

2018-20 Strategic Plan

Eastern Virginia Medical School [274]

Mission

Eastern Virginia Medical School (EVMS) is an academic health center dedicated to achieving excellence in medical and health professions education, research and patient care. We value creating and fostering a diverse and cohesive faculty, professional staff and student body as the surest way to achieve our mission. Adhering to the highest ethical standards, we will strive to improve the health of our community and to be recognized as a national center of intellectual and clinical strength in medicine and health professions. The continuous assessment processes we use to improve program performance and student learning outcomes demonstrates our commitment to ensuring institutional effectiveness.

Vision

Eastern Virginia Medical School will be recognized as the most community-oriented school of medicine and health professions in the United States.

Values

Three core values drive our daily efforts: **Excellence:** We determine with our stakeholders what is valuable and hold ourselves to high performance standards that fulfill our promises. **Collegiality:** We serve our community and one another, building strong and mutually supportive relationships. We work as a cooperative, united team to further our purposes of education, research and patient care. **Integrity:** We strive to maintain the highest ethical standards and accept accountability for all we do and say.

Finance

Financial Overview

The FY 2019 budget for EVMS exceeds \$305 million. State support is approximately \$26.2 million, which is less than 10 percent of the total budget. Patient care and contractual services are the largest components of the budget, followed by federal, state, and private grants.

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	26,181,554	0	27,866,126	0
Changes to Initial Appropriation	0	0	2,500,000	0

(Changes to Initial Appropriation will be 0 when the plan is created. They will change when the plan is updated mid-biennium.)

Customers

Anticipated Changes to Customer Base

Current Customer List

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Consumer	Patient Encounters	411,000	410,000	Stable
Higher Education Students	Health Professions Students	800	900	Increase
Higher Education Students	Medical Students	600	600	Stable
Higher Education Students	Residents/Fellows	368	370	Stable

Partners

Name	Description
Sentara Norfolk General Hospital	Affiliated teaching hospital

Agency Goals

- **Cultural Alignment: Strengthen our entire organization's collective pursuit of our vision to be recognized as the most community-oriented school of medicine and health professions in the United States.**

Summary and Alignment

Strengthen our entire organization's pursuit of our vision to be recognized as the most community-oriented school of medicine and health professions in the United States.

Objectives

- » **Maintain the highest professional standards for our residential and distance learning programs to prepare graduates to excel in their chosen profession and to respond to societal healthcare needs.**

Description

Comparison of EVMS medical students three-year average pass rates to other medical school students pass rates on Parts 1 and 2 of the United States Medical Licensing Exam (USMLE) exams to demonstrate the skills EVMS students are refining compared to other U.S. medical schools. Also a review of the first time pass rates by EVMS School of Health Professions (SHP) students in both the Physician Assistant and Surgical Assistant Master's programs.

Objective Strategies

- Educate our residential and distance learning students to the highest ethical standards in their chosen profession.

Measures

- ♦ Maintain the first time pass rates by Eastern Virginia Medical School, School of Health Professions Master of Physician Assistant students, on the Physician Assistant National Certifying Exam (PANCE).
- ♦ Maintain the first time pass rates by Eastern Virginia Medical School, School of Health Professions Master of Surgical Assistant students, on the Commission on Accreditation of Allied Health Education Programs (CAAHEP) Certifying Exam.
- ♦ Maintain the three-year averages of Eastern Virginia Medical School student pass rates on the national United States Medical Licensing Exam (USMLE) Part I exam compared to three-year averages of national pass rates.
- ♦ Maintain the three-year averages of Eastern Virginia Medical School student pass rates on the national United States Medical Licensing Exam (USMLE) Part II exam compared to three-year averages of national pass rates.

- » **Improve the healthcare of our community by providing more opportunities for Hampton Roads residents to see primary and specialized care providers.**

Description

The number of Hampton Roads residents seen by EVMS health care providers in one of 29 practice locations in Hampton Roads.

