

## Institutional Effectiveness Plan

### University of Florida

#### Academic Affairs

##### Academic Colleges

##### College of Medicine

###### College of Medicine Mission

The University of Florida College of Medicine (UFCOM) aspires to be a premier institution focused on promoting health and alleviating human suffering through exceptional education, discovery, innovation and patient-centered health care of the highest quality.

The mission is parallel to the University's mission to enable our students to lead and influence the next generation and beyond for economic, cultural and societal benefit.

**Start:** 7/1/2016

**End:** 6/30/2017

**Progress:** Ongoing

**Unit/College:** College of Medicine

**Responsible Roles:** Associate Professor & Associate Dean, Graduate Education (Rowe, Thomas), Senior Associate Dean for Educational Affairs (Fantone, Joseph), Associate Dean for Medical Education (Novak, Maureen), Associate Dean and Director (Rice, Ralph)

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###### Goal 1: Medical Professionals

To develop humanistic, skilled, intellectually disciplined, and authoritative medical professionals who are committed to the highest ideals and standards of the profession and who model an exceptional standard of care for those they treat, lead, and serve.

**Start:** 7/1/2016

**End:** 6/30/2017

**Progress:** Ongoing

**Division/College:** College of Medicine

**Responsible Roles:** Associate Professor & Associate Dean, Graduate Education (Rowe, Thomas), Senior Associate Dean for Educational Affairs (Fantone, Joseph), Associate Dean for Medical Education (Novak, Maureen), Associate Dean and Director (Rice, Ralph)

###### Action Items

Action Item 1: To provide an educational program designed with a patient centered approach.

Action Item 2: Introduce students to the professional expectations and responsibilities of physicians (or physician assistants) beginning the first week of school in formal coursework and reinforced throughout the curriculum.

Action Item 3: Students in small groups reflect on and discuss positive and negative behaviors they observe in health care.

Action Item 4: Provide patient presentations that emphasize the "patient's story" and the professional expectations they have for their health care providers.

Action Item 5: Facilitate development of scientists dedicated to research and discovery.

###### Measures of Action Items

Action Items 1-4:

- UFCOM performance based Clinical Skills Examinations (CSEs); 1-2/year
- Faculty observation

In addition-

- For medical students: national standardized exams from the National Board of Medical Examiners (NBME) for courses and clerkships, United States Medical Licensing Examinations (USMLE Step 1: yr 2 and Step 2 Clinical Skills and Clinical Knowledge: yr 4)
- For Physician Assistance students; the PANCE exam at end of yr 2

Action Item 5:

For graduate students:

- formal qualifying examinations (yr2)
- thesis defense (#defended/#passed)

### **Time Period of Action Items**

Action items 1-5: 7/1/16-6/30/17

### **Resources of Action Items**

#### Action Items 1-4:

- State General Revenue (SGR) and limited endowment funds support the majority of the teaching faculty and all administrative activities and staff
- Clinical revenue supports many of the clinical faculty and hospital staff
- Clinical sites and patients, (e.g., UFHealth Shands, VA Medical Center, and UFHealth Jacksonville)

#### Action Item 5:

- State General Revenue
- Intramural and extramural grants
- Limited endowment funds

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## **Goal 2: Next Generation Leaders**

To educate and inspire the next generation of leaders in health care, biomedical sciences, health services research, and academic medicine to seek, provide and sustain unparalleled achievements in service, teaching, and research.

**Start:** 7/1/2016

**End:** 6/30/2017

**Progress:** Ongoing

**Division/College:** College of Medicine

**Responsible Roles:** Associate Professor & Associate Dean, Graduate Education (Rowe, Thomas), Senior Associate Dean for Educational Affairs (Fantone, Joseph), Associate Dean for Medical Education (Novak, Maureen), Associate Dean and Director (Rice, Ralph)

### **Action Items**

Action Item 1: The educational program encourages students to lead and innovate in the health sciences.

