



# ICOM STRATEGIC PLAN

2024-2029

Approved: December 12, 2023

## VISION STATEMENT

The Idaho College of Osteopathic Medicine will be known for leadership and innovation in medical education, increasing access to care, and improving the health of the communities we serve.

## MISSION STATEMENT

The Idaho College of Osteopathic Medicine educates students to become highly competent and caring osteopathic physicians and healthcare leaders dedicated to delivering whole-person care in Idaho and other underserved communities.

## VALUES STATEMENT: *SCOPE*

With these five values, ICOM is committed to the success and well-being of our students, employees, healthcare partners and the community toward improving healthcare delivery and outcomes in our region and beyond.

- **STUDENT DEDICATION:** ICOM is committed to student success by nurturing a respectful, challenging, collaborative, and diverse environment that promotes critical thinking and instills a passion for active, life-long learning toward skillful and competent medical practice.
- **COLLABORATION:** ICOM fosters a community of collaboration through efficient and transparent communication, compassion, mutual respect, integrity, and trust in a safe and encouraging environment that embraces individuality, inclusion, and diversity.
- **OSTEOPATHIC IDENTITY:** The tenets of osteopathy are embodied in the ICOM culture with a unified connection of mind, body, and spirit in our considerations of self-care, work-life balance, educational pursuits, and community engagement.
- **PROFESSIONALISM:** As ICOM ambassadors, our interactions demonstrate professionalism through our words and actions which encompass empathy, compassion, cultural competence, respect, diversity, integrity, and accountability.
- **EXCELLENCE:** ICOM pursues excellence through its commitment to its mission and values as mindful stewards of our constituents, curriculum, finances, culture, and community partners.

## **STRATEGIC GOALS**

ICOM advances its mission through five strategic goals that provide long-term direction for the school.

**ICOM Culture and Community:** Build an interconnected community of diverse learners, faculty, staff, and partners who are committed to ICOM's mission, its values, and the principles of osteopathic medicine.

**Student Excellence:** Prepare students with the knowledge to excel in medical school, residency, and throughout their career; and with the skills, attitudes and leadership abilities required to meet diverse patient needs.

**Research and Scholarship:** Foster a culture of research and scholarship among students and faculty that builds critical thinking skills, drives innovation, and advances improvements in health and medical education.

**Community Impact:** Improve health and access to care in Idaho and other underserved regions while serving as a trusted healthcare partner to our communities.

**Institutional Excellence:** Demonstrate academic and operational excellence, professionalism, fiscal responsibility, and accountability in all that we do.

***The ICOM Strategic Framework (vision, mission, values, and goals) was approved by the Board of Trustees on October 31, 2023.***

# STRATEGIC GOALS WITH OUTCOMES

Outcomes describe the results that ICOM is pursuing within each goal. The draft outcomes and key performance indicators have been reviewed and revised by the ICOM Board of Trustees. As a next step in the planning process, the outcomes will be shared with ICOM employees for feedback. The final draft of the outcomes and associated benchmarks and key performance indicators will be presented to the Board for action at its December 12, 2023 meeting.

## GOAL ONE: ICOM CULTURE AND COMMUNITY

**1. Build an interconnected community of diverse learners, faculty, staff, and partners who are committed to ICOM’s mission, its values, and the principles of osteopathic medicine.**

- 1.1. Establish an inclusive culture that is grounded in ICOM’s core values and the principles of osteopathic medicine
- 1.2. Enhance opportunities for career growth and leadership development for all ICOM employees
- 1.3. Increase engagement and satisfaction across the ICOM community

KEY PERFORMANCE INDICATORS
% of employees who feel satisfied and engaged at ICOM
% of ICOM students who feel they have an overall positive satisfaction experience at ICOM
% of preceptors who with positive experiences precepting students

## GOAL TWO: STUDENT EXCELLENCE

**2. Prepare students with the knowledge to excel in medical school, residency, and throughout their career, and with the skills, attitudes and leadership abilities required to meet diverse patient needs.**

- 2.1. Achieve student performance outcomes that are at or above the national average of all colleges of osteopathic medicine
- 2.2. Implement an innovative, technology-enhanced curriculum that prepares students for success in residency and for the future of healthcare and systems-based practice
- 2.3. Students will be successful in securing residency positions

KEY PERFORMANCE INDICATORS
% of students who pass COMLEX Level 1 at or above national first-time rates
% of students who pass COMLEX Level 2 at or above national first-time rates
% of students who pass COMLEX Level 3 at or above national first-time rates
% of students graduating within 4 years at or above national graduation average
% of students graduating within 6 years at or above national graduation average

% of graduates placed into ACGME-approved residency programs

### GOAL THREE: RESEARCH AND SCHOLARSHIP

**3. Foster a culture of research and scholarship among students and faculty that builds critical thinking skills, drives innovation, and advances improvements in health and medical education.**

- 3.1. Strengthen infrastructure and grow the culture of research and scholarship throughout ICOM
- 3.2. Increase research literacy and ability to communicate scientific information among ICOM students
- 3.3. Establish collaborative research partnerships

#### KEY PERFORMANCE INDICATORS

% of students who completed an ICOM research experience

### GOAL FOUR: COMMUNITY IMPACT

**4. Improve health and access to care in Idaho and other underserved regions while serving as a trusted healthcare partner to our communities.**

- 4.1. Improve health literacy and acceptance of evidence-based standards of care within the communities we serve
- 4.2. Expand the healthcare workforce in Idaho and other underserved communities
- 4.3. Increase the number of students from Idaho and other underserved communities entering medicine

#### KEY PERFORMANCE INDICATORS

PGY-1 graduates placed in Idaho

% of graduates who accept employment with an ICOM affiliate

ICOM's first-year Title IV audit results in a "clean audit report" from DOE

ICOM successfully implements a class size increase of up to 70 by AY28

**GOAL FIVE: INSTITUTIONAL EXCELLENCE**

**5. Demonstrate academic and operational excellence, professionalism, fiscal responsibility, and accountability in all that we do.**

- 5.1. Improve learner outcomes through continuous curricular refinement
- 5.2. Strengthen institutional effectiveness and operational efficiency
- 5.3. Position ICOM as an exemplar among its peers through growth in physical, technological and administrative infrastructure to support student and employee success

**KEY PERFORMANCE INDICATORS**

- % of students who pass COMLEX Level 1 at or above national first-time rates
- % of students graduating within 4 years at or above national graduation average
- ICOM achieves NWCCU initial accreditation by 2027
- Composite Ratio Score of 1.9 or higher
- ICOM successfully implements a class size increase of up to 70 by AY28
- Increase the % of non-tuition-related revenue
- Financial sustainability KPIs
  - Operating Expense Budget
  - EBITDA Budget
  - Debt Coverage Ratio (service coverage ratio) & (cash on hand)
- % of employees who feel satisfied and engaged at ICOM
- % of ICOM students who feel they have an overall positive satisfaction experience at ICOM