



Strategic Plan

2022-2025



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Dean's Message

The future of New York University (NYU) Long Island School of Medicine is best mapped out with planned strategies and steps and embarked upon with a systematic approach that is carefully constructed. Gladys Ayala, MD, vice dean of NYU Long Island School of Medicine has worked diligently with a team of leaders on the Long Island campus and from NYU Langone Health, which in its vision includes the exemplar of what a true strategic process and plan should look like. Formulating an exceptional strategy is vital for our future as a medical school and involves a concerted effort by a planning group of committed individuals who are passionate about medical education—and maximizing its strategic impact on our medical centers and the communities we serve. The following document, which is the culmination of that strategic planning, is thoughtfully crafted and will serve as a cornerstone for

advancing LISOM into the future. The plan is broad in its vision yet inclusive of specifics for what is anticipated over the next three years, providing all who are engaged with this medical school a clear understanding of our next collective steps. Many thanks for all involved in developing this invaluable strategic plan. It gives the medical school's leadership, including me as founding dean, clear principles, guidance, and required steps to be successful. Our medical students and our community will benefit from this outstanding effort.

Steven Shelov, MD

Founding Dean and Chief Academic Officer

Executive Summary

NYU Long Island School of Medicine (LISOM) was founded in 2019 by an affiliation between New York University and NYU Langone Health. As NYU's second medical school, in addition to NYU Grossman School of Medicine, LISOM serves a unique role, fulfilling a pressing need to create the next generation of medical leaders in the fields of primary care medicine and health systems science. It is the only accelerated three-year MD program in New York State focused exclusively on the principles of primary care, and we offer this comprehensive and rigorous program tuition-free. In addition, our students have the opportunity for a direct link to NYU Langone Hospital—Long Island's residency training programs in internal medicine, pediatrics, obstetrics and gynecology, and general surgery, through the National Resident Matching Program.

Two nascent strategic plans preceded this one, with those earlier plans having focused on establishing the new medical school including: developing the school's mission and vision related to primary care; creating the accelerated three-year curriculum; establishing the faculty; providing the structure and functions of a medical school; and achieving the necessary accreditations to begin recruiting outstanding students. These acquired accreditations included, Middle States

Commission on Higher Education accreditation, New York State Department of Education accreditation, and ultimately achieving full accreditation through the Liaison Committee on Medical Education (LCME).

Over the course of work on our new "2022 Strategic Plan," we objectively assessed our humble goals and progress since the school's inception in 2019, fine-tuned our mission and vision, and identified four new goals and six core strategies. This 2022 Strategic Plan moves us forward in our evolution as a new medical school, and the six core strategies, which embrace the newly crafted mission and vision, serve as the roadmap, framework, and foundation for reaching our goals over the next three years. The timeline for rolling out this Strategic Plan is demanding, but the year-to-year targets are achievable.

The success of this new plan is predicated on the continued commitment of the LISOM community and its partners, and establishing clear and frequent communications of the expectations aimed at achieving the desired outcomes. The strategic investments required of this plan will undoubtedly result in long-term rewards for this new medical school that will position it as a model for other medical schools to follow.



Strategic Plan Timeline



Planning Process & Structure

Drawing on collaborative input from leaders and stakeholders at the medical school, together with NYU Langone Hospital—Long Island and NYU Langone Health, our Strategic Plan will move us forward toward accreditation and becoming a top-ranked medical school.

The NYU Langone Health Strategy, Planning, and Business Development team facilitated the strategic planning process. A Steering Committee oversaw the process, meeting every three months beginning in March 2021, with subcommittee leadership representing key areas that would inform the plan. The four subcommittees were:

1. Mission, Vision, and Values
2. Educational Excellence
3. Diversity and Community Engagement
4. Research

Each subcommittee met at least monthly with its co-chairs, who facilitated critical discussions and feedback sessions with their respective membership. The strategic planning process utilized several tools to incorporate

data collection and feedback from the subcommittees to garner innovative ideas related to building LISOM's strategy, such as community surveys and grids outlining "Strength, Weaknesses, Opportunities, Threats" (SWOTs). Each subcommittee was responsible for generating a list of strategies and related measurable tactics required for their achievement, along with timelines, required resources, measures for assessment, and responsible parties at LISOM.

The subcommittee on Mission, Vision, and Values, was the initial subcommittee to meet and produced the first set of deliverables. Its revised mission and vision statements were approved by the Steering Committee and distributed to the other subcommittees to enlighten their work.

The final deliverable of the strategic planning process—before generating the 2022 Strategic Plan—was the development of a strategy map outlining LISOM's four overarching goals, with related cascading strategies and tactics. These strategies and tactics stemmed from the work produced by each subcommittee.

