



Meritus School of Osteopathic Medicine

Strategic Plan: 2023 – 2029

Meritus School of Osteopathic Medicine (MSOM)

Strategic Plan 2023-2029

Mission

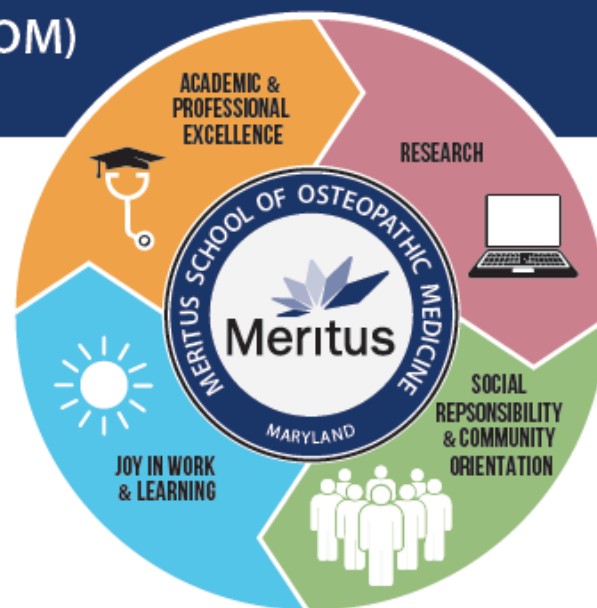
Prepare future generations of physicians who are professionally accomplished, socially responsible and community oriented.

Vision

To be a leader in community-based medical education.

Values

- I - Inclusiveness and Diversity are fostered in our culture.
- A - All-in for learning and outcomes for our students, faculty, preceptors and community.
- C - Caring for the community through social responsibility and community orientation.
- T - Thought leadership exhibiting innovative insights and engaging one-another in expressing our expertise in medicine, humanity and community.



Goal Area	Goals to Reach by 2029	Measure	Short Term Actions
Academic and Professional Excellence	Have above average board pass rates for osteopathic medical schools	Board pass rates and match rates as compared to all osteopathic medical schools, including regular monitoring and continuous improvement	Develop curriculum based on evidence of what works best (Example: virtual anatomy)
	Expand residency program to achieve at least 20 annual PGY1 residency spots by 2029	Total number of PGY1 residents in our region	Launch psychiatry and general surgery residencies in 2025 Double the family medicine residency size
Research	Engage students in community based research related to topics of social responsibility	Over the first 5 years of operation, continuously increase the total number of annual community-based research publications on topics of social responsibility	Begin developing a community based research network
	Build a research department that is self-sustaining through grant funded studies aligned with our mission	The research department breaks even by year 5. Monitored for continuous improvement in total grant dollars received annually	
Social Responsibility and Community Orientation	Recruit faculty and students who are aligned with MSOM's mission of socially responsible and community oriented physicians	50% of students will have a home address in Maryland or within 100 miles of our campus	Develop pathways programs with regional colleges
	Train Students who go on to practice in rural and underserved communities	Number of clerkships in rural and underserved areas are more than 50%	Clerkship development and preceptor recruitment in rural and underserved areas
	Develop student competency in equity, and social determinants of health	All students document a learning activity/experience to help address social determinants of health in the community they serve	Develop programs for loneliness, food insecurity and health literacy to be used for student experiences
Joy in Work and Learning	Foster a culture of inclusion	Survey of students measuring "How well does MSOM foster a culture of diversity and inclusion?" to achieve 75% top box and monitored for continuous improvement	Plan training courses for cultural awareness and unconscious bias Plan support systems for students
	Faculty and Staff are racially and ethnically representative of our community	Self-identified race/ethnicity data from staff are at least as diverse as the census for Washington County MD	Recruiting with a focus on diversity
	Promote a positive environment for student learning and wellbeing	Student survey measuring "I have the tools to be successful in my education" and "I am maintaining a positive attitude" both with top box greater than 50% and continuously monitored for improvement	Develop training for students on coping skills, stress management, and self-empowerment with the goal of teaching students how to take ownership of their own wellbeing

Executive Summary

By following the steps outlined in this plan over the next decade, the Meritus School of Osteopathic Medicine (MSOM) intends to fulfill our mission of preparing academically accomplished, community oriented, and socially responsible physicians. Beginning with our pursuit of osteopathic accreditation and the building of a state-of-the-art academic hall, the institution is rapidly laying down the foundations that will enable the attainment of long-term strategic goals. Integrating a top-notch medical education with a community-oriented culture is no small undertaking and cannot be achieved overnight. Through this notion, we have set our strategic plan in motion defined by four core areas of interest:

1. Academic and Professional Excellence
2. Research
3. Social Responsibility and Community Orientation
4. Joy in Work and Learning

It is through attaining the goals in each of these four distinct areas that MSOM's success will be predicated. Having been initially reviewed and approved by MSOM's Board of Directors in January 2023, MSOM senior leadership has set what is to be the blueprint for creating an excellent, community-oriented institution of learning.



