

Quinnipiac

Frank H. Netter MD
School of Medicine

Strategic Plan

2023-28



**Painting a brighter
healthcare future for all**

Introduction and Guiding Principles

Our school's story began in 2010, when Quinnipiac University announced plans to create a community-based medical school with an emphasis on primary care. Shortly thereafter, we welcomed our founding dean, Dr. Bruce Koeppen; our inaugural leadership team and founding faculty; and our first hospital partner, St. Vincent's Medical Center.

Through a major gift from Barbara and the late Edward Netter, our school was named after Dr. Frank H. Netter, a physician and famed medical illustrator whose renowned anatomical illustrations and paintings have inspired generations of healthcare professionals. In 2013, QU Netter's inaugural class matriculated and in 2017, we received full accreditation from the LCME and graduated our first class. In the decade since our founding, we have remained steadfastly dedicated to educating future physicians within a student-centered educational model that fosters humanism in medicine. Our commitment to humanism is rooted in the art of our namesake, Frank H. Netter, M.D.

In 2019, we unveiled our first strategic plan, "Better Netter '23," which included five key focus areas: *Administrative Effectiveness, Clinical Faculty, Faculty Scholarship, Curriculum, and Student Experience*. This strategic plan helped us achieve our near-term ambitions as a growing new medical school – and many important milestones were realized along the way. Our new strategic plan – [Painting a Brighter Healthcare Future for All](#) – builds on the progress of our first strategic plan and paves the way for the second decade of our school. Through this plan, we will build on Netter's foundation of strength in medical education while cultivating scholarship and building deeper community engagement to enable an even greater impact in our second decade.

The convergence between the critical juncture of our first and second decades as a new medical school amid the ushering in of a new phase in the COVID-19 pandemic provided an opportune time and vital need for a new strategic plan. Grounded in this context, our new plan defines an ambitious and pragmatic vision and direction for the next five years while setting the stage for our school to be a leader in addressing inequities in education and healthcare that were both exposed and exacerbated during the pandemic.

Cover image: Everett Raymond Kinstler

Milestones

2010

January

QU announces plans to build a medical school with an emphasis on primary care

November

Founding dean Dr. Bruce Koeppen starts

2011

September

Gift to name the Frank H. Netter MD School of Medicine from Barbara and Edward Netter

2013

August

Inaugural class matriculates

2017

February

Full LCME accreditation

2019

Spring

Sponsorship of first three residency programs

Guiding our strategic plan and our long-term vision for QU Netter are three principles, rooted in the pursuit of equity: **Equity in Medical Education, Equity in Healthcare, and Equity in Community Health and Well-Being.**

In support of these guiding principles, our new plan identifies four focused strategic pillars – *Caring for Our Community, Transforming Medical Education, Cultivating Scholarship, and Catalyzing Collaborations* – and a singular cross-cutting priority – *Advancing Equity*. We have also identified key execution capabilities that will be critical to a strong foundation of Operational Excellence as we seek to achieve our priorities and realize our potential of expanding access to medical education and to equitable healthcare.

With this new strategic plan, we both celebrate the immense progress since our founding in 2010 and outline a bold vision to achieve new heights in our second decade. Four years after publishing our first strategic plan – a plan that played a critical role in establishing Netter’s foundation, defining our school’s overarching mission, and articulating a set of foundational priorities – we are ready to begin a new chapter in the story of Netter’s development. **Painting a Brighter Healthcare Future for All** articulates our intent to continue our journey of excellence in medical education while expanding our educational footprint, cultivating scholarship, and deepening and broadening our commitment to caring for our internal and external communities.

Success Measures

QU Netter will measure the strategic plan’s success through its impact on the School’s community members. Netter leadership has identified a set of key metrics to track progress against each of the strategic pillars and the enabling capability. As we work together to accomplish our goals and to identify new initiatives in pursuit of our vision and ambition, we may consider additional metrics to evaluate and illustrate our success.

We are excited to enter this next chapter of our growth and development, and we look forward to having all members of our community join us on this journey as we boldly paint a brighter future, together.