Mission, Vision, and Core Values

MISSION The mission of NYU Long Island School of Medicine is to develop preeminent physician leaders and a diverse workforce through scholarship and innovative medical education design, anchored by the principles of primary care and health systems science.

VISION NYU Long Island School of Medicine will improve the health of the communities we serve by advancing medical education, scientific discovery, and comprehensive, equitable, collaborative healthcare delivery.

CORE VALUES NYU Long Island School of Medicine's core values provide the foundation for a solid commitment to our mission and align with NYU Langone Health. We believe five values—Performance, Respect, Integrity, Diversity, and Excellence—enable us to build on a tradition of service, foster a culture of collaboration and teamwork, and better meet the needs of those we serve. Every NYU Langone Health community member contributes to our success, mission, and ability to provide quality patient care, innovative research, and education to future physicians. We encourage them to take pride in their job and do it to the best of their ability.

These values consist of:

Performance: Accountable, responsible, and dedicated to learning and growing professionally by collaborating with one another.

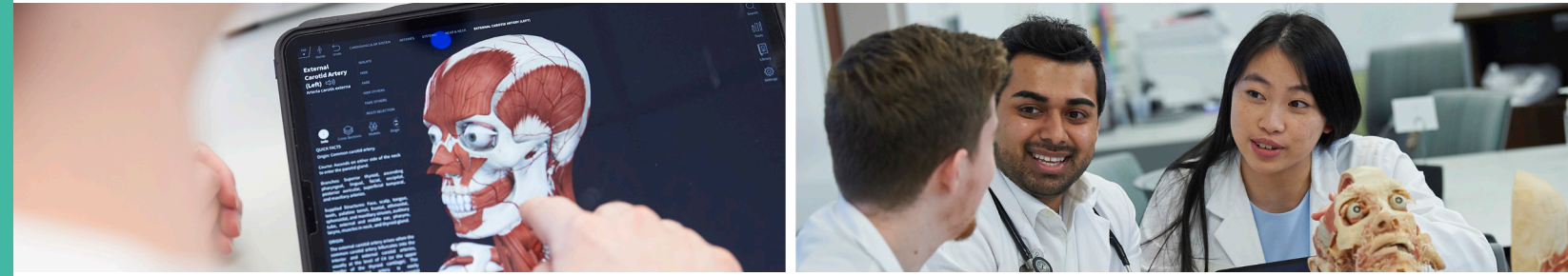
Respect: Communicate openly and professionally, share resources, listen to one another, and recognize one another's contributions.

Integrity: Foster a culture of the highest ethical standards, trust, and honesty.

Diversity: Create a community of cultural competence and opportunity by embracing a wide breadth of resources, skills, ideas, and knowledge.

Excellence: Passionate about promoting quality, innovation, and safety to achieve world-class patient care, education, and research.

Goals, Strategies, and Tactics



The strategic planning process produced four goals and six strategies that are aligned with the school's mission to educate and train future leaders in primary care and health system science.

Goal 1: Advance Medical Education

NYU Long Island School of Medicine is dedicated to providing an innovative and accelerated undergraduate medical education aimed at developing exemplary physicians, residents, fellows, and students in the principles of primary care to deliver high quality patient care. To achieve this mission, we will focus on three new strategies going forward to strengthen the educational program:

1. Develop best-in-class primary care curricula and leadership training

- Leverage and expand clinical training opportunities and partnerships across the health system and Federally Qualified Health Centers to support the primary care curricula
- Enrich the medical school's health systems science curriculum by expanding capstone projects to include population health, primary care and practice-based research, along with the quality improvement and patient safety initiatives
- Develop a nutrition and lifestyle management curricular thread that focuses on "whole person health" by providing the learner with knowledge and skills to improve patient health and well-being and prevent the onset and/or progression of chronic illnesses
- Develop, execute, and centralize leadership training opportunities, both curricular and extracurricular, for students, residents, and faculty

2. Innovate population health education and training

- Expand population health education and training through a partnership with the NYU Langone's Department of Population Health and related health services' research
- Enhance the undergraduate population health and simulation-based curricula to focus on social determinants of health and health equity
- Build a coalition of faculty with public health interests and experience
- Develop health systems science and population health curriculum for residents in training to align with the school's mission
- Require annual continuing medical education activities, including grand rounds and faculty development programs related to health equity, to train physicians to recognize, confront, advocate, and promote equitable outcomes for all patients and patient populations

