



THOMAS JEFFERSON UNIVERSITY

Sidney Kimmel Medical College

STRATEGIC PLAN: LOOKING TOWARD 2025



Jefferson

Thomas Jefferson University

HOME OF SIDNEY KIMMEL MEDICAL COLLEGE



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INTRODUCTION

STRATEGIC PLAN PHILOSOPHY & PROCESS

Strategic planning is a powerful tool for guiding an organization's trajectory and ensuring alignment with its overarching mission, vision and core values. The process is collaborative and engages key stakeholders. Sidney Kimmel Medical College (SKMC) initiated its most recent strategic planning process in 2019 under the leadership of Dean Mark Tykocinski, MD and Vice Dean Steven Herrine, MD. The process, facilitated by an SKMC *Planning Working Group* and the *Office of the Provost*, was framed by a revision of the medical college's mission, vision, and core values, assuring their harmonization with those of the rest of the university and the broader enterprise.

Thomas Jefferson University is organized around a four pillar model. The university constitutes the *Academic Pillar* and comprises ten colleges, three schools with two main hub campuses and four additional campuses, along with a broad set of institutes and centers. The *Clinical Pillar* encompasses an extensive network of hospitals and ambulatory facilities distributed across the larger Philadelphia region. The *Innovation Pillar* facilitates intellectual property commercialization and interfaces with a robust healthcare start-up ecosystem. The *Philanthropy Pillar* consists of the *Office of Institutional Advancement* which oversees all philanthropic and alumni activities, as well as a large capital campaign.

Beyond considering the agendas of these pillars, the strategic planning process also scanned the external environment, delineated critical issues, and formulated goals and strategies. A *Strategic Planning Retreat*, which included many key SKMC leaders, was held in January 2020 and used a set of structured exercises to garner key data and shape the plan. (A complete list of all participants is included in Appendix A). This retreat was followed by: compiling data; writing drafts of this planning document; vetting the document with leaders, faculty, staff, and students; and revising the draft. Finalization of the document set the stage for the execution phase of the strategic plan.

**We improve lives
by preparing
physicians through
inclusive education,
incisive inquiry, and
compassionate care.**



MISSION STATEMENTS

THOMAS JEFFERSON UNIVERSITY ENTERPRISE

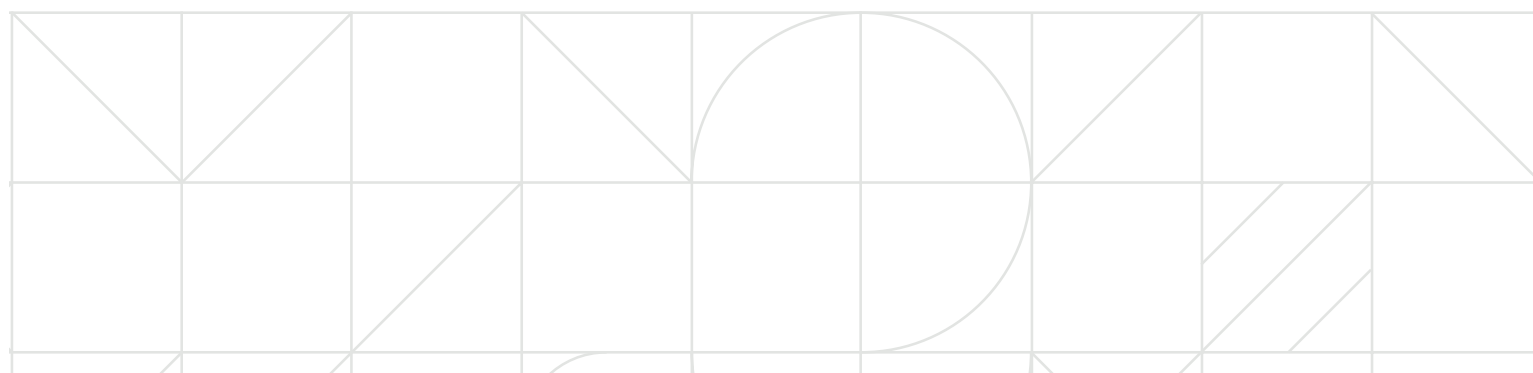
We improve lives.

