



# UND SMHS Faculty Assembly State of the School

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# Overview of Today's Presentation

- Strategic direction of the UND SMHS
  - Where we were
  - Where we are now
  - Where we hope to go
- Budget implications
- Recommendations from the UND SMHS Advisory Council to the North Dakota Legislature
- Goals for the coming year/biennium

## Reference Materials

- Executive Summary of the *Fifth Biennial Report – Health Issues for the State of North Dakota 2019*
- *Vital Signs – 2018 Community Report*
- *University of North Dakota School of Medicine and Health Sciences Strategic Plan (2018-2023)*

# Our Purpose as a School

“The primary purpose of the University of North Dakota School of Medicine and Health Sciences is to educate physicians and other health professionals and to enhance the quality of life in North Dakota. Other purposes include the discovery of knowledge that benefits the people of this state and enhances the quality of their lives.”

# Our Purpose as a School

- Educate
- Discover
- Serve

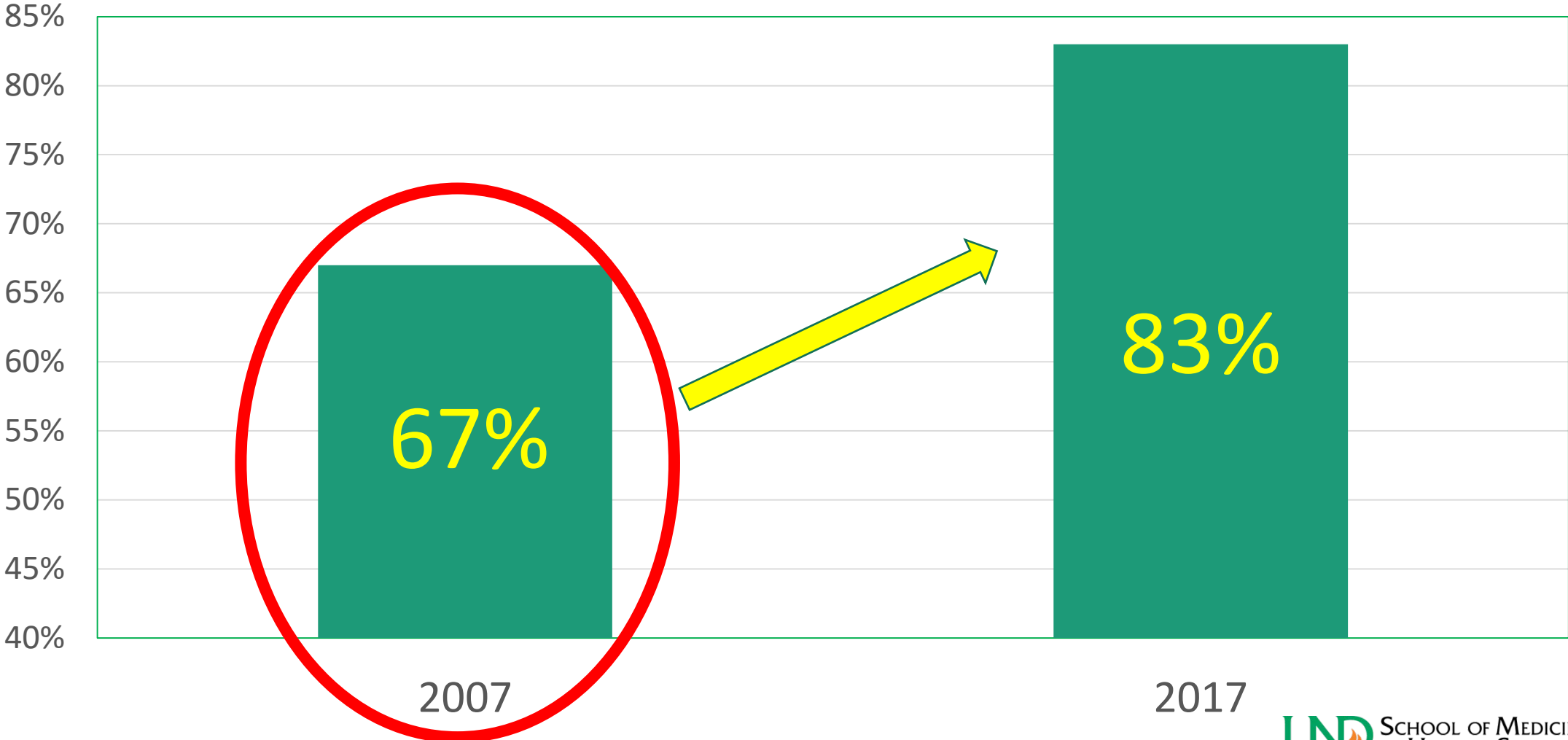


# Our Purpose as a School

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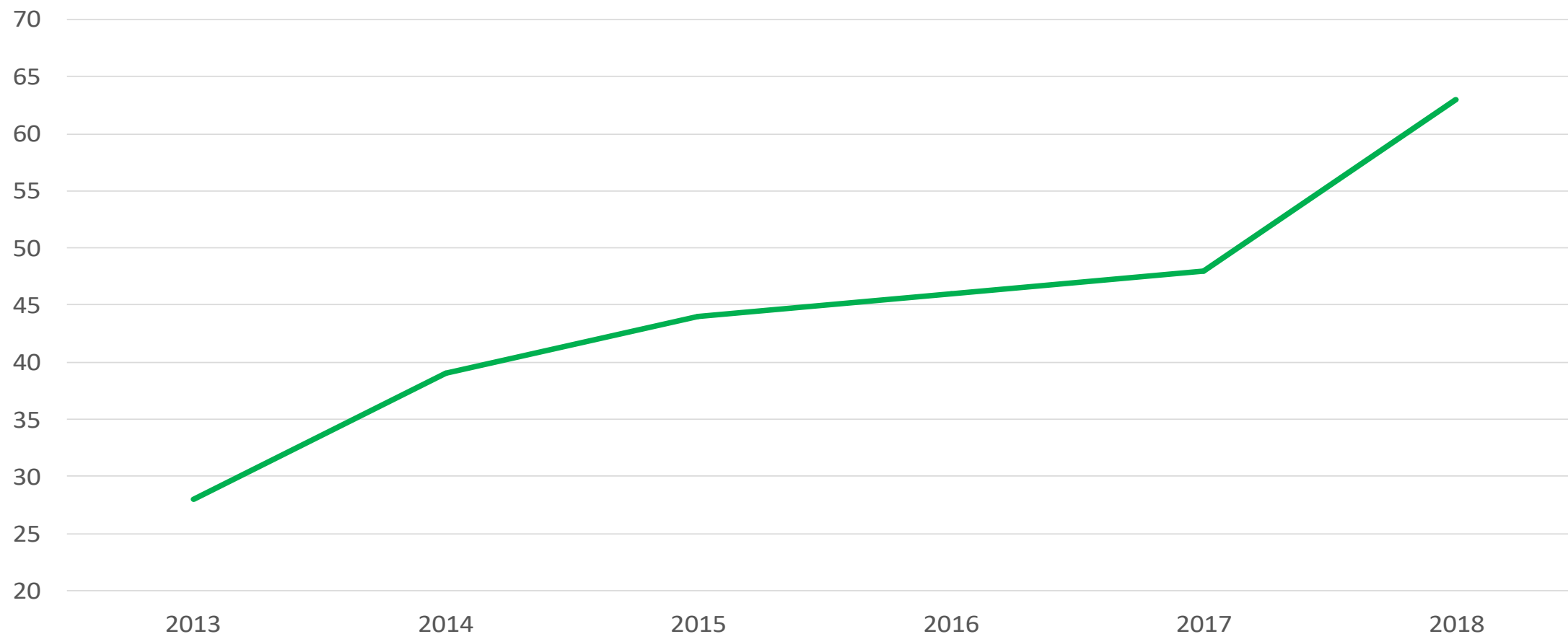
# Percent of ND Medical Students Going to UND SMHS