Groundbreaking ceremony for the MSOM academic building

Strategic Goals

MSOM’s strategic plan encompasses four primary pillar areas serving as the guiding force to the specific institutional goals. Each of the four areas bears the same degree of weight and pertinence to MSOM’s pursuit of its institutional mission. MSOM’s identity will be forged in accordance with institutional performance in these areas and the goals inherent to them.

Strategic Goal Area #1: Academic and Professional Excellence

- **Goal by 2029:** Have above average board pass rates for osteopathic medical schools
 - **Measure of success:** Board pass rates and match rates as compared to all osteopathic medical schools, including regular monitoring and continuous improvement will surpass the median for the industry.
 - **Short-term action by 2025:** Develop a robust Team Based Learning curriculum based on evidence of what works best. As such, we will most optimally put our students in positions in which they are set up for success.
 - **Intermediate-term action by 2027:** Measure step 1 scores for the first class of students, learn areas of strength and weakness across the class, and tailor curriculum to strengthen any areas in need of correction.
- **Goal by 2029:** Expand residency program to achieve at least 20 annual PGY1 residency spots by 2029
 - **Measure of success:** The total number of PGY1 residents in our region.

- **Action Matrix**

Year	Program	PGY1 Goal	Location
2025	Psychiatry	4	Meritus / Brook Lane
2025	General Surgery	4	Meritus
2026	Family Medicine	12 (6 additional)	Meritus
2027	Internal Medicine	10	Meritus
2028	Anesthesia	2	Meritus
2028	ED Fellowship	1	Meritus
2028	Internal Medicine	5	Community Partners
2029	Family Medicine	12	Community Partners

Total new PGY1 stretch goal: 50

Strategic Goal Area #2: Research

- **Goal by 2029:** Engage students in community-based research related to topics of social responsibility
 - **Measure of success:** Over MSOM’s first 5 years of operation, continually increase the total number of annual community-based research publications on topics of social responsibility.
 - **Short term action: 2025** – Achieve at least 1 grant funded research project before the start of the first academic year.
 - **Intermediate action: 2027** – Ensure all students have completed scholarly research activity before entering clinical rotations.

Strategic Plan: 2023 - 2029

- **Measure of success:** MSOM's research department receive enough grant funding to cover department staff cost by year 5. Progress will be monitored for continuous improvement in accordance with the total sum of grant dollars received on an annual basis.
 - **Short-term action: 2025** – Achieve at least 1 grant funded research project before the start of the first academic year.

Strategic Goal Area #3: Social Responsibility and Community Orientation

- **Goal by 2029:** Recruit faculty and students who are aligned with MSOM's mission of socially responsible and community-oriented physicians
 - **Measure of success:** 50% or more of MSOM students will have a home address within 100 miles of our campus.
 - **Short-term action: 2024** – Forge pathway programs with at least 5 regional colleges and universities to attract and subsequently retain talented students.
- **Goal by 2029:** MSOM will train students who go on to practice in rural and underserved communities
 - **Measure of success:** Number of clinical clerkships in rural and underserved areas amount to 50% or more of total placements.
 - **Short-term action: 2025** - Recruit and develop the majority of our preceptors at our affiliate sites in rural and underserved areas. Foster robust faculty development for the identified individuals.
- **Goal by 2029:** Develop student competency in equity and the social determinants of health
 - **Measure of success:** All students will be required to document a learning activity or experience to help address the impact of the social determinants of health in the community that they serve.
 - **Short-term action: 2024** – MSOM will develop community-gearred programs to address the issues of loneliness, food insecurity and health literacy. These will provide student experiences for our first class of matriculants.

Strategic Goal Area #4: Joy in Work and Learning

- **Goal by 2029:** Foster an institutional culture of inclusion
 - **Measure of success:** Conduct a survey of students that poses the question, *“How well does MSOM foster a culture of diversity and inclusion?”* MSOM will look to achieve 75% or greater top box and performance will be monitored and assessed for continuous improvement.
 - **Short-term action: 2025** – Merits will develop these training courses by testing them with clinical staff before students arrive. Additionally, MSOM will

Strategic Plan: 2023 - 2029

establish support systems for students to establish that they will be immersed in an environment that truly cares for their health and well-being as students.

- **Goal by 2029:** MSOM faculty and staff will be racially and ethnically representative of the Hagerstown community.
 - **Measure of success:** The self-identified race/ethnicity data from MSOM staff are to be at least as diverse as the census data for Washington County, Maryland.
 - **Short-term action: 2025** – As MSOM navigates the complexities associated with faculty and staff recruitment, there will be a concerted emphasis placed on cultivating a diverse pool of applicants. Rooney Rule will be implemented for all positions if initial 20 hires are not representative of the community.
- **Goal by 2029:** Promote a positive environment for student learning and well-being
 - **Measure of success:** Conduct a survey of students that poses the question, *“I have the tools to be successful in my education”* and *“I am maintaining a positive attitude.”* MSOM will look to achieve top box of 50% or greater for both questions and performance will be monitored and assessed for continuous improvement
 - **Short-term action: 2025** – MSOM will develop training for students that will delve into coping skills, stress management, and self-empowerment with the overall goal to empower students to take ownership of their personal well-being.