Objective Strategies

- Increase the number of Hampton Roads residents seen by EVMS health care providers.

Measures

- ♦ Increase the number of Hampton Roads residents seen by EVMS health care providers in one of 29 practice locations in Hampton Roads by one percent annually.

- **Education: Enhance the knowledge, skills, and values required for the EVMS community to excel in our chosen professions and to respond to current and emerging societal needs.**

Summary and Alignment

Enhance the knowledge, skills and values required for the EVMS community to excel in our chosen professions and to respond to current and emerging societal needs.

Objectives

- » **Maintain the highest professional standards for our residential and distance learning programs to prepare graduates to excel in their chosen profession and to respond to societal healthcare needs.**

Description

Comparison of EVMS medical students three-year average pass rates to other medical school students pass rates on Parts 1 and 2 of the United States Medical Licensing Exam (USMLE) exams to demonstrate the skills EVMS students are refining compared to other U.S. medical schools. Also a review of the first time pass rates by EVMS School of Health Professions (SHP) students in both the Physician Assistant and Surgical Assistant Master's programs.

Objective Strategies

- Educate our residential and distance learning students to the highest ethical standards in their chosen profession.

Measures

- ◆ Maintain the first time pass rates by Eastern Virginia Medical School, School of Health Professions Master of Physician Assistant students, on the Physician Assistant National Certifying Exam (PANCE).
- ◆ Maintain the first time pass rates by Eastern Virginia Medical School, School of Health Professions Master of Surgical Assistant students, on the Commission on Accreditation of Allied Health Education Programs (CAAHEP) Certifying Exam.
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- **Research: Enhance and strengthen our research enterprise in order to improve community and national health.**

Summary and Alignment

Enhance and strengthen our research enterprise in order to improve community and national health.

Objectives

- » **Increase the number of externally funded research grants and contracts to enhance the research enterprise.**

Description

EVMS researchers will increase the number of externally funded research grants and contracts by preparing and submitting award-winning responses to research proposals that address the health care concerns of our community.

Objective Strategies

- Increase the number of externally funded grants by one percent annually.

Measures

- ◆ Increase the number of externally funded research grants and contracts by one percent annually.

- » **Increase the use of medical simulation in research and education**

Description

Increasing the number of total class hours students train on medical simulators.

Objective Strategies

- Increase the use of medical simulators in education and research.

Measures

- ◆ Increase the number of class hours students use medical simulators by two percent annually.

Major Products and Services

Eastern Virginia Medical School's primary "service" is the education of compassionate, skillful health care professionals to serve in a variety of health care and other academic settings. Excellence in patient care requires a firm foundation in the medical sciences and clinical skills, combined with an empathetic attitude and the ability to apply scientific methods to the solution of medical problems. The doctoral level programs at EVMS include the following: Doctor of Medicine (M.D.), Doctor of Biomedical Sciences (Ph.D.), Doctor of Clinical Psychology, a joint program with Old Dominion University and Norfolk State University (Ph.D.), Doctor of Reproductive Clinical Sciences (Ph.D.), and a Doctor of Health Sciences (DHSc). The Master's level programs include: Master of Physician Assistant (M.P.A.), Master of Public Health, a joint program with Old Dominion University (M.P.H. and joint M.D./M.P.H.), Master of Science in Art Therapy and Counseling (M.S.), Master of Science in Biomedical Sciences Research (M.S.), Master of Science in Reproductive Clinical Sciences (M.S.), two Medical Master's Programs (M.S.), the Surgical Assistant Master of Science (M.S.), Master of Science in Biotechnology (M.S.), Master of Science in Laboratory Animal Sciences (M.S.), the Master of Medical and Health Professions Education (M.S.), the Master in Contemporary Human Anatomy program (M.S.), the Pathology Assistant Master of Science (M.S.), the Master of Healthcare Delivery Science (M.S.) and the Master in Healthcare Analytics (M.S.). A doctoral program in Medical and Health Professions Education is scheduled to begin in August 2019.

