

# Painting a Brighter Healthcare Future for All



Frank H. Netter MD School of Medicine at  
Quinnipiac University  
2023-2028 Strategic Plan

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## Introduction and Guiding Principles

Our school's story began in 2010, when Quinnipiac University announced plans to create a community-based medical school with an emphasis on primary care. Shortly thereafter, we welcomed our founding Dean, Dr. Bruce Koeppen, our inaugural leadership team, and founding faculty, and our first hospital partner, St. Vincent's Medical Center. Through a major gift from Barbara and the late Edward Netter, our school was named after Dr. Frank H. Netter, a physician and famed medical illustrator whose renowned anatomical illustrations and paintings have inspired generations of healthcare professionals. In 2013, QU Netter's inaugural class matriculated and in 2017, we received full accreditation from LCME and graduated our first class. In the decade since our founding, we have remained steadfastly dedicated to educating future physicians within a student-centered educational model that fosters humanism in medicine. Our commitment to humanism is rooted in the art of our namesake, Frank H. Netter, M.D.

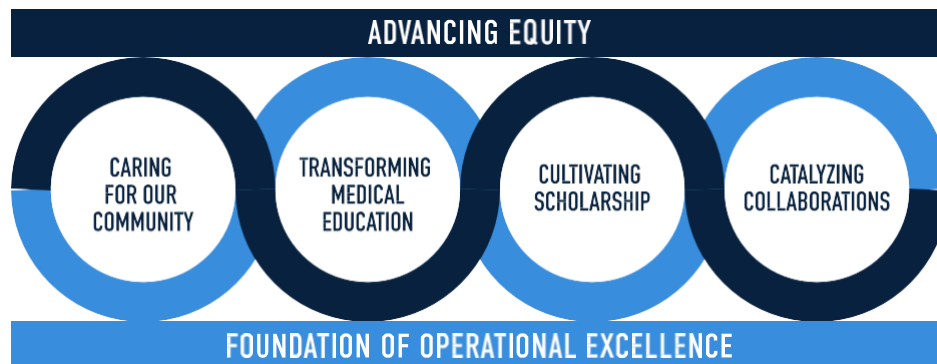
In 2019, we unveiled our first strategic plan, "Better Netter '23," which included five key focus areas: *Administrative Effectiveness, Clinical Faculty, Faculty Scholarship, Curriculum, and Student Experience*. This strategic plan helped us achieve our near-term ambitions as a growing new medical school – and many important milestones were realized along the way. Our new strategic plan – **Painting a Brighter Healthcare Future for All** – builds on the progress of our first strategic plan and paves the way for the second decade of our School. Through this plan, we will build on Netter's foundation of strength in medical education while cultivating scholarship and building deeper community engagement to enable an even greater impact in our second decade.

The convergence between the critical juncture of our first and second decades as a new medical school amidst the ushering in of a new phase in the COVID-19 pandemic provided an opportune time — and vital need — for a new strategic plan. Grounded in this context, our new plan defines an ambitious and pragmatic vision and direction for the next five years while setting the stage for our school to be a leader in addressing inequities in education and healthcare that were both exposed and exacerbated during the pandemic.

Thus, guiding our strategic plan and our long-term vision for QU Netter are three principles, rooted in the pursuit of equity: **Equity in Medical Education, Health Care, and Community Health and Well-Being**.



In support of these guiding principles, our new plan identifies four focused strategic priorities – *Caring for Our Community*, *Transforming Medical Education*, *Cultivating Scholarship*, and *Catalyzing Collaborations* – and a singular cross-cutting priority – *Advancing Equity*. We have also identified key execution capabilities that will be critical to a strong foundation of *Operational Excellence* as we seek to achieve our priorities and realize our potential of expanding access to medical education and to equitable healthcare.



With this new strategic plan, we both celebrate the immense progress since our founding in 2010 and outline a bold vision to achieve new heights in our second decade. Four years after publishing our first strategic plan – a plan that played a critical role in establishing Netter’s foundation, defining our school’s overarching mission, and articulating a set of foundational priorities – we are ready to begin a new chapter in the story of Netter’s development. **Painting a Brighter Healthcare Future for All** articulates our intent to continue our journey of excellence in medical education while expanding our educational footprint, cultivating scholarship, and deepening and broadening our commitment to caring for our internal and external communities.

