



# 2014 annual report



**NBOME**  
NATIONAL BOARD OF OSTEOPATHIC MEDICAL EXAMINERS

*Eighty years of collaboration  
for excellence in assessment*





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2014

MESSAGE FROM NBOME  
BOARD CHAIR AND PRESIDENT/CEO

# COLLABORATION OF NBOME'S



**John R. Gimpel, DO, MEd** | President and CEO

**Wayne R. Carlsen, DO** | Board Chair



# AT THE CORE 80-YEAR HISTORY

THIS YEAR, THE NBOME CELEBRATES A PROLIFIC HISTORY – 80 YEARS – OF SERVING THE PUBLIC, THE PROFESSION OF OSTEOPATHIC MEDICINE AND RELATED HEALTH CARE PROFESSIONS IN ADVANCING QUALITY IN HEALTH CARE.

The NBOME's core competency of collaborative partnerships with convening thought leaders and subject matter experts from the nation's colleges of osteopathic medicine, teaching hospitals and residency programs, state licensing authorities and private practice settings has brought NBOME's COMLEX-USA widespread global recognition and acclaim. And collaboration is the foundation for NBOME's success with its COMAT examination program, as well as partnerships with over a dozen of the nation's most respected professional specialty colleges/societies and specialty certification boards for resident in-service examinations, certification examinations and formative assessments used for continuous professional development and the AOA's Osteopathic Continuous Certification program. Indeed, collaboration is as much a part of NBOME's DNA as is the deep and collective determination of its Board, staff and National Faculty members to deliver on the organization's mission to protect the public.

The NBOME's operational culture is predicated on this ethos; collaboration is a core value, a strategic objective, and a honed aptitude for working in partnership with stakeholders and subject matter experts. It is what we do every day, internally and externally. In fact, it is this approach that culminated in 2014 with the addition of a new executive position — a vice president for

collaborative initiatives — and the appointment of Sandra Waters, MEM, to lead the charge, focusing her leadership efforts around strengthening relationships with our specialty college/society and certification board clients and other partners, as well as administration for our National Faculty. More than 900 credentialed DOs, PhDs, MDs, and other health care subject matter experts from 45 states comprise the NBOME's National Faculty and participate in governance, on committees, in the development of examination standards and content, in quality assurance initiatives and as physician examiners.

As part of our multi-year journey in performance excellence and continuous quality assurance in the Malcolm Baldrige program, the NBOME was awarded the 2014 Commitment Award recognition by the Keystone Alliance for Performance Excellence (KAPE), the program for performance excellence in Pennsylvania. KAPE commended the NBOME for actively listening and engaging with our stakeholders, candidates, partners, suppliers and staff, as well as for responding to their needs, promptly and effectively, through continuous quality improvement.

In 2014, collaboration was also defined by more than 50 in-house, board, operational committee, subcommittee, task force and panel meetings, or an average of about one a week, in our national offices in Chicago and Philadelphia; representation at over



a dozen national and international conferences; and delivery and attestation of over 2,400 continuing medical education credit hours. Included in these was the critical work done by the Blue Ribbon Panel on Enhancing COMLEX-USA that produced a new blueprint for the licensing examination series with implementation beginning in 2018. The 2014 U.S. Osteopathic Medical Regulatory Summit, hosted by the NBOME with a focus on osteopathic distinctive assessment, was critically important to the profession as it was faced with important decisions regarding graduate medical education accreditation for the future.

Collaboration is the cornerstone with the NBOME's strategic partnerships and vendors, as well as with numerous national and international professional organizations. In 2014, the NBOME again participated in numerous key meetings, including that of the Coalition for Physician Accountability, the International Association of Medical Regulatory Authorities, the Osteopathic International Alliance, the Medical Council of Canada, the American Osteopathic Association (AOA), the Organization of Program Director Associations, the Accreditation Council of Graduate Medical Education (ACGME), the American Association of Colleges of Osteopathic Medicine (AACOM), the National Board of Medical Examiners and the Federation of State Medical Boards of the United States. The NBOME's close alliance with student and resident leaders from the Council of Osteopathic Student Government Presidents, the Student Osteopathic Medical Association and the Council of Interns and Residents helps to link direct student and resident input to our staff and our Board.

Lastly, we could not have a conversation about collaboration without acknowledgment of the

seminal agreement for a single accreditation system for all U.S. graduate medical education programs (GME/residency training programs) by the AOA, the AACOM and the ACGME. All three organizations have vowed to continue to support the tenets of the distinct training and practice of osteopathic medicine, and we have seen the collaborative efforts of leaders of all three of these organizations result in further interest in and recognition of the COMLEX-USA examination series. For osteopathic medical students, further clarity was achieved in that the COMLEX-USA examination series is not only universally recognized in the U.S. as the licensure examination for DOs, but is also currently used by over 80% of the nation's GME programs (ACGME-accredited and AOA-approved GME programs combined).

Whether by email, videoconferencing, telephone, texting, online polling, survey or good, old-fashioned face-to-face meetings, conferences and workshops, the NBOME history tells us one thing for certain: Success in meeting our mission happens through collaboration. It is this collaboration that fuels our organizational tenets of continuous quality improvement, innovation and constantly striving to meet our mission and maintain the trust of the public and the profession in providing the means to assess competencies for osteopathic medicine and related health care professions.

*Sincerely,*

**WAYNE R. CARLSEN, DO**  
**CHAIR, BOARD OF DIRECTORS**

**JOHN R. GIMPEL, DO, MED**  
**PRESIDENT AND CEO**



# NBOME 2014 TRIBUTE AND AWARDS

## TWO RECIPIENTS HONORED WITH SANTUCCI AWARD

The National Board of Osteopathic Medical Examiners is very proud to continue an important tradition in the recognition of excellence and commitment to its mission. The Santucci Award is the NBOME's highest honor awarded to an individual for his or her sustained outstanding contributions to the mission of the organization.

The first Santucci Award was presented five years ago as part of our 75th anniversary celebrations. The award is named for Thomas F. Santucci Jr., DO, who was President and Chair of the Board from 1985 to 1987.

In 2014, the Santucci Award was presented to two recipients for outstanding contributions: former NBOME Board Chair John E. Thornburg, DO, PhD and Shirley Bodett, Senior Testing Consultant and a 30-year veteran NBOME staff member.

**John E. Thornburg, DO, PhD**, is Professor Emeritus of Pharmacology and Toxicology and Family and Community Medicine at Michigan State University College of Osteopathic Medicine, from which he graduated in 1976. Dr. Thornburg began at Michigan State University in 1970 as a postdoctoral fellow in the Department of Pharmacology and Toxicology after receiving a PhD in Pharmacology and Toxicology from Purdue University. He has been a faculty member since 1977, and achieved Emeritus status in January 2010. After serving as Vice Chair of the Board of Directors of the NBOME in 2007–2009, he assumed the role of Chair in December 2009 and became Immediate Past Chair in December 2011. He has a more than 25 year history with the NBOME. Initially, he served on the Pharmacology Test Construction Committee, first as a member and



Wayne R. Carlsen, DO, Board Chair, John E. Thornburg, DO, PhD, Santucci Award recipient and John R. Gimpel, DO, MEd, President & CEO

later as Chair. Dr. Thornburg was the first Coordinator of Level 1 COMLEX-USA. Subsequently, he served as Chair of the Product Committee and was elected to the Board of Directors and to the Executive Committee. Dr. Thornburg was a key member of the Clinical Skills Testing Advisory Committee during the implementation period of the COMLEX-USA Level 2-PE examination. After his service as Immediate Past Chair and transitioning off of NBOME's Board in 2013, Dr. Thornburg was appointed Chair of the COMLEX-USA Level 1 and Chair of the NBOME's National Faculty Department of Foundational Biomedical Sciences. He also has remained highly involved as a member of NBOME's Blue Ribbon Panel on Enhancing COMLEX-USA.

Dr. Thornburg says that involvement with the NBOME has been a highlight of his career. We at the NBOME agree his involvement has helped to make the organization what it is today and that the chance to work with John has been a highlight of ours.

**Shirley Bodett** first arrived at the NBOME's Chicago office in 1984 accepting a position as an office manager. Today, Shirley's role is ultimately responsible for the quality, consistency and accuracy of test development publications and exams – all critical to NBOME success. She ensures editors and other test development staff members are equipped to conduct Multiple Choice Question (MCQ) test item editing, key validation, task force oversight, item-writer training and author feedback tasks based on NBOME and industry standards. Over the years, she has mentored numerous item editors and National Faculty members alike as they learned to use best practices in item and test development. She is a consummate professional and ever dedicated to the mission, vision and strategic objectives of the NBOME. Upon accepting her Santucci award, Shirley said, "I think few people can truly say they enjoy coming to



Bruce Bates, DO, Senior Vice President for Cognitive Testing with Shirley Bodett, Senior Testing Consultant receiving the Santucci Award

work each and every day, but for me, it is not only enjoyment but a privilege to work with the NBOME team of dedicated and intelligent professionals."

## TRIBUTE TO WILLIAM G. ANDERSON, DO



John R. Gimpel, DO, MEd, President & CEO, and Wayne R. Carlsen, DO, Board Chair, honoring out-going Board member William G. Anderson, DO

**Dr. William G. Anderson**, Professor of Surgery and Senior Advisor to the Dean at the Michigan State University College of Osteopathic Medicine, completed his third, three-year term of service as a NBOME Board member in December 2014 and rotated off the Board of Directors.

Born in Americus, Georgia, in 1927, Dr. Anderson attended Des Moines University College of Osteopathic Medicine. Upon return to Albany, Georgia, in 1957, he was prevented from treating patients because of segregationist policies. Dr. Anderson responded by becoming the founder and first President of the Albany Movement, which worked to register African American voters and devised ways to end racial segregation. Those efforts earned him the honorable distinction of being a pioneer in the Civil Rights Movement and a personal friend and colleague of Dr. Martin Luther King Jr.



Dr. Anderson's distinguished career as a surgeon and medical educator includes having served as the first African American president of the American Osteopathic Association in 1994. Dr. Anderson remains a highly sought-after speaker on osteopathic medicine and civil rights, having given dozens of commencement and white-coat ceremony speeches across the nation. Most recently in February 2014, the Michigan State University College of Osteopathic Medicine's award-winning civil rights lecture series was renamed as the "Dr. William G. Anderson Lecture Series: Slavery to Freedom."

The NBOME Board of Directors first had the privilege of working with Dr. Anderson upon his election in 2003. He has chaired numerous NBOME committees and served as an at-large member of NBOME's Executive Committee from 2007-2010. He has regularly dazzled and mentored other Board members in meetings with his insightful comments, his thoughtful and courageous questions and his passionate invocations.

Dr. Anderson was honored at the 2014 Annual NBOME Board Meeting with an NBOME Certificate of Appreciation for his many contributions, and will be joining NBOME's President's Advisory Council.

## INAUGURAL PRESIDENT'S AWARD RECIPIENT RECOGNIZED

The NBOME President's Award for Outstanding Service was introduced this year and is designed to recognize an employee who has demonstrated exemplary performance of activities directly related to the NBOME Core Values that are above and beyond the scope of assigned responsibilities in one or more of the following areas:

- Supporting NBOME practice, procedures and policies
- Innovation and proactive leadership
- Extraordinary service to the community
- Substantial cost-effectiveness and
- Building relationships/partnerships.

**Julie Burgett**, Senior Test Development Specialist in Cognitive Testing, brought positive change to the NBOME through her work on the Clinical Decision Making (CDM) Pilot program for the COMLEX-USA Level 3 examination. She worked closely with an internal, interdepartmental task force to advance the phases of this endeavor, the results of which will have potential for high impact on the

future of Level 3. Julie also built relationships while working closely with National Faculty members who served as subject matter experts, psychometricians and outside consultants.



Jeanne Sandella, DO, Vice President for Clinical Skills Testing; Wayne R. Carlsen, DO, Board Chair; Bruce Bates, DO, Senior Vice President for Cognitive Testing; John R. Gimpel, DO, MEd, President & CEO; and recipient of NBOME's President's Award Julie Burgett, Senior Test Development Specialist



**Wayne R. Carlsen, DO**  
Executive Committee Member  
Board Chair  
Athens, Ohio



**Gary L. Slick, DO, MA**  
Executive Committee Member  
Vice Chair  
Tulsa, Oklahoma



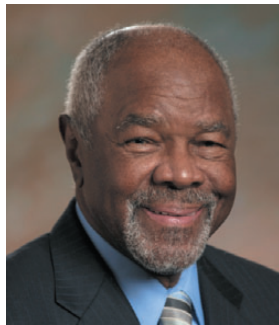
**Dana C. Shaffer, DO**  
Executive Committee Member  
Secretary/Treasurer  
Pikeville, Kentucky



**Gary Clark**  
Executive Committee Member  
Jefferson City, Missouri



**Peter B. Ajluni, DO**  
Bloomfield Hills,  
Michigan



**William G.  
Anderson, DO**  
Detroit, Michigan  
(Outgoing Dec. 2014)



**James M.  
Andriole, DO**  
Sarasota, Florida



**Susan Belanger,  
PhD, RN**  
Silver Spring,  
Maryland



**Ronald R. Burns, DO**  
Winter Park, Florida

# NBOME

NATIONAL BOARD OF OSTEOPATHIC MEDICAL EXAMINERS



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Murphy, DO**  
Charlotte,  
North Carolina



**Richard A.  
Ortoski, DO**  
Erie, Pennsylvania  
(Appointed Dec. 2014)





**J. Michael Finley, DO**  
Executive Committee Member  
Tustin, California



**Janice A. Knebl, DO, MBA**  
Executive Committee Member  
Immediate Past Chair  
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**Rich LaBaere, II, DO, MPH**  
Executive Committee Member  
Ortonville, Michigan



**Millicent King  
Channell, DO, MA**  
Philadelphia,  
Pennsylvania



**H. Timothy  
Dombrowski,  
DO, MPH**  
Stratford, New Jersey



**John L. Goudreau,  
DO, PhD**  
East Lansing, Michigan  
(Appointed Dec. 2014)



**Lori Kemper,  
DO, MS**  
Glendale, Arizona



**Jed Magen, DO, MS**  
East Lansing, Michigan  
(Appointed Dec. 2014)



**Geraldine T.  
O'Shea, DO**  
Jackson, California



**Deborah Pierce,  
DO, MS**  
Fort Washington,  
Pennsylvania



**Anita Showalter, DO**  
Yakima, Washington



**Karen Snider, DO**  
Kirksville, Missouri



**Roberta Wattleworth,  
DO, MHA, MPH**  
Lynchburg, Virginia

# COMLEX-USA<sup>®</sup>



National Board of Osteopathic Medical Examiners



THE COMPREHENSIVE OSTEOPATHIC  
MEDICAL LICENSURE EXAMINATION OF  
THE UNITED STATES – COMLEX-USA

## PATHWAY TO LICENSURE

- › COMLEX-USA Level 1
- › COMLEX-USA Level 2-Cognitive Evaluation
- › COMLEX-USA Level 2-Performance Evaluation
- › COMLEX-USA Level 3

The COMLEX-USA examination series is designed to assess the osteopathic medical knowledge and clinical skills considered essential for osteopathic generalist physicians to practice osteopathic medicine without supervision.