In addition to the education programs described above, EVMS operates graduate level medical education internship, residency and fellowship programs that collectively train over 360 individuals each year in specialty fields ranging from family medicine to surgery.

A second “service” is the basic biomedical science, clinical and translational, and community-health research conducted, which creates new knowledge, new treatment modalities and speeds medical innovations from the research bench to the bedside.

Finally, the third “service” that EVMS provides is the provision of patient care services by its faculty, interns, residents and fellows to the population of the greater Hampton Roads area. These personnel collectively have over 410,000 patient encounters per year.

Performance Highlights

In 2018, the Eastern Virginia Medical School Board of Visitors adopted a new strategic planning document: *Thriving in Our Missions: Our Roadmap for the Future*.

The EVMS Strategic Plan for FY 2019-FY 2022 affirms the institution’s commitment to continued excellence in its core mission areas of education, research and clinical care. The initiatives and priorities outlined are congruent with EVMS’ mission and vision and represent an assortment of new program concepts, existing program enhancements, and operational advancements designed to better position EVMS for success.

Four strategic theme areas were identified, including the three core mission areas. The fourth strategic theme, administration, is a broader area that strategically bridges and supports the other three mission areas.

One of the key methods that EVMS utilizes to measure its educational excellence against other medical schools is comparing the performance of its medical students on the Step 1 and Step 2 United States Medical Licensing Examinations (USMLE). All United States medical students must take and pass these examinations to advance along the medical education continuum. Each calendar year, the medical school compares the rolling three-year averages of EVMS student pass rates on these examinations to the three-year rolling averages of national pass rates. A value of 100 indicates that EVMS student pass rates are equal to the national pass rate. The medical school is striving for and has achieved student pass rates on the national USMLE exams comparable to the national pass rates or higher.

The medical school is involved in several efforts to increase the number of health care providers in Hampton Roads to both provide health care access to the general public and to provide preceptor assistance in the training of the next generation of health care providers through community faculty or full-time faculty positions. EVMS is working closely with the Virginia Health Workforce Development Authority through the Eastern Virginia Area Health Education Center Program to develop new health workforce pipeline programs that will recruit more Virginians, especially those from underserved minority and economically disadvantaged populations, into health careers programs. EVMS partners with local high schools and Medical Explorer programs to encourage STEM education as such subjects also serve as an excellent foundation for health careers studies. Additionally, EVMS has developed 25 affiliation agreements with partner institutions of higher education to develop stronger medical and health professions educational programs.

Staffing

Authorized Maximum Employment Level (MEL)	0
Salaried Employees	0
Wage Employees	0
Contracted Employees	0

Key Risk Factors

Several factors will have a significant impact on Eastern Virginia Medical School over the next few years:

Medical and health professions education is a labor-intensive enterprise. The newly revised EVMS medical curriculum has significantly improved the educational experience, but the move requires that the institution recruit faculty experts (both paid and volunteer) to effectively deliver the curriculum. In addition, the escalating competitiveness of residency programs requires that medical students have an optimal learning experience and preparation for residency training.

Over the last several years, the School of Health Professions has experienced substantial growth as it has added programs in response to the evolving educational needs of the community. To accommodate the growth, the School of Health Professions needs additional faculty, improved infrastructure and a comprehensive strategy to drive student recruitment across all the educational programs.

Facilities: In addition to operating support, EVMS needs ongoing capital support for its current and future facilities including a new 138,000 square foot educational and administrative building planned to go online in the summer of 2020.

Revenues: Growth in medical, health professions, and residency programs is necessary to meet the Commonwealth’s looming workforce shortage among physicians and other health professionals.

Indigent Care: In addition, the indigent care burden remains large. While the medical school is committed to providing this public service, it must continue to grow its clinical enterprise to retain faculty and to absorb these significant and on-going losses.

