



UND SMHS Faculty Assembly State of the School

January 16, 2020

Joshua Wynne, MD, MBA, MPH
Interim President
Vice President for Health Affairs
Dean, UND SMHS
Professor of Medicine

Overview of Today's Presentation

- Status of the UND SMHS
 - Where we were
 - Where we are now
 - Where we hope to go (i.e., our strategic plan)
- Financial status (considering MIRA, state appropriations, etc.)
- Goals for the coming year

Reference Materials

- Executive Summary of the *Fifth Biennial Report – Health Issues for the State of North Dakota 2019*
- *Vital Signs – 2019 Community Report*
- *University of North Dakota School of Medicine and Health Sciences Strategic Plan (2018-2023)*
- *America’s Health Rankings 2019*
- *AAMC 2019 State Physician Workforce Data Workbook*
- *AAMC 2019 Missions Management Tool*

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

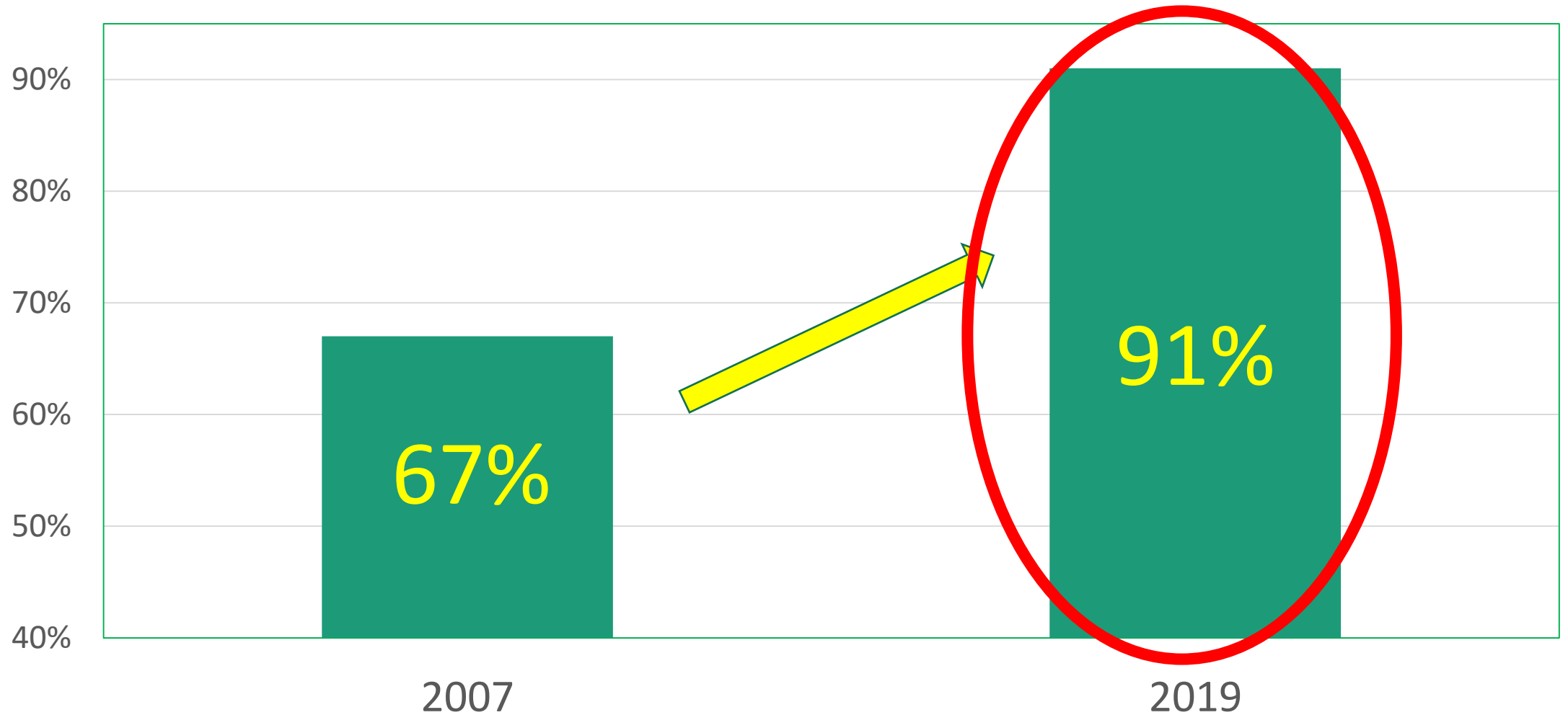


Our Purpose as a School

- Educate
- Discover
- Serve



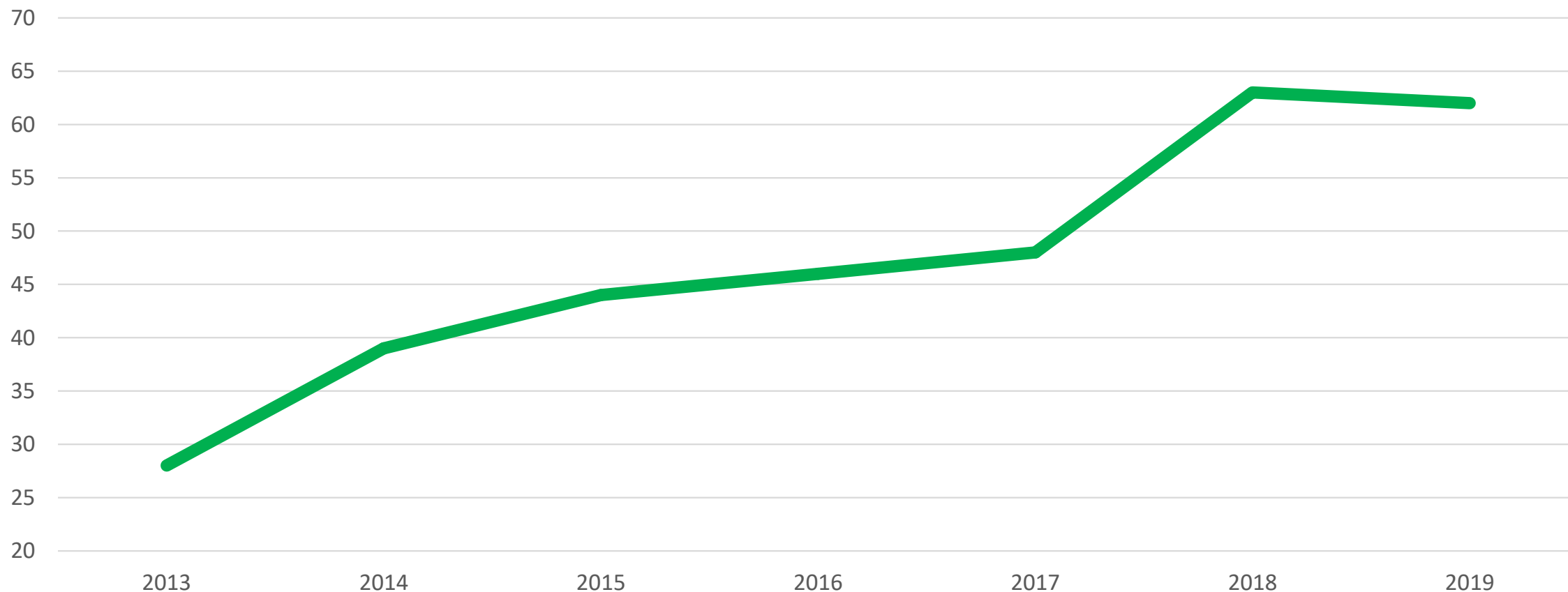
Percent of College Graduates from ND Going to a US Medical School Who Went to UND SMHS



Source: AAMC 2007 and 2019 *State Physician Workforce Data Books*

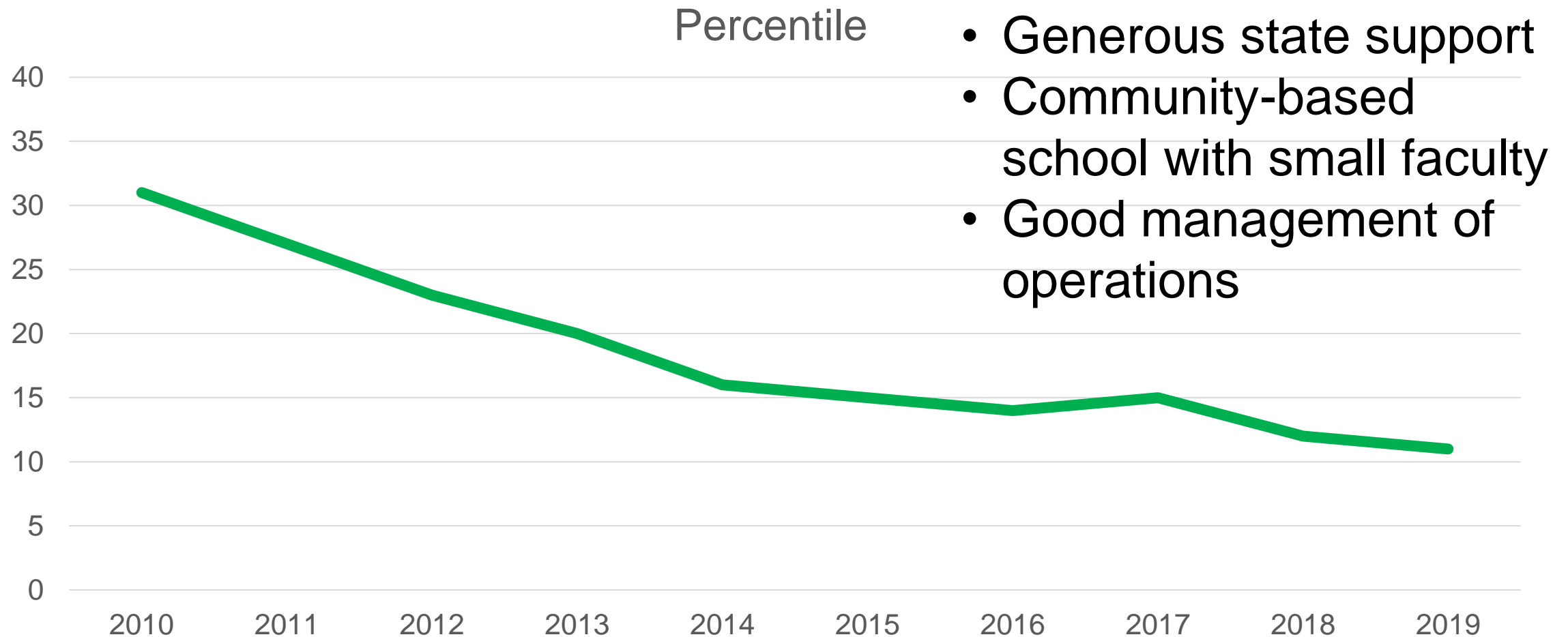
Retention of UND SMHS Medical Student Graduates for Practice In-State

