



ARKANSAS COLLEGE OF
OSTEOPATHIC MEDICINE

Arkansas College of Osteopathic Medicine

Strategic Plan

2020-2025

Introduction

ARCOM's evolving Strategic Plan reflects the evolution Arkansas Colleges of Health Education (ACHE) Strategic Plan. The process included numerous discussions with Arkansas College of Osteopathic Medicine faculty, staff, and students to align the new strategic plan with the recently revised strategic plan for the ACHE approved by the Board of Trustees for ACHE.

A faculty advisement committee was formed and engaged in a planning retreat on January 16^h of 2020 to review the current plan and to evaluate future plans. A key point of discussion during the initial meeting was to provide clarity and focus for the next phase of ARCOM's development to best support the ACHE Strategic Plan. Key members of the ARCOM advisement committee were part of a group of more than fifty individuals who participated in the strategic planning committee of ACHE. The ACHE revision group devoted a full day during the Board of Trustees annual retreat to this process on January 24, 2020. The mission statement, vision, and core values of ACHE were reviewed as the foundation for a new group of mission-directed goals outlining the sustainability of a maturing institution devoted to the preparation of healthcare professionals. As part of the process participants identified and prioritized goals which reflect the institutional mission.

The product of the large ACHE group was refined into an initial draft of a Strategic Plan which was submitted to the Board of Trustees for review. The Trustees took the opportunity to reflect on the initial draft and provided their comments during a 30-day review period. The Trustee's comments catalyzed further refinement and revision of the document prior to its dissemination to the strategic planning committee for further review during a two-week period. Following the submission of several comments and final editing the document was submitted to the Board of Trustees of the Arkansas Colleges of Health Education for adoption on April 25th, 2020. The Board of Trustees unanimously adopted the Strategic Plan for 2020-2025 on April 25, 2020.

A discussion regarding the ARCOM committee reconvening occurred on May 25, 2020 to allow review the ACHE Strategic Plan and work on aligning the proposed new ARCOM Strategic Plan to the ACHE Strategic Plan. This work both before and after the May 25th discussion was significantly slowed by restrictions in place during the COVID-19 pandemic. Subsequent work during the summer and fall of 2020 was conducted virtually via email communication and individual discussions.

Appendix to Introduction

Arkansas College of Osteopathic Medicine Strategic Planning Committee

First	Last	Area	Title
Lance	Bridges, PhD	Faculty	Chair of Biochem, Molecular & Cell Sciences
Rance	McClain, DO	Administration	Dean of ARCOM & Professor
Joanne	Peterson	Faculty	Assistant Professor of Anatomy
Brandy	Ree, PhD	Faculty	Assistant Professor of Biochem, Molecular & Cell Sciences
Andrew	Ryals, DO	Faculty	Director of Clinical Skills
Donna	ShIPLEY, MD	Faculty	Assistant Professor of Family Medicine
Zachary	Throckmorton, PhD	Faculty	Associate Professor of Anatomy
Brian	Welling	Student	OMS2
Danielle	Wilks	Staff	Executive Assistant to the Dean of ARCOM

CONTEXT

The history of compassionate health care had its formal Fort Smith beginning in 1887 when medical care that became Sparks Hospital began through the efforts of Rev. George Degen. This community hospital was a foundation of service to the entire region for more than a century. Changes in the health care environment in the region resulted in a decision by the community-based Board of Trustees to sell the facility to a qualified purchaser who would continue to serve the community.

Following the sale of Sparks Health System in 2009, the Fort Smith Regional Health Care Foundation, the recipient of the sale proceeds, immediately began discussions about new opportunities to address health care needs. Expanding the number of well-trained primary care physicians and other health professionals emerged as the most viable option to provide better access to prevention and treatment of prevalent health conditions in Arkansas and the region. Feasibility studies to evaluate several options ultimately resulted in the decision to incorporate the Arkansas Colleges of Health Education (ACHE) and to pursue the establishment of a first-rate institution of higher education operating multiple graduate-level colleges in several health fields. In this way, the Arkansas Colleges of Health Education is continuing Rev. Degen's vision of improving health care in one of America's most underserved regions.

The Arkansas Colleges of Health Education was incorporated in 2014 as an independent not-for-profit educational institution. Plans for the Arkansas College of Osteopathic Medicine (ARCOM) as the first graduate education program began immediately. The process was enhanced when the Fort Chaffee Redevelopment Authority donated 200 acres of prime land in the Chaffee Crossing area of east Fort Smith for the educational campus and related development. Subsequent land acquisitions have brought the total campus size to 430 acres to provide for future growth. Chaffee Crossing is the result of the release of more than 7,000 acres of military land which was part of Fort Chaffee, a 78,000 acre military training post initially constructed in 1941. The release of land for private development was the result of the national Base Realignment and Closure (BRAC) process which recommended Fort Chaffee be permanently closed in 1995. In the two decades since this release, extensive development of residential, commercial and industrial sites has occurred in the area. The land donated and acquired by ACHE is choice property which positions the school for growth in the future.

The Fort Smith Regional Healthcare Foundation and the Degen Foundation have provided financial support to the Arkansas Colleges of Health Education to facilitate the initial start-up for programs, construction of facilities and for other needs. These Foundations continue as supporting organizations of ACHE while also providing grants to address other community health needs.

The initial building on the campus consists of 102,000 square feet on three levels at an appraised value of \$32.4 million. A grant was received for \$1.2 million which was used for parking lots and infrastructure of the facility. An initial anonymous gift of \$14 million was received to support the ACHE initiative. All ACHE facilities are designed to present a technologically advanced learning environment with the very best opportunities for aspiring medical professionals to acquire the required skills for the future.