## COMLEX-USA Cognitive Examinations

The chart below represents candidate performance on the COMLEX-USA cognitive examinations. These are COMLEX-USA Level 1, Level 2-Cognitive Evaluation (CE) and Level 3. The information presented represents complete testing cycles, which run mid-year to mid-year.

### CANDIDATE PERFORMANCE ON COMPUTER-DELIVERED COMLEX-USA COGNITIVE EXAMINATIONS

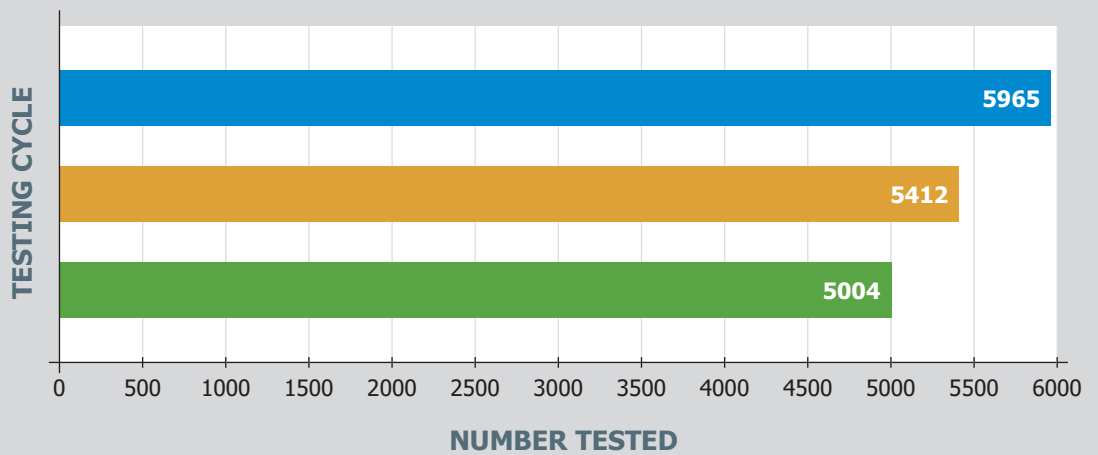
	YEAR	N 1st Exam/Total Exams	PASSING RATE 1st Exam	PASSING RATE Total Exams
<b>LEVEL 1</b>	2011-2012	4853/5429	91.8%	89.4%
	2012-2013	5056/5722	90.6%	87.1%
	2013-2014	5448/6083	92.0%	89.3%
<b>LEVEL 2-CE</b>	2011-2012	4569/5465	86.8%	82.9%
	2012-2013	4866/5617	89.4%	86.7%
	2013-2014	4973/5531	92.3%	90.1%
<b>LEVEL 3</b>	2011-2012	4357/4741	95.0%	92.8%
	2012-2013	4118/4426	95.1%	93.6%
	2013-2014	4807/5103	96.0%	94.6%



## COMLEX-USA Level 2-Performance Evaluation



**NUMBER OF CANDIDATES TESTED ACROSS TESTING CYCLES 2011-2014  
COMLEX-USA LEVEL 2-PERFORMANCE EVALUATION**



■ 2011-12

■ 2012-13

■ 2013-14

**PASS/FAIL RATE FOR FIRST-TIME TAKERS BY TESTING CYCLE  
COMLEX-USA LEVEL 2-PERFORMANCE EVALUATION**

		<b>N</b>	<b>%<sup>A</sup></b>	<b>%<sup>B</sup></b>
<b>2011-2012</b>	PASS	4513		<b>95.0</b>
	FAIL	236		<b>5.0</b>
	Humanistic Domain	156	66.1	3.3
	Biomedical Domain	60	25.4	1.3
	Both Domains	20	8.5	0.4
	<b>GRAND TOTAL</b>	<b>4749</b>		
<b>2012-2013</b>	PASS	4827		<b>94.1</b>
	FAIL	300		<b>5.9</b>
	Humanistic Domain	200	66.7	3.9
	Biomedical Domain	85	28.3	1.7
	Both Domains	15	5.0	0.3
	<b>GRAND TOTAL</b>	<b>5127</b>		
<b>2013-2014</b>	PASS	5129		<b>92.6</b>
	FAIL	412		<b>7.4</b>
	Humanistic Domain	181	43.9	3.3
	Biomedical Domain	192	46.6	3.5
	Both Domains	39	9.5	0.7
	<b>GRAND TOTAL</b>	<b>5541</b>		

**A** Total fail rate is the base for calculating percentages. **B** Total tested is the base for calculating percentages.



# NBOME RESEARCH ACTIVITY SUMMARY FOR 2014

BY SANDRA WATERS, MEM | VICE PRESIDENT FOR COLLABORATIVE INITIATIVES

## THE NBOME REGULARLY CONTINUES TO CONDUCT

research on various topics in assessment, with a focus on the validity and reliability of our products. Under the leadership of the department's directors, Hao Song, PhD, William Roberts, PhD and Dot Horber, PhD, the research staff of NBOME met monthly to discuss ongoing projects and to brainstorm about collaborative research initiatives. In 2014, Ms. Sandra Waters, MEM, Vice President for Collaborative Initiatives, began working with the interdepartmental Research Team to assist in its collaborative efforts, including charting new research initiatives, strategic alignment of research and resource procurement for research. Together, the research team members have published in peer-reviewed journals including the

*Journal of American Osteopathic Association (JAOA), Advances in Health Sciences Education, Patient Education, and Counseling and Applied Psychological Measurement.* NBOME staff members have represented the NBOME around the globe through presentations that highlight accomplishments in the field of assessment. Additionally, the Research Team continues to collaborate with external stakeholders including the Association of American Colleges of Osteopathic Medicine, the American Osteopathic Association and various colleges of osteopathic medicine on projects that provide ongoing validity evidence for our assessment portfolio.

The following is a summary of the research disseminated by the NBOME Research Team in 2014.

## JOURNALS/PUBLICATIONS

- ▶ Sandella JM, Smith LA, Gallagher LA, Langenau EE. Patterns of misrepresentation of clinical findings on patient notes during the COMLEX-USA Level 2-PE. *J Am Osteopath Assoc.* 2014;114(1):22-29. doi:10.7556/jaoa.2014.004.
- ▶ Helstrom J, Langenau EE, Sandella JM, Mote B. Keyboard data entry: Use among osteopathic medical students and residents. *J Am Osteopath Assoc.* 2014;114(4):274-282. Doi: 10.7556/jaoa.2014.053.
- ▶ Sandella JM, Smith LA, Dowling DJ. Consistency of interrater scoring of student performances of osteopathic manipulative treatment on COMLEX-USA Level 2-PE. *J Am Osteopath Assoc.* 2014;114(4):253-258. doi:10.7556/jaoa.2014.050.
- ▶ Langenau E, Kachur E, Horber D. Web-based objective structured clinical examination with remote standardized patients and SKYPE: Resident experience. *Patient Education and Counseling.* 2014. <http://www.sciencedirect.com/science/article/pii/S0738399114001773#>.
- ▶ Li F, Kalinowski K, Song H and Bates B. Relationships between the comprehensive osteopathic medical achievement test (COMAT) subject examinations and the COMLEX-USA level 2-cognitive evaluation. *J Am Osteopath Assoc.* 2014;114(9):714-721.
- ▶ Li F, Song H, Gimpel J and Ludwin F. The relationship between COMLEX-USA scores and performance on the American Osteopathic Board of Emergency Medicine Part I Certifying Examination. *J Am Osteopath Assoc.* 2014;114(4):260-266.
- ▶ Kalinowski KE, Natesan P and Henson RK. Stratified item selection and exposure control in unidimensional adaptive testing in the presence of two-dimensional data. *Appl Psych Meas.* 2014; 38(7):563-576.

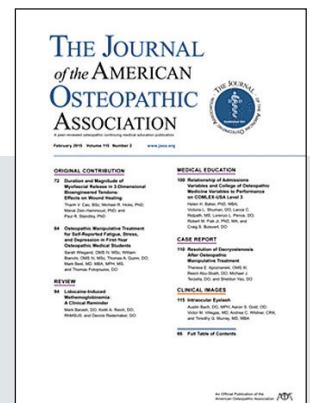


## CONFERENCE ORAL AND POSTER, WORKSHOP AND SYMPOSIA PRESENTATIONS

- ▶ Arenson EA, Karabatsos G and Walker SG. A dynamic item response model with time-dependent autoregressive item difficulties. Oral presentation at the Annual Meeting of the Psychometric Society, Madison, WI.
- ▶ Chen H, Li F and Song H. Investigation on the performance of different test speededness detection methods. Oral presentation at the 2014 Annual Meeting of the National Council on Measurement in Education, Philadelphia, PA.
- ▶ Denbleyker J. Developing a normative benchmark report in a computer adaptive test. Oral presentation at the 2014 International Association for Computerized Adaptive Testing (IACAT) Summit, Princeton, NJ.
- ▶ Gallagher LA, Sandella JM and Wilson CD. Put down your pens! eSOAP has arrived: Electronic data entry for documentation of post-encounter notes in clinical skills assessment. Oral presentation at the 2014 Annual Meeting of the American Association of Colleges of Osteopathic Medicine, Washington, DC.
- ▶ Gimpel, JR. Aligning professional self-regulation and continuous professional development: NBOME's osteopathic performance assessment and improvement modules and other initiatives. Oral presentation at the Osteopathic International Association, London, England, October 2014.
- ▶ Horber D, Langenau E and Kachur E. Teaching and assessing doctor-patient communication using remote standardized patients and SKYPE: Feedback from medical residents. Oral presentation at the 2014 American Educational Research Association (AERA) Meeting, Philadelphia, PA, April 2014. (This paper was nominated for the AERA Division I Education in the Professions Established Investigator Award 2015.)
- ▶ Kachur E, Ruggiero J, Dong C, Lyall M, Mafala K, Schweickerdt-Alker L, Langenau E, Horber D, Treadwell I, Sandella J and Altshuler L. Remote standardized patient (RSP) encounters via SKYPE: Global opportunities and challenges. Workshop presentation at the 2014 Association for Standardized Patient Educators, Indianapolis, IN, June 2014.
- ▶ Kachur E, Sandella J, Altshuler L, Dong C, Lyall M, Mafala K, Langenau E, Treadwell I, Horber D, Ruggiero J and Alker L. Overcoming geographic barriers in performance-based assessments. Workshop presentation at the 2014 Ottawa Conference, Ottawa, ON, Canada, April 2014.
- ▶ Kalinowski KE, Song H and Lukasik M. Differential item functioning in the COMAT series of subject examinations. Oral presentation at the 2014 Annual Meeting of the American Association of Colleges of Osteopathic Medicine, Washington, DC.
- ▶ Langenau E, Kachur E, Horber D, Ruggiero J, Montrey D and Sandella JM. How to organize remote standardized patient (RSP) encounters using SKYPE. Workshop presentation at 14th International Meeting on Simulation in Healthcare (IMSH 2014), San Francisco, CA, January 2014.
- ▶ Natesan P and Kalinowski KE. Item selection and exposure control in unidimensional calibration of multidimensionality. Oral presentation at the 2014 Annual Meeting of National Council on Measurement in Education, Philadelphia, PA.
- ▶ Roberts WL and Sandella JM. Investigating the relationship between undergraduate and graduate humanistic clinical skill scores among residents on

## → TIMELINE > JANUARY 2014

The *Journal of the American Osteopathic Association* publishes "Patterns of Misrepresentation of Clinical Findings on Patient Notes During the COMLEX-USA Level 2-PE" written by NBOME's Jeanne M. Sandella, DO; Larissa A. Smith, PhD; Laurie A. Gallagher, DO; Erik E. Langenau, DO.



- a medical licensure exam using a 6-period crossover design. Oral presentation at the 2014 Modern Modeling Methods Conference, Storrs, CT.
- ▶ Ruggiero J and Briere E. Accurate and real: Keeping your SP's performance balanced. Oral presentation at the 2014 Meeting of the Association of Standardized Patient Educators, Indianapolis, IN.
  - ▶ Sandella JM and Roberts WL. Longitudinal evaluation of doctor-patient communication, interpersonal skills and professionalism among osteopathic medical trainees. Oral presentation at the 2014 Ottawa International Meeting on Clinical Competence, Ottawa, ON, Canada.
  - ▶ Smith LA and Roberts WL. Test-taking strategy as a threat to validity in performance assessments with checklist components. Oral presentation at the 2014 Annual Meeting of the American Educational Research Association, Philadelphia, PA, 2014.
  - ▶ Sandella JM and Smith LA. Build a better checklist: Comparing expert consensus checklist development with evidence-based checklist creation for performance assessment activities. Oral presentation at the International Meeting on Simulation in Healthcare, January 2014.
  - ▶ Turner M, Song H and Horber D. What we are looking for in the selection of an item bank system vendor: One medical licensure board's perspective. Oral presentation at the Association of Test Publishers Annual Conference, Scottsdale, AZ, March 2014.
  - ▶ Wu H and Almond R. A comparison of general diagnostic models and bayesian networks. Oral presentation at the 2014 Annual Meeting of National Council on Measurement in Education, Philadelphia, PA.
  - ▶ Wu H, Arenson E and Song H. Potential impact of item parameter drift on ability estimation. Oral presentation at the 2014 Annual Meeting of the National Council on Measurement in Education, Philadelphia, PA.

## → TIMELINE › FEBRUARY 2014

A historic agreement is reached by the American Osteopathic Association (AOA), the American Association of Colleges of Osteopathic Medicine (AACOM) and the Accreditation Council for Graduate Medical Education (ACGME) to move forward with a single accreditation system for all graduate medical education programs (GME/residency training programs) in the United States.



The Michigan State University College of Osteopathic Medicine's award-winning civil rights lecture series was renamed as the "Dr. William G. Anderson Lecture Series: Slavery to Freedom" in honor of Bill Anderson, DO, NBOME Board Director.