Percentile



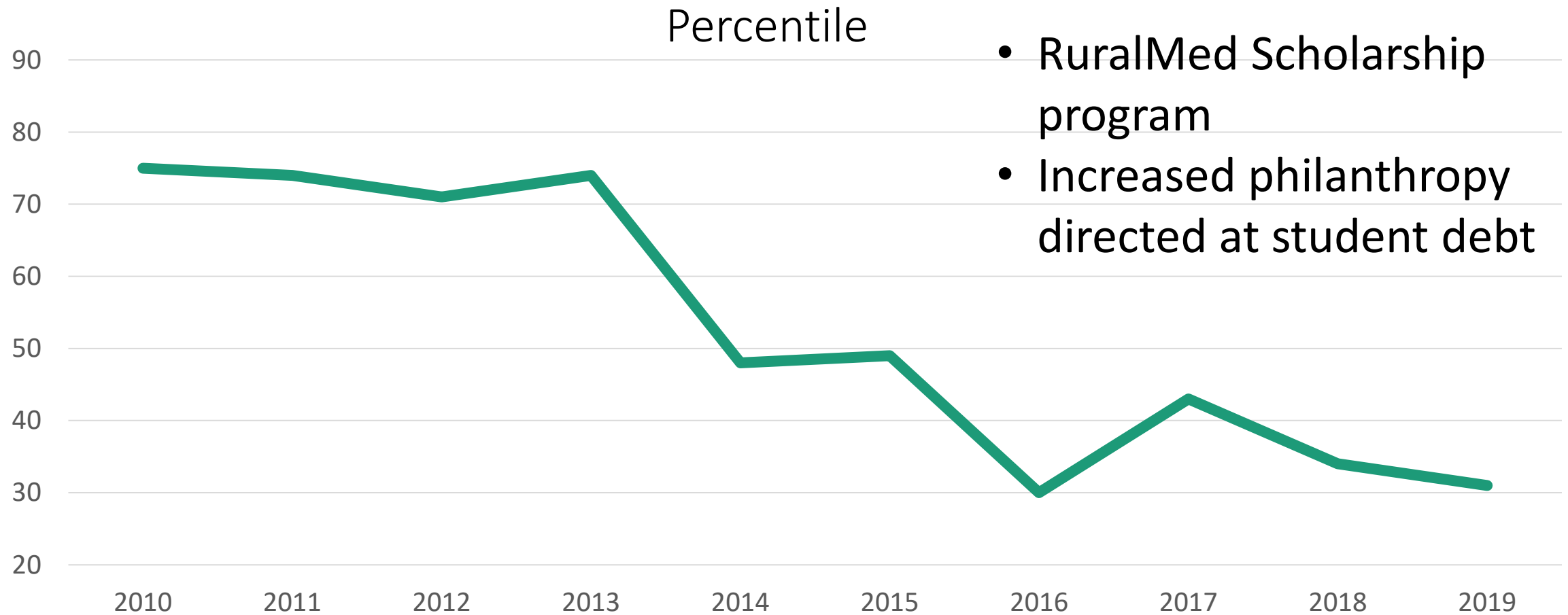
Source: Association of American Medical Colleges *Missions Management Tool 2018*

Medical Student Cost to Attend (In-state)



Source: Association of American Medical Colleges *Missions Management Tools 2010-2019*

Medical Student Debt



Source: Association of American Medical Colleges *Missions Management Tools 2010-2019*

UND SMHS Outcomes

Metric	Percentile Rank
Percent of graduates practicing in rural areas (graduates 2004–2008)	99 th
Percent of graduates who are American Indian or Alaska Native	100 th

