



Appalachian Osteopathic Postgraduate Training Institute Consortium

Strategic Plan

Overview of the Strategic Planning Process

The A-OPTIC Strategic Planning team met on March 10, 2011 in Lexington, KY. Jeffrey LeBoeuf, CAE facilitated the meeting and assisted with the writing of the final strategic plan. The following Members were present and participated in the process:

- Gregory Smith, D.O.
- Janet Ricks, DO
- Darrell E. Lovins, DO
- William T. Betz, DO
- Bret Ripley, DO
- Pam Royston
- John E. Rehmeyer
- Donna Pallazzollo
- George Bailey
- Rebecca Manna
- Ladonna Epling
- Randy Litman, DO
- Sara Salles, DO

Executive Summary

All A-OPTIC Members were invited to attend the Strategic Planning Meeting. The formal A-OPTIC Strategic Planning Process began with a pre-meeting survey given out to all A-OPTIC Members. Mr. LeBoeuf reviewed the responses and used them in preparation for the meeting (Appendix A).

Each participant introduced himself or herself and explained in a few words their expectations for the meeting. A few general themes emerged. One, what were the unique opportunities and challenges of A-OPTIC's geographical diversity. On one hand, the time changes and business hours were sometimes an issue. Conversely, it was noted that the broad-based Membership of A-OPTIC made it appealing to grantors. Also, for research projects, the data set available is large enough to provide for sufficient controls to conduct larger, more sophisticated questions. Programs in rural, underserved areas often had similar needs in respect to faculty development and curriculum, so it makes sense to continue to pool our resources to meet community needs.

The organizational structure of A-OPTIC was also discussed. The ultimate vision for A-OPTIC's structure is to have local OGME Committees associated with each of the Academic Members that function on the same general policies and procedures as the central A-OPTIC OGME committee. For this to become a reality, a few things need to be in place. One, Academic Members need to sponsor a critical mass of OGME to make a local OGME committee practicable. Secondly, budget and staffing, both at the local Academic Member level, as well as at the central A-OPTIC office need to be reconsidered.

Currently, there are two (2) employees that are paid from A-OPTIC funds. If Academic Members are going to start new programs and in the future be responsible for a level of the functioning of an OGME committee, as well as other sundry details like research, faculty development, it seemed reasonable that they be compensated for their efforts in support of the A-OPTIC Mission with A-OPTIC funds. The starting of new programs was seen as essential to the continued growth and utility of A-OPTIC.

Overall, the team felt that A-OPTIC currently is a good value. The web-based didactic model is a good fit, though more "live" OMM/OPP programming would be appropriate. A-OPTIC staff responds congenially, collegially to Member questions and concerns with useful, timely discussions.

SWOT Analysis

Strengths Identified

- Diversity
- Capacity for change/ nimble
- Geographical Diversity
- Small
- Congenial
- 10 years of experience
- Excellent Administrator (Executive Director)
- Use of technology
- Information exchange among Members
- Fee structure/Value
- Atmosphere and spirit of Collaboration
- Responsiveness to the needs of Members and communities
- Focus on Primary Care
- COMs are a valuable resource
- Focus on Mission

Weaknesses

- Unfilled OGME positions (This was reflective of 2010 A-OPTIC Match rates. The fill rates for 2011 are significantly higher with very few if any unfilled positions)
- OGME positions available are not sufficient to meet the needs of COM graduates
- Dual-accreditation conflicts
- Limited financial resources
- Geographical diversity

Opportunities Identified

- To provide high-quality healthcare to underserved communities, rural and otherwise, nationally and internationally
- To create an academic program –curriculum, faculty development, research- of studies that addresses the needs of underserved communities and is applicable nationally and internationally

- To create a process for inter-com communication to create and align a distinctive, documented, and testable OMM/OPP curriculum
- To leverage A-OPTIC broad-based Membership for advocacy and funding
- To use A-OPTIC as a research data set that will add understanding to the body of medical knowledge that addresses the needs of underserved communities
- To recruit high-quality primary care physicians to underserved areas
- A-OPTIC Mission and cost effective processes are currently in vogue among policymakers.