### **Measures of Action Items**

#### Action Item 1:

- Number of students involved in research, and joint degree programs or advanced certification
- Student research presentations (locally and nationally)
- AAMC graduation questionnaire
- Clinical Skills Examinations (CSEs; 1-2/year)
- Local and international outreach for service and innovation in healthcare delivery

For graduate students:

- Thesis defense
- Student research output (e.g., grants, presentations, papers)

### **Time Period of Action Items**

Action Item 1: 7/1/16-6/30/17

### **Resources of Action Items**

#### Action Item 1:

- State General Revenue (SGR) and limited endowment funds support the majority of the teaching faculty and all administrative activities and staff
- Clinical revenue supports many of the clinical faculty and hospital staff
- Clinical sites and patients, (e.g., UFHealth Shands, VA Medical Center and UFHealth Jacksonville)
- Locally, Equal Access Clinics, Mobile Clinic and HealthStreet provide excellent opportunities

for service, and international service trips provide clinical, service and research opportunities for students

- Some students are supported by extramural grants for pursuit of advanced degrees

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### **Goal 3: Innovative Models**

To develop and utilize innovative models of interdisciplinary health care delivery to optimize safety, service, outcomes, and resource use.

**Start:** 7/1/2016

**End:** 6/30/2017

**Progress:** Ongoing

**Division/College:** College of Medicine

**Responsible Roles:** Senior Associate Dean for Educational Affairs (Fantone, Joseph), Associate Dean for Medical Education (Novak, Maureen), Associate Dean and Director (Rice, Ralph)

#### **Action Items**

Action Item 1: Work with the other Health Science Center colleges to incorporate interprofessional education and collaborative patient care

Action Item 2: Introduce and elaborate on Patient Safety and Quality

#### **Measures of Action Items**

Action Items 1-2:

- Evaluation by the Interprofessional Education Committee
- AAMC graduation questionnaire
- Peer review (1-2/year): Putting Families First (PFF) & Interprofessional Learning in HealthCare (IPLH)

#### **Time Period of Action Items**

Action Items 1-2: 7/1/16-6/30/17

#### **Resources of Action Items**

Action Items 1-2:

- Faculty from all Health Science Center Colleges
- Clinical sites and patients, (e.g., UFHealth Shands, UFHealth Jacksonville and Veterans Administration Hospital)
- Families in the local community
- State General Revenue

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### **Goal 4: Understanding of Human Health and Disease**

To improve our understanding of human health and disease through groundbreaking research and to translate these discoveries into new solutions to promote health, improve health outcomes and quality of care.

**Start:** 7/1/2016

**End:** 6/30/2017

**Progress:** Ongoing

**Division/College:** College of Medicine

**Responsible Roles:** Associate Professor & Associate Dean, Graduate Education (Rowe, Thomas), Senior Associate Dean for Educational Affairs (Fantone, Joseph), Associate Dean for Medical Education (Novak, Maureen)

#### **Action Items**

Action Item 1: Create an environment that supports innovation in healthcare.

#### **Measures of Action Items**

Action Item 1:

- Medical students: # of participants in the Medical Student Research Program (MSRP)
- Medical students: # enrolled in the Discovery Pathways Program
- Medical students: # graduating with commendation in research
- Graduate students: Graduate placement in residency, postdoctoral, or industry
- Graduate students: # publications in peer reviewed journals, and # research presentations
- Graduate students: Grant support

### **Time Period of Action Items**

Action Item 1: 7/1/16-6/30/17

### **Resources of Action Items**

Action Item 1:

- Office of Faculty Affairs and Development
- Faculty development and leadership programs offered by the College of Medicine
- Facilities that promote clinical trials research (e.g., Clinical and Translational Research Center)
- Faculty and graduate student extramural grant support
- Office of Research Affairs

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## **Goal 5: Diverse Community**

To recruit, develop, and nurture a diverse and academically outstanding community of learners who each contribute to excellence in our missions.

**Start:** 7/1/2016

**End:** 6/30/2017

**Progress:** Ongoing

**Division/College:** College of Medicine

**Responsible Roles:** Assistant Dean of Admissions (Lynch, James), Associate Professor & Associate Dean, Graduate Education (Rowe, Thomas), Senior Associate Dean for Educational Affairs (Fantone, Joseph), Associate Dean for Medical Education (Novak, Maureen), Associate Dean and Director (Rice, Ralph), Associate Dean for Diversity & Health Equity (Parker, Donna), Associate Dean of Graduate Medical Education (Dixon, Lisa)

### **Action Items**

Action Item 1: Recruit and retain a high quality and diverse community of learners committed to excellence in research, patient care, education and service.