Source: AAMC 2007 and 2017 State Physician Workforce Data Books

# Retention of UND SMHS Medical Student Graduates for Practice In-State

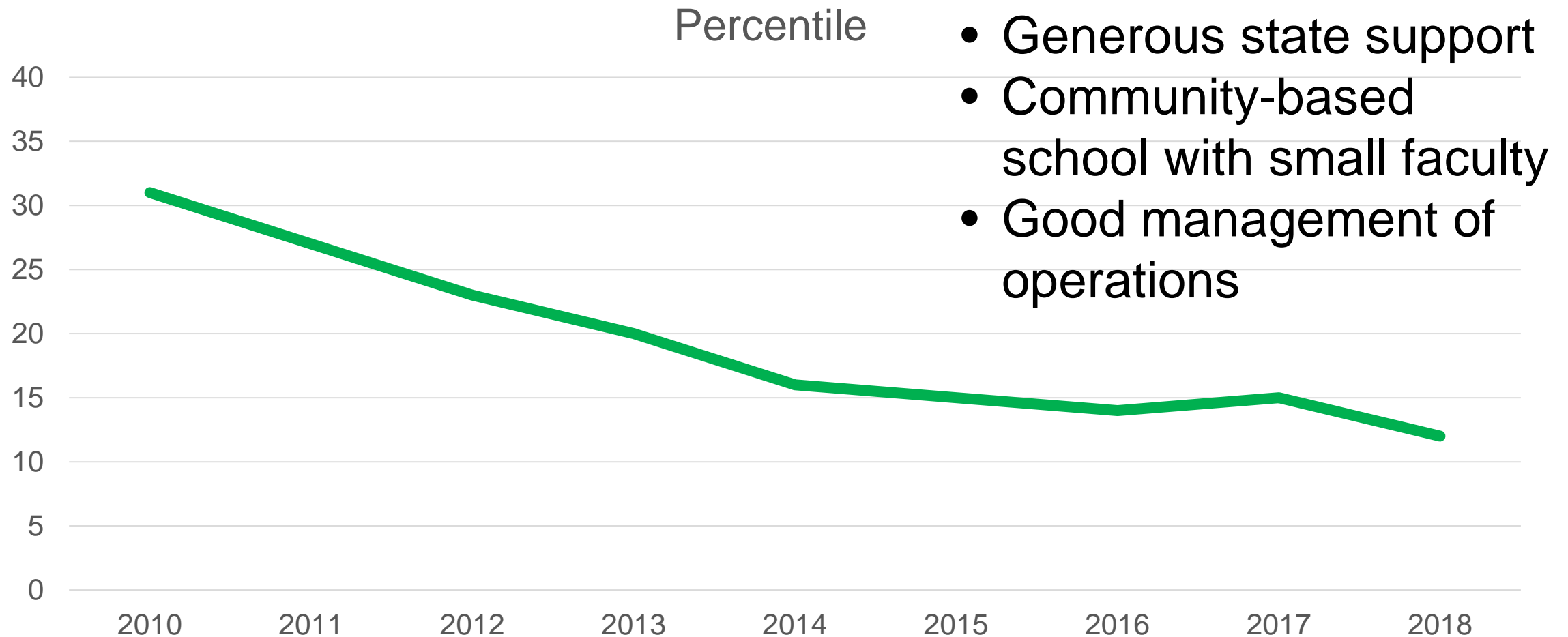
Percentile



Source: Association of American Medical Colleges Missions Management Tool 2018

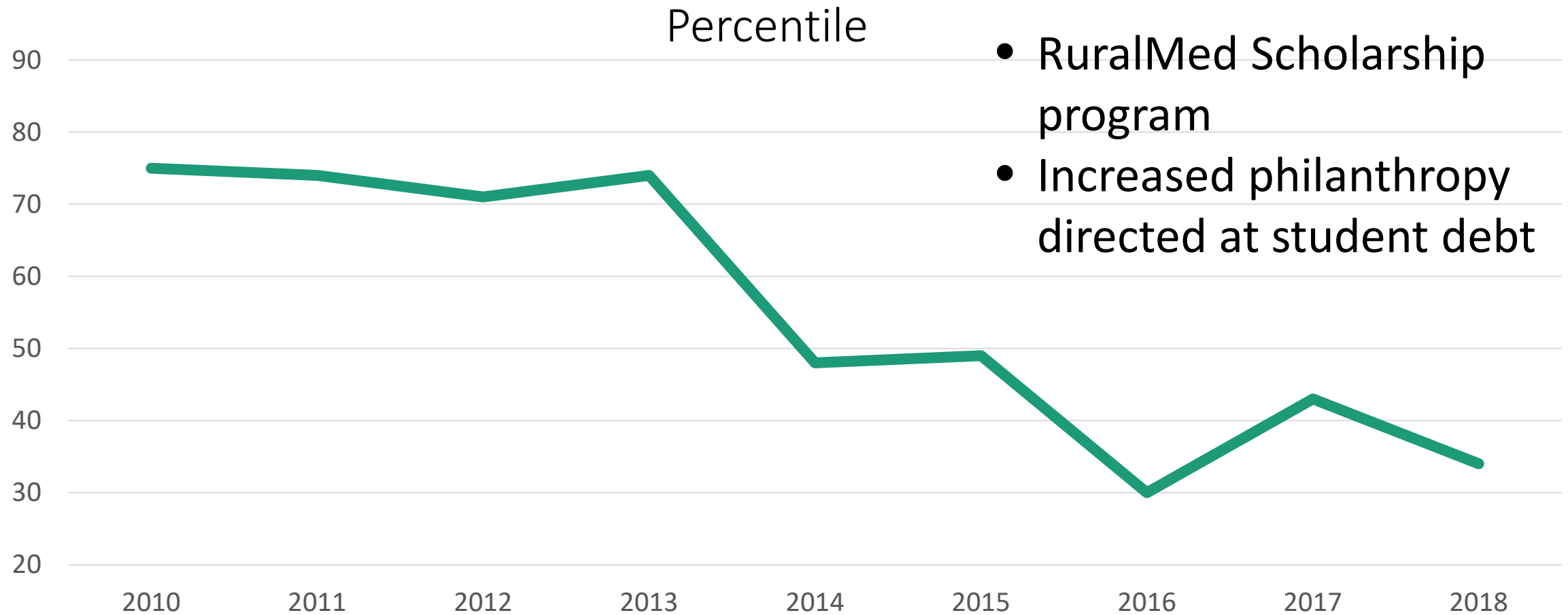


# Medical Student Cost to Attend (In-state)



Source: Association of American Medical Colleges Missions Management Tools 2010-2018

# Medical Student Debt



Source: Association of American Medical Colleges Missions Management Tools 2010-2018

# UND SMHS Outcomes

Metric	Percentile Rank
Percent of graduates practicing in rural areas (graduates 2003–2007)	98 <sup>th</sup>
Percent of graduates entering family medicine (2018)	100 <sup>th</sup>