We are excited to enter this next chapter of our growth and development, and we look forward to having all members of our community join us on this journey as we boldly paint a brighter future, together.

## Alignment with QU Strategic Plan

Our school's strategic priorities are well aligned with the university's broad goals articulated in "The University of the Future" strategic plan. To help illustrate the myriad of connection points between the two strategic plans, we have included the below visual that maps our strategic priorities (in gray) to the four goals articulated in the Quinnipiac University strategic plan. As we progress in each of our priority areas of focus, we will work together toward our shared goals and aspirations to paint a brighter future for our students, graduates, faculty, staff, and local and global communities.



## Five-Year Vision Statement

### VISION

***To advance health by leading the next generation of transformative medical education, impactful scholarship and community care in our second decade***

## Strategic Priorities and Signature Initiatives

QU Netter's strategic plan identifies four focused priorities that will enable Netter to enhance its ability to serve our students and our communities. These priorities – *Caring for Our Community*, *Transforming Medical Education*, *Cultivating Scholarship*, and *Catalyzing Collaborations* – highlight broad areas of focus that, powered by a set of signature initiatives, will advance this vision for the next five years.

The strategic plan also identifies a singular cross-cutting priority – *Advancing Equity* – that infuses the four focused priorities and ensures that our collective work moves us further along our desired path of advancing equity in medical education, health care, and community health & well-being.



### Caring for Our Community



QU Netter will **promote the health, well-being, and success of our internal and external communities**, being mindful of the importance of securing our own oxygen masks so that we can sustainably assist and support those surrounding us, including our patients and our communities.

We will achieve this by supporting the well-being and career development of our faculty, staff, and students. We will develop fostering authentic participatory community engagement and dialogue to better identify the needs of our community and to learn how we can successfully partner to address them. We also aspire to build on our new university-wide strategic partnership with Hartford HealthCare.

More broadly, we will explore partnership models for a clinical faculty practice over the long term to broaden our community impact and offer greater point-of-care, interdisciplinary learning opportunities to our students.

### ***Signature Initiatives in Support of Caring for Our Community***

- **Promote Well-Being:** Advance faculty, staff, and student well-being and integration of life, work, and study through strategies including increasing faculty and staff capacity, filling vacant positions, and reducing faculty time spent on administrative and compliance tasks.
- **Encourage Participatory Engagement:** Nurture our surrounding communities through meaningful and participatory engagement that advances equitable health and well-being.
- **Invite Community Dialogue:** Create a Community Advisory Board to facilitate patient education and support, improve communication between QU Netter and its surrounding community, and coordinate community activities.
- **Broaden our Community Impact:** Explore partnership models for an interprofessional clinical faculty practice that successfully integrates technology with humanistic, patient-centered care.
- **Strengthen Professional Development:** Enhance professional development and career advancement opportunities for staff and faculty to promote retention and employee satisfaction, including establishing succession plans and creating leadership pathways.
- **Advance Alumni Engagement:** Enhance the alumni experience and foster lifelong engagement with QU Netter in coordination with the QU Centennial Campaign, including creating opportunities for Netter alumni to engage with the School through mentoring students and guest lecturing.

