

# PCOM 2020:

A Strategic Vision

## REPORT ON OUR ACCOMPLISHMENTS

In 2014, Philadelphia College of Osteopathic Medicine (PCOM) embarked on an ambitious mission—detailing long-range planning to support our collective aspirations toward a greater PCOM. A planning committee comprising 47 members from both campuses, representing faculty, staff, students, residents, trustees, and alumni led the way. After seeking widespread input from all College constituents, the planning committee set forth a five-year Strategic Plan to ensure that institutional goals and priorities would be tied to the College's mission.

Approved by the PCOM Board of Trustees in 2015, this plan identified five strategic themes that generated academic, experiential, and infrastructure growth from 2015–2020.

### THE THEMES WERE:

- Capitalizing on our osteopathic heritage
- Ensuring strength, consistency and quality in clinical training
- Expanding our educational mission and footprint
- Promoting our institutional identity and brand
- Positioning PCOM for growth, stability and reduced tuition dependency

**“These accomplishments are the result of countless hours of cooperation and collaboration across the entire PCOM family. We have much to celebrate with the conclusion of this planning period.”**

– Jay S. Feldstein, DO’81, President and CEO

## Strategic Theme One:

# CAPITALIZING ON OUR OSTEOPATHIC HERITAGE

**Strategic Vision:** PCOM will assume its position of national leadership in osteopathic thought, education and musculoskeletal therapies. Our leadership role will not be limited to maintaining the existing osteopathic tenets; it will involve them, expanding them to other healthcare providers, and incorporating them in interprofessional education. By generalizing the osteopathic concept and also focusing attention on the preventive, holistic and patient-centered aspects of osteopathic philosophy, we will make osteopathy more accessible to patients.

**As one of the oldest and most prestigious osteopathic medical schools in the United States, PCOM has always been a leader in teaching and training future osteopathic physicians. The plan directed that PCOM would expand that leadership to teaching and training across the healthcare system.**

## OUR ACCOMPLISHMENTS

### TEACHING

- Donald Allison, DO, taught osteopathic manipulative medicine in Germany.
- Lauren Noto Bell, DO, was awarded the 2017 Item Writer of the Year, COMLEX-USA Examination, Osteopathic Principles and Practice Award for excellence in writing test questions.
- The osteopathic perspective was integrated into the curriculum for physical therapy, a new program at PCOM Georgia.
- A task force devoted to interprofessional education (IPE) developed a mission statement that wove osteopathic concepts through the general education curriculum.

### TRAINING

- PCOM and Saint Joseph's University Haub School of Business partnered with the American Osteopathic Association to introduce the Executive MBA to a wider group of osteopathic physicians.
- PCOM Georgia developed a continuing medical education program emphasizing an interprofessional approach to pain management, including osteopathic manipulative treatment.

In April 2020, PCOM's DO programs were granted **"Accreditation with Exceptional Outcome."** The accrediting body congratulated PCOM on "achieving this impressive accreditation status," the highest level of accreditation granted to osteopathic medical programs. With this vote, PCOM has earned **10-year continuing accreditation.**

## Strategic Theme Two:

# ENSURING STRENGTH, CONSISTENCY AND QUALITY IN CLINICAL TRAINING

**Strategic Vision:** PCOM will build and maintain a national clinical training network that is a model of innovation, educational quality and efficiency and that provides extraordinary opportunities for PCOM graduates. PCOM will become the national pioneer in developing outpatient primary care graduate medical education programs with a focus on integrated care, preventative medicine, wellness and population health.

**Through a combination of technology, creativity and collaboration, the plan directed that PCOM would invest in virtual and blended learning, integrate training across the spectrum of health professionals, and expand the clinical network.**

## OUR ACCOMPLISHMENTS

### VIRTUAL/BLENDED LEARNING

- A virtual preceptor model was established across a multitude of clerkships on both the Philadelphia and Georgia campuses, including pediatrics, psychiatry, internal medicine and OB/GYN.
- The virtual reality system was implemented to provide additional support to medical students for COMLEX preparation.
- At PCOM Georgia, the new Simulation Center was completed and provides students the opportunity to practice clinical skills, develop crucial communication abilities and demonstrate that they have achieved clinical competence.