Source: Association of American Medical Colleges Missions Management Tool 2018

# UND SMHS Outcomes

Metric	Percent
Completion rate for medical students (MD program) (average of last three years)	95%
Completion rate for 4 major UND SMHS graduate programs (including MD) (average of last 5-7 years depending on program)	94%

Source: *Vital Signs – 2018 Community Report* prepared by UND SMHS

# Value of the School and its Programs to the State

## Providing healthcare professionals

- 72% of Family Medicine Physicians
- 44% of Physicians
- 52% of Physical Therapists
- 52% of Occupational Therapists
- 42% of Physician Assistants
- 40% of Medical Laboratory Scientists



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## Research Funding – FY2007 to FY2018

- Over those 12 years, UND SMHS faculty and staff submitted \$1,076,887,806 in grant requests (over one **billion!**).
- Over those same 12 years, they were awarded \$254,002,454 in grants (over a **quarter of a billion!**).
- This is an effective yield of 24%!



# UND SMHS Sponsored Funding

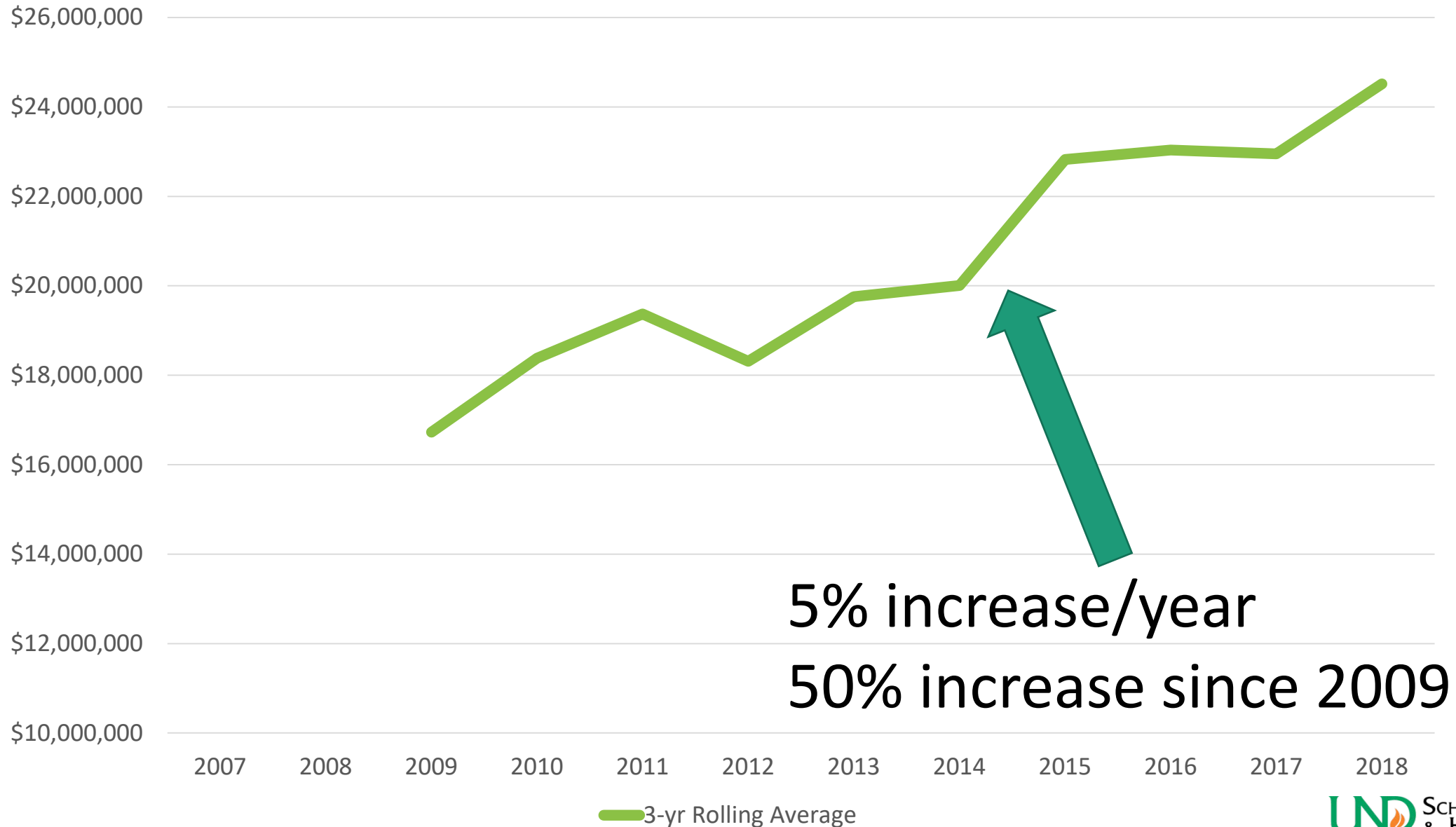




# UND SMHS Sponsored Funding



# UND SMHS Sponsored Funding



5% increase/year  
50% increase since 2009

# Our Purpose as a School

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- Discover
- Serve



# North Dakota's Healthcare Workforce Initiative Started in the 2011-13 Biennium

- Reduce disease burden → focus on population health
  - Master of Public Health degree programs (UND and NDSU)
- Retain more healthcare provider graduates for North Dakota
  - RuralMed Program