We are a university with preeminence in transdisciplinary, experiential professional education, research and discovery, delivering exceptional value for 21st century students, with excellence in architecture, business, design, fashion, engineering, health, science, and textiles, infused with the liberal arts.

Thomas Jefferson University's current Mission Statement, approved by the Board of Trustees in October 2016, was first developed as part of the Middle States Complex Substantive Change submission required to gain approval to proceed with the merger of (the then) Thomas Jefferson University and Philadelphia University.

SIDNEY KIMMEL MEDICAL COLLEGE

We improve lives by preparing physicians through inclusive education, incisive inquiry, and compassionate care.



CORE VALUES

THOMAS JEFFERSON UNIVERSITY ENTERPRISE

1. **Put People First**
2. **Be Bold and Think Differently**
3. **Do the Right Thing**

SIDNEY KIMMEL MEDICAL COLLEGE

Put People First



HUMANISM Relieving suffering, improving quality of life, treating all people with compassion, and respecting human dignity and autonomy

DIVERSITY Elevating inclusion and diversity as key success drivers

Be Bold and Think Differently



EXCELLENCE Committing to excellence, life-long pursuit of new knowledge, and personal and professional growth

INNOVATION Forging new pathways in education, research and clinical care, recognizing that physician roles will evolve dramatically as the 21st century unfolds

Do the Right Thing



PROFESSIONALISM Acting with the highest standards of integrity and demonstrating personal accountability, resilience, collegiality, and teamwork

SOCIAL RESPONSIBILITY Serving and advocating for all people, by addressing social determinants of health, health equity, and resource stewardship



VISION STATEMENTS

THOMAS JEFFERSON UNIVERSITY ENTERPRISE

Reimagining health, education and discovery to create unparalleled value.

STRATEGIC ACADEMIC FRAMEWORK

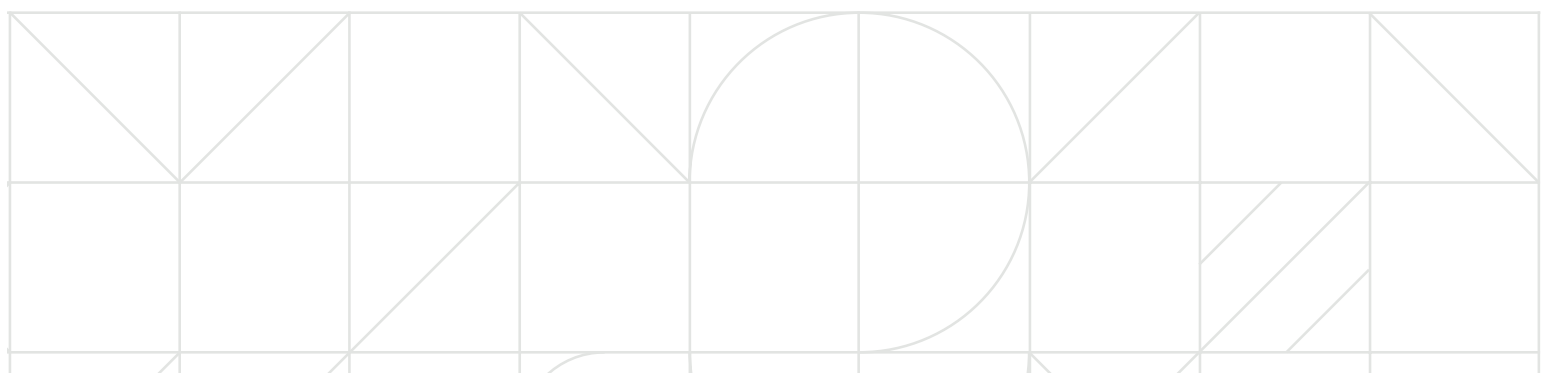
**Fields of Tomorrow
Curated, Personalized Education
Community of Scholars
Outward-Looking Enterprise**

UNIVERSITY TRIPARTITE STRATEGIC VISION

**The Model Professions-Focused University
A National Research University
A Distinctive Global University**

SIDNEY KIMMEL MEDICAL COLLEGE

Training the physician of the future by envisioning evolving roles as a consultant to the patient, a comforter of the patient, a coordinator of complex care and healthcare provider teams, and creator of new medical knowledge; cultivating ways of thinking, being, relating, and serving; fostering local and global collaboration; respecting different backgrounds; and fostering leadership skills.




