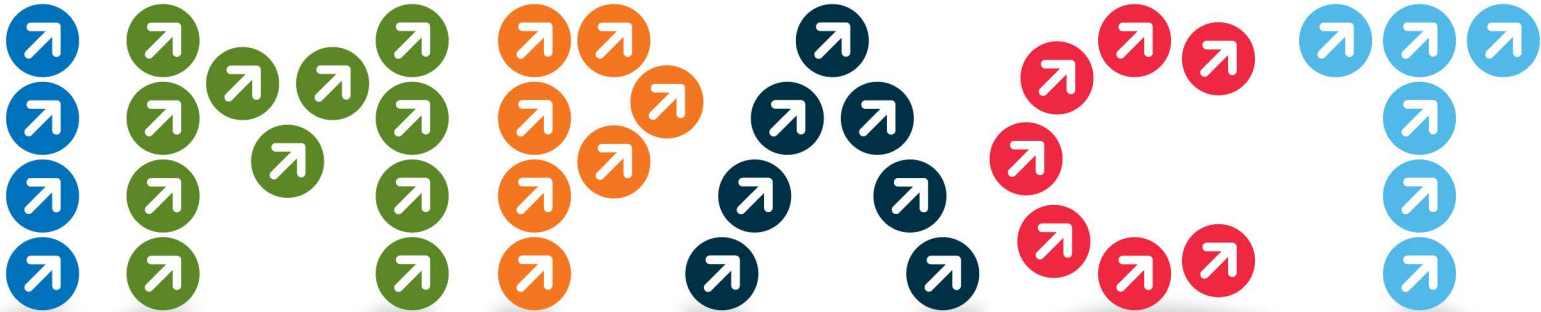


42 WAYS OUR MEMBERS ARE CREATING TRANSFORMATIONAL LEADERS



WE ARE IN THIS TOGETHER!

THE STRATEGIC PLANNING PROCESS is a lot like climbing. Reaching the top is achieved through novel approaches and vision. And while each step along the way may be celebrated, it is only deemed victorious when everyone involved is empowered, supported and challenged to help accomplish the collective goals. It requires teamwork. Hard work. Rewarding work. A mapped-out process. Goal-setting and an ability to adjust. It takes collaboration. We don't get there alone.

Such is the case with NEOMED's 2020-2025 Strategic Plan: Creating Transformational Leaders. What began as a listening tour with over 200 members of the NEOMED community participating in 2019 and continuing into 2020, emerged as an engaged community that wanted to work together and propel the University to reach its potential. Faculty, staff and students were immediately involved in the strategic plan process. Empowered and supported with training, resources and access to various business principles, the NEOMED community thrived. As a result, ad hoc initiatives gained traction in 2020. When our strategic plan was endorsed by our

Board of Trustees in the fall of 2020, the following months would consist of building pillar subgroups and leads who would design initiatives that could be funded in FY22 (July 1, 2021 – June 30, 2022) with reinvested resources that were made by the use of zero-based budgeting and Lean Six Sigma principles.

The impact of the NEOMED community through that period is simply remarkable. Although we still have three years to go, NEOMED has never been stronger, and has never seen so much positive change throughout its history. We are well-positioned to advance our mission and realize our vision.

While we feature six of our 42 initiatives and the results of many of our 120 action plans, we know that there is still much work to be done.



MISSION

NEOMED harnesses diversity, innovation and collaboration to create transformative leaders and improve health through education, discovery and service.



VISION

To be the model of excellence in innovative education and impactful research to create transformational health care leaders of tomorrow.