Threats Identified

- Intra-OPTI and Inter-COM competition for clerkship positions and new GME opportunities
- AOA/COPTI/Specialty College preference for larger, single-state OPTI models
- CMS OGME funding rules
- ACGME programs that block OGME efforts
- COM curriculum for OMM/OPP not aligned with primary care residency program needs
- Scarcity of clerkship opportunities to accommodate COM student body and plans for increases in class size

Status Indicators



Green indicates on track or completion.



Yellow indicates making progress but not fully on track.



Red indicates unlikely to progress without course change or missed target.

1. New OGME Development				
Goal (Commitment)	Budget Impact	Next Steps / Prioritization of Tasks	Assignment of Responsibilities and Due Dates	Status
Goal 1.1 <ul style="list-style-type: none"> A-OPTIC shall develop a high-quality physician workforce in accord with the needs of the communities within its Mission areas by starting and maintaining high-quality osteopathic graduate medical education (OGME) programs. 				 1/10/12  5/10/13  9/10/13
Objective 1.1.1 <ul style="list-style-type: none"> Develop process for determining community residency needs Tactic(s) <ul style="list-style-type: none"> Each Academic Member shall perform Strategic Planning to determine the healthcare needs of communities within their Mission area. Process should provide OGME development direction and resources needed, specifically those needed from A-OPTIC. 	5 FTE; 3- 2hr meetings (Utilize existing employees, cost of meetings only)	Assemble committee; Develop agenda; Schedule and convene meeting;	Executive Director, District Coordinators, Members of the Executive Committee, COM faculty and administration, and community leaders will report to May 2011 A-OPTIC BOD meeting.	 1/10/12  5/10/13  9/10/13
Objective 1.1.2 <ul style="list-style-type: none"> Develop process for assisting healthcare providers with accreditation, collaboration, and financial consultation. Tactic(s) <ul style="list-style-type: none"> Develop manuals and other documents for use by incipient postgraduate training programs. 	5 FTE/ongoing and quarterly meetings (Utilize existing employees, cost of meetings only)	Executive Director, District Coordinators, and CAO will collaborate to draft model GME manuals and other documents Executive Director will provide CEE meeting dates as needed	Executive Director, District Coordinators, CAO	 1/10/12  5/10/13  9/10/13

<ul style="list-style-type: none"> Facilitate contact between healthcare providers and GME financial consultants Maintain a list of Specialty College Committees on Education and Evaluation (CEE) meeting and other relevant dates. 				
<p>Objective 1.1.3</p> <ul style="list-style-type: none"> Develop process for recruiting and developing OGME faculty <p>Tactic(s)</p> <ul style="list-style-type: none"> Future Faculty clubs at COMs and Residencies. A-OPTIC shall develop incentives for physicians to practice and students to train in underserved areas. 	<p>A-OPTIC Faculty Development Committee; 4-1hr meetings (Utilize existing employees, cost of meetings only)</p>	<p>Assemble committee; Develop agenda; Schedule and convene meeting</p>	<p>Executive Director; District Coordinators; Members of the Executive Committee; COM and Residency Faculty Development personnel; and others as determined by BOD will complete within 1 year.</p>	<p>■ 1/10/12</p> <p>■ 5/10/13</p> <p>■ 9/10/13</p>
<p>Objective 1.1.4</p> <ul style="list-style-type: none"> Develop structures and resources to support OGME in underserved areas. <p>Tactic(s)</p> <ul style="list-style-type: none"> Develop policies and procedures for consortia-type relationships that enable the existence of high-quality GME in areas where healthcare facilities are smaller and farther apart. 	<p>Meeting of District Coordinators, CAO, and Executive Director; 1 hr meetings quarterly and as needed (Utilize existing employees, cost of meetings only)</p>	<p>Assemble committee; Develop agenda; Schedule and convene meeting</p>	<p>Executive Director; District Coordinators; Members of the Executive Committee; and others as determined by BOD will complete within 1 year.</p>	<p>■ 1/10/12</p> <p>■ 5/10/13</p> <p>■ 9/10/13</p>