## **Transforming Medical Education**



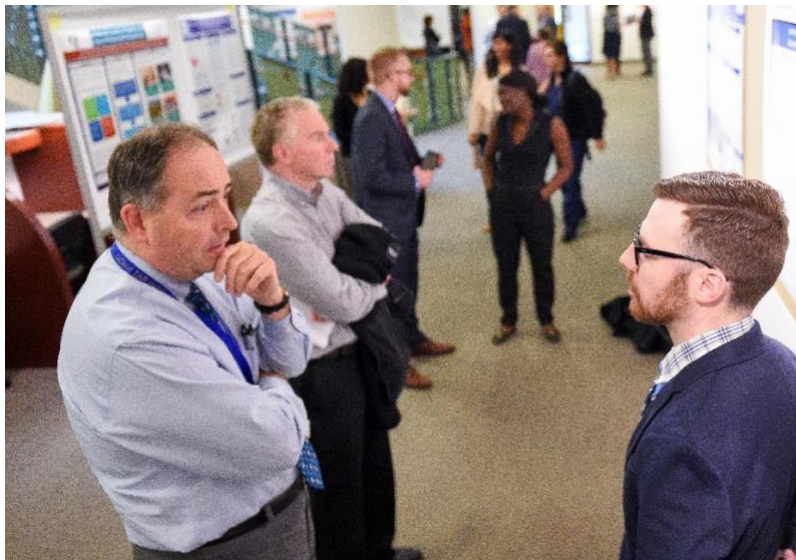
Our medical students are at the core of QU Netter's mission. In service of this mission, we will continue to **offer an engaging, collaborative, and inclusive medical education program that prepares students to thrive in their professional roles throughout their careers.** The QU Netter model for student education includes early clinical exposure, completion of a 4-year scholarly project, co-location with other health sciences schools at QU, and learning in a broad clinical network in the community. QU Netter will build on its record of excellence in medical education to continue to strengthen patient-centered learning and care with a focus on both technology and humanism.

We will achieve this goal through innovation in curricular design, delivery and learning modalities, strengthening team-based and hands-on learning, and supporting ways to expand access to medical education to more students including underrepresented minority students.

### ***Signature Initiatives in Support of Transforming Medical Education***

- **Promote Student Success:** Deliver innovative medical education that instills our students with the attributes needed to succeed as team-based, compassionate, and equity-advancing physicians who will thrive in medical school and beyond. We will build on the success of our current approach by expanding innovative curricula such as the Coaching for Adaptive Learning course, further engaging students in the co-development of the curriculum, and evaluating the impact of all endeavors on well-being and equity.
- **Innovate in Medical Education Design and Delivery:** Enhance curricular design, instructional methods, assessment, and educational scholarship, including the development of innovative curricula such as visual thinking strategies in medical education, interprofessional communication for the health professions, and initiatives at the intersection of humanistic medicine and technology, such as integrating geospatial data in examining social determinants of health.
- **Continue to Advance Teaching Excellence:** Foster excellence in teaching among QU Netter faculty through rigorous faculty development, digital badging, and comprehensive curricular evaluation to reinforce the commitment to continuous quality improvement in education.
- **Strengthen Experiential Learning:** Increase access for students to engage in robust clinical learning experiences with diverse patient populations, enhanced team-based interprofessional education, and expanded simulation training through the QU Netter Standardized Patient and Assessment Center.
- **Diversify Student Pathways:** Strengthen student pathways into medical school through community outreach and partnerships with local secondary schools, undergraduate programs at QU, and other regional institutions.
- **Contribute to Diversification of Workforce:** Increase faculty and staff numbers, enhance infrastructure, and grow clinical capacity to explore expansion of UME and GME.

### **Cultivating Scholarship**





Building on our existing scholarly activities and expanding into new, mission-aligned areas, **QU Netter will foster research and scholarship that will advance the health and well-being of patients and communities.** We will achieve this objective by providing faculty with greater research support, strengthening intra-school coordination, and collaborating across our university and with our clinical partners. We will also launch an interdisciplinary Institute on Health Equity to contribute to the understanding and mitigation of health disparities in Connecticut and beyond.

### ***Signature Initiatives in Support of Cultivating Scholarship***

- **Identify Mission-Aligned Research Activities:** Identify additional focused research priorities that align with our school's mission and vision.
- **Empower and Support Netter Faculty:** Recruit, nurture, and retain research faculty to build an inclusive community of scholars and provide faculty with support to foster their scholarly activity, including administrative support, grant writing support, pilot grants, and facilities funding.
- **Advance Health Equity:** Establish an interdisciplinary Health Equity Institute to promote research, scholarship, and community engagement in this area.
- **Coordinate Scholarly Activity:** Create a dean-led Office of Scholarship to provide strategic direction, clarify faculty responsibilities for research, and coordinate research activity across the School in order to build on existing strengths in educational scholarship and foster basic sciences and clinical research.
- **Diversify Research Funding:** Pursue opportunities for externally funded research in collaboration with clinical partners that play to our existing and emerging strengths in areas such as educational scholarship, health equity, and other defined areas.
- **Enhanced Support of Medical Student Scholarship:** Promote medical student research through expanded mentorship and other avenues in order to strengthen students' preparedness for residency and beyond.