CORE VALUES

NEOMED incorporates the following values in all that we do:
Leadership | Excellence | Advocacy | Diversity | Equity | Respect

John T. Langell, *President*

The Office of Strategy and Transformation

Lacey Madison, *Vice President of Strategy and Transformation*

Samantha Bliss, *Strategic Initiatives Manager*

Jordan Cinderich, *Process Engineer*

Clayton O'Neal, *Strategic Initiatives Analyst*



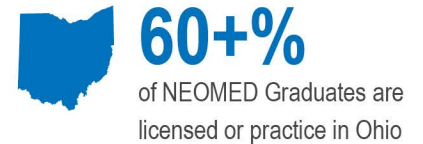
MISSION • VISION • CORE VALUES

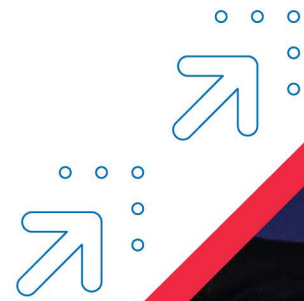
FEATURE STORY | Recruit and retain a diverse student body: *The story behind Initiative No. 1*

While a study by the National Bureau of Economic Research reveals that physician workforce diversity improves preventive care of minorities, reports provided by the AAMC suggest that recent increases in the matriculation of Black and Latinx students are not widespread enough to increase such diversity.

In his first year as NEOMED President, John Langell presented James Barrett, director of admissions and senior executive director for new student enrollment initiatives, with two main objectives — increase the enrollment of underrepresented minority (URM) students and make data-informed decisions to optimize quality and success. URM enrollment in the M.D. program was about 7% (fewer than a dozen students each year). AAMC data showed large numbers of qualified URM applicants who were not being admitted to medical schools nationwide. So, Barrett and College of Medicine admissions committee chair, Doug Moses, M.D., decided to challenge the medical school admissions model. They figured that qualified URM student applicants were being overlooked and that in addition to efforts such as pipeline programs, other approaches were necessary to accelerate growth. Upon analyzing the AAMC data further, they began to wonder if the MCAT was overvalued in the admission process. In addition to MCAT scores, the admissions team identified other variables, e.g., performance in science courses, that could correlate to a medical student's success.

Over the summer of 2020, the committee explored options for a new admissions process. The data team studied 1,000 transcripts covering eight years and used regression analysis models to develop success scores for candidates. Ultimately, they arrived at what they call the Human Development Systems Score Metric: a way to mitigate the predictive value of the MCAT by combining it with other metrics. This evidence-based holistic process balanced MCAT scores with experiences and other attributes that predicted student success through graduation. The committees also eliminated group decisions that may have been more subjective than evidence-based. Once candidates were screened to develop a cohort with a high likelihood of success, NEOMED could commence with an equitable, holistic admission process that neither dismissed the MCAT's predictive value nor overleveraged it. NEOMED refined the process over time and the committee began using objective plus factors, holistic file review, and implicit bias training for interviewers. The University also began offering a one-year master's gap-year program, completion of which provided early assurance to the College of Medicine. By academic year 2020-2021, the positive results were evident: To build a class, it was most effective to use several admissions plans, rather than try to apply just one to meet all goals. The practices worked to dramatically increase the pool of eligible URM candidates who were highly qualified.