Management Discussion

General Information About Ongoing Status of Agency

Eastern Virginia Medical School's highest priorities are to maintain its educational excellence and to expand its research and patient care programs. The primary means of achieving these priorities are increasing faculty salaries to retain highly productive faculty and recruiting new faculty with funded research and/or superb clinical skills.

An important element in the medical school's progress has been the substantial improvement in its funding position. In addition to improved reimbursement from teaching hospitals in recent years, in FY 2019 the medical school receives \$26.2 million from the Commonwealth.

The medical school will continue to pursue the additional capital and financial aid funding that is needed to support its medical education programs. Achieving long-term fiscal stability is an important factor moving forward because demographic and market trends are accelerating the urgent need for this nation to produce more physicians and advanced practice providers. To meet this end, EVMS will require additional resources to educate more doctors, physician assistants and other healthcare professionals

Information Technology

A major upgrade to Internet services, quadrupling existing bandwidth, was completed in 2010 but has not been upgraded since then. EVMS maintains an agreement for Internet Services through Network Virginia. Recent significant upgrades to our email services allowed both faculty and students unlimited storage and both wireless and campus access to their email via computer or smart device.

In addition, direct network connections between EVMS, Sentara Norfolk General Hospital, the Children's Hospital of The King's Daughters and other partnered hospitals exist to facilitate communications in support of shared staff, projects, utilities, and facilities and to support student and resident resource requirements related to library and educational support.

EVMS implemented a virtual web conferencing application allowing for the recording and streaming of classes and other events from our venues. The system is designed to make these activities available to faculty, students and residents, regardless of location or device, both on- or off-campus.

EVMS is working to implement a new academic information system designed to transform operations, improve the delivery of services to our users and better position our information systems to respond to the future needs of our institution and community.

Estimate of Technology Funding Needs

Workforce Development

EVMS has a lean administrative structure that has proven appropriate for effective medical school administration. The limited turnover that has occurred has not hindered medical school planning and operations. Senior Management includes the President and Provost/Dean of the Medical School, the Vice President and Dean of the School of Health Professions (SOHP), four other Vice Presidents (Administration and Finance, Diversity and Inclusion, Operations and the Vice President/General Counsel). The President and Provost/Dean of the Medical School took office in April 2013, the VP and Dean SOHP in July 1985, the VP for Administration and Finance in March 2002, the VP for Diversity and Inclusion in February 2013, the VP of Operations in July 2013 and the Vice President/General Counsel in June 2006. The Associate/Assistant Deans were appointed at various times, but most have at least ten years tenure. There is substantial tenure among the department Chairs as well, with the average tenure in these positions exceeding eight years.

Physical Plant

Modern facilities are essential to achieving EVMS' mission in the education of new health care providers, the conduct of research and the provision of patient care services. The medical school utilizes 12 key buildings with approximately 781,000 gross square feet of space. Most facilities are located on and near the EVMS campus in downtown Norfolk that also includes Sentara Norfolk General Hospital, the Children's Hospital of The King's Daughters and the Norfolk Department of Public Health.

Eastern Virginia Medical School's newest facility is the Harry T. Lester Hall, dedicated in September 2011. EVMS received \$63.0 million in state bond funding, which combined with corporate and individual contributions, covered the facility's \$80.0 million cost and related renovations to two nearby structures. The four-story, 100,000 square-foot building meets LEED Silver standards in construction. A highlight of the building is the Sentara Center for Simulation and Immersive Learning, which covers an entire floor and brings together task trainers, computerized mannequins, virtual environments and standardized patients (people trained to portray patients for training purposes) to create more realistic training scenarios. The fourth floor houses a Cancer Research Center, where EVMS scientists are focused on developing new cancer diagnostics, with particular emphasis on the forms of the disease most prevalent in Hampton Roads.