### INTERPROFESSIONAL EDUCATION

- Various training opportunities were integrated across the spectrum of programs:
  - + Behavioral health training was integrated into the Philadelphia-based healthcare centers.
  - + Small group sessions involving students in the osteopathic medicine, physician assistant studies and psychology programs were increased.

- The Office of Interprofessional Education was created at PCOM Georgia to encourage the development of critical thought, clinical reasoning, and collaboration among students in a holistic patient-centric environment.

- The Office of Diversity and Community Relations spearheaded efforts to introduce cultural competency, gender and LGBT issues into the interprofessional education curriculum.

### CLINICAL NETWORK EXPANSION

- Core clinical campus (CCC) development was a hallmark of the PCOM2020 plan:
  - + CCC programming was expanded to accommodate 52% of the Philadelphia DO M3 class.
  - + In 2019, PCOM partnered with Bayhealth Hospital in Delaware to provide two CCC sites, available to students studying in both Philadelphia and Georgia.
  - + Beebe Health System in Delaware was also secured as a CCC.
- An agreement was secured with Einstein Medical Center Philadelphia for an increased number of rotations for physician assistant students.

# Strategic Theme Three:

## EXPANDING OUR EDUCATIONAL MISSION AND FOOTPRINT

**Strategic Vision:** PCOM will grow with vision and purpose to expand educational programs and instructional locations that will reach more health-professions students in multiple regions while supporting a robust university infrastructure. PCOM will maintain a campus environment and resources for students that will optimize the PCOM educational experience and enhance career opportunities for our students.

**PCOM sought to expand its footprint both geographically and digitally through the development and launch of new educational programming. A focused effort to recruit a more diverse student body was begun to ensure that future healthcare professionals would more closely reflect the patient population they will serve.**

## OUR ACCOMPLISHMENTS

### MISSION EXPANSION

- The Office of Diversity and Community Relations and the Office of Admissions established an affiliation with Cabrini University, a faith-based and emerging Hispanic-serving institution in the Philadelphia region.
- A yield rate of 89% for Latino applicants was achieved in 2017-2018, and applications from prospective students identifying as Latinos increased by 20% in 2017.
- Additional scholarship dollars were allocated by the PCOM Foundation Board of Trustees to recruit underrepresented students in medicine and health fields.

### STUDENT SUPPORT EXPANSION

- Mental health counseling services for students were expanded with the addition of both personnel and access to a telepsychiatry service.
- Financial literacy programming and personnel were increased to continue to assist students with minimizing debt.
- PCOM enhanced academic support and career planning services at all campus locations.

### GEOGRAPHIC EXPANSION

- On August 6, 2019, PCOM South Georgia welcomed 59 osteopathic medical students to a brand new facility in Moultrie, Georgia.
- The first class of biomedical sciences students is slated to begin in the fall of 2020.

# OUR ACCOMPLISHMENTS (cont'd.)

## PROGRAMMATIC EXPANSION

- New program offerings created:
  - + College of Osteopathic Medicine
    - » Executive MBA for alumni in partnership with St. Joseph's University Haub School of Business
  - + School of Health Sciences
    - » Doctor of Physical Therapy at PCOM Georgia
    - » Master of Science in Physician Assistant Studies at PCOM Georgia
    - » Biomedical Sciences concentration and certificate in Medical Simulation
  - + School of Professional and Applied Psychology
    - » Certificate in Applied Behavioral Analysis (online)
    - » Master of Science in Public Health Management and Administration

## RESEARCH PARTNERSHIPS

- PCOM and Organic Remedies entered into a strategic partnership dedicated to health outcomes-based research involving cannabinoids and medical marijuana. The parties signed a long-term research agreement to study therapeutic applications of medical marijuana, which provides PCOM with \$1.5M in funding to conduct the research. Initially, their research will focus on chronic pain and opioid management, the drug's impact on behavioral health and quality of life, and trends in usage.
- The School of Professional and Applied Psychology was awarded a \$5.5M contract from the Patient-Centered Outcomes Research Institute to study the effectiveness of psychosocial treatments for individuals receiving medication assisted treatment for opioid use disorder at four federally qualified health centers.



## Strategic Theme Four:

# PROMOTING OUR INSTITUTIONAL IDENTITY AND BRAND

**Strategic Vision:** PCOM will enjoy an enhanced national reputation that connotes tradition, strength, student and faculty diversity, variety of programs, educational excellence, innovation and a core foundation as the leader in student-centered education and community-based primary health care.

