

Strategic Plan Progress Report

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Our Future: Where We Are Headed

- We aim to be a highly-ranked institution that is a top choice for students, faculty, and patients.
- Nationally known for key areas of science and discovery:
 - Neuroscience, BMT, Immunology and now Aging, Addiction, Brain Imaging, and American Indian Health Disparities
- Leader in education innovation and responding to Minnesota's health care needs.
- Part of a comprehensive, world class integrated academic health care system that:
 - drives resources to the Academic Health Center;
 - creates additional clinical, research and educational opportunities;
 - provides high-quality and accessible care; and
 - is a destination for patients – adult and children – in primary and specialty care.



Strategic Vision 2025

Our Vision: To be a world class medical school advancing health at the forefront of learning and discovery

Intent: Promote a culture that demands and rewards excellence

Critical Strategies:

- Leadership that transforms culture by demanding and supporting excellence
- Research that distinguishes the Medical School through centers of excellence, scholarship and destination educational and clinical programs
- Education that advances all aspects of medicine through innovative teaching and learning practices that set national trends
- Clinical Care that transforms the practice of medicine in a valued, patient-center environment



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Leadership: Create a Culture that Demands & Supports Excellence

New leadership invigorates our mission:

- New department Heads in Medicine, Psychiatry and the Regional Campus in Duluth
- Searches are underway for Neurosurgery, Surgery and Family Medicine
- Department Head incentive program in third year
 - Results are data driven and shared with faculty
- Conduct external reviews of three departments each year
 - Audits include a review of department's leadership
- Review during Dean's first year resulted in important leadership team realignment



Research: Excellence, Scholarship & Programs that Change the Practice of Medicine

Investment in faculty recruitment with demonstrated potential for excellence:

- Cluster hires launched in 2014
- Medical Discovery Team recruitment launched in 2015

Recognition and allocation of resources to mid-career faculty:

- Dean's Distinguished Research Lectureship
- Awards committee charged by the Dean in 2014
- Research Renewal program began in 2015
- Wall of Scholarship – 7 new papers added this year for total of 46

Research infrastructure:

- CTSI enhancements; one-stop services for investigators



Building a Foundation: Mentoring

Medical School:

Master Mentoring Program: a small, diverse cohort of senior faculty provide mentoring consultation and career development resources for individual faculty and department support

Departmental Initiatives:

Department of Family Medicine: Collaborative Scholarship Intensive is a program focused on developing ways to integrate research more effectively into clinical and educational activities

Department of Medicine: Enhanced mentoring for clinical scholars including goal setting, scholarly projects and a new mentoring committee

Department of Biochemistry, Molecular Biology & Biophysics: Small group teams of junior and senior faculty to provide critiques of grant and publication ideas, support professional development, and promote collaboration



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Research and Scholarship

	FY 2015 (in 000s)	FY 2016 (in 000s)	Increase (Decrease)
Total Sponsored Expense	176,840	177,179	339
Total Federal Expense	146,038	141,960	(4,078)
Total NIH Expense	131,533	130,045	(1,488)

	2014	2015	Increase (Decrease)
Total Publications	2,295	2,381	86



Research and Scholarship Accomplishments

Dr. Karen Ashe discovered a potential new target for developing Alzheimer's treatments.

Investigators in CMRR received \$9.4 million through President Obama's Brain initiative – to improve imaging and our understanding of brain conditions.

Dr. Kola Okuyemi, Department of Family Medicine, received \$1.5 million to continue cancer-related health disparities training.

Dr. Jerry Vitek and team received \$9.07 million in NIH grants and the distinction as a Udall Center of Excellence to better understand and treat Parkinson's disease.

Dr. Neil Henderson was hired as our first Medical Discovery Team Leader.

Dr. David Masopust was named to the inaugural class of HHMI Faculty Scholars.



Medical School Admissions

Twin Cities Campus

- 4,226 Applications Submitted
- 256 Acceptances Issued
- Class of 160
- 47% Women
- 84% Minnesota Residents
- 29% from UMTC
- 19% Underrepresented in Medicine

Duluth Campus

- 1,700 Applications Submitted
- 180 Acceptances Issued
- Class of 60
- 42% Women
- 83% Minnesota Resident
- 88% from towns with populations under 20,000
- 9 Students from UMD, 6 from UMTC
- 16% Underrepresented in Medicine



Education: Advance Medicine through Innovative Teaching & Learning Practices

Improve relationships with affiliate partners and community stakeholders:

- Longitudinal integrated clerkship (LIC) at the VA – focus on quality and IPE
- Developing an LIC at HCMC (HeLix) – focused on health disparities and public policy
- Increased engagement with rural health systems participating in RPAP and with MMA

Strengthen curriculum and learning:

- Developing curriculum in areas of QI/PS, health policy, public health and IPE
- Increased focus on competency based education
- Resident leadership Academy in 3rd year
- Funding for student research in heart and regenerative medicine
- Active matching program for students and mentors/research projects

Support exemplary education practices:

- Promotion of educational scholarship
- Increasing efforts for improving skills and resources for medical educators (including preceptors); development of outcomes center in medical education
- Alignment with Office of Faculty Affairs to ensure faculty development opportunities



Education: Tuition and Scholarships

- No tuition increases for three years and reduced collegiate fee in each of the last three years
- Our rankings have gone from 3rd most expensive to 21st of 85 public medical schools
- Scholarship funding is a priority – FY 2016 was a record breaking year for Medical Education fundraising
 - \$10.7 million in new dollars
 - \$12.5 million in deferred commitments
 - 42% of medical students received scholarships
 - 91% of students receive financial aid
 - Average debt at graduation is \$173,000



Education: Residents and Graduate Students

- Residents
 - We sponsor 130 residencies and fellowships with programs at nearly every hospital in the Twin Cities and many rural and urban clinics and hospitals in MN
 - 70% of residents stay and practice in Minnesota
- Graduate Students
 - 83 first author and 215 total publications since 2015
 - 8.5% of students are URM
 - 2016 external awards include 2 NSF fellowships, 5 American Heart Associate fellowships, 7 F30 and 17 F31



Clinical Care: Transform the Practice of Medicine in a Valued, Patient-centered Environment

Clinical Practice Growth & Success:

- UMP revenue increased from \$336 million in 2009 to \$511 million in 2016; average increase of 6% per year
- New patient visits increased 22% in 2015
- Improved ambulatory care performance
- Ranked 3rd nationally in the Vizient Ambulatory Care, Quality and Accountability Award in 2016 (increased from 21st in 2015)
- Consistent and significant support of the Medical School mission

New Programs:

- Signature Health
- Cosmetic Dermatology
- Woodbury Pediatric Specialty Clinic
- MHealth Maple Grove Specialty Service Expansion

Improved Quality:

- Improved in Inpatient Satisfaction with Physician Communication increased from 26th in 2014 to 52nd percentile in 2014
- Improvement in Inpatient Mortality – reduced from .95 in 2014 to .80 in 2015 (from 29th to 82nd percentile)



Clinical Care: UMP and MHealth Strategic Plans

Vision: A comprehensive, integrated world class academic health system, providing high quality, leading edge care, that serves the people of Minnesota and is a destination for students, faculty and patients.

MHealth

- Solidify and enhance relationships with providers and payers
- Develop focused clinical activities with competitive differentiation, key programs of distinction
- Operationalize innovative methods to provide high quality interdisciplinary care, increase access, and improve service

University of Minnesota Physicians

- Streamlined and efficient management and governance; flexible, nimble decision-making
- Ability to develop market competitive clinical programs
- Further integration with the academic mission by supporting clinical research and trials



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Clinical: Opportunities and Challenges

- Active talks with Fairview have paused
 - New CEO starts December 12, 2016
- High level discussions with Children's Hospitals of Minnesota underway to develop an integrated academic pediatric health system
- We continue to explore opportunities to provide care, training and research to system partners around the state

Duluth Campus

- The Duluth campus has recruited Neil Henderson to lead our MDT on Rural and American Indian Health Disparities.
- The campus has new Community Advisory Board with local regional business and nonprofit representation to facilitate community engagement.
- We have recruited new faculty that increase gender and racial diversity.

Research highlights include:

- Assistant Professors, Matt Slattery, PhD in Biomedical Sciences received a \$1.8 million NIH R-35 grant for work on Transcriptional Factors related to stress.
- Mustafa al'Absi, PhD, Professor, won the National Institute on Drug Abuse 2016 International Award of Excellence for Collaborative Research.
- Melissa Walls, PhD, Associate Professor, in Biobehavioral and Population Sciences received a second NIH R-01 (she has 2 in progress) for her work on Diabetes and Stress in Ojibwe people.



Challenges

- Facilities for both education and clinical research are outdated and insufficient.
- Recruitments require high levels of resources.
- Uncertain state and federal funding presents challenges for the operating budget and grant funding.
- Institutional issues, ex. Sequential approval processes creates issues with funders and faculty.
- Faculty have difficulty finding academic time with busy clinic schedules.
- We are changing culture, but culture change takes time.



Opportunities

- Legislative request for the Health Sciences Education Building and a Clinical Research Building.
- State funding received for MDT program.
- State funding for Regenerative Medicine Minnesota; a partnership with Mayo Clinic.
- We are exploring new tracks for faculty to enhance academic time for some.
- We are analyzing an enhanced class size and offering innovative educational opportunities.
- CTSI and the Medical School are building new investigators support; new mentorship programs in the Medical School and the AHC.
- New clinical partnerships would enhance our resources, research and training opportunities.





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