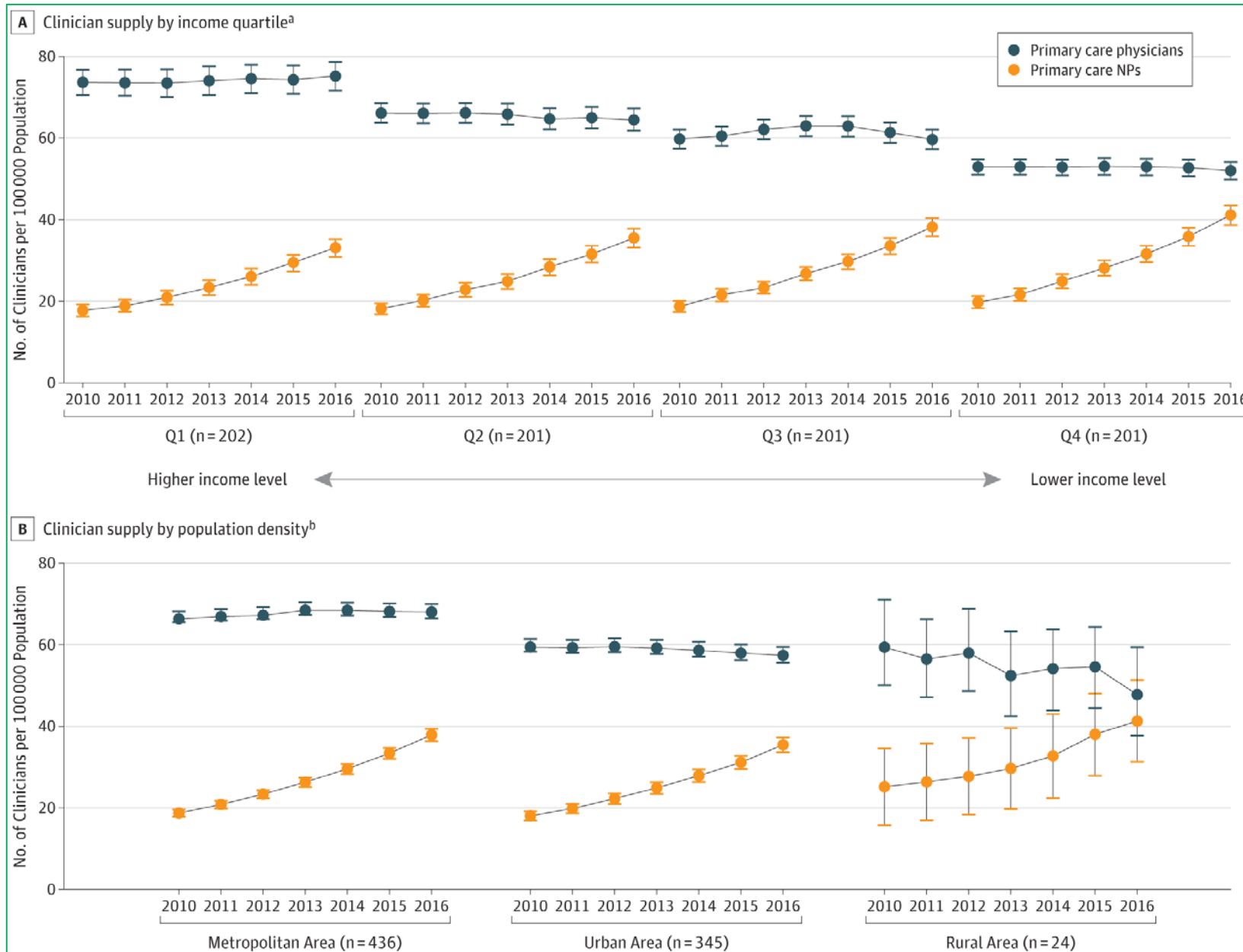
# Healthcare Workforce Initiative

- Train more healthcare providers
  - Medical student class increased by 16/year (total of 64)
  - Health sciences students increased by 30/year (total of 90)
  - Resident (post-MD training required prior to clinical practice) slots increased by a total of 35 (original plan was for 51)
- Improve the efficiency of the healthcare delivery system
  - Training in interprofessional healthcare teams
  - Developing “virtual care” approaches that bring the clinic to the patient rather than the other way around (especially important in rural areas)

# Healthcare Delivery

- Improving the efficiency and effectiveness of healthcare delivery → Perhaps most important
  - Transform the delivery of care
    - Increased utilization of non-physician providers, especially for routine care

# U.S. Primary Care Nurse Practitioners and Physicians 2010-2016



Source: Xue, Smith, and Spetz. *JAMA*. 2019;321(1):102-105. doi:10.1001/jama.2018.17944