# NBOME National Faculty

## THROUGHOUT THE LONG AND RICH HISTORY

of the osteopathic medical profession, practicing physicians, academic physicians and other medical educators from colleges of osteopathic medicine and graduate medical education programs, members of the physician licensing community and physicians in private clinical practice have participated in all aspects of the NBOME assessments and services. Today, more than 900 committed professionals form the NBOME's National Faculty. National Faculty members participate in governance, on committees and task forces, in the development of examination standards and content, in quality assurance initiatives and as physician examiners.

In September 2014, administrative responsibilities for the management and interconnectedness of the NBOME National Faculty were assigned to the Vice President for Collaborative Initiatives (VPCI), Sandra Waters, MEM, and a streamlined reporting structure was put into place. This aligns the faculty credentialing processes and the NBOME departments and divisions to foster improved engagement and deployment of subject matter expertise and talents

across the organization. National Faculty member credentialing aligns efforts of NBOME's Department of Quality and Examination Integrity, led by the Senior Director Melissa Turner, MS, which will roll into the VPCI function that will also oversee day-to-day coordination of the National Faculty system. Physician and other faculty leadership will remain with NBOME Senior Vice President Bruce Bates, DO, and the President and CEO John R. Gimpel, DO, MEd, with a new oversight team called the National Faculty Council. The 34 department and division chairs of the National Faculty convene annually as a National Faculty Conclave, and the National Faculty remains connected to NBOME governance as the chairs are appointed by the NBOME Board of Directors upon recommendation of the Council.

With the further enhancements to the structure of the National Faculty, two new staff positions were recently created and filled: a National Faculty Program Manager and a Credentialing Specialist to support the overall process for recruitment, implementation and engagement of subject matter experts from around the country.



## NBOME 2014 NATIONAL FACULTY LEADERSHIP

### COMLEX-USA TEST COMMITTEE CHAIRS

COMLEX-USA Level 1 & Foundational  
Biomedical Sciences  
**John E. Thornburg, DO, PhD**

COMLEX-USA Level 2-CE (Cognitive Evaluation)  
**Charles A. Finch, DO**

COMLEX-USA Level 2-PE (Performance Evaluation)  
**David Kuo, DO**

COMLEX-USA Level 3  
**Michael F. Oliverio, DO**

Advanced Test Items  
**Robert T. Hasty, DO**

### FOUNDATIONAL BIOMEDICAL SCIENCES – DIVISION CHAIRS

Anatomy  
**Randy J. Kulesza, PhD**

Biochemistry  
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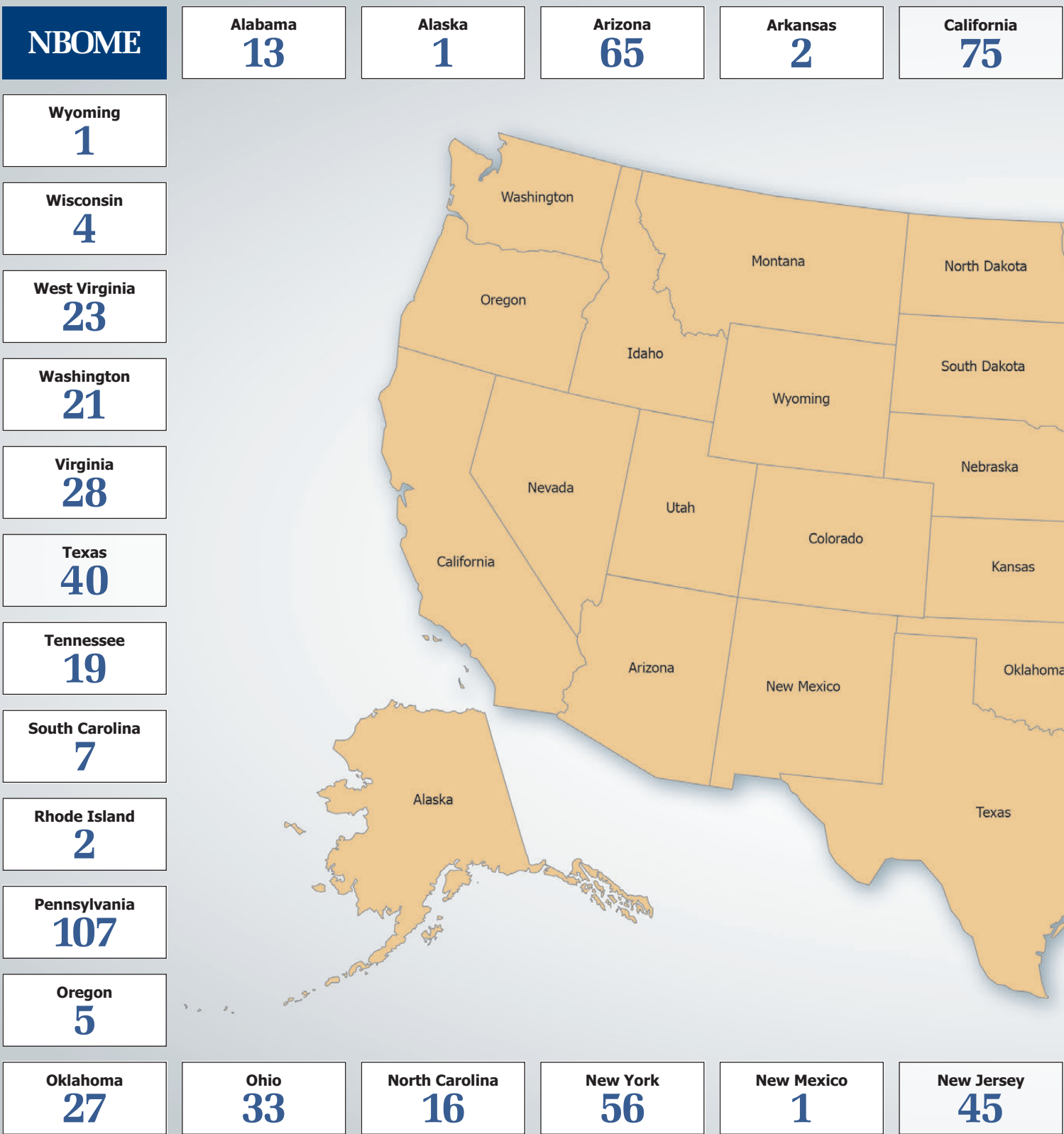
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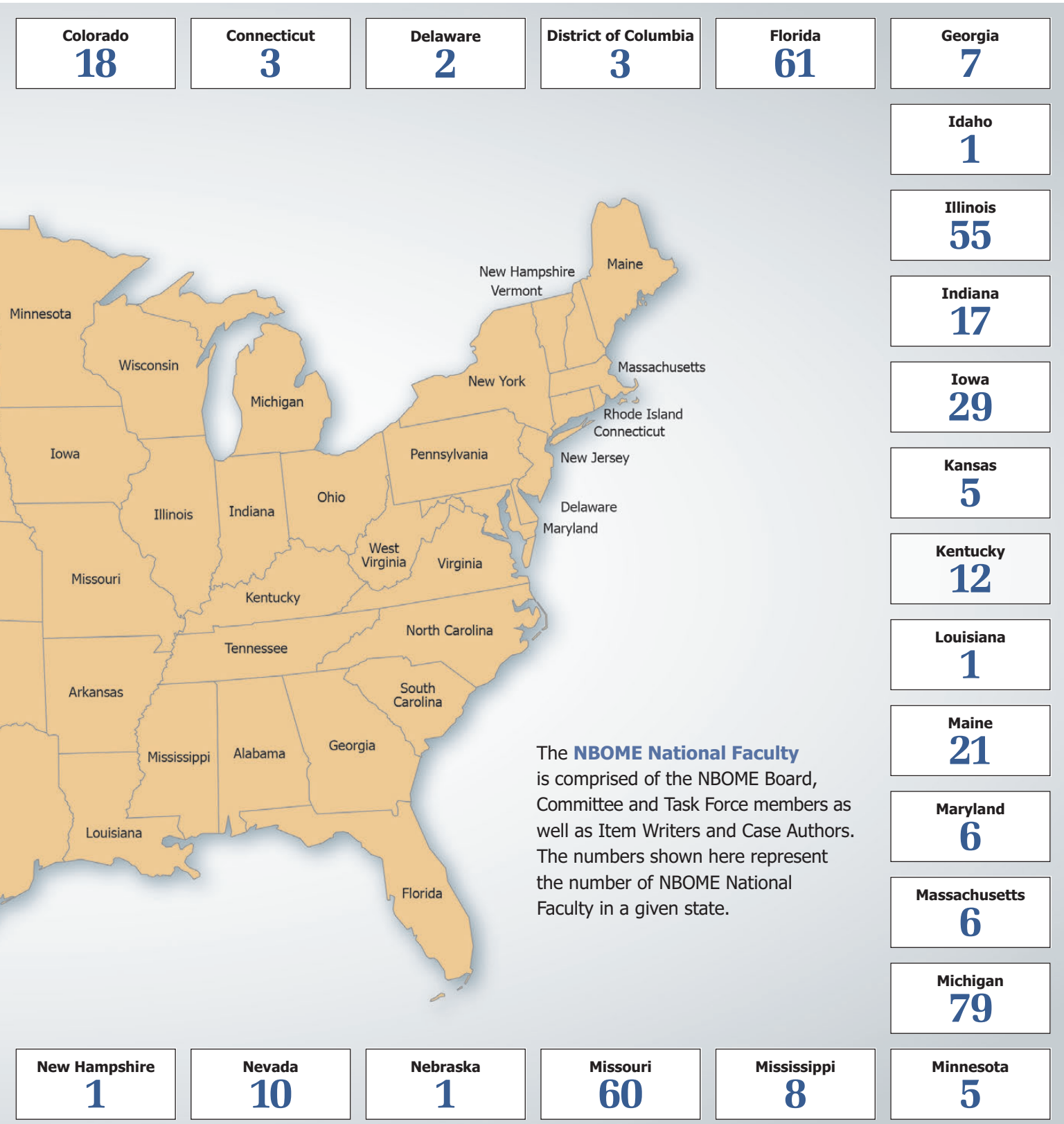
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### OSTEOPATHIC PRINCIPLES & PRACTICE OPP/OMM NEW ITEM REVIEW

Janice Blumer, DO	WesternU/COMP - Northwest
Andrea S. Clem, DO	CCOM/MWU
Danielle Cooley, DO	RowanSOM
Walter Ehrenfeuchter, DO	GA-PCOM
Thomas Fotopoulos, DO	PNWU-COM
David B. Fuller, DO	PCOM
David Harden, DO	VCOM-VC
Jonathon R. Kirsch, DO	ATSU-SOMA
Drew D. Lewis, DO	DMU-COM
Randy G. Litman, DO*	UP-KYCOM



Jayme Mancini, DO	NYIT-COM
Michael F. Oliverio, DO	Private Practice
Paul R. Rennie, DO	TUNCOM
Mark Sandhouse, DO	NSU-COM
Ryan Seals, DO	UNTHSC/TCOM
Richard Sloan, DO	WCU-COM
Stevan Walkowski, DO	OU-HCOM

## PORTFOLIO & EXPANDED ASSESSMENTS TASK FORCE

Clinton E. Adams, DO, MPA	Western U/COMP
John R. Boulet, PhD, MA	ECFMG/Faimer

Robert A. Cain, DO	OU-HCOM
Millicent K. Channell, DO, MA	RowanSOM
Gautam J. Desai, DO	KCUMB-COM
Dot Horber, PhD	NBOME
Richard J. LaBaere II, DO, MPH*	ATSU-KCOM
Kathryn C. Lambert, DO	RowanSOM
Harald Lausen, DO, MA	SIU-School of Medicine
Lorenzo Pence, DO	WVSOM
Donald G. Phillips, DO	AOBEM
John R. Potts III, MD	ACGME
R. Taylor Scott, DO	MSUCOM

## TIMELINE > MARCH 2014



The NBOME launches its first phase mobile app featuring a percentile score conversion tool for residency program directors at the Accreditation Council for Graduate Medical Education (ACGME) annual meeting in National Harbor, MD.

## APRIL 2014

The NBOME makes presentations to AACOM and FSMB annual meetings and announces "Blue Ribbon Panel on Enhancing COMLEX-USA 2014 Update," which features a new updated test blueprint and a two-day Level 3 examination starting in 2018-2019.

**aacom**

Federation of  
**STATE  
MEDICAL  
BOARDS**

## MAY 2014



The NBOME Continuous Professional Development and Innovations Department presented two modules on geriatric care to its partner, the University of North Texas Health Sciences Center (UNTHSC) for an e-learning

Inter-professional Communication Improvement Module (ICIM). Under the leadership of NBOME Immediate Past Chair Janice Knebl, DO, MBA, these ICIMs were developed through a grant from the Donald W. Reynolds Foundation's Aging and Quality of Life program.

## JUNE 2014

The NBOME hosts the second U.S. Osteopathic Medical Regulatory Summit attended by leaders from organizations involved in medical regulation, licensure, assessment and certification across the continuum: including the American Osteopathic Association (AOA), the American Association of Colleges of Osteopathic Medicine (AACOM), the Federation of State Medical Boards (FSMB), the American Association of Osteopathic Examiners (AAOE) and numerous specialty boards and specialty colleges.



# NBOME is pleased to announce the 2014 Item Writer and Case Author Award Recipients

The NBOME undertook an objective evaluation of the more than 350 item writers and the many case authors who contributed to the COMLEX-USA examination series in the last annual testing cycle and selected the Item Writers and Case Author of the Year.