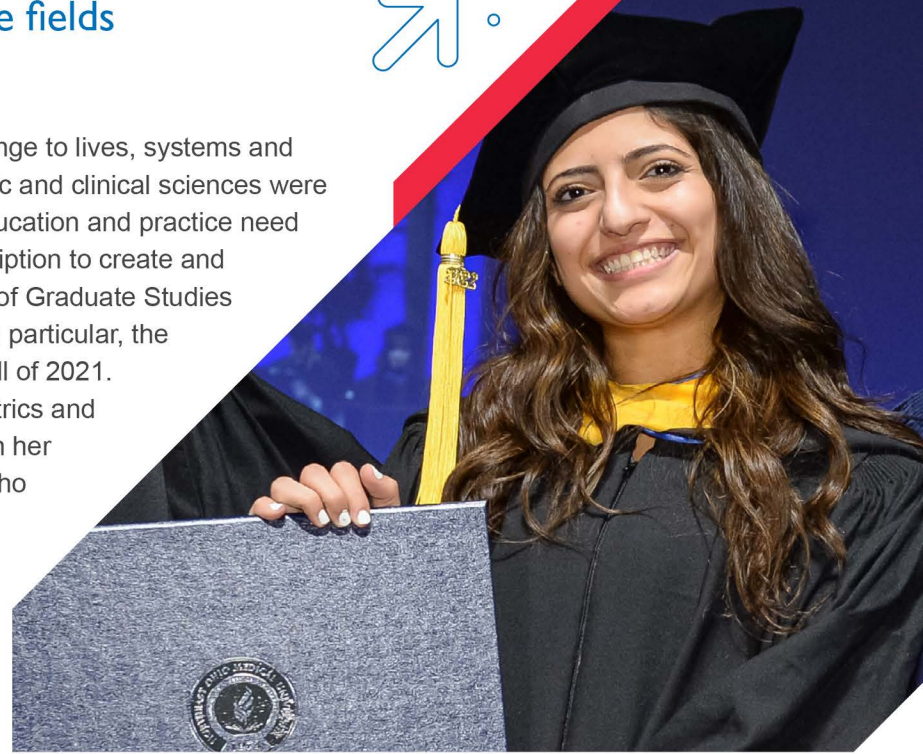




FEATURE STORY | Provide students with greater opportunities to learn and practice leadership skills in their respective fields of study: *The College of Graduate Studies delivers*

NEOMED has thousands of graduates and faculty who are bringing positive change to lives, systems and policies. But with a rapidly changing health care landscape, it was clear that basic and clinical sciences were no longer enough to prepare current and future health professionals. Medical education and practice need to change now. Many were aware of the narrative. But the framework and prescription to create and accelerate transformational health leaders weren't fully evident until the College of Graduate Studies launched several transformational health professions graduate programs. One in particular, the Master of Leadership in Health Systems Science degree, was launched in the fall of 2021. Directed by Vivian von Gruenigen, M.D., a professor in the Department of Obstetrics and Gynecology, who has served as a division chief, chair and chief medical officer in her career as a physician leader, the pilot program welcomed 12 future physicians who stepped up to the challenge as the first class. Each student has since graduated from the one-year program in May 2022, and all have matriculated to the College of Medicine's 2022 first-year class of medicine students.

First-year medicine student Marian Wagieh Khalil recently shared the following reflection with the University's *The Pulse* (questions omitted for brevity).

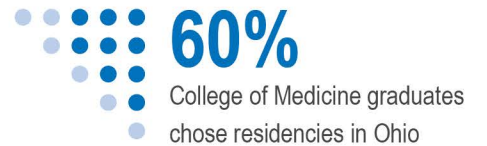


I first considered applying to master's programs during my fall semester of undergrad. At that time, I was not aware of the Master of Leadership in Health Systems Science degree program. However, once I found out about this great opportunity later in the summer of 2021, I did not hesitate, and I immediately applied.

I initially thought the program was interesting because of its unique track to medical school. Unlike the majority of guaranteed tracks to medical schools that are science-based, this program focuses more on teaching students about the different health systems, their components, how they are managed, and how they may affect the care provided to the patient. Thus, this program plays a huge role in building competent physicians who are not only aware of the clinical aspect of care but also how the system is run. Therefore, creating transformational leaders in the long run.

I did not expect all the great interactions and opportunities this program has provided me. For example, I did not expect to directly interact and be taught by professors who play a huge role as leaders, givers, and are at very high positions in our community or even society. Additionally, I did not expect to be able to participate in such major capstone projects that contribute to major health systems such as the Cleveland Clinic Akron General and help our community.

One aspect of the program in which the learning especially came alive for me was during my Lean Six Sigma and capstone courses. The Lean Six Sigma has taught my colleagues and I many business-management and leadership concepts that we were not aware of before. However, as we learn about these concepts during our second semester of the program, we were able to simultaneously apply these concepts in our separate capstone projects. In addition, each week we reported to our Lean Six Sigma and capstone instructors, who checked on our progress in a consistent way and provided such great help and feedback to us, which helped with our projects and performance significantly.