3. Empower trainees to be community-responsive

- Focus efforts on patient advocacy training and opportunities through the expansion of relevant elective curriculum, in addition to health systems science and population health
- Expand and develop service learning opportunities at LISOM's student-run and primary care clinics
- Increase student, resident, and faculty involvement in community education and outreach through organized events and service learning projects
- Establish a LISOM "Service Learning Day" for faculty, staff, and students to promote and showcase learning opportunities



Goal 2: Develop a Diverse Workforce

NYU Long Island School of Medicine is committed to cultivating a diverse workforce of students, residents, and faculty and fostering an inclusive community. We will bolster diversity and programming outreach to promote a sense of belonging for our school community. We will optimize and extend local pipeline programs, which create awareness of the medical field among high school and undergraduate students, and partner with organizations that support underrepresented students in medicine. To increase diversity across LISOM, we aim to advance one key strategy:

1. Attract, nurture, and empower a vibrant and diverse school community

- a. Establish a recruitment and retention committee of faculty and residents to promote fair and equitable treatment and best practices
- b. Leverage partnerships with local high schools and colleges to expand and develop the pipeline program(s)
- c. Utilize current programming and centralize resources to train, mentor, advance, and support groups underrepresented in medicine who are interested in the health professions
- d. Advance diversity, equity, and inclusion on campus social media



Goal 3: Improve Community Health

NYU Long Island School of Medicine is dedicated to addressing health equity and healthcare disparities for patients within our local communities. We will provide students, residents, and faculty with programming and service learning opportunities to foster community engagement and partnerships with local organizations. To improve the health of our community, we will advance one key strategy:

1. Deepen community engagement to promote health equity

- a. Conduct a needs assessment in the local community to develop a service plan and identify Community Based Organizations (CBOs) to help drive community outreach and programming
- b. Encourage the formation of Extensions for Community Health Outcomes (ECHO) programs, to link low-resource healthcare settings to academic medical centers for expertise exchanges
- c. Highlight community engagement through faculty, student, and resident recognition for community service and to encourage participation and involvement
- d. Leverage the school's Professional Health and Wellbeing Committee to develop and centralize programs that boost engagement and improve the health of our communities



Goal 4: Cultivate Scientific Discovery in Population and Health Services Research

NYU Long Island School of Medicine is committed to developing and supporting innovative population and health services research by expanding and bolstering new research opportunities for students, residents, and faculty. Our key strategy to expand research includes:

1. Grow population health and health systems science research

- a. Expand the existing population health and health services research portfolio
- b. Foster participation in big-data population health, health outcomes, and comparative effectiveness studies with faculty development opportunities
- c. Leverage health system expertise and collaborations to expand research opportunities
- d. Recruit students and residents to increase involvement in health systems science and population health research





Appendix

Thank you to members across NYU Long Island School of Medicine, NYU Langone Health, including NYU Langone Hospital—Long Island, NYU Langone Hospital—Brooklyn, NYU Grossman School of Medicine, and the local community for your active participation and serving on the strategic planning committees.

1. Executive Steering Committee

Deans and Executive Leaders:

- Steven B. Abramson, MD
- Marc S. Adler, MD
- Gladys M. Ayala, MD, MPH
- Nicholas Berbari, MD
- Joan F. Cangiarella, MD
- Steven E. Carsons, MD
- Ruth M. Crowe, MD, PhD
- Sandy Dorcelus, DO
- Joseph J. Greco, MD
- Matti Hasselmann, MPA
- Wendy L. Kinzler, MD
- Kirk N. Lawson, MBA
- Rob A. Martin, MBA, CHCP, ORDM
- Bruce W. Polsky, MD
- Bret J. Rudy, MD
- Steven P. Shelov, MD, MS
- Edward Travagianti, President of TD Bank

Faculty Members:

- Francis L. Faustino, MD
- James H. Grendell, MD
- Alan Jacobson, MD
- Sue A. Kaplan, JD
- Leonard R. Krilov, MD
- Olugbenga G. Ogedegbe, MD
- Amy V. Rapkiewicz, MD
- David T. Stern, MD, PhD

Administrative Leadership and Community Members:

- Mary Enquist, MPH
- William Lynch
- Danielle Mosh
- Michael Nickerson, MPH
- Prijo Thomas
- Ying Yu, MPA

Summary

The 2022 Strategic Plan lays the groundwork for the direction of LISOM for the next three years and beyond. From the onset of this strategic planning progress, we sought widespread campus-community participation and collaboration. This was accomplished through broad participation in the process, from members across our school and hospital, in the mission areas of clinical care, research, and education. Through their engagement and collaboration, we identified key priority areas that will enable us to grow the pipeline of primary care physicians in our community; innovate in curricula across the continuum of medical education (undergraduate medical education, graduate education, and continuing medical education); and improve the health of the communities we

serve. Always keeping an eye on the future, we have developed a detailed implementation plan within an already well-established continuous quality improvement process. This will allow us to track our key milestones within each strategy and outline responsible parties, resources required, and related timelines for success. We will monitor this plan quarterly to track our progress in accomplishing the goals, strategies, and tactics as outlined within this plan.