**COMLEX-USA  
Level 1-Cognitive Evaluation**

**JONATHAN K. KALMEY, PhD**

Assistant Dean of Preclinical  
Education  
Associate Professor of Anatomy  
Lake Erie College of Osteopathic  
Medicine



**COMLEX-USA  
Level 2-Cognitive Evaluation**

**MARK GABAY, DO**

Assistant Professor of Pediatrics  
Nova Southeastern University  
College of Osteopathic Medicine



**COMLEX-USA  
Level 3-Cognitive Evaluation**

**JAIME M. RAWSON, DO**

Captain  
United States Air Force  
VA Joint Venture Hospital



**COMLEX-USA Health Promotion  
& Disease Prevention/Health  
Care Delivery Issues**

**WILLIAM ELLIOTT, MD, PhD**

Department Chair, Biomedical  
Sciences  
Division Chief, Pharmacology  
Professor of Preventative Medicine,  
Internal Medicine and Pharmacology  
Pacific Northwest University of  
Health Sciences



**COMLEX-USA  
Osteopathic Principles  
and Practices**

**SHELDON C. YAO, DO**

Acting Chair, Assistant Professor  
Department of Osteopathic  
Manipulative Medicine  
New York Institute of Technology  
College of Osteopathic Medicine



**COMAT  
Examination**

**MICHAEL P. SEAMAN, DO**

Associate Professor of Emergency  
Medicine/Family Medicine  
Lincoln Memorial University DeBusk  
College of Osteopathic Medicine



**COMLEX-USA Level 2-  
Performance Evaluation  
Case Author of the Year**

**THOMAS H. O'HARE, DO**

Professor of Emergency Medicine  
Arizona College of Osteopathic  
Medicine

## ADVANCED ITEMS

Carmella D'Addezio, DO	Sheppard AFB
Michelle DeVoe, DO	Treasure Valley Pediatrics
Thomas Fotopoulos, DO	PNWU-COM
Elizabeth Gignac, DO	Memorial Regional Hospital
Robert Hasty, DO	CUSOM
Susan Ledbetter, DO	United Healthcare

## ADVANCED ITEMS VIDEO SCRIPT WRITERS

Edward Barnes, MD	WesternU/COMP
Andrea S. Clem, DO	CCOM/MWU
Michelle DeVoe, DO	Treasure Valley Pediatrics
Thomas Fotopoulos, DO	PNWU-COM
Robert Hasty, DO	CUSOM
Ronald Januchowski, DO	VCOM-CC

## CLINICAL DECISION MAKING

Peter Bidey, DO	PCOM
Curt Cackovic, DO	Private Practice
Elizabeth Caron, DO	NYIT-COM
Theodore Flaum, DO	NYIT-COM
Matthew Geromi, DO	Private Practice
Brian Kaufman, DO	Private Practice
Teresa Kilgore, DO	VCOM-CC
Vance Powell, DO	ACOM
H. Lauren Vogel, DO	Community Health Center

## COMAT

Barbara Atkinson, DO, MA	UNTHSC/TCOM
Jane T. Balbo, DO	OU-HCOM
John W. Becher, DO	PCOM
David Boes, DO	MSUCOM
Nancy A. Bono, DO	NYIT-COM
Sheryl A. Bushman, DO	NYU Langone Med. Ctr.
Lisa Chun, DO	CUSOM
Andrea S. Clem, DO	CCOM/MWU
Leah Cobb-Snodgrass, MD	LMU-DCOM
Jonathan Colen, DO	Illinois Medical Associates
Danielle Cooley, DO	RowanSOM
Alissa P. Craft, DO, MBA	Western U/COMP
Darrin D'Agostino, DO, MPH	UNTHSC/TCOM
John Dery, DO	Sparrow Health System
Joel Dickerman, DO	Saint Mary Corwin Hospital
Paul L. DiModica, DO	Marian Regional Med. Ctr.
Gary Doublestein, DO	Mercy Health Partners
Kathryn G. Edwards, MD	Health Science Center
Justin Faden, DO	RowanSOM
Heather Ferrill, DO, MS	RVUCOM
Garren Gebhardt, DO	MU-COM

Michael J. Geria, DO	Inspira Health Network
Matthew Geromi, DO, CPI	Private Practice
John Grider, DO	ATSU-KCOM
Craig Gudakunst, DO	MSUCOM
Timothy Heath, MD	UNTHSC/TCOM
Shannon Henning, DO	South Nassau Community Hospital
William Henwood, DO	Trumbull Memorial Hospital
James Horst, DO	Private Practice
Michael G. Hunt, DO	St. Vincent's Health Partners, Inc.
Alan Janssen, DO	Genesys Regional Med. Ctr.
Jacqueline M. Kaari, DO	RowanSOM
Joseph M. Kaczmarczyk, DO, MPH	PCOM
David Kanze, DO	RVUCOM
Steven J. Karp, DO	Rosewood Centers for Eating Disorders
Jonathan King, DO, JD	RVUCOM
Stephen Laird, DO	PNWU-COM
Thomas Laton, DO	The Regional Center for Sleep Disorders
Robert Lee, DO, MS	Winthrop Pediatric Associates
Fred Lepore, DO	Midwestern University
Richard D. Magie, DO	KCUMB-COM
Tracy O. Middleton, DO	AZCOM/MWU
Katherine A. Mitzel, DO	AZCOM/MWU
Ronna New, DO	Mountain States Health Alliance
Glenn Nordehn, DO	CCOM/MWU
Michael F. Oliverio, DO	Private Practice
Michael Paddock, DO, MS	University of Chicago
Ronald Paolini, DO	Eisenhower Army Med. Ctr.
Heath Parker, DO	ACOM
Robert Piccinini, DO	Private Practice
Jamie Rapacciuolo, DO	RowanSOM
Holly Ray, DO	Aurora Health Care
Michael Seaman, DO	LMU-DCOM
Jeremy Selley, DO	Naval Hospital Camp Lejeune
Nicole Shields, MD	LMU-DCOM
Anita L. Showalter, DO	PNWU-COM
Gary L. Slick, DO, MA	OSU-COM
Ryan Matthew Smith, DO, MEd	Maine Med. Ctr.
Karen T. Snider, DO	ATSU-KCOM
Mousumi Som, DO, MS	Inspira Health Network
Ava C. Stanczak, DO	LMU-DCOM
Nicolas Wakim, DO	CCOM/MWU
Lena Weinman, DO	Mid-Columbia Med. Ctr.

Christian White, DO	RowanSOM
Michael J. Wieting, DO, MEd	LMU-DCOM
Matthew Wilkett, DO	OSU-COM
Timothy Wright, DO	UP-KYCOM
Anna Yeung, DO	Western U/COMP

**COMLEX-USA LEVEL 1**

Adrienne Ables, PharmD	VCOM-CC
Samina Akbar, PhD	MU-COM
Kenneth Alonso, MD	Morehouse School of Medicine
Robert Augustyniak, PhD	VCOM-CC
Mary Beth Babos, RPh, PharmD, CDE	LMU-DCOM
Robert Baer, PhD	ATSU-KCOM
Mark Best, MD, MBA, MPH, MS	LECOM Bradenton
Xiaoning Bi, MD, PhD	WesternU/COMP
Michael Bradbury, PhD	ACOM
Kathaleen Briggs Early, PhD, RD, CDE	PNWU-COM
Rani Bright, MBBS	PCOM
Andrew Brittingham, PhD	DMU-COM
Gerald Call, PhD	AZCOM/MWU
Craig Canby, PhD	DMU-COM
Jean Carr, PhD	ACOM
Neal Chamberlain, PhD	ATSU-KCOM
Yingzi Chang, MD, PhD, MA	ATSU-KCOM
Allison Chatterjee, PhD	MU-COM
James Cox, PhD	ATSU-KCOM
Joshua Edwards, PhD	CCOM/MWU
Terry Else, PhD	TUNCOM
Tisha Farrell, DO	TUCOM-CA
Bob Fisk, PhD, MA	WVSOM
Charles Fleschner, PhD	ATSU-KCOM
James Foster, PhD	LMU-DCOM
David Gardner, PhD	MU-COM
Walter Gearheart, PhD	UP-KYCOM
Timothy Geisbuhler, PhD	ATSU-KCOM
Frederick Goldstein, MSc, PhD	PCOM
Leslie Goldstein, PharmD	NYIT-COM
Peter Gulick, DO	MSUCOM
Jandy Hanna, PhD	WVSOM
Amber Heck, PhD	RVUCOM
Jose Hernandez, PhD	AZCOM/MWU
Mark Hernandez, PhD	ACOM
Jennifer Hotzman, PhD	WCU-COM
Mohamed Hussein, PhD, MS	LECOM
Rami Ibrahim, PharmD	MSUCOM
Douglas Jones, PhD	AZCOM/MWU
T. Bucky Jones, PhD	AZCOM/MWU

Raj Kandpal, PhD	WesternU/COMP
Carolyn Komar, PhD	WVSOM
Schoen Kruse, PhD	KCUMB-COM
Randy Kulesza, PhD	LECOM
Michael LaFontaine, PhD	MU-COM
Kathy LePard, PhD	CCOM/MWU
Kathryn Leyva, PhD	AZCOM/MWU
Kathryn Lovell, PhD	MSUCOM
Sean Lynch, PhD	CCOM/MWU
Robert Mallet, PhD	UNTHSC/TCOM
Yehia Marreez, MD, PhD	TUNCOM
Paul McCulloch, PhD	CCOM/MWU
Teresita Menini, MD	TUCOM-CA
Kristen Metzler-Wilson, PT, PhD	MU-COM
Michael Miller, PhD	TouroCOM-NY
Katherine Mitsouras, PhD	WesternU/COMP
Edward Moticka, PhD	ATSU-SOMA
Shin Murakami, PhD	TUCOM-CA
Swapan Nath, PhD	LECOM
Marie Nguyen, PhD	DMU-COM
Jeffrey Novack, PhD	PNWU-COM
Kathleen O'Hagan, PhD	CCOM/MWU
Cyrus Parsa, DO	Western U/COMP
Charles Pavia, PhD	NYIT-COM
Matthew Pelletier, PhD	UNECOM
Jeffrey Plochocki, PhD	AZCOM/MWU
Balbina Plotkin, PhD	CCOM/MWU
Milton Pong, PhD	ATSU-SOMA
Pamela Potter, PhD	AZCOM/MWU
Mary Jo Robinson, DO	PNWU-COM
Neil Sargentini, PhD	ATSU-KCOM
Joyce Savage, DO, MS	CCOM/MWU
Beatrice Saviola, PhD	Western U/COMP
Martin Schmidt, PhD	DMU-COM
Shirley Siew, MD, PhD	MSUCOM
Vineet Singh, PhD	ATSU-KCOM
Anne-Michelle Singleton, PhD	CCOM/MWU
Heather Smith, PhD, MA	AZCOM/MWU
Michael Smith, PhD	UNTHSC/TCOM
John Sutton, DO	Carson Tahoe Endocrinology
Michelle Swanson-Mungerson, PhD	CCOM/MWU
Robert Theobald, PhD	ATSU-KCOM
John E. Thornburg, DO, PhD	MSUCOM
Helga Toriello, PhD	MSUCOM
Vishwanath Venketaraman, PhD	WesternU/COMP
Michael Volin, PhD	CCOM/MWU



Donald Walters, PhD	Western U/COMP
Wayne Wilson, PhD	DMU-COM
Theodore Wong, PhD	TUCOM-CA
Bruce Wright, PhD	ACOM
Richard Wyeth, PhD	VCOM-CC
Yir Gloria Yueh, PhD	AZCOM/MWU
Naunihal Zaveri, PhD	LECOM Bradenton

## COMLEX-USA LEVEL 2-CE

Kenneth Alonso, MD	Morehouse School of Medicine
Bret Bielawski, DO	MSUCOM
Jennifer Caudle, DO	RowanSOM
Michael T. Cicero, DO	Swedish Covenant Hospital
Joshua S. Coren, DO, MBA	RowanSOM
Rocco J. Crescenzo, DO	GlaxoSmithKline
Brendan Curley, DO, MPH	WVSOM
Carmella D'Addezio, DO	Sheppard AFB
Joseph S. DeGaetano, DO	NSU-COM
Michelle DeVoe, DO	Treasure Valley Pediatrics
William Downs, DO	Monmouth Med. Ctr.
Charles Finch, DO	AZCOM/MWU
Thomas Fotopoulos, DO	PNWU-COM
Mark Gabay, DO	NSU-COM
Michael J. Geria, DO	Inspira Health Network
Bradley Gordan, DO	Baystate Medical Center
Thomas Green, DO, MPH	DMU-COM
Michael Guma, DO	St. Michael's Med. Ctr.
Mary-Katherine Harper, DO	West Valley Hospital
Robert Hasty, DO	CUSOM
Gregory Hellier, DO	UPMC Passavant Cranberry Campus
Ronald Januchowski, DO	VCOM-CC
Richard Jermyn, DO	RowanSOM
H. James Jones, DO	Central California Faculty Medical Group
Jacqueline M. Kaari, DO	RowanSOM
Joseph M. Kaczmarczyk, DO, MPH	PCOM
Catherine Kerschen, DO	MSUCOM
Lawrence LeBeau, DO	ATSU-SOMA
Brett A. Lindgren, DO	MCMC LLC
Jed Magen, DO, MS	MSUCOM
Kristina McGraw, DO	WVSOM
Michael G. Mount, DO	Spartanburg Regional Healthcare System
Joseph C. Nemcok, DO	Osteopathic Ob/Gyn Inc
Candace Okupski, DO	University of Buffalo
Michael F. Oliverio, DO	Private Practice

Steven J. Parrillo, DO	Albert Einstein Med. Ctr.
Frank A. Paul, DO	Private Practice
Vance Powell, DO	ACOM
James E. Powers, DO	VCOM-VC
Sara Ragsdale, DO	Family Health Center Newport
Laura Rhee, DO	Private Practice
Airani Sathananthan, MD	WesternU/COMP
Pierce M. Sherrill, DO	Aurora Baycare Occupational Health
Victoria Shirley, DO	GA-PCOM
Brett S. Stecker, DO	Tristan Medical
Joseph Stengel, DO	South Sound Radiology
Belinda A. Stillman, DO	Stairways Behavioral Health
Michael Thompson, DO	University of Pittsburgh Medical Center
Dominic J. Valentino, DO	Mercy Catholic Med. Ctr.
Renee Walker, DO	Joplin Ear Nose Throat
Jan Zieren, DO, MPH	LMU-DCOM

## COMLEX-USA LEVEL 3

Bret Bielawski, DO	MSUCOM
Jennifer Caudle, DO	RowanSOM
Shirin Doshi Clark, DO	Sparrow Hospital
Joshua S. Coren, DO, MBA	RowanSOM
Hilda M. DeGaetano, DO	NSU-COM
Michelle DeVoe, DO	Treasure Valley Pediatrics
Thomas Fotopoulos, DO	PNWU-COM
Bradley Gordan, DO	Baystate Med. Ctr.
Thomas Green, DO, MPH	DMU-COM
James Griffin, DO	South County Hospital
Tami Hendriksz, DO	TUCOM-CA
Mollie M. James, DO, MPH	ACOS/Mercy Clinics Joplin
Richard Jermyn, DO	RowanSOM
Jacqueline M. Kaari, DO	RowanSOM
Joseph M. Kaczmarczyk, DO, MPH	PCOM
Amanda Laubenthal, DO	Grandview Hospital and Medical Center
Lawrence LeBeau, DO	ATSU-SOMA
Steve S. Lee, DO	SCPMG
Kristina McGraw, DO	WVSOM
Todd Moyerbrailean, DO	Alliance Obstetrics & Gynecology
Candace Okupski, DO	University of Buffalo
Michael F. Oliverio, DO	Private Practice
Steven J. Parrillo, DO	Albert Einstein Med. Ctr.
Frank A. Paul, DO	Private Practice
Remy Piibe, MD	Arrowhead Regional Med. Ctr.