### **Measures of Action Items**

Action Item 1:

- Assess quality and diversity through entering credentials
- Graduation rates
- Retention rates
- Successful graduate placement, (e.g., residency, postdoctoral, or industry)

### **Time Period of Action Items**

Action Item 1: 7/1/16-6/30/17

### **Resources of Action Items**

Action Item 1:

- Endowments
- Scholarships
- State General Revenue

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## **Goal 6: Professional and Personal Growth**

Promote sustained, robust professional and personal growth, productivity, accountability, integrity, and synergistic collaboration for learners.

**Start:** 7/1/2016

**End:** 6/30/2017

**Progress:** Ongoing

**Division/College:** College of Medicine

**Responsible Roles:** Associate Professor & Associate Dean, Graduate Education (Rowe, Thomas), Senior Associate Dean for Educational Affairs (Fantone, Joseph), Associate Dean for Medical Education (Novak, Maureen), Associate Dean and Director (Rice, Ralph)

### **Action Items**

Action Item 1: Implement robust mentoring and counseling programs for learners.

### **Measures of Action Items**

Action Item 1:

- Graduation rates
- Time to graduation
- Student satisfaction measures (e.g., end of year annual survey, AAMC GQ survey).

### **Time Period of Action Items**

Action Item 1: 7/1/16-6/30/17

### **Resources of Action Items**

Action Item 1:

- State General Revenue
- Office of Educational Affairs
- Office of Student Assessment and Program Evaluation
- Office of Student Counseling and Development
- Office for Diversity and Health Equity

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### **COM IE Detail**

**Start:** 7/1/2016

**End:** 6/30/2017

**Progress:** Ongoing

**Providing Department:** College of Medicine

**Responsible Roles:** Associate Professor & Associate Dean, Graduate Education (Rowe, Thomas), Senior Associate Dean for Educational Affairs (Fantone, Joseph), Associate Dean for Medical Education (Novak, Maureen), Associate Dean and Director (Rice, Ralph)

### **Administrative Support Services**

Adequacy of administrative support for curriculum and student services is done on both a course and program basis annually. Each course is evaluated with feedback from course directors and students on the adequacy of administrative support. Formal annual student surveys and graduation surveys provide quantitative feedback as to the adequacy of administrative support and student services. This is also addressed as part of accreditation review of programs by the national accrediting agencies that specifically address issues related to finance, facilities and other resources (e.g., clinical education sites, library, etc.).

### Documentation to demonstrate effectiveness:

Educational programs in the COM are administered by the Office of Educational Affairs. This includes oversight of the Office of Medical Education (medical student), School of Physician Assistant Studies, and the Office of Graduate Education (M.S. and Ph.D. students). Residency and fellowship training is administered by the Office of Graduate Medical Education (GME).

Additional administrative units that support the primary programs include:

1. AHEC (Area Health Education Centers) Program
2. Anaclerio Learning & Assessment Center
3. Community Outreach Program
4. International Programs
5. MD/PhD Program
6. Medical Honors Program
7. Medical Student Research Program
8. Office of Admissions
9. Office of Financial Aid
10. Office of Student Affairs

11. Office of Student Counseling & Development
12. Program Evaluation/Course Management
13. Resident as Teachers Program
14. Simulation Center
15. UFCOM Testing Center

The effectiveness of these programs is monitored monthly at the Student Advocacy Committee with feedback from class student leadership as issues arise. Faculty discuss administrative support issues with the appropriate Associate Dean either as they arise (e.g., IT difficulties) or at the monthly meetings of respective committees. The services are formally reviewed annually by both internal and external quantitative student surveys and by accreditation reviews that occur between 5-8 years depending on the program.