In late 2019 ACHE completed construction of the College of Health Sciences, a 66,000 square foot facility. The funding came from an anonymous gift of \$15 million. This facility will house the Physical Therapy, Occupational Therapy, and Physician Assistant programs, with an overall value of approximately \$25 million.

On-campus housing (“The Residents” and “The Village at Heritage”) offers living space to 160 ACHE students. Additional developments, such as Celebration Gardens and Park, bring trails and other amenities to the growing campus. The construction of a 40-bed inpatient hospital by Mercy on the campus will complement the Mercy Primary Care Clinic which has been operational since 2017. Planning for additional classroom buildings and other support facilities is ongoing, consistent with resources and needs.

Guided by an independent ACHE Board of Trustees, this private institution has charted a bold course to develop future educational programs to serve the needs of the state and region. Additional programs will be based upon identified needs and will be initiated as space and resources allow. A planned development including retail, housing,

restaurants and other amenities in a walkable environment to support the educational community and adjacent neighborhoods in a healthful manner when combined with the academic programs will transform the campus of the Arkansas Colleges of Health Education into a distinct destination.

MISSION

The mission of the Arkansas College of Osteopathic Medicine (ARCOM) is to educate and train compassionate osteopathic physicians, skilled in the science of patient-centered osteopathic medical care, dedicated to the ethical and social principles of the osteopathic profession, committed to lifelong learning, and focused on service to the underserved. This mission will be accomplished at the undergraduate and graduate medical education levels through excellence in teaching, research, service, and scholarly activity.

Adopted by the Arkansas Colleges of Health Education Board of Trustees

ACHE CORE VALUES

A strong sense of values forms the foundation of the Arkansas Colleges of Health Education and guides its growth and service to students and community. These values embrace diversity and reflect a sense of stewardship representing the vision of the founders including entrepreneurship, shared leadership, scholarship, collaboration, mentorship, integrity and responsibility.

Goal 1: The Arkansas Colleges of Health Education will continue to maintain a diverse group of students, faculty, and staff and continue a commitment to educate competent and compassionate health care professionals.

Goal 2: The Arkansas Colleges of Health Education will develop facilities and mechanisms to support the improvement of health and wellness through active research.

Goal 3: The Arkansas Colleges of Health Education will continue the development of healthy living environments to improve the lives of others.

Goal 4: The Arkansas Colleges of Health Education will ensure institutional integrity, alignment to mission, and sustainability.

ARCOM CORE Values

Goal 1: The Arkansas College of Osteopathic Medicine will recruit, develop and maintain a diverse group of students, faculty, and staff with a commitment to the principles of compassionate, patient centered care with a focus on the underserved by:

- Recognizing all aspects of diversity in the recruitment of students, faculty, and staff who align with the ARCOM mission with a commitment to lifelong learning;
- Building a culture of support and inclusion where all stakeholders feel valued and can thrive in their role;
- Investing in our people by providing professional development opportunities and support each stakeholder in obtaining their professional goals; and
- Developing a consistent and proactive approach to the retention of all stakeholders.

Goal 2: The Arkansas College of Osteopathic Medicine will create a community of learners who will engage in collaborative, interprofessional education based in patient centered primary care aligned with osteopathic principles by:

- Supporting a learning environment to train osteopathic medical students to become physicians who can provide care to the region in which we live and serve, consistent with a timeline to achieve this goal;
- Working collaboratively with all programs within the ACHE community to educate all ACHE students on interprofessional teamwork and their respective roles in the modern healthcare environment;
- Aligning student experiences and learning with the outcomes necessary to transition to graduate medical education and clinical practice; and

- Encouraging and supporting faculty to take bold and innovative interdisciplinary approaches to content delivery and continually assess the impact of those efforts.

Goal 3: The Arkansas College of Osteopathic Medicine will develop a strong foundation in academic and basic science research program which conducts research wherein students and faculty work together to create knowledge that improves medical education, transforms healthcare and advances scientific knowledge by:

- Creating a destination for local, regional, national, and international research faculty, staff, and students to utilize in all phases of their career by expanding current resources and building new spaces dedicated to the advancement of knowledge;
- Fostering interdisciplinary collaboration in the research arena bridging basic science and osteopathic clinical science together to advance knowledge and transform the delivery of healthcare;
- Supporting the research strategic plan of the ACHE department of research through collaboration and cooperation in time and energy dedicated to focusing on and conducting research; and
- Supporting student research efforts for them to gain exposure and experience which aids their efforts in obtaining desirable graduate medical education residency acceptance as well as aids their future careers.

Goal 4: The Arkansas College of Osteopathic Medicine will create a longitudinal training system where students seamlessly transition from classroom to experiential learning in a clinical setting while fully preparing all students to perform in graduate medical education training programs by:

- Focusing on growing and strengthening the clinical training years of the curriculum by expanding the network of care our students help to provide;
- Transforming healthcare delivery models to incorporate principles of healthy living and work-life balance into the routine activities of those with whom we partner to provide care;

- Being the primary resource for sound medical advice and care for the people of this region and all regions in which we live, work, and learn; and
- Understanding and embracing the role of a primary healthcare provider in the everchanging landscape of healthcare delivery and to function as a leader in the healthcare team environment.

Goal 5: The Arkansas College of Osteopathic Medicine will actively engage internal and external stakeholders to improve the health of the community at large, thereby advancing the osteopathic principles and philosophy by:

- Assisting and teaching all stakeholders to emphasize the concept of mind, body and spirit to create healthy and balanced individuals and communities through physical and mental fitness, nutrition, and interactions with the arts;
- Encouraging all students, faculty, staff, and stakeholders to actively participate within their community toward these goals;
- Encouraging all students to dedicate time and effort to serve those most in need of care in this region and beyond; and
- Emphasizing the development of healthy, safe, and secure environments for daily living.