# Healthcare Delivery

- Improving the efficiency and effectiveness of healthcare delivery → Perhaps most important
  - Transform the delivery of care
    - Increased utilization of non-physician providers, especially for routine care
    - Telemedicine
    - Artificial intelligence and machine learning
    - Personal devices (cell phones, etc.)
    - Emphasis on population health and behavioral determinants
    - Interprofessional healthcare teams



# Implementation of Healthcare Workforce Initiative Over the Past 4 Biennia

- Increased class sizes by almost 25%
- Expanded medical student and other academic programs
  - Minot Integrated Longitudinal Experience (MILE) Program for medical students
  - Master of Public Health/new Department of Population Health
- Added new residency programs focusing on rural primary care and other clinical physician provider shortage areas in North Dakota
- Intensified clinician retention efforts
  - RuralMed program
- Intensified efforts to train providers dedicated to transforming health care delivery
  - Interprofessional teams
  - Virtual medicine

# Summary of Impact of HWI over the Past Decade

- Helped improve the health of North Dakotans
  - ND moved up five spots from #18 to #13 healthiest state in the nation\*
- Retained more physicians and other clinicians for practice in North Dakota
- Trained more physicians and other clinicians for practice in North Dakota
- Improved the efficiency of healthcare delivery

\*Source: America's Health Rankings 2018

# Summary of Impact of HWI over the Past Decade

- Constructed the largest government-funded building project in the history of North Dakota\*

- ✓ • Project finished on time
- ✓ • Project finished on budget
- ✓ • Project finished without significant incidents



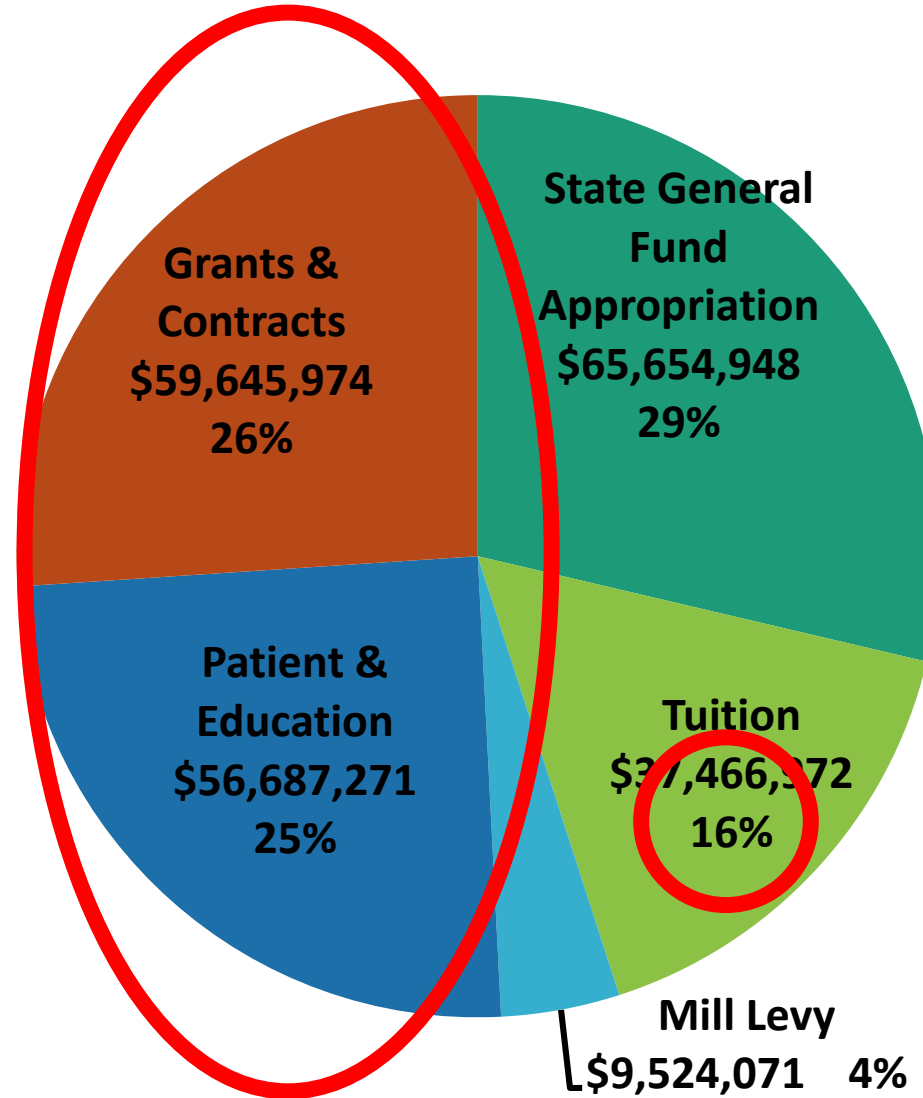
“We shape our buildings and afterwards our buildings shape us.” (Winston Churchill)