ORGANIZATIONAL OVERVIEW

Established in 1824 as the nation's fifth medical school, the Sidney Kimmel Medical College (SKMC) of Thomas Jefferson University (originally Jefferson Medical College) is a large, private medical college in Philadelphia. As the first U.S. medical school to incorporate bedside teaching, SKMC has long held the reputation for producing superior clinical graduates and medical innovators. The school is also distinguished by its scope and depth of student community engagement.

In 2017, SKMC undertook significant curricular redesign, introducing its new *JeffMD* curriculum. This curriculum transitioned from a classical 2+2 paradigm to a three-phase program, integrating fundamental science, clinical science and health systems science (HSS) throughout all four years. Recognizing that superior physicians often have varied knowledge domain backgrounds, a *Medicine+* co-curricular program was incorporated into *JeffMD*, giving students opportunities to view their education through diverse conceptual lenses, such as design (for design thinking), data sciences (for computational thinking), policy (for relational thinking), and humanities (for reflective thinking). *JeffMD* also introduced a *Scholarly Inquiry* requirement, facilitating connections to *Medicine+* cross-disciplinary programming and hard-wiring discovery and knowledge-generation into each student's experience. The longstanding medical college commitment to extra-curricular community outreach and intramural service was reinforced and expanded, and special programming, such as the *Dean's Concert Series*, the *Dean's Student Leadership Forum* and *Physician Executive Leadership*, were sustained.

SKMC is home to the largest clinical health system in the Philadelphia area, and oversees the education of over 1,900 residents and fellows in 95 programs spanning more than 40 specialties. The college is also home to a significant research enterprise, emphasizing high-impact science and extensive clinical research that together are focused on programmatic research themes. A spectrum of health services research draws on institutional strengths in population health and telehealth, along with a history of strong community ties. Total sponsored research is currently in the range of \$170-200 million annually.





Sidney Kimmel Medical College is home to the largest clinical health system in the Philadelphia area, and oversees the education of over 1,900 residents and fellows in 95 programs spanning more than 40 specialties.

OPPORTUNITIES

Further distinguish curricular, co-curricular, and extra-curricular programming, by extending inter-institutional partnerships and collaboration

Develop HyFlex (hybrid flexible) learning strategies, that optimally combine in-person and online approaches and foster n=1 pedagogy

Leverage technology for learning (EMR tools, digital health, data analytics, computational medicine, AI, VR, XR, next-gen simulation), with a view towards disruptive educational innovation

Innovate a suite of digital apps for medical education assessment and downstream outcomes analysis

Expand and deepen Medicine+ co-curricular offerings, and grow associated assured admission linkages

Foster enterprise-wide interprofessional collaboration and education, embracing the non-healthcare professions on the East Falls campus

Impact health disparities in Philadelphia, by reaching into surrounding communities with creative partnerships and building on Jefferson's tradition of community engagement in its extra-curricular activities

Diversify the medical student and resident/fellow cohorts, by optimizing admission practices, increasing tuition discounting, increasing endowed scholarships, extending community outreach, and promoting pipeline programs

Expand global education and research partnerships, and introduce new global medicine opportunities for students

Operationalize team-based learning/education and workplace learning

Be open to business relationships that advance educational and research agendas

Continue to explore and develop early specialization tracks

Expand *Point-of-Care (POC)* education

THREATS

Insufficient cross-subsidization of the research enterprise, with need for 'buy-back' of more academic time for clinical faculty practicing within an RVU-centric clinical faculty compensation plan

Requirement for increased academic coordination (especially for GME and clinical research) among the growing number of clinical entities within Jefferson Health, one of the fastest growing academic medical centers in the nation

Uncertainty amidst a matrix of regional healthcare delivery systems in relentless flux

Burnout of staff, faculty and students

Medical malpractice environment in Pennsylvania

Constraints on new curricular and co-curricular innovation posed by external accreditation and licensing bodies

Need for more tuition discounting and endowed scholarships, particularly in competing for under-represented minority applicants