2. OPTI Structure and Mission				Status
Goal (Commitment)	Budget Impact	Next Steps / Prioritization of Tasks	Assignment of Responsibilities and Due Dates	
Goal 2.1 <ul style="list-style-type: none"> A-OPTIC shall develop leadership, structure, and identity reflective of the diverse Membership and expertise of A-OPTIC. 				 1/10/12  5/10/13  9/10/13
Objective 2.1.1 <ul style="list-style-type: none"> Rebrand A-OPTIC Tactic(s) <ul style="list-style-type: none"> Rewrite Mission and Objectives to reflect geographical diversity of organization. Rename A-OPTIC 	\$3,000	Executive Director will conduct a survey to determine new name, mission, etc; Executive Director will communicate with web developers to complete.	Executive Director; Completed within one year.	 1/10/12  5/10/13  9/10/13
Objective 2.1.2 <ul style="list-style-type: none"> Develop District-based medical education campuses to administer all aspects of the continuum, including research, OMM/OPP, and faculty development. Tactic(s) <ul style="list-style-type: none"> Obtain full-time A-OPTIC District Medical Education Coordinators Develop District-based OGME meetings 	\$125,000 per district/year; \$500,000 total/year (Salary Support for existing employees)	Executive Director will conduct District needs assessment; Executive Director in conjunction with other Members will submit applications for grant funding for administrative FTEs.	Executive Director; <ul style="list-style-type: none"> Needs Assessment- 3 months Grant Application- 6 months Complete within one (1) year 	 1/10/12  5/10/13  9/10/13

<p>Objective 2.1.3</p> <ul style="list-style-type: none"> Continue to disperse OPTI leadership <p>Tactic(s)</p> <ul style="list-style-type: none"> Chief Academic Officer (CAO) duties shall be the responsibility of the Academic Members on a rotating basis. 	<p>\$50,000/year for CAO</p>	<p>CAO will be a qualified person from an Academic Member;</p>	<ul style="list-style-type: none"> New CAO named by July 2012 	<p> 1/10/12</p> <p> 5/10/13</p> <p> 9/10/13</p>
<p>Goal 2.2</p> <ul style="list-style-type: none"> A-OPTIC shall ensure the excellence of its postgraduate training Member programs by monitoring key indicators of performance and participating in program improvement process(es). 				<p> 1/10/12</p> <p> 5/10/13</p> <p> 9/10/13</p>
<p>Objective 2.2.1</p> <ul style="list-style-type: none"> Programs will use Residency Administration Management Systems that provide quality and performance information. <p>Tactic(s)</p> <ul style="list-style-type: none"> A-OPTIC will purchase Residency Administration Management system for all participating Members. A-OPTIC will bill the programs. 	<p>Five (5) FTE, two (2) meetings (Utilize existing employees, cost of meetings only)</p>	<p>Executive Director assemble working group to decide which Residency Administration Management System to purchase.</p>	<p>Executive Director; Completed within one (1) year.</p>	<p> 1/10/12</p> <p> 5/10/13</p> <p> 9/10/13</p>
<p>Objective 2.2.2</p> <ul style="list-style-type: none"> A-OPTIC will monitor key indicators of performance quality. <p>Tactic(s)</p> <ul style="list-style-type: none"> A-OPTIC will employ FTE to collect, analyze, and report 	<p>One (1) FTE, \$55,000/year (This is a new hire. Role to be filled by Associate Director)</p>	<p>Executive Director will recruit and hire qualified person</p>	<p>Executive Director; Completed within one (1) year.</p>	<p> 1/10/12</p> <p> 5/10/13</p> <p> 9/10/13</p>

information related to the quality of its programs and participate in program quality improvement process(es).				
Goal 2.3 <ul style="list-style-type: none"> A-OPTIC shall explore extending its Mission and operations to underserved communities outside the borders of the United States. 				1/10/12 5/10/13 9/10/13
3. Curriculum				Status
Goal (Commitment)	Budget Impact	Next Steps / Prioritization of Tasks	Assignment of Responsibilities and Due Dates	
Goal 3.1 <ul style="list-style-type: none"> A-OPTIC shall have a curriculum that meets the needs of its Members. 				1/10/12 5/10/13 9/10/13
Objective 3.1.1 <ul style="list-style-type: none"> Develop a comprehensive curriculum in OMM/OPP. Tactic(s) <ul style="list-style-type: none"> OPP Chairs at the Academic Members shall be active Members of the A-OPTIC Curriculum Subcommittee of the OGME, one of 	<ul style="list-style-type: none"> A-OPTIC Curriculum Committee; four (4) meetings per year (Utilize existing employees, cost of meetings only) -\$400,000/year (New hire, subcontract, or salary support to existing employees; Contingent upon external sources of funding) 	Deans of each COM will notify respective Chairs of OPP of responsibility; Executive Director will contact Chairs of OPP and notify them of meeting time and	<ul style="list-style-type: none"> Deans' notification- one (1) month Executive Director follow-up- two (2) months 	1/10/12 5/10/13 9/10/13