Lester Hall has addressed one of the medical school's two key infrastructure needs by providing new educational and research space to support enrollment increases in the medical education and physician assistant programs. A \$67 million request for a new building to address other ongoing needs such as student classrooms, additional administrative, educational and faculty office space and additional small group learning space was approved by the Commonwealth and the building should come online by 2020 to support EVMS' academic needs.

Supporting Documents

Title	File Type
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Sponsored Programs [11004]

Description of this Program / Service Area

Simulation was introduced to the EVMS community in 1994 with the establishment of a program using standardized patients (SPs) to teach and assess important clinical skills. Since then the program using standardized patients has grown in size, sophistication, and reputation, and has led to the institution embracing a larger vision of medical modeling and device simulation. In late 2001, Congress formally established the National Center for Collaboration in Medical Modeling and Simulation (NCCMMS) which is a joint project of Eastern Virginia Medical School and Old Dominion University (ODU).

The EVMS program in Medical Modeling and Simulation has three components: the National Center for Collaboration in Medical Modeling and Simulation (NCCMMS), a joint effort with Old Dominion University's (ODU) Virginia Modeling, Analysis and Simulation Center (VMASC) to strategically apply the gains and strategies of modeling and simulation expertise to health care; the EVMS/Sentara Center for Surgical Education, an American College of Surgeons-accredited site for surgical skills education and assessment; and, the Sentara Center for Simulation and Immersive Learning (CSIL), the main teaching and research component located on the medical campus.

Mission Alignment

EVMS' mission is comprised of education, patient care and research, with community service being integral to each.

The services provided by the EVMS program in Medical Modeling and Simulation are supportive of and consistent with the Virginia Higher Education Opportunity Act of 2011 to support research and economic development.

EVMS is governed by Title 23.1, Chapter 30, Code of Virginia.

Products and Services

Description of Major Products and Services

Medical and Healthcare Simulators

Conducting research on the effects of simulators in healthcare.

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or Discretionary	GF	NGF
EVMS Simulation Center	Title 23.1, Chapter 30, Code of Virginia		Required	595,612	0
Research on simulators in healthcare		Society for Simulation in Healthcare	Discretionary	0	0

Anticipated Changes

Eastern Virginia Medical School is working with the simulation industry to expand the size of the medical simulation industry in the Commonwealth. Currently there are development projects with Lockheed Martin, SimIS, and MYMIC along with other universities such as Old Dominion University, George Mason University, Virginia Commonwealth University and Virginia Tech.

Factors Impacting

The increasing cost of health care and continuing concerns about patient safety are driving the increasing use of medical simulators.

Financial Overview

The FY 2019 budget for the Sponsored Programs consists of \$595,612 allocated to support the medical modeling and simulation activities.

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	595,612	0	595,612	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Medical Education [11005]

Description of this Program / Service Area

Eastern Virginia Medical School (EVMS) is dedicated to medical and health professions education, biomedical research, and the enhancement of health care in the Hampton Roads region. The medical school currently enrolls approximately 600 medical students and 800 health professions students. Since the largest component of the state appropriation is designated to the medical education program, the balance of this narrative will focus on activities in the context of medical education.

The medical school's primary goal is the education of compassionate, skillful health care professionals to serve in a variety of health care and academic settings. Excellence in patient care requires a firm foundation in the medical sciences and clinical skills, combined with an empathetic attitude and the ability to apply scientific methods to the solution of medical problems. The medical education curriculum is designed to:

1. Provide a firm foundation in the medical sciences and clinical skills.
2. Teach an approach to medical problem solving using the best available evidence.
3. Cultivate habits of independent life-long learning and scholarship.
4. Help students appreciate the broad social and economic responsibilities of the medical profession.
5. Encourage the development of self-awareness and communication skills.
6. Emphasize human values in the practice of medicine.