Source: Association of American Medical Colleges *Missions Management Tool 2019*

UND SMHS Outcomes

Metric	Percent
Completion rate for medical students (MD program) (average of last three years)	94%
Completion rate for 4 major UND SMHS graduate programs (including MD) (average of last 8 years)	94%

Source: *Vital Signs – 2019 Community Report*

Value of the School and its Programs to the State

Providing healthcare professionals

- 74% of Family Medicine Physicians
- 46% of Physicians
- 51% of Physical Therapists
- 52% of Occupational Therapists
- 39% of Physician Assistants
- 47% of Medical Laboratory Scientists

Source: *Vital Signs – 2019 Community Report*



Our Purpose as a School

- Educate
- Discover
- Serve

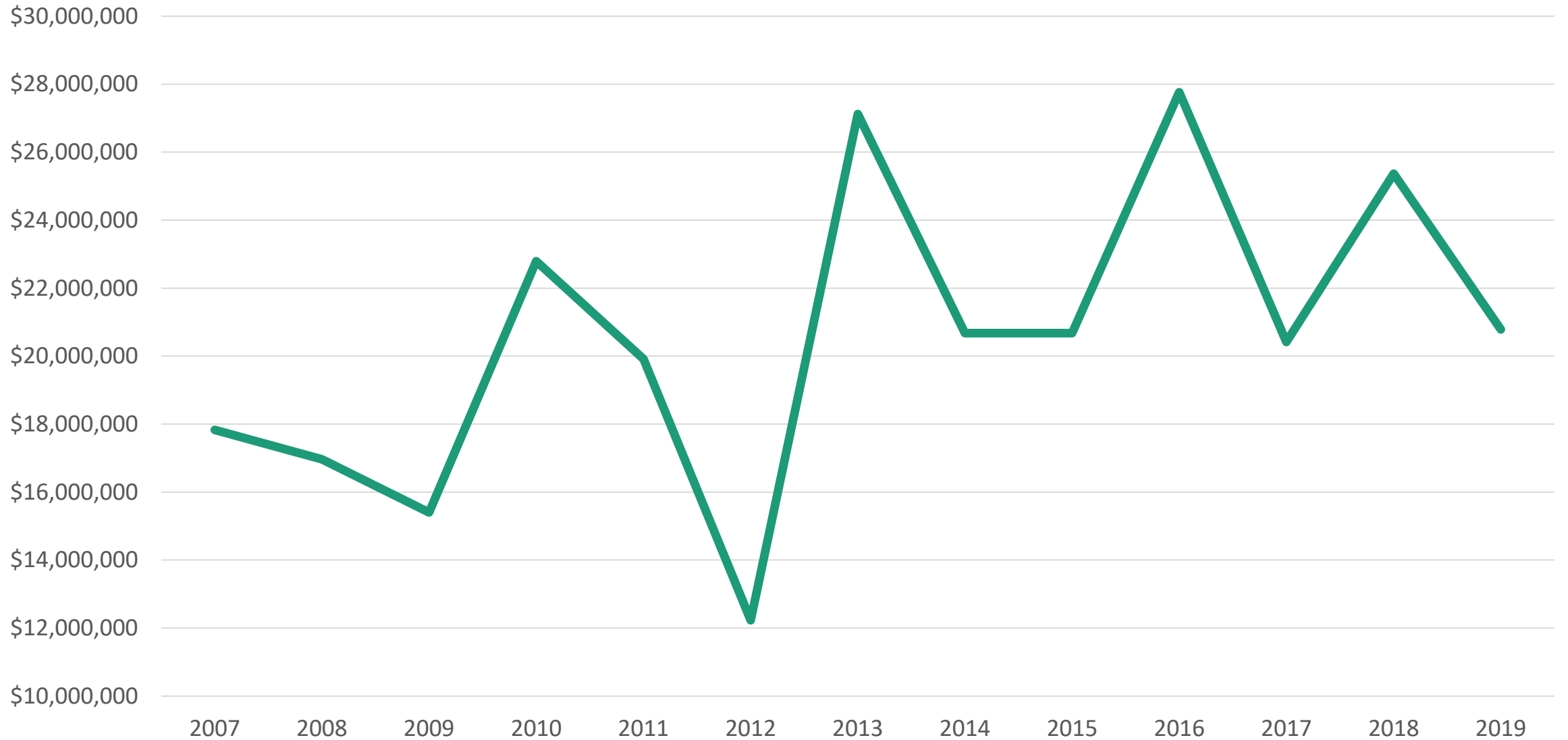


Research Funding – FY2008 to FY2019

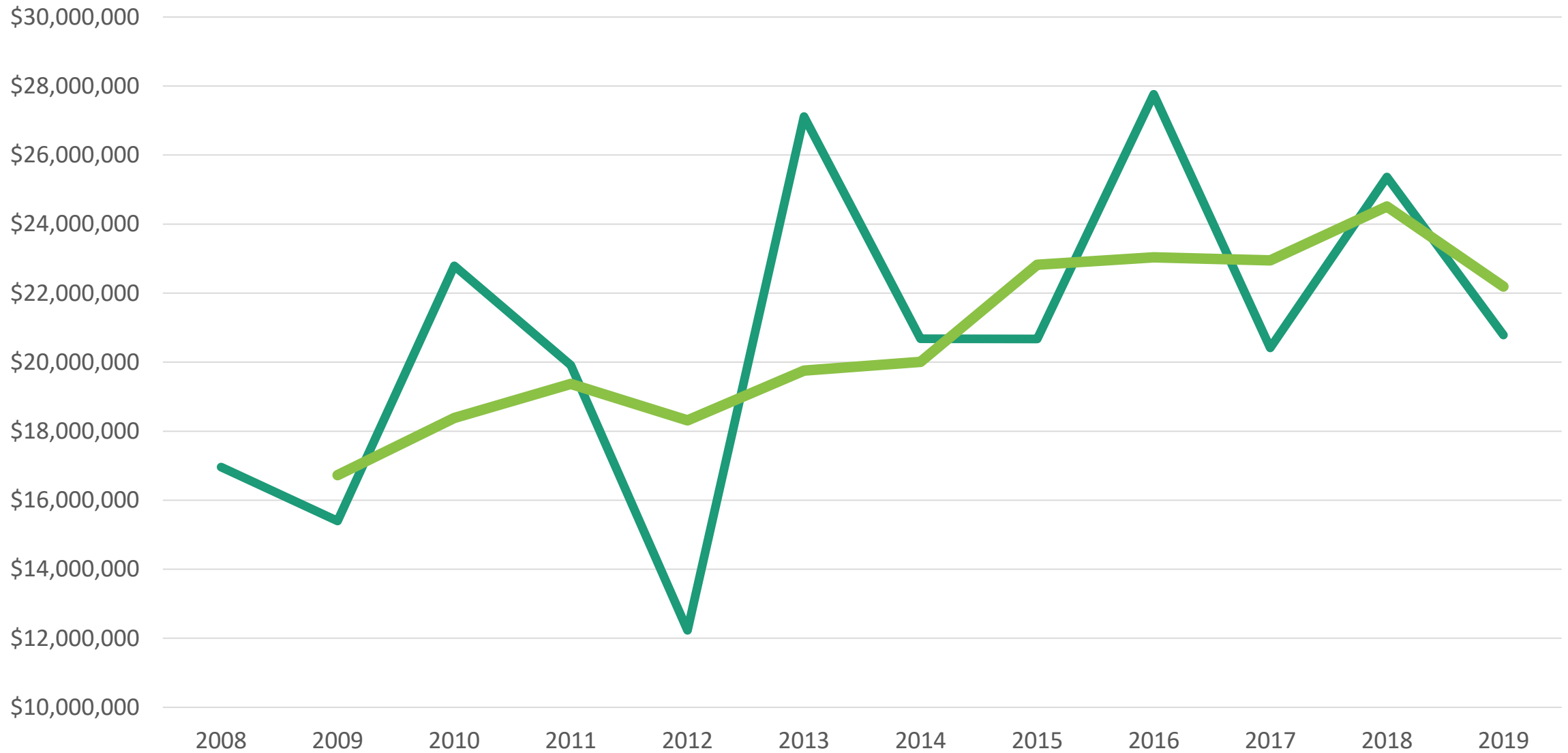
- Over those 12 years, UND SMHS faculty and staff submitted \$1,110,801 in grant requests (over one **billion!**).
- Over those same 12 years, they were awarded \$256,960,869 in grants (over a **quarter of a billion!**).
- This is an effective yield of 23%!