2021

July

Arrival of second dean,
Dr. Phillip Boiselle

2022

August

Tenth class matriculates

December

Launch of One Million
Reasons Scholarship
Campaign

2023

Sponsorship of three
additional residency
programs

2024

Full accreditation
through 2029/2030



Vision

The Frank H. Netter MD School of Medicine will be a vibrant healthcare community that educates and nurtures diverse, compassionate physicians who promote wellness and patient centered care for all members of society.

Mission

The Frank H. Netter MD School of Medicine is dedicated to educating current and future physicians to serve our community, as well as our profession. We accomplish this goal in a student centered, collaborative environment that values compassionate care, integrity and inclusivity, academic excellence and scholarship, adaptability and social responsibility.

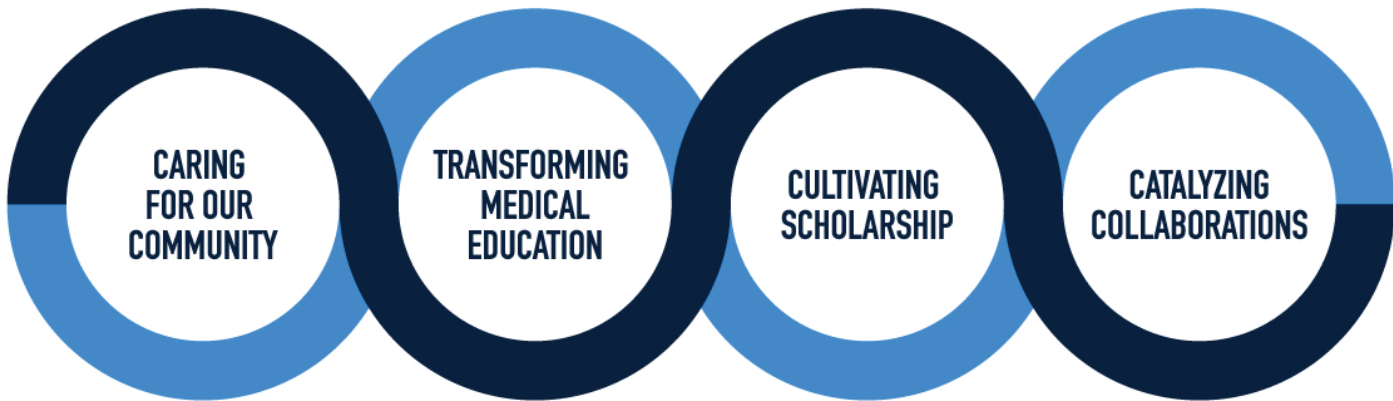
Values

1. **Primary Care Education:** providing education focused on partnering with patients to promote health as well as first-line care and chronic disease management.
2. **Personal and Professional Integrity:** achieving our highest potential as humans and healers by consistently acting with honesty and in accordance with strong moral values.
3. **Academic Excellence:** creating a stimulating, student centered environment that supports both learners and faculty to excel in their scholastic activities.
4. **Inclusiveness and Diversity:** reflected in our students, faculty and staff and their respect of all people.
5. **Compassion and Patient-Centeredness:** putting the patient at the center of the healthcare experience.
6. **Social Justice:** seeking to address healthcare inequalities both locally and globally and provide all patients with equal access to care.
7. **Scholarship:** advancing the field of medicine by promoting discovery, application, integration and dissemination of knowledge throughout one's career.
8. **Interprofessional Collaboration:** promoting teamwork between disciplines and across institutions to deliver high-quality care.
9. **Community Partnership:** developing learning and service opportunities that improve the health of our community.
10. **Social Responsibility:** advocating to improve the broader determinants of health in the setting of finite resources.

Alignment with QU Strategic Plan

Our school's strategic pillars are well aligned with the university's broad goals articulated in "The University of the Future" strategic plan. As we progress in each of our priority areas of focus, we will work together toward our shared goals and aspirations to paint a brighter future for our students, graduates, faculty, staff, and local and global communities.

ADVANCING EQUITY



FOUNDATION OF OPERATIONAL EXCELLENCE





Advancing Equity

Grounded in our commitment to fostering an inclusive culture of belonging, QU Netter will promote equity, inclusion, and diversity, and foster internal and external community engagement.

We will achieve this goal in collaboration with our inaugural Associate and Assistant Deans for Equity, Inclusion, and Diversity (EI&D) to promote equitable access to education and healthcare and strengthen EI&D awareness and competencies among our faculty, staff, and students. We will also recognize that advancing equity, inclusion, and diversity is everyone's responsibility across our organization.