**PCOM implemented a comprehensive branding campaign that was informed by research, designed for specific audiences and received with tremendous acclaim. The institution's website, [www.pcom.edu](http://www.pcom.edu), was similarly refreshed and provides updated content within a structure that is easy to navigate.**

## OUR ACCOMPLISHMENTS

### IDENTITY

- With the expansion into South Georgia, an institution-wide naming identity system was developed to better align the locations with one another and with the markets in which they operate.
  - PCOM
  - PCOM Georgia
  - PCOM South Georgia

### BRAND

- In partnership with 160over90, a full-service creative agency, PCOM's Office of Marketing and Communications conceived and executed an award-winning brand. This is a sample of the office's awards from 2018-2019:
  - Gold Award: Integrated Marketing Campaign for the PCOM Brand Awareness Campaign from the Higher Education Marketing Report - Educational Advertising Awards

- + Silver Award: Website for the PCOM Homepage Redesign from the Higher Education Marketing Report
- + First Place Award: Brand Awareness Campaign for the PCOM Brand Awareness Campaign from the American Association of Colleges of Osteopathic Medicine (AACOM) - Excellence in Communications Awards
- + First Place Award: Website for the PCOM Homepage Redesign from the AACOM Excellence in Communications Awards

- As the recipient of the Higher Education Excellence in Diversity Award (HEED) every year since 2016, PCOM is one of the few osteopathic medical schools that have raised its profile as a leader in advancing diversity, equity and inclusion.

## Strategic Theme Five:

# POSITIONING PCOM FOR GROWTH, STABILITY AND REDUCED TUITION DEPENDENCY

**Strategic Vision:** PCOM will reduce tuition dependency while ensuring ongoing financial support for the mission by operating at peak efficiency and developing additional revenue streams.

**The plan directed PCOM to diversify its revenue streams through private and public support and to maintain its long-standing tradition of being an effective steward of the institution's resources.**

## OUR ACCOMPLISHMENTS

### PRIVATE SUPPORT

- A restructured and revitalized Office of Institutional Advancement resulted in:
  - + Record-setting fundraising totals for the last few years: growing from \$3M in FY16 to nearly \$7M in FY20.
  - + 100% financial support from the PCOM Board of Trustees and the Executive Leadership Team from FY16 to FY20.
  - + Double-digit growth in various measures of alumni engagement, including volunteerism, social media activity and events.

### PUBLIC SUPPORT

- Focusing PCOM's efforts in the State of Georgia was particularly advantageous:
  - + In support of PCOM South Georgia:
    - » \$1.5M from the Moultrie-Colquitt Economic Development Authority
    - » \$1M from the Colquitt County Board of Commissioners
    - » \$500,000 from the City of Moultrie
  - + In support of PCOM's efforts throughout the state, appropriations authorized from the Georgia General Assembly from FY15 through FY20 totaled \$2.9M.

### EXTERNAL INVESTMENTS

- In 2016, the College committed \$5M to a venture capital fund in an effort to stimulate entrepreneurship in the field of health care, with a focus on primary care. The Primary Care Innovation Fund, an entity structured separately from the College, underscores PCOM's commitment to the advancement of knowledge and intellectual growth.
- PCOM was a co-lead investor in vybe Urgent Care, along with NewSpring Health Capital. Funds from the investment enabled vybe to expand its geographic footprint and service offerings. The arrangement also provided a unique educational and training opportunity for the College's fourth-year osteopathic medical students and second-year physician assistant studies students as part of a new, elective clinical rotation in urgent care.
- Formerly a senior housing facility, PCOM began the process of converting the Overmont building into apartments in 2019. When completed, this property will offer over 200 units for rent at affordable rates.

“The PCOM 2020 strategic plan set a meaningful course for growth and improvement. It impacted every facet of the institution, and I am tremendously proud of all that we have achieved.”

– Jay S. Feldstein, DO’81, President and CEO

While this strategic plan formally ended at the close of the 2020 fiscal year, PCOM will continue to assess the outcomes and build upon what has been accomplished. A transparent and collaborative approach to setting new priorities has already begun, and PCOM will continue to identify opportunities to solidify its position as a leader in osteopathic medicine, health and behavioral health.

## PCOM WILL CONTINUE TO SHAPE THE FUTURE OF HEALTH.