Need for faculty educators with understanding of education science

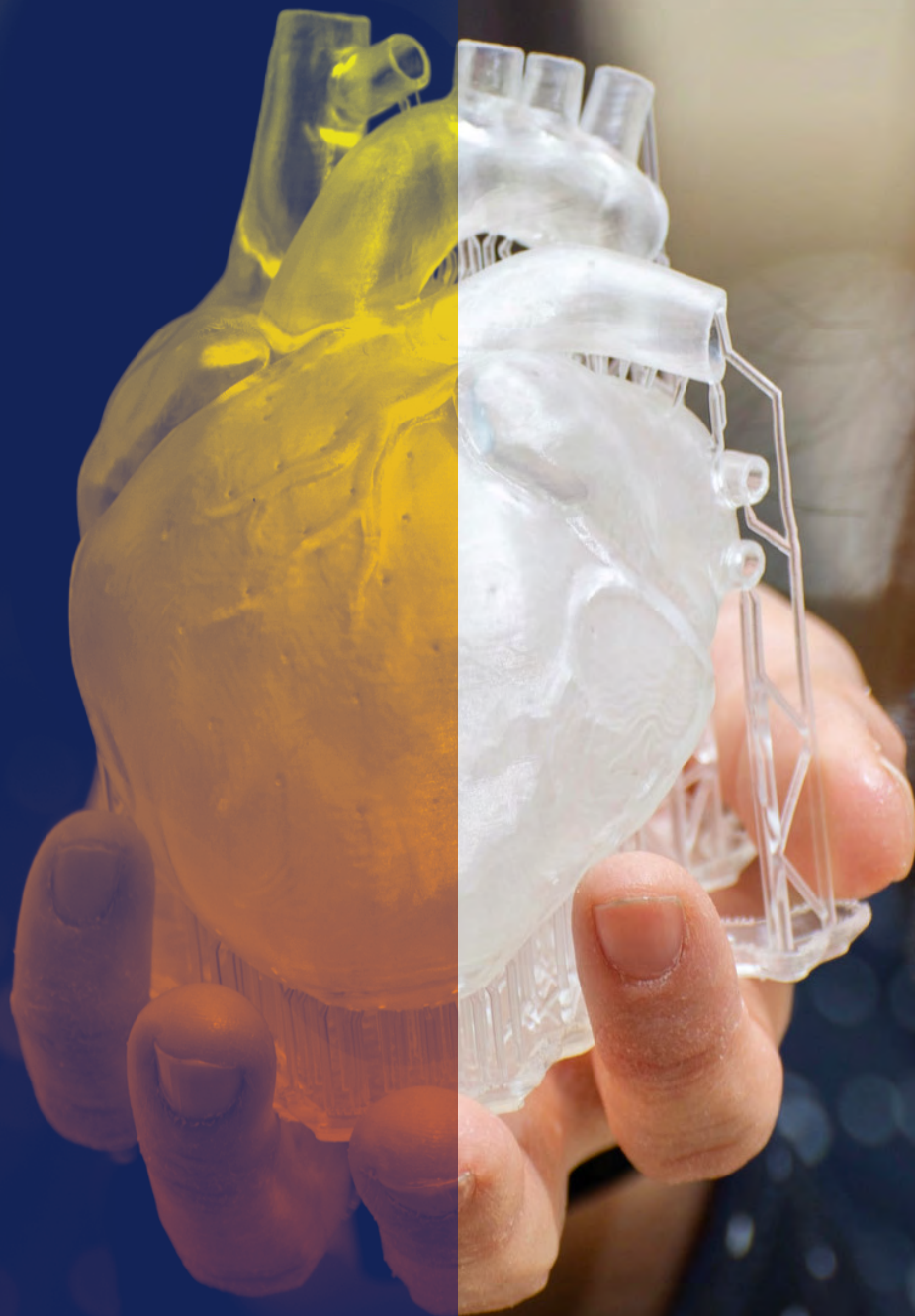
Need for more faculty development resources

Need for more student, resident and faculty diversity

Lack of new laboratory space to sustain expansion of the biomedical research enterprise

CRITICAL ISSUES

1. **Cost of education and student debt**
2. **Student, resident and faculty diversity**
3. **Technology revolution**
4. **Faculty, student and resident/fellow wellness and burnout**
5. **Compensation model for teaching and research**
6. **Cross-subsidization of research**