Signature Initiatives in Support of Advancing Equity

Advance Equity: Promote equitable access to medical education and healthcare and increase the School's impact on vulnerable populations through health equity research, clinical activities, and community engagement.

Foster Inclusive Communication: Collaborate with the inaugural Associate and Assistant Deans for EI&D to strengthen internal communication and visibility around QU Netter's intentional commitment to EI&D and increase opportunities for in-person, two-way engagement.

Enhance EI&D Training: Provide faculty, staff, and student EI&D education and training to foster an inclusive culture of belonging, mutual respect, and support.

Expand Pathways to Medical Education Leadership: Explore the development of a medical education leadership certificate offering for QU Netter faculty, staff, and the community in order to create leadership pathways for medical education administrative roles.

Launch an MPH Program: Build an innovative, contemporary MPH program that provides a distinctive track in Health Equity and Social Justice.

Success Measures:

Advancing Equity - progress against DICE Inventory benchmarks including increasing representation of diverse students, faculty, and staff, and faculty and staff recruitment and retention rates; development of an MPH program with a track devoted to Health Equity and Social Justice.



Taylor Schofield

Enhancing Operational Excellence

As QU Netter enters its second decade, the School continues to mature its operations and capabilities. In this context, QU Netter will operate upon a foundation of organizational excellence, shared governance, financial stewardship, and an entrepreneurial spirit to ensure a highly effective and sustainable organization.

We will achieve this goal by diversifying revenue sources, enhancing infrastructure and technology, and continuing to engage in process and policy improvement efforts.

Signature Initiatives in Support of Enhancing Operational Excellence

Promote Greater Awareness: Optimize communication across the QU Netter community and strengthen clarity of academic and administrative roles and responsibilities.

Diversify Revenues to Reinvest in Core Missions: Diversify and expand revenue sources, including creating a more robust fundraising strategy, increasing research grants and contracts revenues, adding new degree (MPH) and certificate programs expansion of GME, and exploring the creation of a practice plan.

Enhance Operational Maturity: Advance operational maturity and invest in QU Netter's infrastructure, particularly in areas such as technology and data management systems.

Increase Efficiency and Effectiveness: Improve policies and procedures to enhance faculty and staff engagement and promote a culture of performance excellence.

Success Measures:

Operational Excellence – diversified revenue sources as measured by increase in gifts and endowment, grants and contracts awards, and partnership funding; enhanced operational maturity as measured by process efficiency and enhancements to infrastructure.



Ni-Ka Ford

Caring for Our Community

QU Netter will promote the health, well-being, and success of our internal and external communities, being mindful of the importance of securing our own oxygen masks so that we can sustainably assist and support those surrounding us, including our patients and our communities.

We will achieve this by supporting the well-being and career development of our faculty, staff, and students. We will develop fostering authentic participatory community engagement and dialogue to better identify the needs of our community and to learn how we can successfully partner to address them. We also aspire to build on our new university-wide strategic partnership with Hartford HealthCare.

More broadly, we will explore partnership models for a clinical faculty practice over the long term to broaden our community impact and offer greater point-of-care, interdisciplinary learning opportunities to our students.

Signature Initiatives in Support of Caring for Our Community

Promote Well-Being: Advance faculty, staff, and student well-being and integration of life, work, and study through strategies including increasing faculty and staff capacity, filling vacant positions, and reducing faculty time spent on administrative and compliance tasks.

Encourage Participatory Engagement: Nurture our surrounding communities through meaningful and participatory engagement that advances equitable health and well-being.

Invite Community Dialogue: Create a Community Advisory Board to facilitate patient education and support, improve communication between QU Netter and its surrounding community, and coordinate community activities.