James E. Powers, DO	VCOM-VC
Gregory Reinhold, DO	Mercy Memorial Hospital
Carol Rogala, DO	Apex Urgent Care, Inc.
Airani Sathananthan, MD	WesternU/COMP
Nicole Schimke, DO	Essentia Health - Duluth
Victoria Shirley, DO	GA-PCOM
Kenneth Simon, DO	Private Practice
Theodore A. Spevack, DO	Tobey Hospital
Joseph Stengel, DO	South Sound Radiology
Emily Thomas, DO	WVSOM
Michael Thompson, DO	University of Pittsburgh Medical Center
David Valent, DO	National Eye Institute
H. Lauren Vogel, DO	Community Health Center
Renee Walker, DO	Joplin Ear Nose Throat
Jan Zieren, DO, MPH	LMU-DCOM

#### HEALTH PROMOTION/DISEASE PREVENTION HEALTH CARE DELIVERY

Deborah Blackwell, DO	OU-HCOM
Rani Bright, MBBS	PCOM
David B. Canton, DO, JD, MPH	Shasta Community Health Center
Ronald Cook, DO, MBA	Texas Tech University
Meredith Davison, PhD, MPH	OSU-COM
Paul C. Dew, MD, MPH	Kansas City Health Department
Joanna L. Drowos, DO, MPH, MBA	Charles E. Schmidt College of Medicine - FAU
William Elliott, MD, PhD	PNWU-COM
James E. Foy, DO	TUCOM-CA
Katherine Galluzzi, DO	PCOM
Alan Glaros, PhD	KCUMB-COM
Oliver W. Hayes, DO, MPH	Burrell College of Osteopathic Medicine at NMSU
Elizabeth Hengstebeck, DO	ACOM
Peg Lechner, MS, RN	CCOM/MWU
Cynthia Mears, DO	CCOM/MWU
Ali Moradi, MD, MPH	LECOM Bradenton
Elizabeth Petsche, JD	MSUCOM
Lawrence Sands, DO, MPH	AZCOM/MWU
Patricia S. Sexton, DHed	ATSU-KCOM
Richard Snow, DO, MPH	Ohio Health
Mark R. Speicher, PhD	AZCOM/MWU
Ava C. Stanczak, DO	LMU-DCOM
Suporn Sukpraprut, PhD, MSc, MA	VCOM-VC
Judith Thierry, DO, MPH	Pubic Member

Martin Torrents, DO	TouroCOM-NY
Alesia J. Wagner, DO	TUCOM-CA

#### OSTEOPATHIC PRINCIPLES & PRACTICE

Reem Abu-Sbaih, DO	NYIT-COM
Donald Allison, DO	PCOM
James Bailey, DO	RowanSOM
Janice Blumer, DO	WesternU/COMP - Northwest
David Boesler, DO, MS	NSU-COM
George Cheriyan, DO	NYIT-COM
Andrea S. Clem, DO	CCOM/MWU
Eileen Conaway, DO	Florida Hospital
Danielle Cooley, DO	RowanSOM
Sarah Curtis, DO	NYIT-COM
Amy Davison, DO	TouroCOM-NY
Katie Donahue, DO	MSUCOM
Bradley C. Downing, DO	ATSU-SOMA
Theodore Flaum, DO	NYIT-COM
Thomas Fotopoulos, DO	PNWU-COM
David B. Fuller, DO	PCOM
Rich Geshel, DO	AZCOM/MWU
Rebecca Giusti, DO	WesternU/COMP
Laura E. Griffin, DO	UP-KYCOM
Sharon Gustowski, DO, MPH	UNTHSC/TCOM
Kelly David Halma, DO	ATSU-KCOM
Chris Hannasch, DO	MSUCOM
Lauren Hasler, DO	MSUCOM
Michelle Hobson, DO	PCOM
Eric Hogan, DO	MSUCOM
Raymond J. Hruby, DO, MS	WesternU/COMP
John Juhl, DO	Private Practice
Robert E. Kessler, DO	TUNCOM
Jonathon R. Kirsch, DO	ATSU-SOMA
Patricia Kooyman, DO	NYIT-COM
Michael L. Kuchera, DO	MU-COM
Andrew Kusienski, DO	NSU-COM
Remi Lai, DO	Private Practice
Charles Lehnardt, DO	ATSU-KCOM
Polly E. Leonard, DO, MS	Kent Hospital
To Shan Li, DO	NYIT-COM
Randy G. Litman, DO	UP-KYCOM
Michelino Mancini, DO	Lakeland Hospital
Joe Melograno, DO	RowanSOM
Susan Milani, DO	TouroCOM-NY
Alexander Nicholas, DO	PCOM
Lauren Noto Bell, DO	PCOM
Victor Nuno, DO	TUCOM-CA

Kristie Olds, DO	MSUCOM
Susannah Parke, DO	Private Practice
Yasmin Qureshi, MHS	NSU-COM
Knic Rabara, DO	RowanSOM
Sean C. Reeder, DO	AZCOM/MWU
Mark Sandhouse, DO	NSU-COM
Deborah Schmidt, DO	WVSOM
Robert Schneider, DO	ATSU-KCOM
Shannon C. Scott, DO	AZCOM/MWU

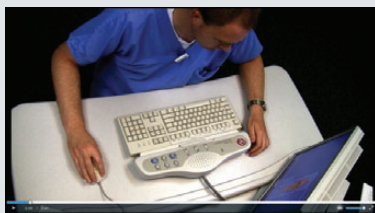
Peter Sprague, DO	NSU-COM
Susan Steffans, DO	ATSU-SOMA
Billy Strait, DO	ATSU-KCOM
Melissa Tabor, DO	Don Taft University Center
Michael Terzella, DO	NYIT-COM
Mikal Volokitin, DO	TouroCOM-NY
Stevan Walkowski, DO	OU-HCOM
Barbara Zajdel, DO	BMS Integrated Health

## → TIMELINE > JUNE 2014

The NBOME hosts the annual meeting of the NBOME Liaison Committee, where osteopathic student leaders, resident leaders and representatives from organizations involved in medical education and licensure gathered to discuss the theme of osteopathically distinctive assessment in the new era of Single GME Accreditation. Residency program directors were represented by leaders from the American Osteopathic Directors and Medical Educators (AODME) and the Organization of Program Director Associations (OPDA).



## JULY 2014



The NBOME National Center for Clinical Skills Testing (NCCST) successfully converted to and launched the eSOAP notes component of COMLEX-USA Level 2- Performance Evaluation (PE).

## AUGUST 2014

NBOME leaders represented the organization at the Coalition for Physician Accountability meeting at the offices of the Association of American Medical Colleges in Washington, DC. The focus of the meeting was competencies across the continuum and the Single Accreditation System for GME.

**Coalition for Physician  
Accountability**

## SEPTEMBER 2014

As an important milestone along NBOME's path to becoming the global leader in assessment for osteopathic medicine and related health care professions, NBOME Chair Wayne Carlsen, DO and President John R. Gimpel, DO, MEd, attended the biannual meeting of the International Association of Medical Regulatory Authorities (IAMRA) in London, England. They were joined in attendance by American Association of Osteopathic Examiners (AAOE) representative Dana Shaffer, DO, who is NBOME Board Secretary and Treasurer.



The NBOME celebrated the 10-year anniversary of the opening of the National Center for Clinical Skills Testing and the implementation of the COMLEX-USA Level 2-PE.

## DEPARTMENT OF COGNITIVE TESTING

BY BRUCE BATES, DO | SENIOR VICE PRESIDENT FOR COGNITIVE TESTING

### RESPONSIBLE FOR THE OVERSIGHT AND

development of assessment products for evaluating students at the pre-clinical, clinical and postgraduate levels, the department is charged with assuring the reliability, effectiveness and validity of its assessments. In 2014, the department continued on an aggressive plan to meet this responsibility and the mission of the NBOME. Thanks to the dedication of a highly qualified staff and an engaged National Faculty serving as subject matter experts to write and review examination items, the department continues to develop new forms of assessments to meet the changing landscape of osteopathic medical practice.

The department oversaw the development and administration of nearly 75,000 examinations across the various levels of test-takers. Recognizing that the public is best served by an assessment series that reflects the foundation and principles of the osteopathic medical profession, the department continued its efforts to develop assessment products according to an osteopathically distinctive testing blueprint reflective of data analysis of osteopathic medical practice, written by osteopathic educators and practitioners and validated for the practice of osteopathic medicine. Each examination is aimed to assess the fundamental osteopathic competencies at the appropriate developmental level.

In 2014, the department engaged in approximately 17,245 COMLEX-USA Level 1, Level 2-Cognitive Evaluation (CE) and Level 3 examinations for the purpose of initial osteopathic licensure across 186 test administration dates.

### MEETINGS

#### ► ADVISORY

The Cognitive Testing Department has three advisory committees for guidance. The Cognitive Testing Advisory Committee (CTAC) is comprised to provide oversight for the computer-based components of COMLEX-USA, COMSAE and COMVEX to assure the

exams are innovative, current, accurate and representative to meet industry standards for quality, reliability and validity. The COMAT Advisory Committee (COMATAC) has a similar responsibility for the COMAT series of exams and advises on policy and administration. The COMLEX-USA Composite Committee (CCC) is charged with the general oversight of COMLEX-USA, COMVEX and COMSAE exams to assure validity, reliability and legal defensibility of the exams.

#### ► TEST DEVELOPMENT

In addition to the advisory meetings, the Cognitive Testing Department hosted over 40 meetings for item writing workshops and examination review meetings. The NBOME was fortunate to have nearly 400 credentialed subject matter experts attend and contribute at those meetings. Numerous dedicated and engaged individuals also participated in webinars, item key validation conference calls and task forces to assist the NBOME and the profession to meet our mission.

#### ► TASK FORCES

The Cognitive Testing Department relies on several task forces to guide the work of the department. These include: the Lab Values Task Force, the DSM-5 Transitions Task Force, the Style and Usage Task Force, the Evidence-Based Medicine (EBaM) Task Force and several ad hoc groups.

#### ► COMLEX-USA STANDARD SETTING

As in the past, the NBOME seeks to follow best practices in professional assessment. Critical to that intent is standard setting to define the criterion-based "cut score" that serves to differentiate examinees by those who meet the standard and those who do not. Highly qualified and representative standard setting panels were convened for COMLEX-USA Level 1, Level 2-CE and Level 3 during the calendar year. New passing



standards for COMLEX-USA Level 2-CE were implemented in 2014, and it is expected that new standards for Level 1 and Level 3 will be implemented in 2015. Further information on NBOME's processes for standard setting and published research in this area is available on NBOME's website.

### ► COMAT EXAMINATION PROGRAM

Since 2011, discipline-based achievement tests have been provided to colleges of osteopathic medicine (COMs) for use in assessing students' progress within the COM using national-normed standard scores. The NBOME currently offers seven discipline assessments. These examinations include family medicine, internal medicine, obstetrics and gynecology, pediatrics, psychiatry, osteopathic principles and practices, and surgery. In 2014, over 28,000 COMAT exams were administered to students of COMs representing a 15% increase over the 2012-2013 testing cycle. Despite the differences in objectives and purpose, research indicates a moderate correlation of COMAT performance with that on the COMLEX-USA Level 2-CE.

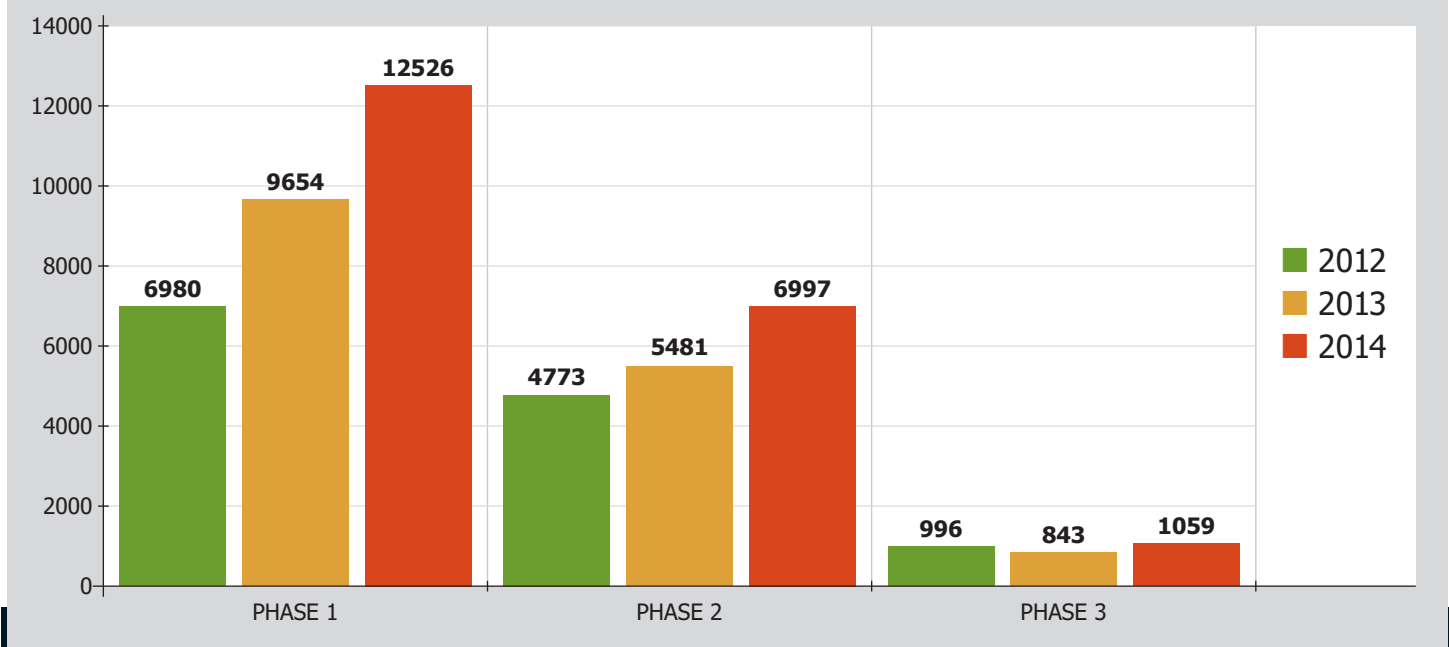
Plans for 2015 include the implementation of an eighth COMAT – Emergency Medicine – now planned for June/July 2015, following several years of development.