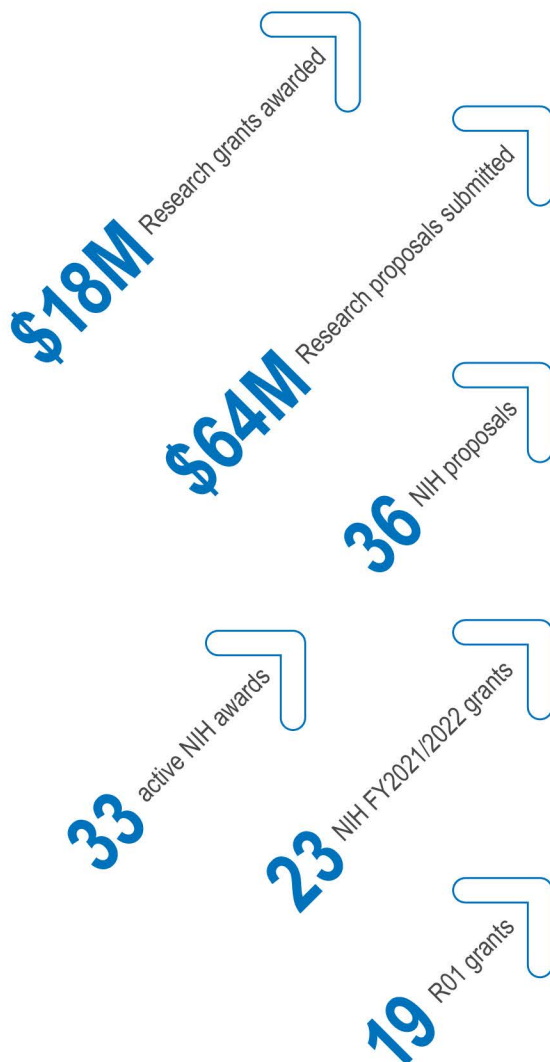


FEATURE STORY | Publicize and promote NEOMED’s research successes externally and internally: A student-driven action plan

The *Journal of Medical Sciences* at NEOMED (JMS) was founded in 2020 by Trinity Samson, M.D./Ph.D. student, and Faye Safadi, Ph.D., professor of anatomy and neurobiology, with the goal of providing a platform for students, faculty and affiliates of NEOMED to publish original research, opinion pieces, editorials, reviews and other works. The annual publication, with the first issue scheduled for publication in early FY23, highlights notable research and provides leadership opportunities for students comprising the editorial board.

To assist with the success of the JMS, Samson and Dr. Safadi submitted a proposal for strategic initiative funding that aligns with four pillars and highlights opportunities provided to authors to publish their work and receive guidance through the process from beginning to end, through peer and faculty review for each submission prior to publication. As a student-run organization, JMS provides opportunities for students to become immersed in the review process taking on roles such as editors, peer reviewers, production team members and manuscript-writing workshop coordinators. In addition to this, JMS leadership will run a monthly manuscript-writing educational series open to students, faculty and affiliates, to provide the support needed to be successful to those seeking to publish. After careful review by the strategic plan lead team, the JMS proposal was approved, and the total funds requested were awarded.

TOP 1% OF R01 RESEARCHERS
 – Yanqiao Zhang has 4 R01s



2021-2022 EXECUTIVE BOARD MEMBERS

(Interprofessional student group from all Colleges)

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Geoffrey Sarpong, Krithika Sundaram



5 INITIATIVES
+
10 ACTION PLANS



FEATURE STORY | NEOMED will develop strategic partnerships with other organizations to advance medical knowledge, expand the reach and impact of research, and improve the health and wellness of the community: *Student-Run Free Clinic showing others what the Quadruple Aim looks like.*

Great patient experience. Check! Improved health outcomes. Check! Low (or “no”) costs. Check! Reducing clinician and staff burnout. If lessening the burden on other clinical sites count, then check! This is the Student-Run Free Clinic at NEOMED.