Through innovative educational approaches, a focus on diversity and community engagement, and through advances in health systems science and health services research, LISOM is well-positioned to become the leading primary care-focused school of medicine in the country.



2. Subcommittees

Deans and Executive Leaders:

- Steven B. Abramson, MD
- Marc S. Adler, MD
- Imad Alsayed, MD, MS
- Arsenia M. Asuncion, MD
- Gladys M. Ayala, MD, MPH
- Nicholas Berbari, MD
- Robin Camhi Baum, MS
- Joan F. Cangiarella, MD
- Steven E. Carsons, MD
- Ruth M. Crowe, MD, PhD
- Sandy Dorcelus, DO
- Brian D. Elbel, PhD, MPH
- Joseph J. Greco, MD
- Matti Hasselmann, MPA
- Kathy Hopkins
- Wendy L. Kinzler, MD
- Rob A. Martin, MBA, CHCP, ORDM
- Jeannine Nonailhada, PhD
- Bruce W. Polsky, MD
- Joseph E. Ravenell, MD
- Steven P. Shelov, MD, MS

Faculty Members:

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- Jeffrey T. Berger, MD
- Collin E. Brathwaite, MD
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- Jasmin Divers, PhD
- Francis L. Faustino, MD
- Barbara J. George, EdD
- Sunil George, MD
- James H. Grendell, MD
- Jonathan Haas, MD
- Nazeeh N. Hanna, MD
- Jason C. Hoffmann, MD
- Leora Horwitz, MD
- Mahmood Hussain, PhD
- Shahidul Islam, DrPH, MPH, PStat

- Alan Jacobson, MD
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- Margaret O'Shea, MD
- Patrizio Petrone, MD, PhD
- Aaron Pinkhasov, MD
- Maria L. Quintos-Alagheband, MD
- Lou Ragolia, PhD
- Amy V. Rapkiewicz, MD
- Dana Ribeiro Miller, M.Div., LCSW, ACHP-SW
- Lauren Tesoriero, DO
- Scott L. Schubach, MD
- Anthony M. Vintzileos, MD
- Lyn D. Weiss, MD
- Jaime C. Yedowitz-Freeman, DO
- Sondra R. Zabar, MD

Administrative Leadership and Community Members:

- Deirdre Apicello, MPA
- Marisol Bazile, MEd
- Stephen Dougherty
- Sean Jordan, *Third Year Medical Student*
- Anne Kazel-Wilcox
- Santiago Luis, *Second Year Medical Student*
- Jordan Mendelson, *Third Year Medical Student*
- Liz Menges
- Victoria Nadile, *Third Year Medical Student*
- Alice Nash, PhD, RNC-NC
- Nabilah Nishat, *Second year Medical Student*
- Max Oberlander, *First Year Medical Student*
- Brandan Ptak, *Second Year Medical Student*
- Kymona Tracey, MPH, CHES



3. Final deliverables

- Mission, Vision, Values
- Strategy Map
- Strategic Plan

4. Methods

- Current State Assessment
- LISOM Community Survey
- Mission, Vision, and Values Survey
- Community Programs Assessment
- Subcommittee SWOT Surveys and Polls

5. Acknowledgements

The plan has benefited from the support of the Strategy, Planning, and Business Development team. A special thank you to Michael Nickerson and Ying Yu for their expertise and guidance throughout this initiative.

70 Students
(as of Fall 2021)

Residency Match:

100%

Program Highlights:

- Doctor of Medicine (MD)
 - Three-year accelerated curriculum
 - Direct link to residency into primary residency programs including internal medicine, pediatrics, & obstetrics and gynecology, along with general surgery
 - Full tuition scholarships
 - Debt-free scholarships
-

Number of
Faculty 1,318

- full-time **172**
 - part-time **595**
 - affiliate/volunteer **551**
-

60% Female
40% Male

Applications received: **4,332**

Average MCAT score: **517**

Undergraduate GPA: **3.83**

Entering Class Diversity:

34% of students self-reported as part of a group underrepresented in medicine.

Students self-reported as members of the school defined diversity categories:

17% Hispanic/Latinx

17% Black/African American

Average age
of students **23**



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