\*In nominal dollars

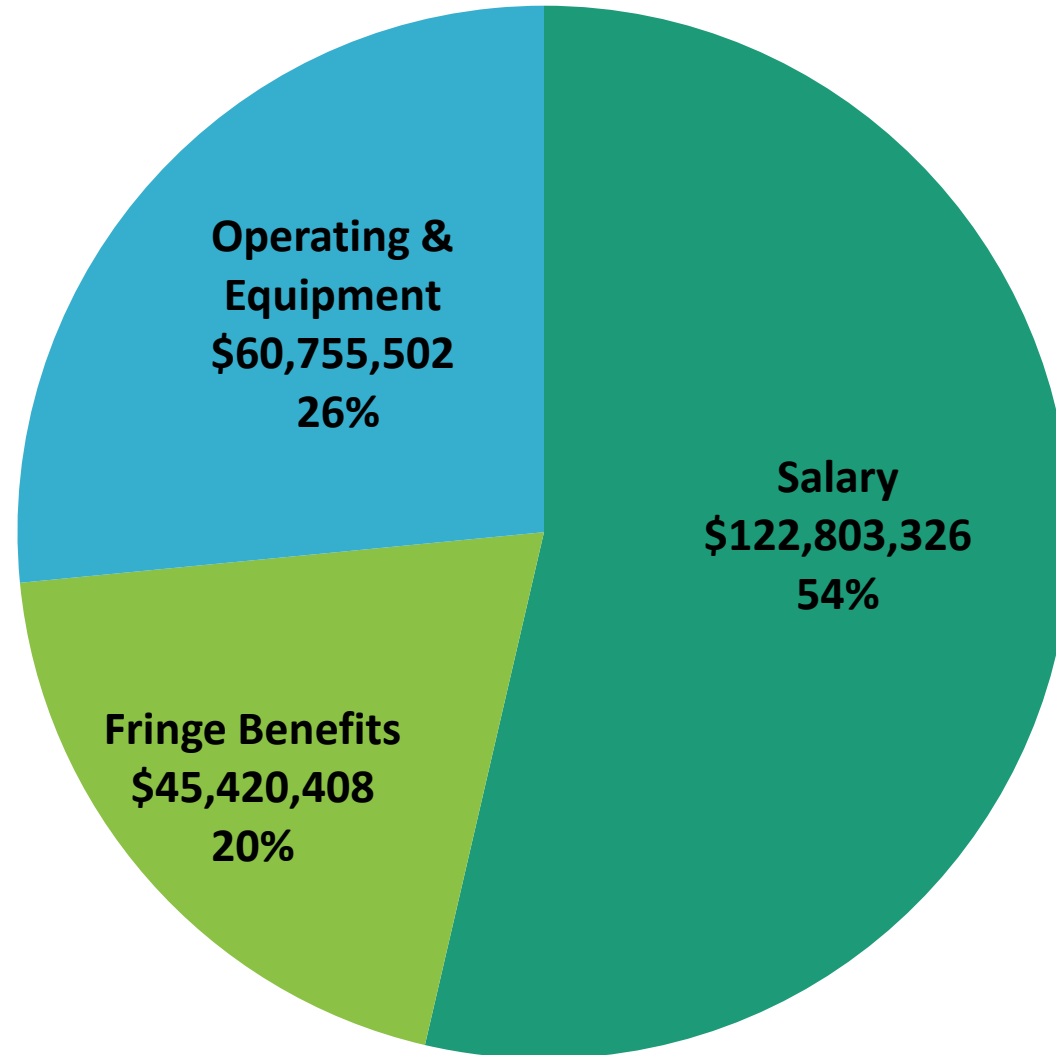
# UND SMHS Budget Adjustments

- How did we adjust to budget reduction in the current biennium?
  - Voluntary staff and faculty separations
  - Increased operational efficiencies
  - Reduced implementation of programs
    - Only able to fund 35 of the 51 approved residency slots
- Needs-based budget proposed by NDUS implicitly incorporates spending reductions because of increased operational expenses. This will be addressed through:
  - Additional operational efficiencies
  - Elimination of specific recruitment positions (e.g., Associate Dean for Research) and separations through the UND VSIP for faculty and staff
  - Expectation of increased self-generated (non-general fund) dollars

# Estimated Sources of Revenue 2017-2019 Biennial Budget \$228,979,236



**Estimated Expenditures  
2017-2019 Biennial Budget  
Total: \$228,979,236**



# Responsibilities of the UND SMHS Advisory Council

“The advisory council...shall study and make recommendations regarding the strategic plan, programs, and facilities of the school of medicine...The recommendations must:

- (1) Address the health care needs of the people of the state;
- (2) Provide information regarding the state's health care workforce needs; and
- (3) Provide information that specifies the contributions that the university of North Dakota school of medicine and health sciences and the residency training programs in the state are making to meet the health care provider workforce needs of the state.”

# UND SMHS Budget Proposal

- The HWI involved an agreement between the School and the legislature for increased healthcare clinicians and healthcare programming for North Dakota provided by the UND SMHS to be supported by increased financial resources provided by the state.
- The UND SMHS is keeping its side of the agreement.
- Now the state needs to do the same.
- The School is not asking for more to do less; it is asking for the necessary funding so it can do even more.



