

The Business of Dental Education

School of Dental Medicine Strategic Plan

Ethical, compassionate business principles and practices are used to create an infrastructure that supports the mission, vision and values of the school.

2023



CASE WESTERN RESERVE
UNIVERSITY
School of Dental Medicine

Mission Statement

The mission of the Case Western Reserve University School of Dental Medicine is to:

Educate the next generation of diverse oral health professionals and future leaders of the profession to meet the challenges of a complex and rapidly changing world.

Innovate and push the boundaries of our understanding of oral health and its relationship to overall health and wellness through focused research, scholarship and collaboration. Improve oral and overall health in our Ohio communities by providing outstanding programs, services and access to oral healthcare.

Serve our Ohio communities, nation and world by promoting and delivering excellence in patient care in an environment of integrity, mutual respect, compassion and professionalism.

We do all these things for the purpose of serving humanity.

Vision Statement

Case Western Reserve University School of Dental Medicine is a global leader in dental and interprofessional education, focused research, collaborative patient care and community outreach that improves the quality of people's lives and positively influences the future of dental medicine.

Core Values

- Promoting professionalism, integrity, high ethical standards and compassion
- Committed to academic excellence and high-impact performance in all of our programs and activities
- Advocating collegiality, teamwork, collaboration and accountability
- Encompassing diversity and inclusiveness
- Delivering person-centered compassionate and comprehensive oral health care
- Growing and promoting scientific and technological discovery and advancements in oral and craniofacial research
- Serving our profession and our community
- Maintaining a humanistic and student-centered environment
- Expanding and developing the use of new technologies throughout dental education and patient care
- Emphasizing leadership in interprofessional education, teamwork & practice
- Preparing our students and residents to become competent, caring and highly capable clinicians ready to succeed in practice upon graduation
- Exercising responsible stewardship operating in a fiscally responsible and sustainable manner, making sound and strategic budgetary decisions, controlling expenses and allocating resources
- Pursuing sound clinical, research and business opportunities to generate and increase revenue
- Engaging with our Alumni for their feedback on practice trends and concerns

Strategic Imperative 1: People

Objective

Action Plan

1. Our People and Our Team

- Our faculty, staff and students are our most important asset. We put our people first and we seek to grow a positive, supportive and welcoming community, culture and environment for all faculty, staff, students and patients based on mutual respect, consideration and concern for others, dignity, tolerance and fairness and open dialogue.

2. Faculty Development

- We will provide faculty development in teaching and research as well as continuing education in clinical dentistry, new technologies, evidence-based dentistry, teamwork, wellness and leadership to support, retain and recruit the very best people to assure continued excellence and success of the School of Dental Medicine.

3. Staff Development

- We will provide staff development to support and develop relevant skills, to support more effective communication and teamwork, and encourage professional and personal fulfillment.

4. Professionalism and Compassionate Care

- Continue to grow and strengthen our community and culture of professionalism and compassionate care.

5. Diversity and Inclusiveness

- We are fully committed to diversity, inclusiveness and respect for every individual in our institutional climate, organizational, governance, hiring, dialogue and decision-making processes that encompass our professional, teamwork, educational, patient care, research and service mission and activities.

6. Teamwork

- We will work together as a team to renew our processes, procedures and policies to enable personal and organizational effectiveness, and to increase morale and connection throughout our team and with our alumni.

7. Accountability and Ownership

- We will continue to strive for accountability and ownership of our expected roles and responsibilities to our community, students, patients, colleagues, department and school.

Predoctoral and Graduate Education

Objective

Action Plan

1. Accreditation

- Complete the accreditation self-study and plan the mock site visit and November 2024 site visit.
- Secure DMD and advanced education program (AEGD, Endodontics, Orthodontics, Pediatric Dentistry, Periodontics) reaccreditation in 2024.

2. INBDE

- Use CWRU INBDE Prep Course to achieve 95-100% first-time pass rates.

3. Curriculum

- Complete a Comprehensive DMD Curriculum Review in 2022-2023.
- Resulting from the Comprehensive Curriculum Review process, be innovative in developing and delivering curriculum improvement in order to effectively prepare our graduates for the current and future practice of dental medicine.
- Expand the preclinical and clinical Digital Dentistry curriculum and student CAD/CAM (Computer-Aided Design & Manufacture) experiences.
- The Practice Management curriculum will be innovated to develop our student's skills and competence in the dual cultures of healthcare and business, practice modalities, business acumen and leadership, enabling our students to be well prepared for competitive employment opportunities and direct entry to dental practice upon graduation.
- Launch a new competency-based Online TMD Course developed by the American Academy of Orofacial Pain into the DMD Curriculum, to provide students with the latest evidence-based TMD education and training.

4. Technology

- Develop and execute the necessary plan and process for the information technology infrastructure and support to enable the clinic to fully implement CAD/CAM and digital dentistry transformation.
- Install best-of-class A-dec Simulators, Kilgore darwin manikins, 700 series typodonts and computer workstations in the Simulation Clinic, to enhance our students preclinical learning and skill development.
- Acquire the Yomi robotic system for dental implant surgery and use in teaching, patient care and research.
- Develop and provide faculty with an eGrading platform via tablet computers to evaluate student performance and student self assessment in preclinical courses in the Simulation Clinic.