In the annual survey to COMs, a desire for an iPad test delivery option and the option for administration at secure testing sites such as Prometric were indicated as desired. Work continues to implement these options, which also are expected to be available in July 2015. Also in response to COM interests, the NBOME is embarking on a feasibility study for the development of one or more foundational biomedical sciences COMAT exams.

### ► CLIENT EXAMINATION SERVICES AND COMSAE PROGRAM

Commensurate with its mission and vision, the NBOME provides support services to eight clients involving ten specialty college or specialty board examinations. Blueprint development, standard setting, item writing workshops, exam conversion from paper-and-pencil to computer formats, psychometric reports and test delivery assistance are among an extensive list of services available for

## INCREASE IN NUMBER OF CANDIDATES TAKING THE COMSAE – 2012 TO 2014



clients desiring test development for resident in-service examinations, board certification exams or recertification exams.

In 2014, more than 13,000 examinations were administered for eight NBOME clients for resident in-service evaluation, board certification and recertification purposes. The COMSAE self-assessment examinations used by COMLEX-USA examinees and COMs likewise saw an increased number of test-takers, to over 20,000 total administrations.

### MAJOR PROJECTS AND INITIATIVES

#### ► CLINICAL DECISION-MAKING TEST ITEMS

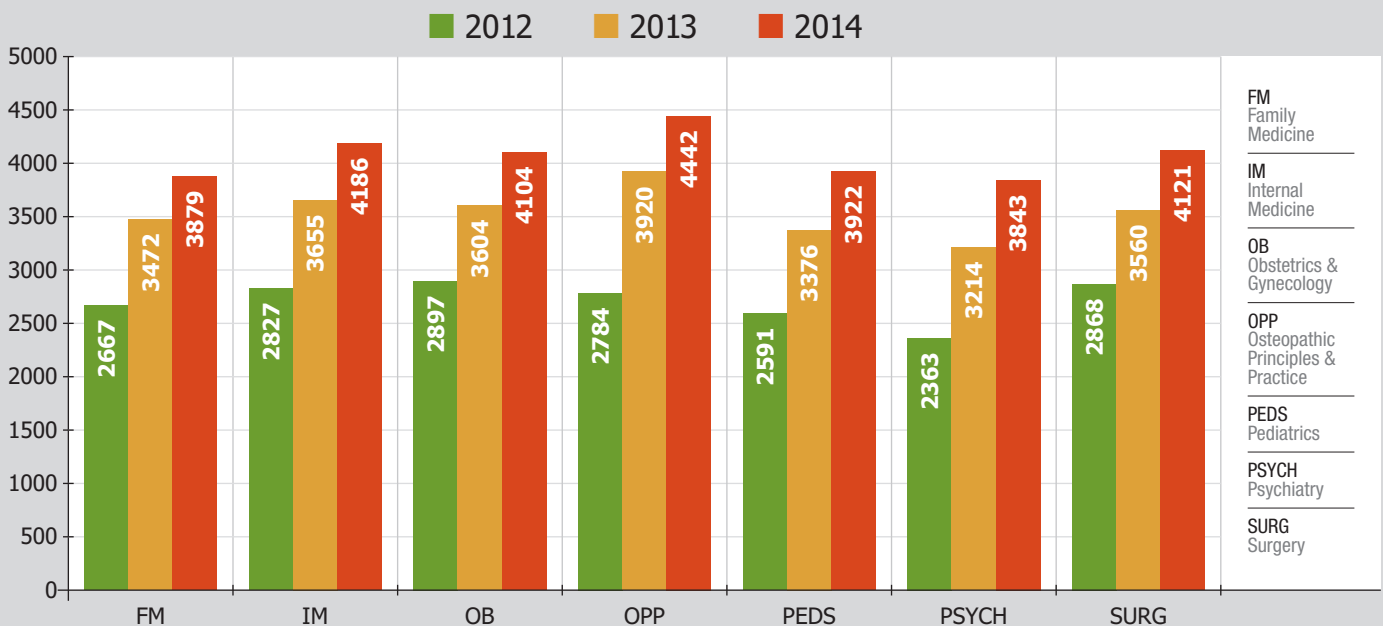
After several years of research and development, this new case-based exam format was introduced into the COMLEX-USA Level 3 examination in 2014. Clinical Decision Making (CDM) cases have been an important part of the Medical Council of Canada's Qualifying Examination for physician licensure/registration for over 20 years. The NBOME's CDM cases are designed to measure the resolution of

"Key Features" (KF) – sentinel decision points in patient-centered diagnosis, prevention and management. Questions in the cases relate to data acquisition (i.e., obtaining history or physical exam findings, ordering tests), data interpretation (i.e., generating a diagnosis) and treatment (i.e., OMT, prescribing medication, counseling or planning follow-up care). The cases emphasize when decision points are reached in which an examinee's action or inaction may adversely affect patient safety, utilize health resources ineffectively or fail to follow evidenced-based guidelines for patient care.

#### ► ITEM BANK INTEGRATION

The transition to a new item bank software and the migration of the previous legacy item bank was initiated in 2014 to be completed during 2015. The software has been customized for the NBOME's complex item types as well as associated metadata. Coupled with several other initiatives focused on test item quality, the new item bank software was a key investment in moving to the enhanced COMLEX-USA competency-based blueprint and test specifications in the coming years.

### NUMBER OF COMAT EXAMINATIONS GIVEN FROM 2012 TO 2014



## DEPARTMENT OF CLINICAL SKILLS TESTING

BY JEANNE M. SANDELLA, DO | VICE PRESIDENT FOR CLINICAL SKILLS TESTING

### THE DEPARTMENT OF CLINICAL SKILLS TESTING

continues to develop and administer an assessment of osteopathic clinical skills that is valid, reliable and fair, as well as fosters collaborative relationships with vendors and potential clients for the development of and/or the delivery of clinical skills assessments in other related health care disciplines. In September, the NBOME celebrated 10 years of performance-based testing as part of the COMLEX-USA licensure series of examinations.

#### ► PERFORMANCE EXCELLENCE

In the 2013-2014 testing cycle, the NBOME tested 5,965 candidates at the National Center for Clinical Skills Testing (NCCST) located in the greater Philadelphia area. This represents a 9% increase from the previous test cycle. Customer satisfaction measures for candidates (as measured in the post-examination surveys) remain above 96%.

In July, the NBOME introduced eSOAP, an electronic platform for the entry of post-encounter notes in the examination designed to more closely resemble documentation in osteopathic clinical practice.

#### ► OUR ENGAGED WORKFORCE

The staff at the NCCST provides professional service to our candidates every month of the year. From scheduling assistance to travel recommendations to examination day support to interpretation of score reports, the NCCST staff work tirelessly to follow professional and fair standards for our candidates and school representatives. Feedback on our post-examination surveys often includes comments regarding the professionalism of the NCCST staff.

We have increased our standardized patient training staff in 2014, including one additional physician trainer and an additional standardized patient trainer. The addition of these talented individuals will provide us with the resources necessary to meet the demands for an increased number of examinations and continued research in

clinical skills assessment.

Our directors, Crystal Wilson, MEd, Bill Roberts, EdD and Laurie Gallagher, DO, provide guidance and support for their teams in Administration, Scoring and Research, and Development and Training.

We are very grateful to the many members of the National Faculty who work as physician examiners for scoring of the post-encounter SOAP notes and the osteopathic manipulative patient evaluation and OMT. In addition, committees including the Case Development Workshop and Committee, Clinical Skills Testing Advisory Committee, Task Force for Clinical Skills Enhancement Activities and the Subcommittee for SOAP Note Misrepresentation provide invaluable oversight and guidance for the examination.

#### ► COLLABORATION AND INTERNATIONAL GROWTH AND DEVELOPMENT

We continue to provide additional administrative assistance to the American Osteopathic Board of Emergency Medicine (AOBEM) for its Oral Practical Board Examinations, and, in 2014, also collaborated with AOBEM on a psychometric review.

Staff from the NCCST were visible on a national and international level in 2014 at various conferences including the International Meeting on Simulation in Healthcare, the American Educational Research Association/National Council of Measurement and Education, the Ottawa Conference on Clinical Competency Assessment, the Association for Standardized Patient Educators, the American Association of Colleges of Osteopathic Medicine and the Osteopathic Medical Conference and Exposition (AOA's OMED). Researchers continue to add to the science of assessment and the body of evidence to support the validity, reliability and fairness of the COMLEX-USA Level 2-PE with 2014 publications and presentations. A list of the research activities is provided in this publication on page 14.

## DEPARTMENT OF CONTINUOUS PROFESSIONAL DEVELOPMENT AND INNOVATIONS

BY DOT HORBER, PHD | DIRECTOR FOR CONTINUOUS PROFESSIONAL DEVELOPMENT AND INNOVATIONS

**IN FULFILLMENT OF ITS PRIMARY MISSION TO** develop innovative resources and assessments for the ongoing professional development of osteopathic physicians and other health care professionals, the Continuous Professional Development and Innovations (CPDI) Department continues to customize the content of the Osteopathic Performance Assessment and Improvement Module (OPAIM) program and expand its continuing medical education (CME) activities, while actively pursuing process improvements. The department is currently working on a new learning management system (LMS) that will improve processes including OPAIM development and CME development and allow for exploration of future developments such as portfolio and assessment of point-of-care resource utilization by physicians and examinees.

### ► OPAIM PROGRAM FOR CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD)

In addition to the three osteopathic specialty certification boards (Internal Medicine, Emergency Medicine and Pediatrics) that had approved the NBOME's Medication Safety Communication OPAIM for satisfying the American Osteopathic Association-Bureau of Specialists (AOA-BOS) Osteopathic Continuous Certification (OCC) Component 4 in 2013, two additional boards, the American Osteopathic Board of Neuromusculoskeletal Medicine (AOBNM) and the American Osteopathic Board of Obstetrics and Gynecology (AOBOG), have approved both the Medication Safety Communication and the OMT for Low Back Pain during Pregnancy OPAIM modules during 2014. The features of both these modules have been improved to enhance their usability and meaningfulness, placing an emphasis on formative performance improvement.

In response to a request by the American Osteopathic Board of Internal Medicine (AOBIM),

CPDI is developing a streamlined version of OPAIM focusing on performance targets compared to national benchmarks, without didactic components, which will be a new product service line for NBOME. In addition, the NBOME has partnered with the American Association of Physician Assistants for the development of a CPD module that will meet requirements for certification maintenance for physician assistants by the National Commission on Certification of Physician Assistants. Significant foundational work for development of modules that will meet requirements for CPD including the AOA's OCC for those physicians who are not clinically active has also been a focus in 2014, and we hope to announce fruits of this labor in 2015.

### ► CONTINUING MEDICAL EDUCATION

In the first year as an official American Osteopathic Association (AOA) CME Sponsor, the NBOME has hosted several CME activities. Collaborating with the Clinical Skills Department, CPDI coordinated the documentation for NBOME's first independent internal CME program, a category 1-A seven-credit-hour Case Development Workshop, as well as CME credits for OMT Physician Examiner Training. CPDI organized the innovative CME workshop presentation entitled "Identifying Medical Errors" at the Annual Conference of the Pennsylvania Osteopathic Medical Association (POMA) in May 2014. This exciting program, presented by Jeanne Sandella, DO, included five standardized patient video-clip encounters, as well as interactive audience participation. On a similar note, CPDI coordinated the CME session presented by Drs. John Gimpel and Dennis Dowling, "Watch Your Step! An Osteopathic Approach to Patient Fall Prevention and Intervention," at the Annual Meeting of the Pennsylvania Osteopathic Family Practice Society (POFPS) in August 2014. In September, the NBOME



partnered with the Osteopathic Medical Board of California (OMBC) the Osteopathic Physicians and Surgeons of California (OPSC) and the Federation of State Medical Board's (FSMB) Foundation to facilitate a workshop on patient safety in prescribing for pain at the OPSC meeting, directed by NBOME Board member J. Michael Finley, DO. The NBOME's in-kind support of this program helped to facilitate a grant from the FSMB Foundation to the OMBC for physician education in this critically important area. In accordance with the requirements of being an official AOA CME sponsor, CPDI has prepared its first Document Survey for AOA review.

#### ► DONALD W. REYNOLDS FOUNDATION GRANT

Using its expertise with learning technologies and instructional design, CPDI continues to partner with UNTHSC/TCOM in a five-year grant provided by the Donald W. Reynolds Foundation designed to improve the quality of life among the elderly through better physician education in geriatrics. Janice A. Knebl, DO, MBA, is the principal investigator and leads the UNTHSC-NBOME team. This team has completed the development of an Elder Safety Inter-professional Communication Improvement Module focusing on Fall Risk Education and Assessment and is moving forward with a module focusing on elder maltreatment. One of the unique aspects of these modules is their inter-professional focus, particularly essential in caring for the elderly population who typically require the coordination of a number of health care professionals.

#### ► BLUE RIBBON PANEL ON ENHANCING COMLEX-USA

As part of a long-range plan to keep COMLEX-USA

at the forefront of medical licensure, the Blue Ribbon Panel on Enhancing COMLEX-USA was charged with researching and outlining a plan to implement a two-decision point, competency-based COMLEX-USA that is consistent with NBOME's mission. In addition, the Blue Ribbon Panel was asked to consider the primary purpose of COMLEX-USA as a licensure exam, as well as important secondary uses of the examinations. In accomplishing this mission, the Blue Ribbon Panel has been supported by the work of both the Blueprint Workgroup Subcommittee and the Portfolio and Expanded Assessment Task Force.

Under the direction of Dr. Janice Knebl, Blue Ribbon Panel Chair, the Blueprint Workgroup Subcommittee met again last spring in Chicago. The principal outcome of this meeting was the development of an expanded outline for the Clinical Presentation dimension of the new COMLEX-USA blueprint. This outline, reviewed by relevant committees including the Clinical Skills Testing Advisory Committee, the Cognitive Testing Advisory Committee and the National Faculty Conclave, was finalized by the Blueprint Workgroup and presented to the Blue Ribbon Panel.