# Recommendations

UND SMHS Advisory Council Meeting 12/3/18

1. The highest recommendation is to provide the requisite funding for the UND SMHS and the Healthcare Workforce Initiative (HWI) by approving the **needs-based budget** recommended by the NDUS/SBHE.
2. It is important that *all* of the HWI funding is in “**base**” rather than some in “one-time” funding (as included in the Executive Budget). This is important because we make longitudinal commitments to students/residents and faculty that extend beyond the biennial budget cycle.

# Recommendations

UND SMHS Advisory Council Meeting 12/3/18

3. To ensure the recruitment and retention of high-performing faculty and staff, it is important to provide salary merit increases.

→ Because such funding does not cover all of the associated costs (non-appropriated salary sources and health insurance premium increases), the UND SMHS is prepared to absorb the additional expense associated with this proposal.

# Recommendations

## UND SMHS Advisory Council

Endorsement of these three funding recommendations by the legislature will enable the UND SMHS to continue its efforts to provide the necessary healthcare workforce and programming to improve the quality of life of North Dakotans (as specified in the North Dakota Century Code).

# Our Goals

- To be the best community-based school in the country
- To continue to be an innovator in education (with a focus on interprofessional teams)
- To continue to develop focused programs of research excellence
- To serve the people of North Dakota and beyond
  - Rural health
  - Healthcare workforce
    - Primary care (especially family medicine)
  - Health promotion
    - Interprofessional care
    - Virtual care

# UND SMHS Strategic Plan 2018-2023

The purposes of the University of North Dakota School of Medicine and Health Sciences Strategic Plan (2018-2023) are to:

- Align with the OneUND Strategic Plan (2017-2022)
- Achieve the purposes mandated in the North Dakota Century Code

# UND SMHS Strategic Plan 2018-2013

- Goal 1: SMHS units that offer educational programs will expand their curricula to include learning outcomes that align with UND's Essential Studies goals (Critical Inquiry and Analysis; Quantitative Reasoning; Written Communication; Oral Communication; Information Literacy; and Intercultural Knowledge and Skills.
- Goal 2: SMHS units will expand their current systems of student support to ensure continued high graduation rates and improve student satisfaction with the overall quality of their education.

# UND SMHS Strategic Plan 2018-2013

- Goal 3: The SMHS will identify opportunities to employ state-of-the-art technologies to enhance education.
- Goal 4: The SMHS will enhance basic, clinical, and translational health sciences discoveries while focusing on its stated purpose “of discovery of knowledge that benefits the people of this state and enhances the quality of their lives.”
  - The SMHS will support Goal 4 by increasing its extramural funding by 10% per year based on a three year rolling average.

# UND SMHS Strategic Plan 2018-2013

- Goal 5: UND SMHS will foster a welcoming, safe, and inclusive environment across all campuses.
- Goal 6: The SMHS will determine how we may better meet the educational needs of active duty and reserve personnel, veterans, and their families.
- Goal 7: The SMHS will achieve the targeted fund raising goals set for the SMHS Dean and Vice President for Health Affairs.
- Goal 8: The SMHS will enhance its purposes of education, service, and discovery by focusing additional efforts toward achieving the broad goals stated in the School's Healthcare Workforce Initiative.



# Metrics of Success

- Educate
  - Medical and health sciences graduates meet or exceed accepted standards on nationally recognized exams measuring academic progress
  - Exceed national average of medical students going into family medicine by 100% (i.e., at least double)

# Metrics of Success

- Discover (Research)
  - By 2025 rank in the top 4 of all public community-based medical schools in the US in sponsored (grant) funding
    - Currently in the top quarter (78<sup>th</sup> percentile)
- Service (Healthcare Workforce Initiative)
  - Ensure an adequate supply and distribution of healthcare providers\* throughout ND and the region by 2025
  - Generate at least \$2 of other funding for every \$1 of funding from general fund (ROI of  $\geq 200\%$ )

\*Including virtual care

# UND SMHS Priorities

- Merit increases/faculty evaluations
  - Pairing of percent effort and supervisor evaluations
  - Need more objective metrics
    - *Ad hoc* committee to be formed to come up with metrics by the end of the current academic year
- Re-structuring roles and responsibilities of standing committees under Faculty Academic Council

# UND SMHS Priorities

- A plan for improvements (“reinvention”) in the medical student curriculum is due by the end of the current academic year
  - Add more elective time prior to Year 4
  - Shorten the pre-clinical experience
  - Ensure continued basic science integration into the entire medical student curriculum (especially in Years 3 and 4)
  - Revise and improve the medical student experience in preparing for the Step 1 national licensure exam (including adding more preparation time)

THIS SCHOOL OF MEDICINE AND HEALTH SCIENCES  
BUILDING IS DEDICATED TO THE  
**CITIZENS** OF NORTH  
DAKOTA  
FOR THE **EDUCATING**  
PURPOSE OF  
HEALTHCARE PROFESSIONALS  
AND DISCOVERING KNOWLEDGE  
TO ENHANCE THE QUALITY OF LIFE FOR  
**ALL NORTH DAKOTANS**