<p>whom shall be Chair. (This is in addition to the existing Membership of this committee that consists of Program Directors from A-OPTIC GME programs.</p> <ul style="list-style-type: none"> • A-OPTIC will hire FTE to conduct quarterly specialty-specific OMM/OPP lectures at locations convenient to all programs in a given area. 		venue.		
<p>Objective 3.1.2</p> <ul style="list-style-type: none"> • A-OPTIC shall develop a curriculum oriented towards meeting the needs of rural communities in the United States and abroad. <p>Tactic(s)</p> <ul style="list-style-type: none"> • Develop curricular programming focusing on the delivery of preventative medicine in primary care. • Develop web-based didactic programming to meet the needs of programs in underserved areas. 	<p>- A-OPTIC Curriculum Sub-Committee; four (4) one hour meetings per year (Utilize existing employees, cost of meetings only); -As curriculum is being written existing faculty at Academic and Associate Members will contribute lectures.</p>	OGME Committee/ Curriculum Sub-Committee will conduct a needs assessment; Executive Director will seek programming in accord with the needs of the Members.	<ul style="list-style-type: none"> • OGME conducts needs assessment- four (4) months • Programming available to Members- one (1) year 	<p> 1/10/12</p> <p> 5/10/13</p> <p> 9/10/13</p>
Objective 3.1.3	- \$55,000/year for support person salary; \$50,000 for distance	Executive Director in	<ul style="list-style-type: none"> • Grant application submitted- 	

<ul style="list-style-type: none"> Develop platform to support the educational continuum for curriculum, faculty development, and research from OMS-1 through retirement. <p>Tactic(s)</p> <ul style="list-style-type: none"> Recruit and hire an experience technology oriented support person who can oversee the development and implementation of this resource. 	<p>learning system; \$25,000/year thereafter to maintain. (This is a new hire and new system; Contingent upon external sources of funding)</p>	<p>conjunction with personnel from other Members will pursue grant funding for administrative FTEs; Executive Director will recruit and hire qualified person; in collaboration with the Executive Director and A-OPTIC Members, new hire will determine best system for our needs;</p>	<p>six (6) months</p> <ul style="list-style-type: none"> Support staff hired- nine (9) months System needs assessment completed- one (1) year System implemented and in use- two (2) years 	<p> 1/10/12</p> <p> 5/10/13</p> <p> 9/10/13</p>
<p>4. Faculty Development</p>				<p>Status</p>
<p>Goal (Commitment)</p>	<p>Budget Impact</p>	<p>Next Steps / Prioritization of Tasks</p>	<p>Assignment of Responsibilities and Due Dates</p>	
<p>Goal 4.1</p> <ul style="list-style-type: none"> A-OPTIC shall have a program for faculty and administration development that meets the needs of its current and future Members. 				<p> 1/10/12</p> <p> 5/10/13</p> <p> 9/10/13</p>
<p>Objective 4.1.1</p> <ul style="list-style-type: none"> Develop administration and clinical faculty development programs for new programs <p>Tactic(s)</p> <ul style="list-style-type: none"> Develop faculty development 	<p>Twelve (12) FTE; 2-1hr meetings per year; (Utilize existing employees, cost of meetings only)</p>	<p>OGME/Faculty Development Committee will conduct needs assessment; Executive Director will solicit</p>	<ul style="list-style-type: none"> OGME conducts needs assessment- four (4) months Programming available to Members- one (1) year 	<p> 1/10/12</p> <p> 5/10/13</p> <p> 9/10/13</p>