Despite the fact that the clinic continues to grow in quantity — availability, services and patients served — it does not compromise its quality.

At the beginning of FY22, the clinic received the 2021 Gold Rating from the National Association of Free and Charitable Clinics (NAFCC) Quality Standards Program. The NAFCC’s mission is to ensure that the medically underserved have access to affordable health care.

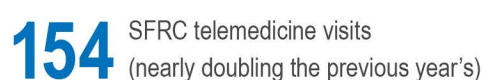
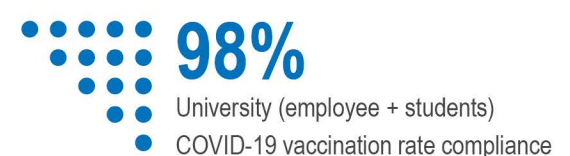
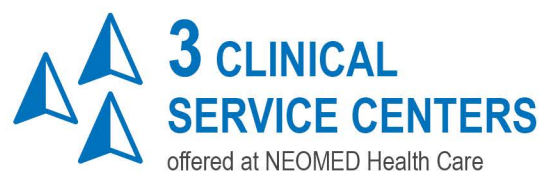
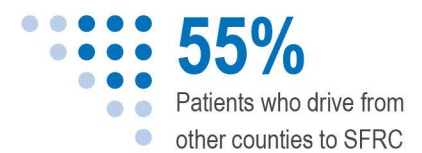
And throughout the year, accolades continued.

Mariquita Belen, M.D., associate professor in the Department of Family and Community Medicine (left); Stephanie Zampino, Pharm.D. ('18), assistant professor of pharmacy practice (top right); and nurse Janet Raber, manager of the Student-Run Free Clinic at NEOMED (lower right) – were all winners of Charitable Healthcare Network’s 2022 Free Clinic of the Year awards!

Dr. Belen was named Physician of the Year, Dr. Zampino was selected as Pharmacist of the Year and Janet Raber was honored as Staff of the Year, all for their work at the Student-Run Free Clinic at NEOMED.

Every year the Charitable Healthcare Network (CHN) selects individuals for these awards who go above and beyond the call for duty and truly exemplify the traits of being a charitable healer.

Before the fiscal year ended, the clinic again received the NAFCC Standards Gold Rating for quality — this time for 2022. Much credit goes to the professional and student volunteers including the clinic’s CEO during this period, Sanjay Jinka, who also serves as a NEOMED Board of Trustee student member and is now a fourth-year medicine student.





\$1M Increase in NEOMED Community Strategic Initiative Funding

\$3M Increase in operating income due to LSS and zero-based budgeting

FEATURE STORY | Develop a new health care platform: **NEOMED Health CareSM** is now open to everyone!

The enthusiastic announcement came from President John Langell in March 2022 as he explained that the former student health services area is now open to students, faculty and staff, as well as members of the local community. “We stepped the clinic up during the COVID-19 pandemic in order to meet the health care needs of our students,” Dr. Langell says. “That went well, and now it’s time to grow it. The next phase is to open the doors to the community. And of course, our closest community members are members of the NEOMED team: our faculty and staff.”

Three physicians are on staff, along with a nurse and medical assistant. The clinical team, led by John Boltri, M.D., FAAFP, also includes two NEOMED alumnae — Alicia Bond, M.D. '16, and Elisabeth Whipkey, M.D. '17— and Kathryn Fleck, RN.

And one of their first non-student patients? None other than Dr. Langell. “I thought it was important that I lead by example and switch my primary care delivery to our own clinic,” he says. “Sometimes people are so familiar with the people they work with that they would feel uncomfortable seeing them as their health care provider. Even though Dr. Boltri indirectly reports to the president’s office for non-health care work efforts, I also know that Dr. Boltri and the entire clinic team are highly qualified clinical experts. It was important for me to be able to say: I trust them with my personal health care because they are professionals and they are the best.”