Affiliated with over 30 health care facilities across the Hampton Roads area, EVMS and its affiliates provide medical services to more than one-quarter of the Virginia population and adjacent segments of northeastern North Carolina. The medical school is highly committed to providing a community-based education focusing on community health needs which will equip students with the experiences most relevant to practicing medicine in the twenty-first century.

Since its inception, EVMS has emphasized the education of Virginia residents. During its first forty years, over 70 percent of EVMS students have been Virginia residents. During the coming years, the medical school will seek to admit at least fifty percent of its students from Virginia. The student recruitment strategy at the medical school involves close communication with undergraduate pre-medical advisors and students in state and regional universities. Visits to career counseling centers and pre-med clubs and encouragement of field trips to the campus are among the techniques used to recruit students. This approach has resulted in an applicant pool that yields a diverse, motivated and qualified entering class.

The applicant pool for the medical class that entered in 2018 included 5,590 applicants for 151 positions. Of those 151 new medical students, 76 were Virginians, 73 were female and 29 were from underrepresented minorities. Although the applicant pool has declined slightly from its peak of more than 7,000 applicants in 1995, EVMS has more than enough applicants to recruit well-qualified entering students. A limited number of entering slots are committed to joint program candidates from the College of William and Mary, Old Dominion University, Hampton University and Norfolk State University. Past years have seen about twenty students enter the medical school through these programs.

EVMS students are diverse in terms of age, gender, ethnicity, and life experiences. This diversity strengthens the educational experience. The medical school and school of health professions combined enroll over 1,700 students and residents, and is committed to producing a diverse healthcare workforce, although it does not have specific goals for diversity. The gender mix (47 percent female/53 percent male), age mix (37 percent 22 or younger, 51 percent 23-26, and 12 percent over 26) and number of minority students (200 overall, 36 of African-American descent), indicates that EVMS has an appropriately diverse student body. There are role models and support services adequate to maintain this commitment to diversity.

The number of faculty (over 500 full-time and 1,100 voluntary), patient encounters (411,000), funded research programs (350), financial resources (annual budget of \$305.8 million), space (over 781,000 gross square feet) and 29 clinical teaching sites support the teaching of students. However, the fact remains that demographic and marketplace trends continue to accelerate the need to produce more physicians, physician assistants, and other health professionals.

Mission Alignment

Eastern Virginia Medical School's mission is comprised of education, patient care and research, with community service being integral to each.

EVMS is governed by Title 23.1, Chapter 30, Code of Virginia.

Products and Services

Description of Major Products and Services

Medical and health professions students, residents, research and patient care

Products / Services					
Product / Service	Statutory Authority	Regulatory Authority	Required Or	GF	NGF

			Discretionary		
Medical Education	Title 23.1, Chapter 30, Code of Virginia	Southern Association of Colleges and Schools; Liaison Committee on Medical Education	Required	18,762,670	0
Health Professions Education	Title 23.1, Chapter 30, Code of Virginia	Southern Association of Colleges and Schools	Required	0	0
Resident Training	Title 23.1, Chapter 30, Code of Virginia	Accreditation Council for Graduate Medical Education	Required	665,164	0
Healthcare Research	Title 23.1, Chapter 30, Code of Virginia		Required	0	0
Patient Care	Title 23.1, Chapter 30, Code of Virginia		Required	6,158,108	0

Anticipated Changes

An increasing reliance on the use of Information Technology for the delivery of educational programs.

Factors Impacting

The increasing demand for physicians and other health care professionals in health workforce and the increasing cost of providing educational programs to the student body.

Financial Overview

The FY 2020 budget for the Medical Education Service Area consists of \$27.2 million allocated to support the medical education and allied health activities.

Biennial Budget

	2019 General Fund	2019 Nongeneral Fund	2020 General Fund	2020 Nongeneral Fund
Initial Appropriation for the Biennium	25,585,942	0	27,270,514	0
Changes to Initial Appropriation	0	0	2,500,000	0

Supporting Documents

Title **File Type**