<p>programs that address the selection of trainees.</p> <ul style="list-style-type: none"> • Develop faculty development programs in implementing a curriculum based in active learning objectives. • Develop faculty development programs that assist programs with recruiting trainees to underserved areas. • Develop faculty development programs for preceptors in underserved areas. • COM Faculty Development Leadership will be members of the A-OPTIC OGME/Faculty Development Committee, one of whom shall be Chair. 		<p>programming in accord with the needs of the Members</p>		
<p>Objective 4.1.2</p> <ul style="list-style-type: none"> • Develop Faculty Development programming to enable allopathic faculty to provide valid and useful evaluations of osteopathic trainees. <p>Tactic(s)</p> <ul style="list-style-type: none"> • Develop Fac Dev working group to create curriculum • A-OPTIC will hire FTE to conduct quarterly specialty-specific OMM/OPP lectures at locations 	<p>- Twelve (12) FTE; 2-1hr meetings per year; - \$400,000/year for OMM faculty to conduct quarterly workshops (New hire, subcontract, or salary support to existing employees; Contingent upon external sources of funding)</p>	<p>OGME/Faculty Development Committee will conduct needs assessment; Executive Director will solicit programming in accord with the needs of the Members</p>	<ul style="list-style-type: none"> • OGME conducts needs assessment- four (4) months Programming available to Members- one (1) year 	<p> 1/10/12  5/10/13  9/10/13</p>

<p>convenient to all programs in a given area.</p> <ul style="list-style-type: none"> • A-OPTIC will acquire accreditation or affiliation to enable it to award AMA CME Category 1 credit. 				
<p>Objective 4.1.3</p> <ul style="list-style-type: none"> • A-OPTIC shall recruit physicians to practice and teach in rural and underserved areas. <p>Tactic(s)</p> <ul style="list-style-type: none"> • Assist healthcare providers with becoming National Health Services Corps approved facilities • Assist healthcare providers with developing scholarship resources to offer osteopathic trainees. • Develop faculty/administrative development programs focused on recruiting faculty to underserved areas. 	<p>Twelve (12) FTE; 2-1hr meetings per year; (Utilize existing employees, cost of meetings only)</p>	<p>OGME/Faculty Development Committee will conduct needs assessment; Executive Director will solicit programming in accord with the needs of the Members</p>	<ul style="list-style-type: none"> • OGME conducts needs assessment- four (4) months Programming available to Members- one (1) year 	<p> 1/10/12</p> <p> 5/10/13</p> <p> 9/10/13</p>
<p>5. Research</p>				<p>Status</p>
<p>Goal 5.1</p> <ul style="list-style-type: none"> • A-OPTIC shall improve the quality of health in the communities within its Mission area by facilitating and supporting the collaborative research efforts of its Members. 				<p> 1/10/12</p> <p> 5/10/13</p> <p> 9/10/13</p>

<p>Objective 5.1.1</p> <ul style="list-style-type: none"> Establish virtual medical research institute, focusing on rural health issues, as well as others within the Mission of A-OPTIC, that allows for distributed efforts. <p>Tactic(s)</p> <ul style="list-style-type: none"> Develop the resources, personnel, and credentials to operate a high-quality Practice-Based Research Network (PBRN) focusing on rural health issues. 	<p>Goal of 1.5M per year (New money; Total research budget, operations and research project support; Contingent upon external sources of funding)</p>	<p>Convene meeting of key research personnel from each COM and program; Complete research institute accreditation process; Apply to funding sources; Implement</p>	<p>Executive Director; Research Committee; Executive Committee; Resource available 2 years from approval of Strategic Plan by BOD</p>	<p> 1/10/12  5/10/13  9/10/13</p>
<p>Objective 5.1.2</p> <ul style="list-style-type: none"> Obtain full-time research personnel <p>Tactic(s)</p> <ul style="list-style-type: none"> Recruit and hire full time OPTI-wide research coordinator(s). Recruit and hire full time OPTI-wide statistician(s). 	<p>\$160K per year- - Statistician -Research Coordinator (New Hires; Contingent upon external sources of funding)</p>	<p>Convene meeting of key research personnel from each COM and program; Develop job description(s); Advertise for positions</p>	<p>Executive Director; Research Committee; Executive Committee; Resource available 1 year from approval of Strategic Plan by BOD</p>	<p> 1/10/12  5/10/13  9/10/13</p>
<p>Objective 5.1.3</p> <ul style="list-style-type: none"> Develop and implement an OPTI-wide online Research Curriculum 	<p>12 FTE; 4 meetings per year; (Utilize existing employees, cost of meetings only)</p>	<p>A-OPTIC Research Committee; Develop list of needed educational programming; Solicit presenters from COMs and programs.</p>	<p>Executive Director; Research Committee; Executive Committee; Resource available 1 year from approval of Strategic Plan by BOD</p>	<p> 1/10/12  5/10/13  9/10/13</p>
<p>6. Finance</p>				<p>Status</p>