Employees and their dependents covered by NEOMED’s SummaCare plan experience a zero co-pay for services received at NEOMED Health Care.

“As we continue to grow in areas where we serve the community, clinical care is one of those areas. We’re not planning to compete with our key clinical partners. We’re here to enhance what they do, to be a referral source to them, and to make our relationship more a win-win,” says Dr. Langell. “We want to develop programs that address the needs of the community, especially for this local region and for our community internally at the university.”

Open Monday through Friday, NEOMED Health Care is growing as it officially opened an outpatient primary care substance use disorder treatment center May 2, 2022.



>1,000 LARGEST TOTAL ENROLLMENT EVER

ADMINISTRATIVE & ACADEMIC SUPPORT OPERATIONS

7 INITIATIVES
+
19 ACTION PLANS

FEATURE STORY | **Set standards for administrative processes that include Lean Six Sigma analyses, which lead to best practices and continuous operational improvements: *Empowered employees embrace Lean Six Sigma Yellow Belt — accelerate positive change!***



For NEOMED's Comparative Medicine Unit (CMU), one major — and often draining — endeavor has been to complete the Institutional Animal Care and Use Committee (IACUC) Semi-Annual Inspection (SAI) of its animal areas. These required inspections have been a major time investment for the animal users and for CMU staff, who have many other responsibilities to keep the CMU operational.

Stan Dannemiller, D.V.M., director of the CMU, and Tricia Sloan, regulatory affairs coordinator III, thought there was a way to make this process more efficient. Through their participation in NEOMED's Lean Six Sigma Yellow Belt certification program, they learned to use proven techniques to better streamline the process — with remarkable results.

First, they took a step back to evaluate the inefficiencies in the old process.

Using LSS tools, the colleagues discovered that there were three main issues bogging down the SAI:

- Mission creep — the unnecessary expansion of the inspection and continued attention to historical concerns that had long since been corrected.
- Unnecessary wait times because of inefficient scheduling of lab visits.

- Use of a form that was too long and shuttled between parties much more than necessary.

Using the Lean Six Sigma Yellow Belt training they attended together in weekly sessions, Dr. Dannemiller and Sloan addressed the various inefficiencies they found, reduced the time needed to inspect each lab and saved more than 20 hours for the inspection process overall.

Because of their participation in the Lean Six Sigma Yellow Belt program, the duo is now empowered to continue improving other processes in their jobs.

This is just one of dozens of examples where NEOMED employees were able to use their Lean Six Sigma training to not just improve their work environments, but to also find joy through their own empowerment and excellence.

 **200+**
more employees earned/
increased LSS certification

 **95%**
Employee satisfied
with LSS training

42 STRATEGIC INITIATIVES (abridged descriptions)

PEOPLE

- Recruit and retain a diverse student body
- Create an interpersonal culture
- Create a campus environment that promotes and enhances a healthy study/life balance
- Attract and retain a more diverse faculty and staff
- Evaluate the organizational structure to ensure faculty and staff workforce levels are sufficient
- Develop robust professional development initiatives
- Evaluate compensation plans, create promotion pathways and develop succession plans
- Build a strong culture of appreciation, recognition and collegiality
- Keep communication channels transparent
- Provide greater opportunities for input from the NEOMED community
- Create a culture of operational excellence
- Develop more philanthropic resources
- Create opportunities that play a valuable role in alumni professional development
- Expand opportunities for alumni to connect
- Develop meaningful experiences to engage alumni
- Recognize alumni for their accomplishments and leadership

EDUCATION

- Elevate student engagement and develop a standard for delivering an Exceptional Student Experience
- Provide students with greater opportunities to learn and practice leadership skills
- Enhance cultural competency training into the curricula
- Integrate and expand the use of new educational technologies
- Define and track measures that demonstrate student performance and progress
- Expand existing partnerships and seek new relationships to enhance diverse opportunities
- Create a culture of continuous quality improvement
- Integrate meaningful research training and experiences
- Explore interprofessional education opportunities