The Portfolio and Expanded Assessment Task Force (PEATF), chaired by Richard LaBaere II, DO, MPH, met in Philadelphia in July. This group was charged to investigate and recommend assessment tools that would assist with measurement or documentation of competency elements as outlined in the NBOME's updated Fundamental Osteopathic Medical Competency Domains (FOMCD) document. Particular emphasis is being placed on those required elements or measurable outcomes that are not measured or only partially measured by current assessments. The PEATF also has been focusing its

## → TIMELINE › OCTOBER 2014

President & CEO **John R. Gimpel, DO, MEd**, is elected to the Osteopathic International Alliance (OIA) Board of Directors, an organization that advances the philosophy and practice of the osteopathic profession worldwide, and represents DOs from 70 organizations, 27 countries, 5 continents and more than 110,000 osteopathic practitioners.



work an attempt to harmonize the language of assessment as well as the assessments themselves that currently occur across the continuum of medical education, training and practice. Examples include competencies, competency domains, milestones, checkpoints and entrustable professional activities. With the major collaborative work in 2014 to create a new Single Accreditation System for GME, osteopathic GME leaders and ACGME representatives on the PEATF are working together to try to accomplish this objective. In 2015, the PEATF will continue to focus on areas within the competency domains that need additional measures within the COMLEX-USA examination, as well as those that might be amenable to further documentation in the form of a portfolio component.

At its meeting in Chicago in November, the Blue Ribbon Panel focused on finalizing the new two-

dimensional COMLEX-USA blueprint as well as on competency assessment, considering the *Fundamentals of Osteopathic Medical Competency Domains (FOMCD)* as a “living document” that needs to be kept relevant and current. Some of the noteworthy accomplishments of this meeting included:

- Review of the Blueprint Workgroup’s final proposal of the clinical presentation dimension and a finalized recommendation to the Board for approval;
- Review of the edited FOMCD as proposed by its Section Editors, with a finalized proposal requested for the spring 2015 Blue Ribbon Panel meeting;
- Evaluation of preliminary data from Clinical Decision Making pilots and direction for future research;
- An introduction to enhancing the diagnostic area score reporting for COMLEX-USA, which will be a topic of focus for the spring 2015 Blue Ribbon Panel meeting.

## DEPARTMENT OF ADMINISTRATION

BY JOSEPH FLAMINI, MBA, FACHE | VICE PRESIDENT FOR ADMINISTRATION & CHIEF OPERATING OFFICER

### THE WORK OF THE DEPARTMENT OF

Administration is always guided by a theme of collaboration. In fact, the department’s purpose is to support the important and complex work of other staff directly involved in the development of our continuum of competency assessments. We strive to assist them in the achievement of our mission, vision and strategic goals to become a global leader in assessments. We do so by engaging our workforce and facilitating performance excellence, with specific oversight in the departments of Information Technology (IT) and Marketing and Communications (M/C).

During the past year the depth and structure of our IT department continued to elevate in order to keep pace with the significant growth of the NBOME. Projects included the transition of our item bank to new software, exploration of information

foundations for a new learning management system, implementation of eSOAP notes for our clinical skills examination and preparations for real time processing of candidate transactions and new clinical decision-making (CDM) examination items. Recognizing numerous priorities, we implemented an enhanced IT project governance process to streamline leadership review, approval and prioritization of IT projects competing for resources.

Through close collaboration with the Association of American Medical Colleges (AAMC), IT was successful in reengineering the Electronic Residency Application Service (ERAS) to streamline the delivery of transcripts for residency program applications for its new system. As a result, system availability has increased to nearly 100% and matching errors have been significantly reduced. We continued to strengthen our IT infrastructure with power and

cooling enhancements in the NBOME Chicago Corporate Office and Conference Center, as well as the virtualization of 86 hardware servers producing considerable annual savings for the organization.

In 2014, major milestones were also reached in marketing and communications efforts including the development of a three-year marketing and communications strategic plan adopted by the NBOME Board of Directors in June. Aligned with the organizational goals, this plan defines specific tactical steps to continually deliver on the organization's brand of academic integrity and prestige as the provider of high quality assessments for the osteopathic medical profession. Consistency in brand positioning is emphasized, and efforts are outlined to gain exposure through increased audience reach. The plan strives to enhance our products among clients, leverage media channels and embrace students early in their osteopathic medical school careers.

The department provided key support to our 2014 application to the Keystone Alliance for Performance Excellence (KAPE) and a related "By-the-Numbers" performance excellence video to align staff and stakeholders with the Malcom Baldrige journey of organizational excellence criteria.

Other initiatives this year included transitioning *The Osteopathic Examiner* external newsletter to a biannual electronic publication and placing additional focus in the newsletter on two key stakeholder groups – NBOME's National Faculty and COMLEX-USA candidates – with expanded distribution now to 26,000 osteopathic medical students and over 900 academic and clinical subject matter experts.

To support outreach to residency program directors, a Phase-I mobile app including a COMLEX-USA standard score to percentile score conversion

tool was officially launched at the Accreditation Council of Graduate Medical Education (ACGME) annual conference in March. Additionally, a new COMLEX-USA informational video discussing the widespread use of COMLEX-USA in the residency application process was released to both residency program directors as well as candidates, and made available on the website. The M/C department supported the organization in exhibition at five major national professional conferences in order to seize opportunities to connect with stakeholders. To effectively reach key stakeholders, social media strategy continues to evolve as more data is obtained on digital media preferences.

M/C staff along with the IT and Quality Examination Integrity departments worked collaboratively on the development, launch and internal training of a new NBOME intranet site for NBOME staff, OneHub.

In other business, the Administration Department provided legal support for numerous contracts from negotiation through implementation including one with our largest test administration vendor, Prometric. This long-term agreement provides measurement and controls at almost 300 professional test centers nationwide to ensure quality testing experiences for candidates and clients. The COMLEX-USA candidate contract, the Bulletin of Information (BOI), was updated to reflect recent policies and procedures, including those regarding examination scoring.

Finally, during the past year, the organization's focus on security of our assessment products including online activity monitoring, data forensics, direct contact with test preparation companies and communications with our students during medical school visits continues to be a major focus.

## → TIMELINE > NOVEMBER 2014

The NBOME was among four Pennsylvania organizations recognized by the Keystone Alliance for Performance Excellence (KAPE) for commitment to Baldrige principles for quality at its Ninth Annual Awards Banquet and Conference on November 18 and 19 in Malvern, PA, receiving the KAPE "Commitment Award."



**Keystone Alliance  
For Performance  
Excellence**

## DEPARTMENT OF QUALITY & EXAMINATION INTEGRITY

BY MELISSA TURNER, MS | SENIOR DIRECTOR FOR QUALITY & EXAMINATION INTEGRITY

### ▶ PERFORMANCE EXCELLENCE

The year 2014 was a big year for performance excellence at the NBOME; the NBOME was one of only four organizations recognized by Pennsylvania's Keystone Alliance for Performance Excellence (KAPE) to receive a Commitment Award. The KAPE award recognizes applicants for their journey toward understanding and applying the principles of performance and organizational excellence with best practices as measured by the Malcolm Baldrige Criteria for Performance Excellence. The NBOME was recognized for strengths in measurement, strategic planning, a balanced scorecard and listening and responding to NBOME candidates, clients, stakeholders, National Faculty, business partners, suppliers and staff. Quality & Examination Integrity (QEI) organized and led the effort to complete the application to KAPE.

#### ▶ 2014 PERFORMANCE EXCELLENCE HIGHLIGHTS

- ▶ Developed a Performance Excellence Team and Measurement Task Force to foster a culture of excellence and continuous improvement
- ▶ Conducted staff training on continuous improvement
- ▶ Created a video to highlight NBOME's commitment to a culture of excellence
- ▶ Updated the balanced scorecard for better visualization of performance to goals
- ▶ Introduced a new document-sharing site, OneHub, for staff collaboration and document-sharing

### ▶ NBOME STANDARDS AND ASSURANCES

The NBOME Standards and Assurances Committee performs quality assurance procedures for the COMLEX-USA Level 1, Level 2-CE, Level 2-PE and Level 3 examinations, and the procedures utilized by the NBOME, to assure that the examinations meet NBOME Standards for Quality Assurance for test development and administration. In addition, the committee assures that NBOME's Standards for Quality Assurance reflect the best thinking nationally and meet acceptable industry standards. In 2014, a revised edition of the Standards for Educational and Psychological Testing, a joint work of the American Educational and Research Association (AERA), American Psychological Association (APA) and the National Council on Measurement in Education (NCME), was published. Barbara Plake, PhD, Co-Chair of the Committee to Revise the Standards, a leading expert on standards in educational and psychological testing, provided expertise to the committee. Dr. Plake noted considerable alignment between the NBOME Quality Assurance Standards and the AERA/APA/NCME Standards and commended the NBOME on many forward-looking standards. The Standards and Assurances Committee, led by Chair Gary Slick, DO, MA, is supported by QEI staff. In late 2014, the Committee developed recommendations for revisions to the NBOME Quality Assurance Standards for adoption by the NBOME Board and implementation in 2015.

### ▶ EXPANSION

QEI grew in 2014 with the addition of two new staff positions: a Quality Coordinator, to expand performance excellence and the Standards and Assurances program, and a Credentialing Specialist, to optimize the NBOME National Faculty with a centralized credentialing program.



## DEPARTMENT OF COLLABORATIVE INITIATIVES

BY SANDRA WATERS, MEM | VICE PRESIDENT FOR COLLABORATIVE INITIATIVES

### THE DEPARTMENT OF COLLABORATIVE

Initiatives was established in January 2014 to align the individuals responsible for managing the vital internal and external NBOME relationships with the organization's mission to protect the public. Primary functions in the Department of Collaborative Initiatives include: oversight of Client Services that functions in assisting candidates in registering for and scheduling examinations, receiving and validating results and producing transcripts; relationship management between the NBOME and the organizations that provide the technology and test centers for candidates; administration of the NBOME's National Faculty; management of the relationships with specialty colleges and boards that utilize the NBOME's cognitive testing services; facilitation of initiatives with the licensing community; and, coordination of the NBOME Research Team.

#### ► CLIENT SERVICES

In 2014, the Client Services team supported close to 200 days of test administration of a combination of COMLEX-USA cognitive examinations, COMAT examinations and client examinations. This team serves as the gateway to the NBOME as candidate information is first entered into the NBOME's Client Registration System (CRS) from rosters of eligible osteopathic medical students provided annually to the NBOME from deans of the colleges of osteopathic medicine (COMs). Client Services ensures candidates are able to schedule examinations (at Prometric sites for COMLEX-USA cognitive examination and specialty board examinations, and on secure websites for COMAT and specialty college resident in-service and specialty board examinations). The team provides proctor training for COMs using COMAT and for the specialty colleges who utilize NBOME services, as well as test-day support for all examinations.

On a weekly basis, the team receives about 200 inquiries from candidates, COMs and other clients.

In 2014, in order to continue to enhance customer service excellence, a new system was implemented to monitor and track the means by which contact is made (telephone calls still contribute to 60% of total contact although the volume of inquiries via email and the Contact Us link from the website continues to rise). The department also tracks the nature of inquiries, which has proven instrumental in identifying, mitigating and resolving candidate issues and concerns. Department members work tirelessly to ensure that candidate applications for test accommodations are reviewed on a regular basis by the NBOME Test Accommodations Committee and communications with candidates are clear and timely.

In August, the NBOME successfully transitioned from providing annual school summary reports of COMLEX-USA testing results in PDF format to presenting these summary reports on the COMs Deans' pages of the NBOME Client Registration System (CRS). This service allows COMs to access their reports electronically on an as-needed basis.

#### ► RELATIONSHIP MANAGEMENT

The NBOME continued to refine and enhance its relationships with its strategic business partners through the practice of organizing in-person quarterly strategic business reviews and bi-weekly cross-functional team teleconference calls. This multi-pronged approach ensures effective and efficient resolution of day-to-day initiatives and the identification and prioritization of longer-term activities. A highlight in 2014 was the successful negotiation of a long-term agreement with the NBOME's test center provider Prometric, (where COMLEX-USA and specialty board examinations are administered) and the completion of several initiatives that ranged from streamlined payment reconciliation processes to the deployment of enhanced test items. With a second supplier that supports the delivery of secure web-based examinations (COMAT

and specialty in-service examinations), enhanced proctor training and pre-examination system checks improved test-day continuity.

#### ► CLIENT ORGANIZATIONS

The NBOME partners with eight specialty colleges and certification board and other related health care organizations to provide services for the development and administration of examinations for resident program in-training assessment and/or board certification. Significant resources were invested to develop comprehensive examination timelines for each organization that administers at least ten different assessments. NBOME supports its client organizations by registering eligible candidates, preparing training materials for and delivering training to program directors and proctors; reviewing and assembling items into various testing forms; publishing the examination; supporting candidates and client organization on test days; scoring and reporting results for individual candidates, programs and the entire testing cohort. In 2014, the NBOME worked with several specialty college organizations to develop enhanced reports that will outline candidate and program performance by domain and over time.

This year, the NBOME supported the migration of specialty boards into the AOA-Bureau of Specialists (AOA-BOS) offices in Chicago. The American Osteopathic Board of Emergency Medicine (AOBEM) that had been officed at the NBOME offices for a number of years relocated to the AOA-BOS facility in December.

Throughout the year, NBOME staff and governance engaged in numerous strategic

discussions with osteopathic organizations and related organizations interested in exploring potential collaborations with the NBOME to leverage products, services and expertise.

#### ► LICENSING COMMUNITY

The NBOME hosted the 2014 U.S. Osteopathic Medical Regulatory (OMR) Summit in Baltimore in June that was attended by leaders from the American Osteopathic Association (AOA), the American Osteopathic Association-Bureau of Specialists (AOA-BOS), the American Association of Osteopathic Examiners (AAOE), the Association of Osteopathic Directors and Medical Educators (AODME), the American Association of Colleges of Osteopathic Medicine (AACOM), the AOA's Commission on Osteopathic College Accreditation (COCA), the Federation of State Medical Boards (FSMB) and the NBOME client organizations (specialty colleges and boards). This was a follow-up to the 2012 OMR Summit whose participants reached widespread consensus on the statement: "Patients are best served by seeking care from osteopathic physicians who have qualified by virtue of passing graduation requirements and competency assessments designed for the practice of osteopathic medicine and validated for that distinct purpose." Expanding on the 2012 OMR Summit theme of the importance of osteopathic distinctiveness, the 2014 OMR Summit explored the role of assessment across the continuum of education, licensure and certification as the profession enters a new era of the Single Accreditation System for GME.