Goal (Commitment)	Budget Impact	Next Steps / Prioritization of Tasks	Assignment of Responsibilities and Due Dates	
Goal 6.1 <ul style="list-style-type: none"> ● A-OPTIC shall adopt policies and procedures that will ensure the long-term financial viability of the organization. 				 1/10/12  5/10/13  9/10/13
Objective 6.1.1 <ul style="list-style-type: none"> ● A-OPTIC shall develop a five- year financial proforma. 	\$3,000	A-OPTIC will employ independent consultant to develop in collaboration with Executive Director.	<ul style="list-style-type: none"> ● Executive Director will contact consultant- six (6) months ● Proforma complete- one (1) 	 1/10/12  5/10/13  9/10/13
Objective 6.1.2 <ul style="list-style-type: none"> ● A-OPTIC shall accrue a strategic reserve equal to one (1) year of operating expenses. 	\$300,000	Not less than 5% of A-OPTIC’s annual revenue shall be placed in reserve until one year’s operating costs have been accrued.	<ul style="list-style-type: none"> ● Budget will include line item for “Reserve” ● One (1) year of operating expense will be available in twenty (20) years. 	 1/10/12  5/10/13  9/10/13
Goal 6.2 <ul style="list-style-type: none"> ● A-OPTIC shall pursue external funding to meet the Mission, Goals, and Objectives of A-OPTIC 				 1/10/12  5/10/13  9/10/13
Objective 6.2.1 <ul style="list-style-type: none"> ● A-OPTIC shall apply for grant funding to 	\$75,000/year (New Hire; Contingent upon external	<ul style="list-style-type: none"> ● Create job description 	Within one (1) year	 1/10/12

<p>staff its Districts for the purposes of OGME start up, administration, teaching, and research.</p> <p>Tactic(s)</p> <ul style="list-style-type: none"> A-OPTIC shall recruit and employ a grant consultant. 	sources of funding)	<ul style="list-style-type: none"> Advertise Hire 		5/10/13 9/10/13
<p>Objective 6.2.2</p> <ul style="list-style-type: none"> A-OPTIC shall identify non-CMS sources of GME funding and assist its Members with procurement. <p>Tactic(s)</p> <ul style="list-style-type: none"> A-OPTIC shall recruit and employ a grant consultant. 	\$75,000/year (New Hires; Contingent upon external sources of funding)	<ul style="list-style-type: none"> Create job description Advertise Hire 	Within one (1) year	1/10/12 5/10/13 9/10/13
7. Advocacy				Status
Goal (Commitment)	Budget Impact	Next Steps / Prioritization of Tasks	Assignment of Responsibilities and Due Dates	
<p>Goal 7.1</p> <ul style="list-style-type: none"> Policymakers shall support policies and programs that assist A-OPTIC in meeting its Mission. 				1/10/12 5/10/13 9/10/13
<p>Objective 7.1.1</p> <ul style="list-style-type: none"> A-OPTIC shall contact policymakers concerning issues that pertain to the A-OPTIC Mission 	Five (5) FTE; four (4) meetings per year (Utilize existing employees, cost of meetings only)	A-OPTIC will convene a quarterly working group to decide an agenda for discussions with policymakers.	This will be a regular part of the Executive Committee agenda.	1/10/12 5/10/13 9/10/13

<p>Objective 7.1.2</p> <ul style="list-style-type: none"> A-OPTIC shall communicate with Members to advocate for GME at the local, state, and federal level. 	<p>Five (5) FTE; four (4) meetings per year. (Utilize existing employees, cost of meetings only)</p>	<p>This will be a function of quarterly meeting of Corporate Officers (Exec. Dir. and District Coordinators)</p>	<p>Executive Director will arrange meetings and agenda in conjunction with other Corporate Officers.</p>	<p> 1/10/12</p> <p> 5/10/13</p> <p> 9/10/13</p>
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