### **Catalyzing Collaborations**



Recognizing that we alone cannot accomplish our aspirations, **QU Netter will serve as a catalyst – within Netter and across QU and with our partners – in igniting interdisciplinary collaborations in education, research, and scholarship, and advancing innovative community partnerships.**

We will achieve this by strengthening external partnerships, collaborating on IPE design and delivery, and exploring and co-launching interdisciplinary graduate programs with other QU schools and colleges.

### **Signature Initiatives in Support of Catalyzing Collaborations and Partnerships**

- **Build Partnerships in Pursuit of Humanistic Healthcare:** Expand and strengthen partnerships with health systems, corporations, foundations, community organizations, and others to advance humanistic healthcare and expand QU Netter’s clinical footprint.
- **Collaborate in IPE Design and Delivery:** Become a national leader in innovative IPE curricular design and delivery both in the classroom and at the point-of-care.
- **Promote Cross-Campus Collaboration:** Co-create innovative interdisciplinary graduate programs at Quinnipiac in Health Management, Health Informatics, and related disciplines.

## **Advancing Equity**



Grounded in our commitment to fostering an inclusive culture of belonging, **QU Netter will promote equity, inclusion, and diversity, and foster internal and external community engagement.** We will achieve this goal in collaboration with our inaugural Associate and Assistant Deans for Equity, Inclusion, and Diversity (EI&D) to promote equitable access to education and healthcare and strengthen EI&D awareness and competencies among our faculty, staff, and students. We will also recognize that advancing equity, inclusion, and diversity is everyone’s responsibility across our organization.

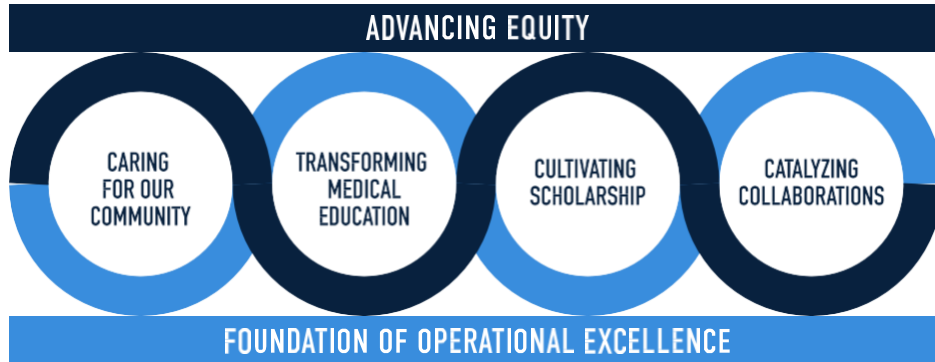
### **Signature Initiatives in Support of Advancing Equity**

- **Advance Equity:** Promote equitable access to medical education and healthcare and increase the School’s impact on vulnerable populations through health equity research, clinical activities, and community engagement.
- **Foster Inclusive Communication:** Collaborate with the inaugural Associate and Assistant Deans for EI&D to strengthen internal communication and visibility around QU Netter’s intentional commitment to EI&D and increase opportunities for in-person, two-way engagement.
- **Enhance EI&D Training:** Provide faculty, staff, and student EI&D education and training to foster an inclusive culture of belonging, mutual respect, and support.
- **Expand Pathways to Medical Education Leadership:** Explore the development of a medical education leadership certificate offering for QU Netter faculty, staff, and the community in order to create leadership pathways for medical education administrative roles.
- **Launch an MPH Program:** Build an innovative, contemporary MPH program that provides a distinctive track in Health Equity and Social Justice.