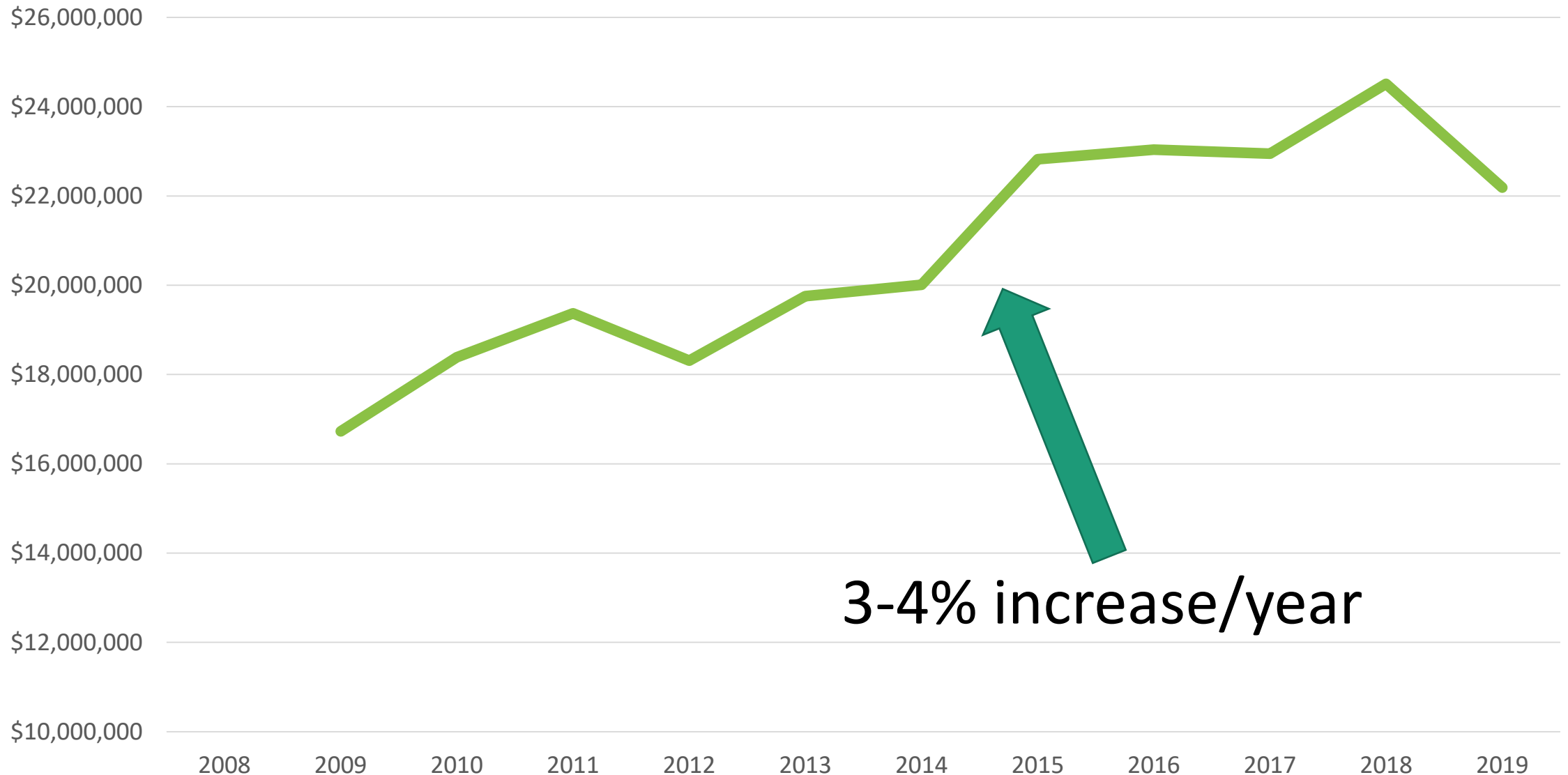
UND SMHS Sponsored Funding



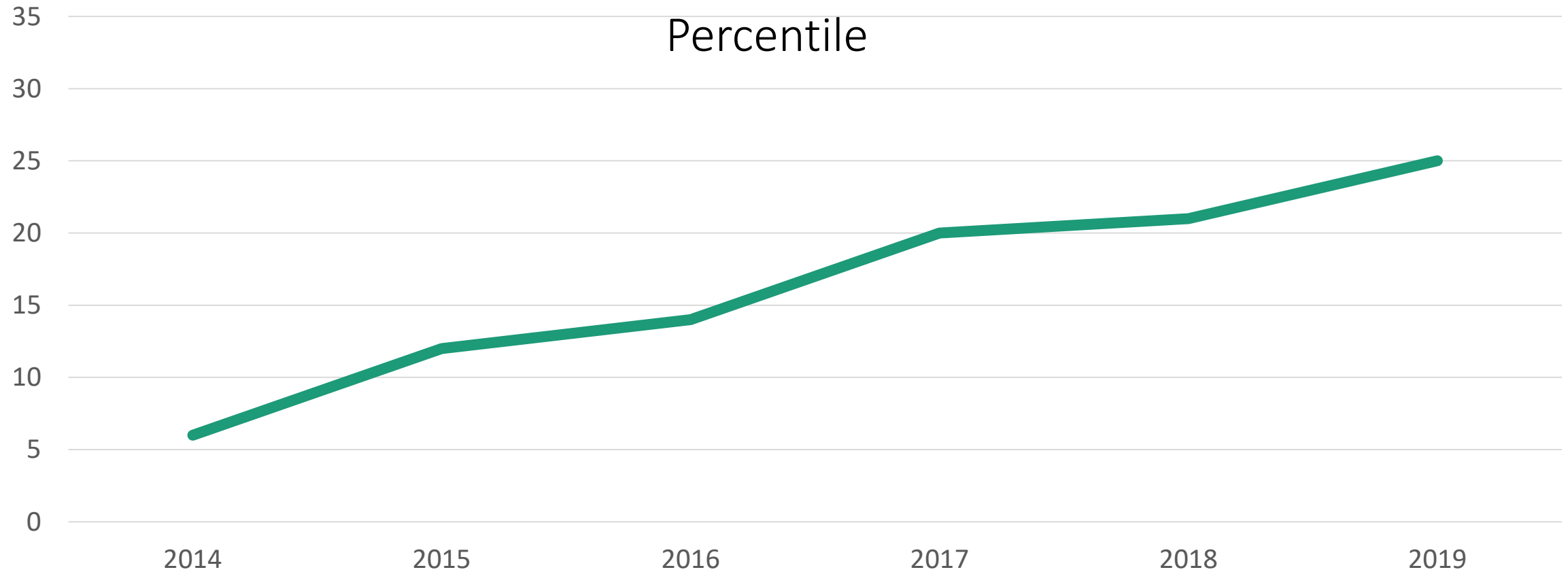
UND SMHS Sponsored Funding



UND SMHS Sponsored Funding



UND SMHS Grants and Contracts Compared With All Other US Medical Schools



Source: Association of American Medical Colleges *Missions Management Tools 2018/2019*

Our Purpose as a School

- Educate
- 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
 - 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 two spots from #16 (in 2010) to #14 (in 2019) as the healthiest state in the nation (but note that we were #1 in 1990!)*
- Retained more physicians and other clinicians for practice in North Dakota
 - In past 3 years, primary care physicians increased 14% from 136.3 to 154.9 per 100,000 population*