DISCOVERY

- Promote excellence in NEOMED's research enterprise
- Develop a more translational and health services focus
- Develop and execute a culture of innovation and entrepreneurship
- Publicize and promote NEOMED's research successes
- Promote research that advances the scholarship of teaching

SERVICE AND COMMUNITY ENGAGEMENT

- Build and maintain strategic partnerships that provide exceptional learning opportunities
- Collaborate with others to improve health care outcomes in communities
- Develop strategic partnerships to advance medical knowledge, expand impact of research, and improve health and wellness
- Advocate for community by enlisting key stakeholder support on political, regulatory and/or business issues

GROWTH

- Develop a new health care platform: The campus-based NEOMED Clinic
- Evaluate existing programs and explore new academic programs
- Develop resources and foundational work to become more involved with public health initiatives

ADMINISTRATIVE AND ACADEMIC SUPPORT OPERATIONS

- Examine key administrative processes for consistency, compliance, responsiveness
- Develop a standardized process to support entrepreneurial efforts
- Set standards for administrative processes that include Lean Six Sigma analyses
- Implement a zero-based budgeting protocol to fund initiatives built upon quantifiable needs
- Share the strategic planning updates with the University community

STRATEGIC PLAN PILLAR GROUPS



PEOPLE PILLAR

Andre Burton and Amy Lee*

Alejandro Adorno
Toccaro Ball*
Natalie Bonfine
Charity Davis
Jennifer Dougall
Sandra Emerick
Craig Eynon
Liz Fredrickson
Patrick Gallegos
Ashley King
Chelsey Kirkland
Janel Koellner
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George Litman
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Harmony Stanger
Corrie Stofcho

EDUCATION PILLAR

Mate Soric and Randy Welton

Jim Barrett*
Jackie Boyle*

Seth Brownlee
Linda Lawrence*
Doug Moses
Joshua Tidd

DISCOVERY PILLAR

Rebecca German

Michael Appleman
Stan Dannemiller
Sebastian Diaz
Jennifer Eaton
Rebecca Fischbein
Sheila Fleming*
Stacey Gardner-Buckshaw
Nairmeen Haller
Becky Hayes*
Gordon Hong
Cynthia Ledford
Michael Lehman
Moses Oyewumi
Dana Peterson*
Rachana Raghupathy
Priya Raman
Simon Robins
Victoria Romanda
Meri Rosen
Fayez Safadi*
Jared Slanina
Steve Spalding

Erica Stovsky
Jeff Wenstrup
Joe Zarconi
Yanqiao Zhang

SERVICE AND COMMUNITY ENGAGEMENT PILLAR

Mary Taylor

Daniel Blain
Janet Coon
Matthew Desanto
Joe Diorio
Sara Dugan
Dale Hluch
Rick Kellar
Su Kim
Mariah Mrofchak
Michelle Mulhern*
Marlo Schmidt
Maya Schnall
Ruth Simera
John Stilliana
Patti Thornborough
Kali Williams

GROWTH PILLAR

John T. Langell

Julie Aultman
John Boltri

Bill Chilian
Lukas Everly
Katie Fleck
Rick Kasmer
Lacey Madison
Emily Murphy
Chris Ritter
Steve Schmidt
Elisabeth Young

ADMINISTRATIVE AND ACADEMIC SUPPORT OPERATIONS PILLAR

Maria Schimer

Jami Brewer
Sara Briechle
Jordan Cinderich
Amanda Filippi
Darcie Flower
Amy Furey-Ligan
Rod Ingram*
Phil Jenkinson*
Diana Krizanic
Ron McGrady
Marissa Shepherd
Craig Theissen
Jonathan Wagner*
Marilyn Ward

Names in bold represent pillar leads and names with asterisks serve on several pillars but are listed once.



Northeast Ohio
MEDICAL UNIVERSITY