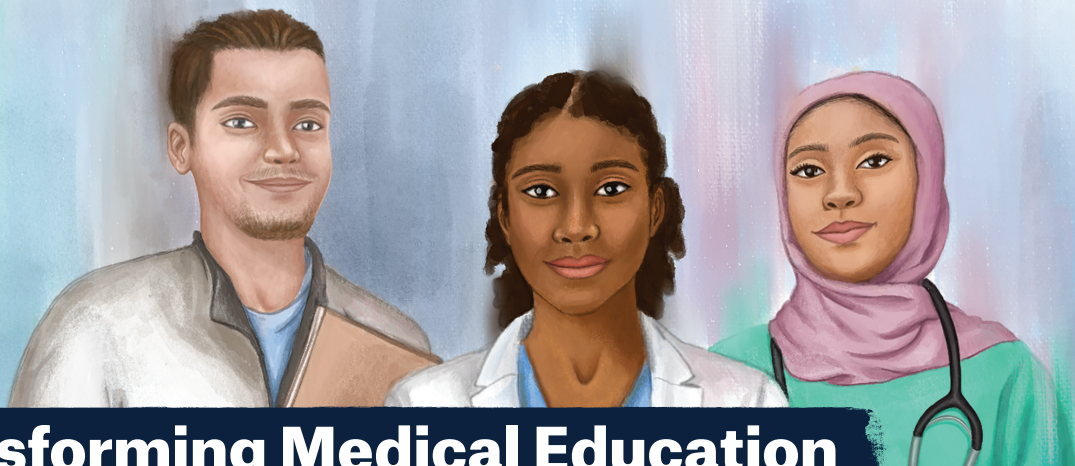
Broaden Our Community Impact: Explore partnership models for an interprofessional clinical faculty practice that successfully integrates technology with humanistic, patient-centered care.

Strengthen Professional Development: Enhance professional development and career advancement opportunities for staff and faculty to promote retention and employee satisfaction, including establishing succession plans and creating leadership pathways.

Advance Alumni Engagement: Enhance the alumni experience and foster lifelong engagement with QU Netter in coordination with the QU Centennial Campaign, including creating opportunities for Netter alumni to engage with the School through mentoring students and guest lecturing.

Success Measures:

Caring for Our Community
– creation of a Community Advisory Board; enhanced engagement as measured by the AAMC StandPoint survey; and support for faculty and staff well-being, and career advancement programs.



Ni-Ka Ford

Transforming Medical Education

QU Netter will build on its record of excellence in medical education to further strengthen patient-centered learning and care with a focus on both technology and humanism. We will continue to offer an engaging, collaborative, and inclusive medical education program that prepares students to thrive in their professional roles throughout their careers.

We will achieve this goal through innovation in curricular design, delivery and learning modalities, strengthening team-based and hands-on learning, and supporting ways to expand access to medical education to more students including underrepresented minority students.

Signature Initiatives in Support of Transforming Medical Education

Promote Student Success: Deliver innovative medical education that instills our students with the attributes needed to succeed as team-based, compassionate, and equity-advancing physicians who will thrive in medical school and beyond. We will build on the success of our current approach by expanding innovative curricula such as the Coaching for Adaptive Learning course, further engaging students in the co-development of the curriculum, and evaluating the impact of all endeavors on well-being and equity.

Innovate in Medical Education Design and Delivery: Enhance curricular design, instructional methods, assessment, and educational scholarship, including the development of innovative curricula such as visual thinking strategies in medical education, interprofessional communication for the health professions, and initiatives at the intersection of humanistic medicine and technology.

Continue to Advance Teaching Excellence: Foster excellence in teaching among QU Netter faculty through rigorous faculty development, digital badging, and comprehensive curricular evaluation to reinforce the commitment to continuous quality improvement in education.

Strengthen Experiential Learning: Increase access for students to engage in robust clinical learning experiences with diverse patient populations, enhanced team-based interprofessional education, and expanded simulation training through the QU Netter Standardized Patient and Assessment Center.

Diversify Student Pathways: Strengthen student pathways into medical school through community outreach and partnerships with local secondary schools, undergraduate programs at QU, and other regional institutions.

Contribute to Diversification of Workforce: Increase faculty and staff numbers, enhance infrastructure, and grow clinical capacity to explore expansion of UME and GME.

Success Measures:

Transforming Medical Education – enhanced excellence and innovation in our medical education programs, as measured by student learning outcomes, student well-being metrics, student and graduate satisfaction with their QU Netter education, and accreditation; educational scholarship; expansion of graduate medical education programs; and enhanced staffing to support new initiatives.