GOALS & OBJECTIVES

STRATEGIES, TASKS, TIMELINES & RESPONSIBILITIES

1

Evolve the JeffMD curriculum, as a curriculum that cultivates a 21st century physician prepared to optimally work with technology (e.g., artificial intelligence, precision/genomic medicine, robotics, and telemedicine), non-physician providers (e.g., NPs, PAs, CRNAs, CNMs), and the tools of population health, to provide outstanding care to patients, serve as a healthcare team leader, and innovate medical and surgical care

Complete launch of JeffMD

TIMELINE: 2 years
METRICS: Solid Step 1 & Step 2CS Performance;
Strong Residency Match
LEAD: Deborah Ziring, MD

Develop HyFlex (hybrid flexible) learning strategies, that optimally combine in-person and online approaches and foster n=1 pedagogy

TIMELINE: 3 years
METRICS: 3 HyFlex Clinical Offerings
LEAD: Deborah Ziring, MD

Leverage technology for learning (EMR tools, digital health, data analytics, computational medicine, AI, VR, XR, next-gen simulation), with a view towards disruptive educational innovation

TIMELINE: 3 years
METRICS: 3 Technology-Enhanced Educational Offerings
LEAD: Deborah Ziring, MD

Continue to explore and develop early specialization tracks and UME training pathways of various durations

TIMELINE: 5 years
METRICS: 2 Early Specialization Tracks
LEAD: Peter Scoles, MD

Expand POC education

TIMELINE: 5 years
METRICS: 3 POC Education Models
LEAD: Katherine Berg, MD

2

Enhance the comprehensive, competency-based education assessment model, including instruments for SKMC students that address cognitive, psychomotor and affective domains and capture the multi-dimensional student learning experience

Complete development and implementation of the JeffCAT app

TIMELINE: 2 years
METRICS: Completion of JeffCAT
LEAD: Katherine Berg, MD

Innovate a broader suite of digital apps as medical education assessment tools and as enablers of downstream outcomes analysis

TIMELINE: 3 years
METRICS: 6 Assessment & Student Experience Apps
LEAD: Katherine Berg, MD

GOALS & OBJECTIVES

STRATEGIES, TASKS, TIMELINES & RESPONSIBILITIES *cont'd*

3

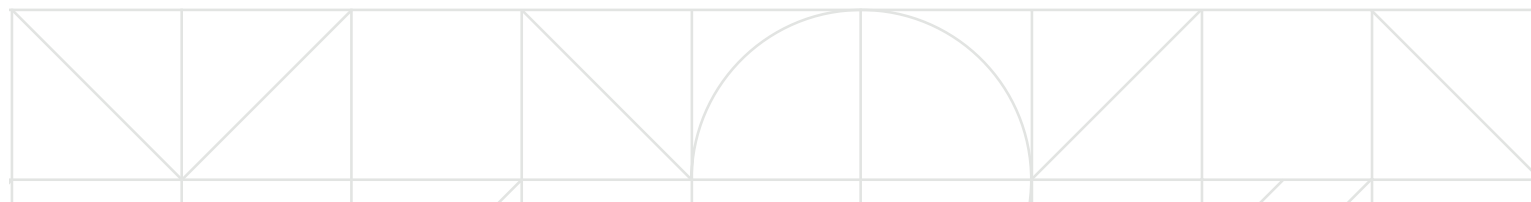
Deepen the *Medicine+* co-curriculum, including nurturing Scholarly Inquiry projects associated with it; fostering interprofessional collaborative experiences that embrace the non-healthcare professions on the East Falls campus; and increasing the number of assured admission pathways and pooled partnership relationships as feeders