### **Academic and Student Support Services**

For many services we receive ad hoc feedback from students/class leadership if specific issues arise and issues are addressed asap. The Student Advocacy Committee composed of medical, PA, and graduate students meets monthly with administration to identify and address issues that affect learning, support services and/or student life. During formal course reviews the quality of the services is reviewed as relevant to the course. Annual internal and AAMC Annual Graduation Surveys are reviewed by program leadership, the Office of Program Evaluation with appropriate adjustments. Adequacy and effectiveness of student support services are also reviewed as part of the external accreditation process.

### **Research**

Research faculty are recruited based on identified research priorities and specific programs within the COM that are aligned with the University's priorities. The faculty work collaboratively on research programs defined by the COM as well as within University defined institutes composed of faculty appointed in multiple colleges.

The COM provides startup funds and laboratory space for research faculty and supports twenty-one (21) specialized research Centers and Institutes in such areas as Diabetes, Cancer, Aging and Neurodegenerative Diseases. Research training programs for undergraduate, graduate and post-graduate students are available to support faculty research and the COM supports centralized research "core facilities" providing essential resources to all COM investigators. There are multiple endowed faculty chairs that provide funding support to research faculty as well as support from department resources including royalties.

Faculty receive annual reviews by their department chairs that include review of scholarly productivity (e.g. peer reviewed publications, invited presentations, service on NIH study sections) and external peer reviewed funding.

### **Community and Public Service**

Community and public service is critical to our curriculum and the development of healthcare professionals to serve the state of Florida, our nation, and the world.

Overall Mission: The College of Medicine strives to improve health care in Florida, our nation, and the world through excellence and consistently superior leadership in education, clinical care, discovery, and service. This is manifest by the COM commitment of resources in support of a significant number of service activities including:

1. Pipeline programs starting with high school students from disadvantaged backgrounds and undergraduates at UF, (outcome metric: # students entering college, graduate or professional schools).
2. A high school teacher science development program for teachers from economically disadvantaged communities, (outcome metric: # of new programs instituted in high schools by graduates of the program).
3. An early medical school admissions program for students who are committed to serving medically underserved populations. These students complete coursework and activities in community service, research and health equity, (outcome metric: # students entering primary care specialties upon graduation and subsequently practicing in medically underserved areas).
4. Medical and Physician Assistant students participate in longitudinal community service (service learning), providing basic health assessment and care to medically underserved populations in Gainesville and Alachua County, (outcome metric: number of patients receiving medical care).
5. Students participate in multiple international service activities, (outcome metric: number of patients receiving medical care, institution of new "best" practices for sites visited).

### **Effectiveness Oversight**

Course and faculty evaluations are reviewed by the course directors and Associate Deans responsible for the programs. Annually program and course evaluations and evidence of program effectiveness are reviewed by the respective Curriculum Committees and discussed with the Senior Associate Dean for Educational Affairs. Annually the Senior Associate Dean for Educational Affairs presents to the COM Executive Committee (composed of department chairs) and Faculty Council (elected COM faculty) outcomes data of the educational program. Feedback is provided and shared

with the Dean of the COM with recommendations for program improvement.

The Senior Associate Dean for Research monitors space utilization, grant funding and research productivity of the departments and specific programs. He works with the department chairs and program leaders to ensure that there are adequate resources to conduct research. Periodic research program reviews are used to evaluate and re-align allocation of College resources. The Senior Associate Dean for Research chairs the Research Steering Committee that makes recommendations to the Dean for resource re-alignment based on the academic success (e.g., peer reviewed publications and external grants) and institutional priorities of the unit. The Dean discusses the recommendations with department chairs or program leaders to ensure coordinated support and success of academic initiatives. At least annually, the Senior Associate Dean for Research presents updates on the effectiveness of the research programs to the COM Executive Committee (composed of department chairs) and Faculty Council (elected COM faculty).

Annually the Senior Associate Dean for Educational Affairs presents outcome data to the educational program to the COM Executive Committee (composed of department chairs) and Faculty Council (elected COM faculty).

The Senior Associate Dean for Faculty Affairs works with individual faculty and department chairs to support faculty development, facilitate faculty recruitment and oversees the promotion and tenure process. She presents updates to and seeks input from the COM Executive Committee and Faculty Council on a regular basis on promotion and tenure activities, faculty development and support programs.

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**Institutional Effectiveness Report Complete:**