- Trained more physicians and other clinicians for practice in North Dakota
- Improved the efficiency of healthcare delivery

*Source: *America's Health Rankings 2019*

Health Challenges for North Dakota

- High occupational fatality rate
- High prevalence of excessive drinking – ND ranks 47th
- Low rate of mental health providers – ND ranks 37th
- Higher than optimal rate of smoking – ND ranks 38th
- Higher than optimal rate of obesity – ND ranks 43rd

Source: *America's Health Rankings 2019*

UND SMHS Strategic Plan 2020-2023

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 2020-2023

- 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 2020-2023

- 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.

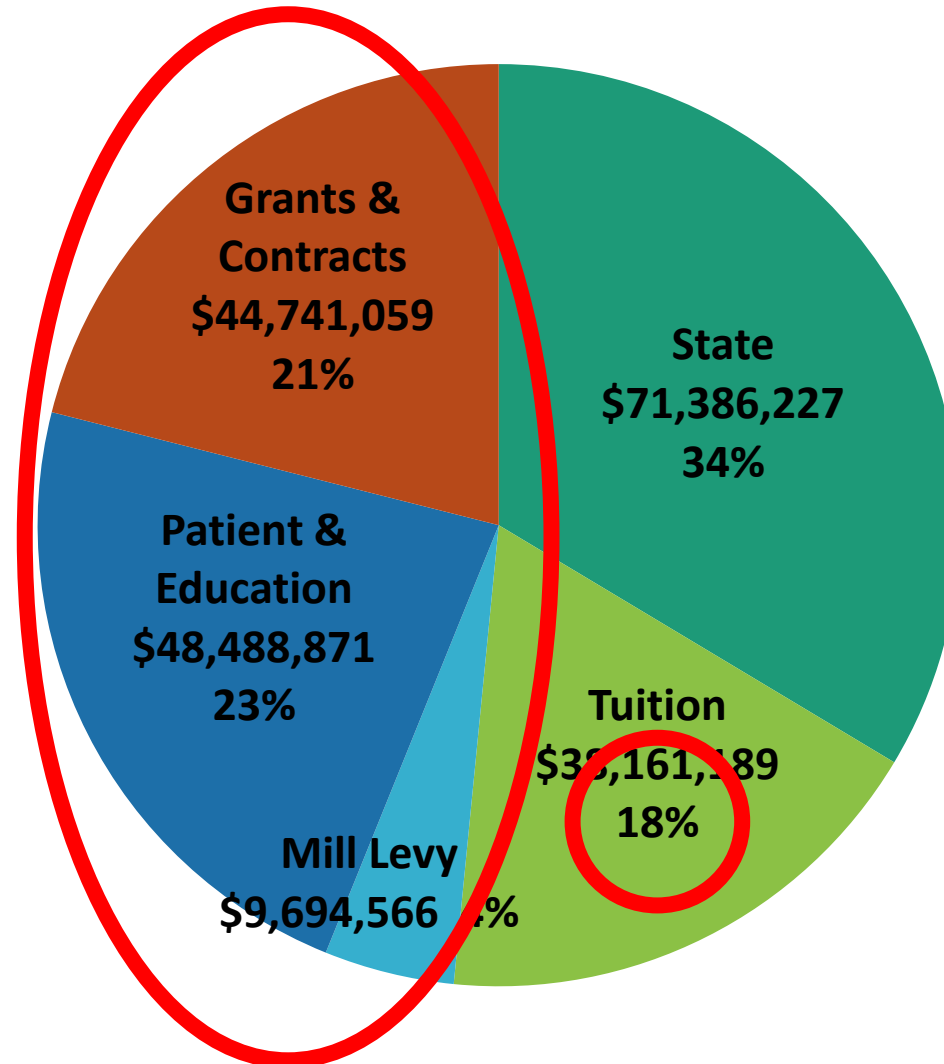
UND SMHS Strategic Plan 2020-2023

- 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.