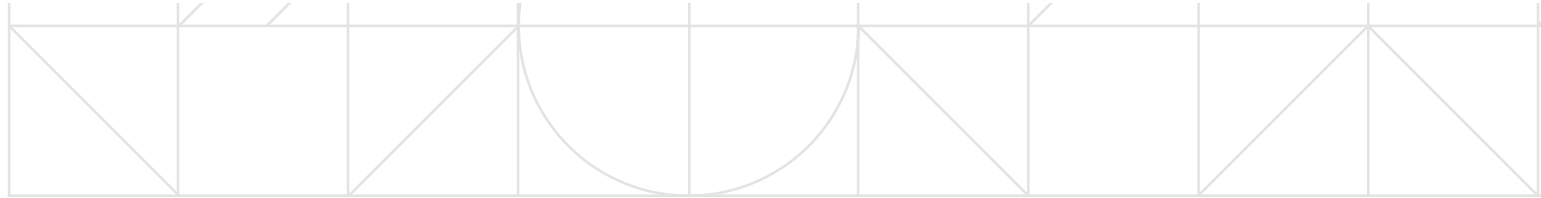
Further integrate <i>Medicine+</i> tracks into JeffMD/ Scholarly Inquiry	<p>TIMELINE: 3 years</p> <p>METRICS: 5 <i>Medicine+</i> Pathways; 20% of SI projects linked to <i>Medicine+</i></p> <p>LEAD: Michael Stillman, MD</p>
Foster cross-campus, enterprise-wide interprofessional collaboration and trans-pillar, student-engaged research, embracing the non-healthcare professions on the East Falls campus	<p>TIMELINE: 4 years</p> <p>METRICS: 2 trans-pillar, student-engaged collaborative grants</p> <p>LEAD: Steven McMahon, PhD</p>
Establish additional assured admission linkages and pooled partnerships with undergraduate institutions	<p>TIMELINE: 3 years</p> <p>METRICS: 5 assured admission linkages; 15% of matriculating class via assured admissions</p> <p>LEAD: Michael Stillman, MD & Alisa Lossaso, MD</p>
Explore further linkages with industry partners for educational innovation	<p>TIMELINE: 4 years</p> <p>METRICS: 2 industry partner relationships</p> <p>LEAD: Kathleen Gallagher & Matt Baker, PA-C, DHSc</p>

4

Expand extra-curricular offerings that enrich the student learning experience, including internal and external collaborations in pedagogical and clinical education, research opportunities, and community and global health experiences

Increase student-driven community service activities	<p>TIMELINE: 2 years</p> <p>METRICS: 3 new community service projects</p> <p>LEAD: Charles Pohl, MD</p>
Leverage Jefferson Global Centers to engage more students in global health educational and clinical experiences, including remote joint case-based learning session	<p>TIMELINE: 2 years</p> <p>METRICS: Increased % of students engaged in global activities</p> <p>LEAD: Richard Derman, MD</p>





5

Increase diversity in students, residents, fellows and faculty, along with diversity and inclusion content in the curriculum

Provide resources to increase recruitment and retention of a diverse SKMC population	<p>TIMELINE: 3 years</p> <p>METRICS: URM enrollment matching Philadelphia medical schools</p> <p>LEAD: Bernard Lopez, MD</p>
Develop and implement curricular focus on diversity and inclusion	<p>TIMELINE: 2 years</p> <p>METRICS: Anti-racism curriculum</p> <p>LEAD: Steven Herrine, MD</p>
Explore novel multi-degree pathways, including a sequential global MD and various MS degree options	<p>TIMELINE: 3 years</p> <p>METRICS: Triple degree (International dual MD + MS International Health Policy) pathway with Cattolica</p> <p>LEAD: Peter Scoles, MD</p>

6

Implement a holistic, Total Professional Effort faculty compensation model that appropriately values clinical, teaching and research activities

Analyze educational implications of RVU-based compensation system	<p>TIMELINE: 3 years</p> <p>METRICS: Launch of TPE <i>Academic Fix</i> for JUP Clinical Faculty Compensation Plan</p> <p>LEAD: Karen Novielli, MD</p>
Investigate alternate compensation paradigms	

7

Devise strategies to decrease student debt

Leverage philanthropy to increase scholarship support, through Jefferson’s Reimagine capital campaign	<p>TIMELINE: 5 years</p> <p>METRICS: 20% increase in endowed student scholarships</p> <p>LEAD: Mark Tykocinski, MD</p>
Establish shortened medical education duration pathways	<p>TIMELINE: 5 years</p> <p>METRICS: Options for altered time to graduation</p> <p>LEAD: Katherine Berg, MD</p>

SUMMARY

As part of Thomas Jefferson University's requisite strategic planning and continuous quality improvement processes, a one-day *SKMC Strategic Planning Retreat* was held on Thursday, January 9, 2020 in Jefferson Alumni Hall. Over 30 key stakeholders across SKMC and academic leadership participated in the retreat, offering feedback and insight during several strategic planning exercises. The session was a facilitated working meeting, with the intent to define the goals of the medical college and action plans for the next five years. A parallel research strategic plan is under development.