### 2014 NBOME CLIENTS FOR COGNITIVE ASSESSMENT SERVICES

American Academy of Pediatric Dentistry (AAPD)	Resident in-service examination
American College of Osteopathic Emergency Physicians (ACOEP)	Resident in-service examination
American College of Osteopathic Family Physicians (ACOFPP)	Resident in-service examination
American College of Osteopathic Internists (ACOI)	Resident in-service examination
American College of Osteopathic Pediatricians (ACOP)	Resident in-service examination
American College of Osteopathic Surgeons (ACOS)	Resident in-service examination
American Osteopathic Board of Emergency Medicine (AOBEM)	Certification and Recertification examinations
American Osteopathic Board of Pediatrics (AOBP)	Certification and Recertification examinations

## DEPARTMENT OF HUMAN RESOURCES

BY MAYA JOHNSON, MBA, SPHR | DIRECTOR FOR HUMAN RESOURCES

**AS THE NBOME CONTINUES TO GROW, WE** continue to focus on opportunities that support employee retention, enrichment, loyalty and overall engagement of the NBOME staff in its meaningful work.

Our enrichment and development programs throughout the year included the monthly "Food for the Mind" staff educational series, which continued with many new informative sessions including topics related to the history of osteopathic medicine, NBOME's financial health, osteopathic medicine internationally, the physician licensure process, computerized adaptive testing and continuing medical education. These sessions were well-attended by interdepartmental staff and offer insights into the realms of high-stakes testing, osteopathic medical education, physician licensure and practice.

In an effort to help employees gain a better understanding of the competitive benefit plans we offer, benefit educational meetings were facilitated where NBOME health plans and other programs were compared to the general trends in the health care environment, and the vast amount of resources available through our plans to employees was overviewed. Additionally, a new supervisory development series titled "HR 101" was launched and aimed at equipping NBOME supervisory staff with the knowledge and resources needed to manage their teams effectively.

In an ongoing effort to promote overall employee wellness, a Walking Wellness Challenge was launched with the goal to "walk" from one NBOME office to the other – or, Philadelphia to Chicago – a total distance of 777 miles. Staff members who participated walked a collective distance of 16,585 miles during the challenge! Other NBOME-sponsored wellness efforts included annual free flu shots and monthly tips for maintaining good health published in our employee newsletter. Participation in Lee's National Denim Day as "Team NBOME" helped promote breast cancer awareness. Employees made donations to benefit ongoing cancer research and in

return were permitted to wear jeans to work for the day, and proceeds were donated to the American Cancer Society.

Many events throughout the year offered fellowship opportunities for employees to bond outside of our day-to-day operations. Staff members were invited to share their culinary talents by contributing dishes to multicultural and Thanksgiving potluck lunches, as well as to a holiday cookie party, and were also invited to socialize offsite with colleagues to celebrate the new year and again during National and International Osteopathic Medicine (NOM) week.

In the spirit of giving back to the community, employees again participated during the holiday season in the Salvation Army's Angel Giving Tree, which helps children in need, and Bringing Hope Home's Adopt-A-Family program, which provides support to families who are battling cancer. Staff members donated, wrapped and delivered over 60 gifts to those in need.

As part of an ongoing effort to meet strategic objectives for performance excellence, as well as to help employees realize the contributions made in support of the mission of the NBOME, several new award programs were introduced: the Longevity Award, which recognizes staff members who have reached a milestone anniversary with the NBOME; the President's Award for Outstanding Service to recognize an employee who has demonstrated exemplary performance of activities above and beyond the scope of assigned responsibilities; On-the-Spot awards for immediate acknowledgment of special efforts; and the Bright Idea Award to encourage innovative thinking via suggestions to improve efficiency and effectiveness in various aspects of operations.

In 2014, there were 22 new hires, including a Vice President for Administration/Chief Operating Officer and a Vice President for Collaborative Initiatives. There were also ten internal promotions highlighting advancement opportunities available at

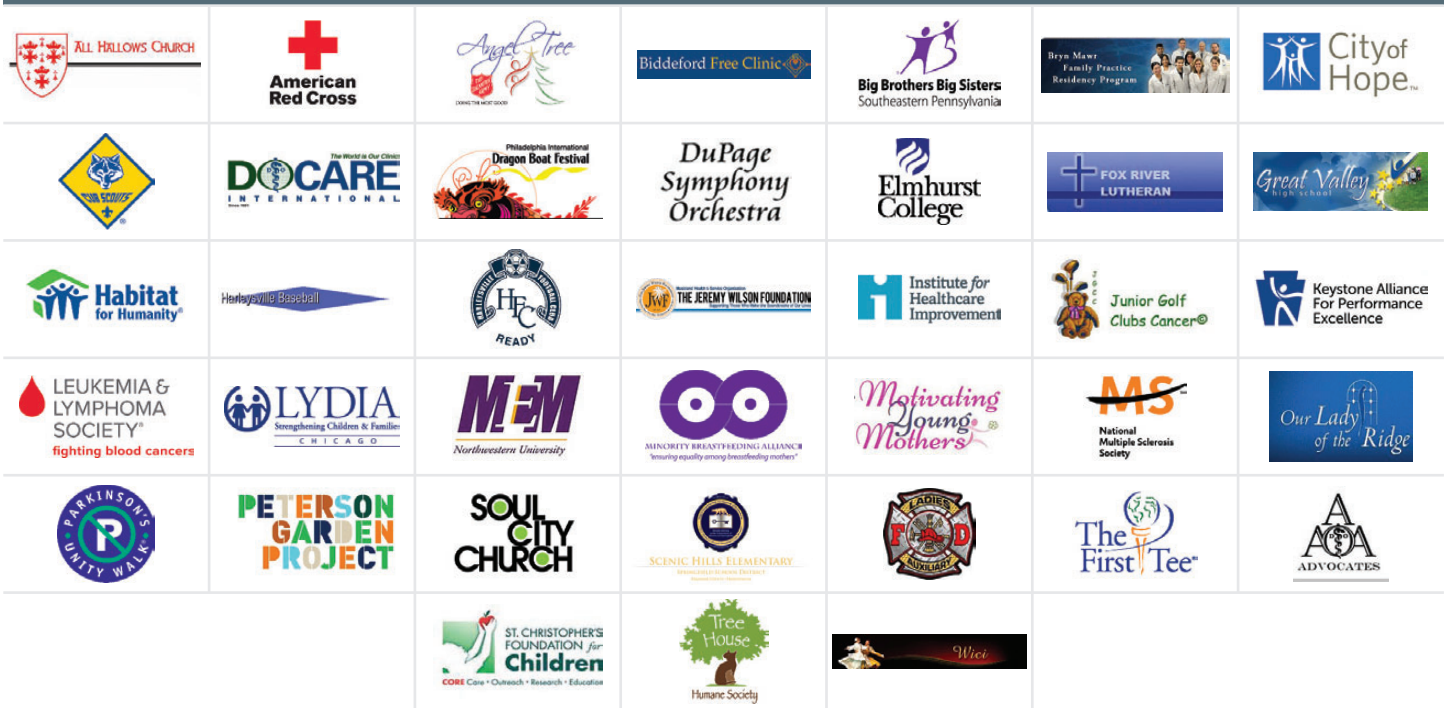
the NBOME, and nine brand new positions established for the organization.

As the osteopathic medical profession continues to grow, so too does the NBOME. The focus of human resources remains on continuously improving

the quality of our employee-related programs to ensure that the members of our talented staff are able to recognize and celebrate the progress we are making in the meaningful work that supports our organization's compelling mission.

## COMMUNITY OUTREACH

IN ADDITION TO THE EXTENSIVE COLLABORATION THAT ENSUES DURING DAILY NBOME OPERATIONS, STAFF MEMBERS SHARE THEIR TIME AND TALENTS AT A HOST OF ORGANIZATIONS THROUGHOUT THE COUNTRY, INCLUDING THESE:



## TIMELINE > DECEMBER 2014

The NBOME celebrated 80 years since its founding at the Annual Board Meeting and Dinner. At this event, the NBOME's highest honor, the Santucci Award, was presented to two individuals for outstanding contributions to the mission of the NBOME: Shirley Bodett, Senior Testing Consultant and 30-year veteran NBOME staff member, and John E. Thornburg, DO, PhD, Professor Emeritus of Pharmacology and Toxicology and Family and Community Medicine at Michigan State University College of Osteopathic Medicine, former NBOME Board Chair, and current Chair of COMLEX-USA Level 1 and NBOME's Department of Foundational Biomedical Sciences.





# DEPARTMENT OF FINANCE

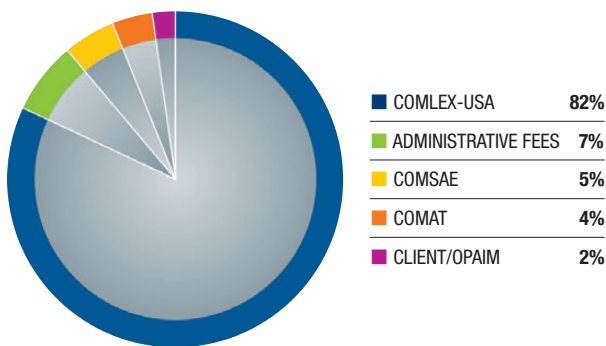
BY DANA C. SHAFFER, DO | BOARD SECRETARY/TREASURER

**THE NBOME BOARD OF DIRECTORS, AS WELL AS** the Finance and Audit Committees directly oversee the financial stability of the organization, the allocation of resources and fiduciary integrity to ensure a sustainable future with the NBOME fulfilling its mission. As part of our five year strategic plan, the Department of Finance strives to continually raise awareness of our financial and budgetary responsibilities throughout the organization including detailed reporting to our Board, employee professional development programs and regular presentations to the Executive Leadership Team and Senior Staff. Very importantly, the staff and the Board manage within the available resources and endeavor to minimize examination fee increases for COMLEX-USA candidates and for assessment programs for colleges of osteopathic medicine and other partners. Diligent management and fiscal accountability have resulted in minimal fee increases (e.g., less than or equal to 3% annually for COMLEX-USA) for the past six years, despite continual improvement in examination quality, enhanced candidate and client services and the addition of new assessment programs.

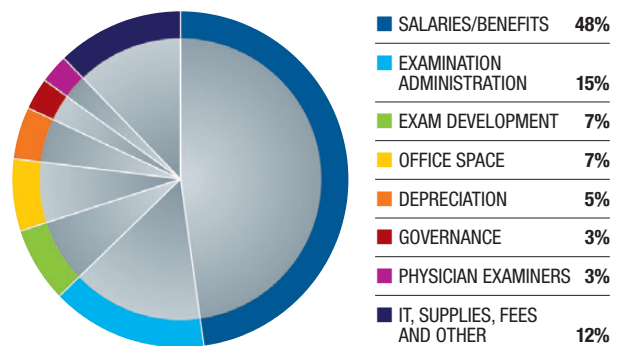
The mission and values of the NBOME require all volunteers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Consistent with best practices, the organization has adopted the use of a confidential, toll-free reporting mechanism for staff to report any concerns regarding honesty, integrity or improper accounting or auditing matters.

The Department of Finance works with an external auditing firm throughout the year and with an annual formal financial audit to ensure soundness and stability of the organization's financial reporting and compliance with Generally Accepted Accounting Principles (GAAP). These auditors consistently report to our Board that we are in compliance with reporting standards and are effective at controlling our administrative overhead expenses compared to similar non-profit organizations. The management and general expenses were held to 10% of our total operating expenses, which compares very favorably to most similar non-profit organizations. Displayed graphically are detailed breakouts of our 2014 revenue by product and expenses by category.

## 2014 REVENUE BY PRODUCTS AND SERVICES



## 2014 EXPENSE BY CATEGORY



## ACRONYMS FOR COLLEGES OF OSTEOPATHIC MEDICINE

**ACOM** Alabama College of Osteopathic Medicine

**ATSU-KCOM** A.T. Still University-Kirksville College of Osteopathic Medicine

**ATSU-SOMA** A.T. Still University-School of Osteopathic Medicine in Arizona

**AZCOM/MWU** Arizona College of Osteopathic Medicine of Midwestern University

**CCOM/MWU** Chicago College of Osteopathic Medicine of Midwestern University

**CUSOM** Campbell University School of Osteopathic Medicine

**DMU-COM** Des Moines University College of Osteopathic Medicine

**GA-PCOM** Georgia Campus-Philadelphia College of Osteopathic Medicine

**KCUMB-COM** Kansas City University of Medicine and Biosciences College of Osteopathic Medicine

**LECOM** Lake Erie College of Osteopathic Medicine

**LECOM Bradenton** Lake Erie College of Osteopathic Medicine — Bradenton Campus

**LMU-DCOM** Lincoln Memorial University-DeBusk College of Osteopathic Medicine

**LUCOM** Liberty University College of Osteopathic Medicine

**MSUCOM** Michigan State University College of Osteopathic Medicine

**MU-COM** Marian University College of Osteopathic Medicine

**NSU-COM** Nova Southeastern University College of Osteopathic Medicine

**NYIT-COM** New York College of Osteopathic Medicine of New York Institute of Technology

**OSU-COM** Oklahoma State University Center for Health Sciences College of Osteopathic Medicine

**OU-HCOM** Ohio University Heritage College of Osteopathic Medicine

**PCOM** Philadelphia College of Osteopathic Medicine

**PNWU-COM** Pacific Northwest University of Health Sciences College of Osteopathic Medicine

**RowanSOM** Rowan University School of Osteopathic Medicine

**RVUCOM** Rocky Vista University College of Osteopathic Medicine

**TouroCOM-NY** Touro College of Osteopathic Medicine — New York

**TUCOM-CA** Touro University College of Osteopathic Medicine — California

**TUNCOM** Touro University Nevada College of Osteopathic Medicine

**UNECOM** University of New England College of Osteopathic Medicine

**UNTHSC/TCOM** University of North Texas Health Science Center at Fort Worth Texas College of Osteopathic Medicine

**UP-KYCOM** University of Pikeville Kentucky College of Osteopathic Medicine

**VCOM-Auburn** Edward Via College of Osteopathic Medicine — Auburn Campus

**VCOM-CC** Edward Via College of Osteopathic Medicine — Carolinas Campus

**VCOM-VC** Edward Via College of Osteopathic Medicine — Virginia Campus

**WCU-COM** William Carey University College of Osteopathic Medicine

**Western U/COMP** Western University of Health Sciences/College of Osteopathic Medicine of the Pacific

**WVSOM** West Virginia School of Osteopathic Medicine



**NBOME**  
NATIONAL BOARD OF OSTEOPATHIC MEDICAL EXAMINERS

The National Board of Osteopathic Medical Examiners (NBOME) is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. In addition, NBOME qualifies for the charitable contribution deduction under Section 170(b)(1)(A) and has been classified as an organization other than a private foundation under IRC Section 509(a).



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