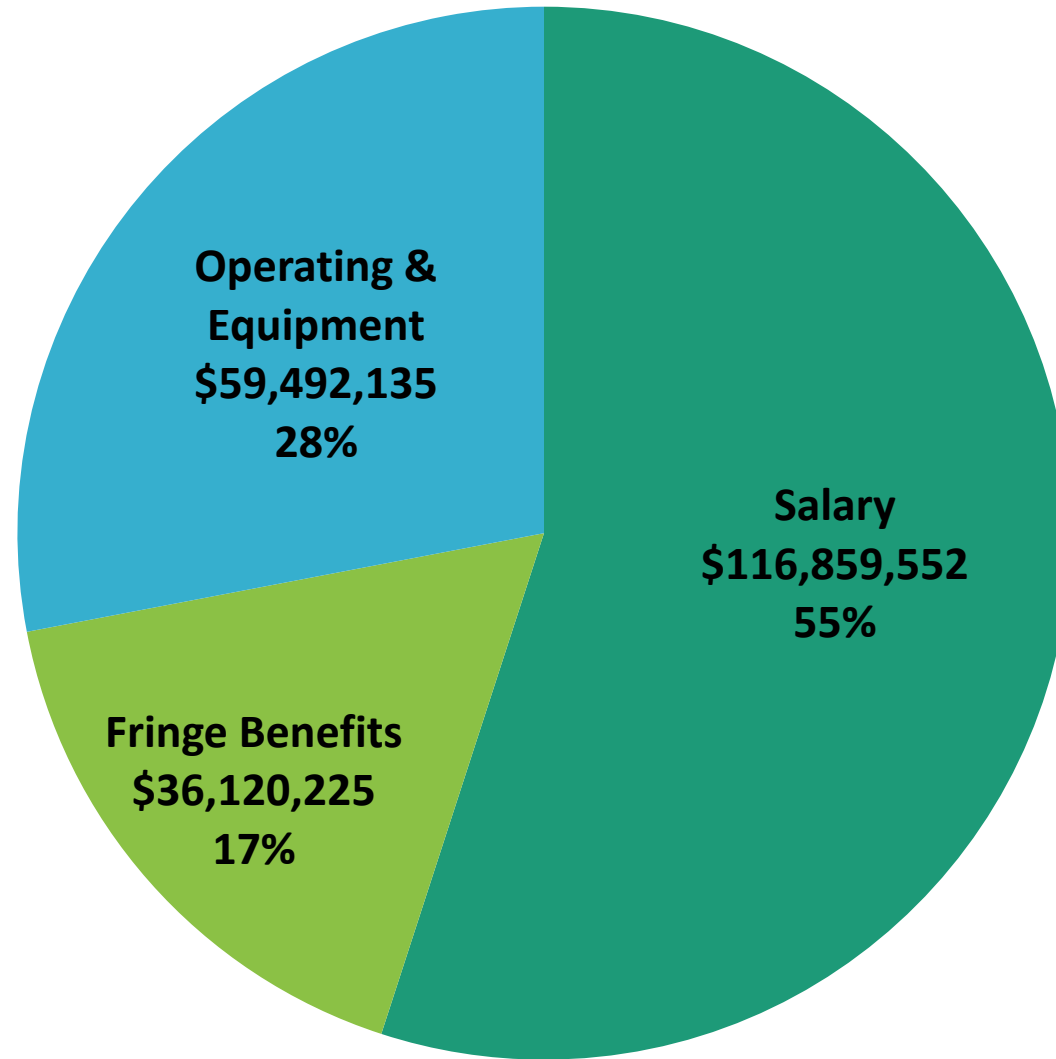
UND SMHS Financial Status

- State appropriations stable for this biennium (July 2019 – June 2021)
 - Funding generated in response to student credit hour production is largely stable
- Agreement with Twamley regarding MIRA impact on the UND SMHS
- Expectation for the next legislative session is that state appropriations will remain stable
- Likelihood of a major request in conjunction with NDSU and through the SBHE for substantial additional state funding for research

**Estimated Sources of Revenue
2018-2020 (FY19 and FY20)
Budget \$212,471,912**



**Estimated Expenditures
2018-2020 (FY19 & FY20)
Budget Total: \$212,471,912**



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

Our Goals

- To serve the people of North Dakota and beyond
 - Help address some of the social determinants of health that are problematic in North Dakota
 - Excessive drinking
 - Need for more mental health providers
 - Smoking
 - Obesity

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 (78th 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

- Improve the process of faculty evaluations and ensure appropriate rewards for productive faculty members
 - Better definition of levels of performance based on a 1-5 scale
 - Pairing of percent effort and supervisor evaluations
- Re-structure roles and responsibilities of standing committees under Faculty Academic Council
- Utilize the recently re-instituted salary equity advisory committee to identify and address possible salary inequities related to gender

UND SMHS Priorities

- Continue to implement the plan for improvements of the medical student curriculum
 - 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