Ni-Ka Ford

Cultivating Scholarship

Building on our existing scholarly activities, QU Netter will foster research and scholarship that will advance the health and well-being of patients and communities.

We will achieve this objective by providing faculty with greater research support, strengthening intra-school coordination, and collaborating across our university and with our clinical partners. We will also launch an interdisciplinary Institute on Health Equity to contribute to the understanding and mitigation of health disparities in Connecticut and beyond.

Signature Initiatives in Support of Cultivating Scholarship

Identify Mission-Aligned Research Activities: Identify additional focused research priorities that align with our school's mission and vision.

Empower and Support Netter Faculty: Recruit, nurture, and retain research faculty to build an inclusive community of scholars and provide faculty with support to foster their scholarly activity, including administrative support, grant writing support, pilot grants, and facilities funding.

Advance Health Equity: Establish an interdisciplinary Health Equity Institute to promote research, scholarship, and community engagement in this area.

Coordinate Scholarly Activity: Create a dean-led Office of Scholarship to provide strategic direction, clarify faculty responsibilities for research, and coordinate research activity across the School in order to build on existing strengths in educational scholarship and foster basic sciences and clinical research.

Diversify Research Funding: Pursue opportunities for externally funded research in collaboration with clinical partners that play to our existing and emerging strengths in areas such as educational scholarship, health equity, and other defined areas.

Enhanced Support of Medical Student Scholarship: Promote medical student research through expanded mentorship and other avenues in order to strengthen students' preparedness for residency and beyond.

Success Measures:

Cultivating Scholarship – launch of a Health Equity Institute; establishment of an Office of Scholarship led by an Associate Dean for Scholarship; new programs to support faculty research and scholarship; number of faculty members participating in scholarship, number of publications, number of grants submitted and obtained.



Catalyzing Collaborations

Ni-Ka Ford

Recognizing that we alone cannot accomplish our aspirations, QU Netter will serve as a catalyst – within Netter and across QU and with our partners – in igniting interdisciplinary collaborations in education, research, and scholarship, and advancing innovative community partnerships.

We will achieve this by strengthening external partnerships, collaborating on IPE design and delivery, and exploring and co-launching interdisciplinary graduate programs with other QU schools and colleges.

Signature Initiatives in Support of Catalyzing Collaborations and Partnerships

Build Partnerships in Pursuit of Humanistic Healthcare: Expand and strengthen partnerships with health systems, corporations, foundations, community organizations, and others to advance humanistic healthcare and expand QU Netter’s clinical footprint.

Collaborate in IPE Design and Delivery: Become a national leader in innovative IPE curricular design and delivery both in the classroom and at the point-of-care.

Promote Cross-Campus Collaboration: Co-create innovative interdisciplinary graduate programs at Quinnipiac in Health Management, Health Informatics, and related disciplines.

Success Measures:

Catalyzing Collaborations – number of new and expanded existing partnerships, and number of interdisciplinary graduate programs.

Conclusion

With this new strategic plan, Netter aspires to broaden our impact on our students, our faculty and staff, and our community, and to work together toward a more equitable healthcare future. As we enter this next phase of growth, the Netter community has an exciting opportunity to build on our strengths and become a leader in advancing equitable health by leading the next generation of transformative medical education, impactful scholarship, and community care.

Painting a Brighter Healthcare Future for All will help us achieve this vision and to fulfill our guiding principles of fostering equity in education, healthcare, and community health and well-being.



Quinnipiac

Frank H. Netter MD School of Medicine

medicine.qu.edu

Mount Carmel Campus
275 Mount Carmel Ave.
Hamden, CT 06518-1908

Office Location
North Haven Campus
370 Bassett Road
North Haven, CT 06473

Connect with Us

 [QuinnipiacU](#)  [QuinnipiacU](#)
 [Quinnipiac University](#)  [Quinnipiac University](#)

Email Us

netter@qu.edu

Our Commitment

Quinnipiac University has a strong commitment to the principles and practices of diversity throughout the Quinnipiac community. Members of minority groups and individuals with disabilities are encouraged to consider and apply for admission. Quinnipiac University does not discriminate based on race, color, creed, gender, age, sexual orientation, national and ethnic origin or disability status in the administration of its educational and admissions policies, employment policies, scholarship and loan programs, athletic programs or other university-administered programs.