With consideration of specific accreditation goals, speakers at the one-day retreat reviewed the mission, goals, values, and strategic academic framework of the university and enterprise, in addition to the SKMC vision, mission and core values. To start the day, participants were randomly assigned designated tables to work together as a group to complete various exercises. Exercises included: creating a headline in five years about SKMC, revising the SKMC vision, mission, and core value statements, brainstorming opportunities and threats, setting high-level goals, and strategizing on how to achieve said goals.

Upon completion of a successful retreat, key notes from the exercises and discussions were outlined in a consolidated document and reviewed by facilitators. The top seven goals were identified and further expanded to include strategies and tasks, high-level timelines, and key performance metrics. Each goal will be led by its key responsible person, and committees will be established to operationalize each goal. Outcomes and tentative plans of the *SKMC Strategic Planning Retreat* will be shared with key stakeholders for further review and refinement, with validation and support by Dean Tykocinski and Vice Dean Herrine.



A revision of the medical college's mission, vision, and core values, assuring their harmonization with those of the rest of the university and the broader enterprise.

APPENDIX A

LIST OF PARTICIPANTS

The following participants were in attendance for the SKMC Strategic Planning Retreat:

David Abraham

*Professor of Microbiology and Immunology
Associate Dean, Academic Affairs and Undergraduate Medical Education*

Christine Arenson

*Professor and Chair,
Department of Family Medicine*

Matt Baker

Senior Vice Provost, Academic Affairs

Katherine Berg

*Professor of Medicine
Assistant Dean, Academic Affairs and Assessment
Co-Director, University Clinical Skills and Simulation Center*

Clara Callahan

*Professor of Pediatrics
Lillian H. Brent Dean of Students and Admissions*

Jeff Cromarty

Senior Vice President, Campus Operations, Thomas Jefferson University

Kathleen Day

Director, Office of Assessment

Kristin DeSimone

*Clinical Assistant Professor of Family and Community Medicine
Associate Dean, Student Affairs and Career Counseling*

Kathy Gallagher

Executive Vice President and Chief Operating Officer

Steven Herrine

*Professor of Medicine
Vice Dean of Academic Affairs and Undergraduate Medical Education*

Gerald Isenberg

Professor of Surgery

Tasha Kouvatso

Assistant Professor of Medicine

Bon Ku

Associate Professor of Emergency Medicine

Brian Levine

Associate Chief Academic Officer, Christiana Care

Bernard Lopez

*Professor of Emergency Medicine
Associate Dean of Diversity and Community Engagement*

Alisa Losasso

*Professor of Pediatrics
Dean of Admissions*

Barry Mann

Professor of Surgery

Nina Mingioni

Clinical Associate Professor of Medicine

Karen Novielli

Vice Provost of Faculty Affairs

Dimitrios Papanagnou

*Associate Dean for Faculty Development
Associate Professor, Emergency Medicine*

David Paskin

*Professor of Surgery
Vice Dean of Graduate Medical Education and Affiliations*

Charles Pohl

*Vice Provost for Student Affairs
Senior Associate Dean, Student Affairs & Career Counseling*

John Spandorfer

*Professor of Medicine
Roger B. Daniels Associate Dean of Professionalism in Medicine*

Elizabeth Spudich

Assistant Professor, Pathology, Anatomy, and Cell Biology

Brian Squilla

Senior Vice President, Administration

Danica Stone

Academic Operations & Special Projects Manager

Susan Truong

Assistant Professor, Department of Medicine

Mark Tykocinski

*Provost and Executive Vice President for Academic Affairs
The Anthony F. and Gertrude M. DePalma Dean*

Megan Voeller

Director, Humanities, Student Life and Engagement

Alison Washkalavitch

Educational Business Manager, Academic Affairs

David Whellan

Senior Associate Provost, Clinical Science

Deborah Ziring

Senior Associate Dean, Academic Affairs and UME

APPENDIX B ORGANIZATION CHART





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Thomas Jefferson University

HOME OF SIDNEY KIMMEL MEDICAL COLLEGE