## Enabling Capabilities

In support of the four focused and one cross-cutting priorities, our strategic plan is dependent upon a firm operational foundation. Toward this end, *Enhancing Operational Excellence* highlights critical resources, infrastructure, and processes that will support Netter's vision for the next five years. To ensure we achieve our bold aspirations, the School will undertake various initiatives and dedicate resources to advancing Netter's operational maturity.

### Enhancing Operational Excellence



As QU Netter enters its second decade, the School continues to mature its operations and capabilities. In this context, **QU Netter will operate upon a foundation of organizational excellence, shared governance, financial stewardship, and an entrepreneurial spirit to ensure a highly effective and sustainable organization.** We will achieve this goal by diversifying revenue sources, enhancing infrastructure and technology, and continuing to engage in process and policy improvement efforts.

#### ***Signature Initiatives in Support of Enhancing Operational Excellence***

- **Promote Greater Awareness:** Optimize communication across the QU Netter community and strengthen clarity of academic and administrative roles and responsibilities.
- **Diversify Revenues to Re-Invest in Core Missions:** Diversify and expand revenue sources, including creating a more robust fundraising strategy, increasing research grants and contracts revenues, adding new degree (MPH) and certificate programs expansion of GME, and exploring the creation of a practice plan.
- **Enhance Operational Maturity:** Advance operational maturity and invest in QU Netter's infrastructure, particularly in areas such as technology and data management systems.
- **Increase Efficiency and Effectiveness:** Improve policies and procedures to enhance faculty and staff engagement and promote a culture of performance excellence.

## Success Measures

QU Netter will measure the strategic plan's success through its impact on the School's community members. Netter leadership has identified a set of key metrics to track progress against each of the strategic priorities and the enabling capability. As we work together to accomplish our goals and to identify new initiatives in pursuit of our vision and ambition, we may consider additional metrics to evaluate and illustrate our success.

- *Caring for Our Community* – creation of a Community Advisory Board; enhanced engagement as measured by the AAMC StandPoint survey; and support for faculty and staff well-being, and career advancement programs.
- *Transforming Medical Education* – enhanced excellence and innovation in our medical education programs, as measured by student learning outcomes, student well-being metrics, student and graduate satisfaction with their QU Netter education, and accreditation; educational scholarship; expansion of graduate medical education programs; and enhanced staffing to support new initiatives.
- *Cultivating Scholarship* – launch of a Health Equity institute; establishment of an Office of Scholarship led by an Associate Dean for Scholarship; new programs to support faculty research and scholarship; number of faculty participating in scholarship, number of publications, number of grants submitted and obtained.
- *Advancing Equity* – progress against DICE Inventory benchmarks including increasing representation of diverse students, faculty, and staff; and faculty and staff recruitment and retention rates; development of an MPH program with a track devoted to Health Equity and Social Justice.
- *Catalyzing Collaborations* – number of new and expanded existing partnerships, and number of interdisciplinary graduate programs.
- *Operational Excellence* – diversified revenue sources as measured by increase in gifts and endowment, grants and contracts awards, and partnership funding; enhanced operational maturity as measured by process efficiency and enhancements to infrastructure.

## Conclusion

With this new strategic plan, Netter aspires to broaden our impact on our students, our faculty and staff, and our community, and to work together toward a more equitable healthcare future. As we enter this next phase of growth, the Netter community has an exciting opportunity to build on our strengths and become a leader in advancing equitable health by leading the next generation of transformative medical education, impactful scholarship, and community care.

**Painting a Brighter Healthcare Future for All** identifies four priorities — and a cross-cutting priority of Advancing Equity — that will help us achieve this vision and to fulfill our guiding principles of fostering equity in education, health care, and community health and well-being:

- *Caring for Our Community* – promoting the health, well-being, and success of our internal and external communities.
- *Transforming Medical Education* – offering an engaging, collaborative, and inclusive medical education program that prepares students to thrive in their professional roles throughout their careers.
- *Cultivating Scholarship* – fostering innovative research and scholarship that will advance the health and well-being of patients and communities.
- *Catalyzing Collaborations* – serving as a catalyst for igniting interdisciplinary collaborations in education, research, and scholarship, and advancing community partnerships.
- *Advancing Equity* – promoting equity, inclusion, and diversity, and fostering internal and external community engagement in all facets of medical education and scholarship.

