decompression Day before finals week each quarter for first- and second-year students in the fall and spring quarters. Wellness days should not be bracketed by exams. – Review testing and decrease the number of tests in preclinical years. – Assess the educational environment from the viewpoint of the students and from the viewpoint of the faculty.

Goal 40.17

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.17	Support and grow ONMM Residency and other new residency programs starting with: • Improved employment of residents to the MWU MSC following the program.	Dean, MWU MSC, Assistant Dean, MWU GME Consortium, DIO, ONMM Program Director, and Chair OFCM	2021	2025	– Recruit NMM faculty in the clinic to be core faculty for the ONMM Residency. – Attempt to recruit two residents annually. – Provide osteopathic recognition programming through the ONMM program and increase its visibility with other programs – Update plan for strategic decision-making regarding starting new programs once all current programs are in continued accreditation status and have achieved osteopathic recognition. – Work with a hospital system to create transitional year residency training for unmatched students at the end of each year.

Goal 40.18

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.18	Admissions will remain robust and will target a diverse student population by enlisting AZCOM students and faculty to: • Provide education to junior high and high school students to make them aware of AZCOM. • Provide more interaction with university outreach in high school career week. • Incorporate AI to assess applications for grit and perseverance rather than using MCAT and GPA along for screening. • Redo all articulation agreements with local colleges and universities as part of the University creation of articulations. • Student ambassador outreach to pre-SOMA clubs or their alma maters to bring new admissions.	Deans of AZCOM and CGS, Associate Deans, the Admissions Department, the Admissions Committee, Student Admissions Ambassadors, and the Chair	2020	2026	– All articulation agreements with ASU, GCU, and Phoenix Christian will be updated. Additionally, articulation agreements will be sought with U of A, GCC, SCU, and NAU. – Collaborate with Admissions Dept to be sure AZCOM representatives are present when they meet with outside colleges/university students. – Manage international students more effectively. – Become a pilot site for the use of "Othot" for holistic admissions. – Consider University-wide visit days – take care with parking and space for activities to occur (classrooms and Sim Center). – First-generation mentorship program pre-BMS into CGS and CGS into AZCOM.

Goal 40.19

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.19	Research – Increase research activities of clinical faculty and increase clinical research opportunities for students by: • Increasing the number of clinical faculty sponsoring osteopathic students for Kenneth A. Suarez (KAS) research fellowships. • Creating a database of available clinical PIs for students to access	MWU MSC Medical Director, Chair and Vice Chair of the Dept of Osteopathic Family and Community Medicine, and Associate Dean for Academic Affairs	2021	2026	– Create start-up or incubator programs in labs or clinics with ongoing activities that students may enter and exit as they progress through their education. – Work with residencies to engage KAS scholars in their ongoing research projects. – Bring ORSP to a Huddle to do clinical faculty development on research and quality improvement projects. – Create research projects with Abrazo Central clinic faculty. – Compile a Canvas resource of publications and conventions where student work can be presented. – Work with the Clinical Research Club to help make opportunities for research available. – Work with local residency programs to develop case history report repository. – Present scholarly activity in a preceptor newsletter. – Increase opportunities for clinical research for the students. – Create a structure and budget to assist with page charges for students who have pending manuscripts.

Goal 40.20

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.20	Explore artificial intelligence and determine what osteopathic physicians should know.	Dean, Associate Dean for CGS, Associate and Assistant Deans, Chairs	2024	2026	– Develop protocols for the use of AI in medical education at AZCOM. – Develop protocols for AI use in MWU clinical settings. – Benchmark other institutions using or integrating AI – how is it used in our sponsored residency programs. – Identify and train several faculty superusers.

Goal 40.21

Goal	Operational Plan	Accountability	Initiate	Complete	Comments
40.21	Cultural Competency: • Make the Humanity in Medicine course more robust by developing a wellness curriculum in years 3 and 4 that is delivered similarly to the Humanity in Medicine course.	Deans and Chairs	2021	2025	– Bring an Nth Dimension skills program to campus in 2026 if all students can attend. – Review postings per COCA standards – Humanity in Medicine to become in-person live course.