5. Calibration

- Calibrate faculty in their clinical disciplines, protocols and materials as well as on the assessment of student performance.
- Standardize preclinical and clinical teaching, procedural protocols and materials in the DMD curriculum.

Strategic Imperative 3: Research and Discovery

Objective

Action Plan

1. Research Enterprise

- Continue to grow and strengthen the research enterprise for more faculty and student involvement and to become recognized as a top-tier research-intensive dental school.
- Enhance current successful research portfolio in Oral Health Disparities, Immunology and Microbiology and Oral and Craniofacial research.

2. Research Grants

- Increase the number of R and U NIH and other federal grants. Actively pursue funding sources outside of federal funding: industry, donors, foundations and CTSC grants.
- Expand connections and relationships with industry and pharma and encourage SBIR/STTR grants.

3. Big Data Research Innovation

- Focus on nationally emerging areas of research: Big data, materials science, microbiome. Create guidelines for use of Axiom and Dolphin data in big data research.
- Join the BigMouth Dental Data Repository: Consortium for Oral Health Research and Informatics (COHRI).
- Promote the Bolton and Brush Growth Studies Collection, its funding and use in big data research.

4. Publications

- Continue to increase the number of peer-reviewed publications and presentations by faculty.

5. Research Opportunities

- Increase collaborations and collaborative grants with other units of the University and other Universities nationally and internationally to submit joint proposals.

6. Faculty Development, Training and Mentoring

- Create a school-wide research mentoring plan for faculty.
- Provide periodic mandatory training for faculty, staff and students involved in research, IRB activities and research integrity.
- Provide faculty development in research collaboration, team science, research methods and ethics.

7. Student Research Opportunities

- Provide opportunities and encourage student participation in research and continue financial support of the student summer research program and travel to conferences.

Strategic Imperative 4: Patient Care

Objective

Action Plan

1. Digital Dentistry

- Expand incorporation of the full scope of digital dentistry into comprehensive patient care

2. Electronic Grading and Analytics

- Launch and expand a clinical electronic grading system for the DMD program
- Create a centralized electronic dashboard where students and faculty can have real-time access to clinical and didactic student and patient care progress/progress reports, requirements, competencies and grades.
- Create an automated electronic system for D3 and D4 students to confirm they have completed their clinical qualifying exams/prerequisites, so that they can receive approval to proceed with clinical competencies.

3. Quality Assurance and Assessment

- Enhance clinical quality assessment efforts by implementing a Standards of Care Assessment to include a patient-based post-treatment review program.
- Develop and deliver an updated Quality Assurance D3 and D4 didactic curriculum, with clinical applications
- Implement a patient satisfaction surveillance system.

4. Evidence-Based Dentistry

- Use all aspects of evidence-based dentistry to guide treatment decisions and clinical protocols.

5. Whole-Person and Patient-Centered Care

- Continue to expand student and resident education and training in providing dental care within the purpose and context of whole-person healthcare.

6. Teledentistry

- Explore greater opportunities to provide teledentistry services.

7. Collaborative Referral and Interprofessional Opportunities

- Pursue referral and collaborative relationships with University Hospitals, Cleveland Clinic, MetroHealth and VA Medical Center to benefit patient care and patient overall health.
- Promote the expertise and healthcare services capabilities of CWRU School of Dental Medicine and our primary care general dentistry and dental specialties commensurate with primary care Medicine and its specialties at University Hospitals, Cleveland Clinic, VA Medical Center, and MetroHealth Medical Center.

Strategic Imperative 5: Service and Community

Objective

Action Plan

1. Community Service Impact and Leadership

- Continue to serve as a local, state and national leader in community service and dental student service learning through our ACE Outreach Preventive Dentistry, Sealant, Geriatric Dentistry, Early Childhood Pediatric Dentistry Headstart Outreach Program and research programs.

2. Service to Underrepresented Communities

- Continue to improve access to care for underserved, vulnerable and special needs patients.
- We will focus with faculty, staff, residents and students on how to best engage with people from underrepresented communities.

3. Global Relationships

- Expand and strengthen global opportunities and relationships

4. Service Learning and Competency

- We will develop the structural competency of our students through their service learning and team-based learning experiences in working with underrepresented communities. A proposed essay or portfolio requirement focused on understanding underrepresented communities will enhance our student's service learning experiences and competence.

5. Partnering with the Community: Collaborative Practice

- Partner with community organizations to serve the public of greater Cleveland through students' community service projects in the Collaborative Practice I and Clinical Collaborative Practice curriculum.
- Provide extramural clinical experiences for D4 students in FQHC's and other community clinics in Northeast Ohio.
- Provide calibration for clinical faculty serving in extramural clinics.

6. Community Service Communication

- We seek to be the advocate and voice for oral healthcare in Ohio.
- Internally and externally we will communicate our Commitment to Community and our Commitment to Care.



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