To advance these priorities, we invite all our community members to champion this new plan, and act as agents of change by contributing to the execution of our priorities and by identifying new and creative initiatives that achieve our objectives over the next five years. Together, we will build on our existing capabilities and make strategic investments in our people and our evolving infrastructure to expand our impact on advancing equity in medical education, health care and community health and well-being.

QU Netter and our community members share in the prospect of a bright future as we enter our second decade. In the coming months and years, we will work collaboratively to execute our priorities and initiatives so that together we can paint a brighter, more equitable future for decades to come.

## Appendix

### *OUR STRATEGIC PLANNING PROCESS*

Netter's strategic planning process was a broad and inclusive effort that engaged a diverse set of faculty, staff, medical students, alumni, hospital partners, and other community partners. An 11-person Steering Committee was charged with leading this effort, supported by higher education consultants from Huron. The Dean of the Frank H. Netter MD School of Medicine, Dr. Phillip Boiselle, oversaw the strategic planning process and provided guidance to the Steering Committee in the drafting of the strategic plan framework and document.

To inform the strategic plan's development, the Steering Committee, composed of Netter faculty and staff, participated in monthly milestone meetings, reviewed market and internal data and findings, engaged various members of Netter's community, facilitated the discovery of ideas and opportunities, and guided the development of the draft strategic plan.

Throughout this process, the Steering Committee engaged the School's diverse internal and external community members to develop a strong current state of understanding through a series of focus groups, surveys, and interviews. The Committee also reviewed a market and benchmarking analysis, which explored trends in medical education in the context of Netter's peers. Information gathered and input received is reflected in the vision, priorities, and initiatives included in this strategic plan. In the Fall of 2023, Netter leadership will launch a separate community-engaged process to revise Netter's mission statement and core values.

Following the unveiling of the strategic plan, Netter will provide opportunities for ongoing community engagement and feedback, and identification and incorporation of new initiatives to achieve our ambitions. This strategic plan is designed to be a living document that will integrate, reflect, and advance Netter's vision and ambitions for the next five years.

### *STEERING COMMITTEE MEMBERSHIP*

- Gabby Ceccolini, Director Standardized Patient and Assessment Center
- Charles Collier, Assistant Dean for Equity, Inclusion, and Diversity
- Dr. Lisa Coplit, Associate Dean for Faculty Development; Professor of Medical Sciences
- Dr. Kelly Crusio, Associate Professor of Medical Sciences
- Dr. Lyuba Konopasek, Senior Associate Dean for Education; Professor of Medical Sciences
- Dr. Steve Paik, Associate Dean for Student Affairs; Associate Professor of Medical Sciences
- Dr. Tony Payne, Associate Professor of Medical Sciences; FOM I Course Director
- Dr. Ingrid Philibert, Senior Director of Accreditation, Measurement, & Educational Scholarship
- Dr. Saleh Rahman, Associate Dean for Equity, Inclusion, and Diversity
- Mara Saccente, Director of Administration; Interim Director of Medical Education
- Dr. Listy Thomas, MBA, Assistant Dean, Assistant Dean, Simulation SOM; Professor and Chair of Internal Medicine
- Dr. Phillip Boiselle, Dean (ex-officio)
- David Donnarummo, Director of Finance (ex-officio)

## COMMUNITY ENGAGEMENT

Throughout the strategic planning process, we engaged a broad and diverse set of community members through focus groups, interviews, and surveys, which helped form key themes and areas of focus. In total, over 200 community members participated in the planning process.

### Constituent Focus Groups

- Alumni
- Clinical affiliate faculty
- Medical students (M1-M4s)
- Netter faculty
- Netter staff
- Quinnipiac University Deans

### Thematic Focus Groups

- Medical Education
  - EI&D
  - Faculty and Staff Engagement
  - Scholarship and Interdisciplinary Education

### Interviews

- Clinical partners
- Steering Committee members