



# Board of Advisors

*Fall 2006 Committee Meeting*



# *Agenda*

- **Role of the Board of Advisors**
- **Overview of School of Medicine**
- **Strategic Planning Update**
- **LCME Accreditation Visit**
- **Service to the State**
- **New Patient Care & Research Initiatives**
- **Group Discussion**



# Role of the Board of Advisors



## Board of Advisors

- Constantino Y. Amores, Jr., M.D., Charleston, WV
- William H. Benson, M.D., Richmond, VA
- Stuart Bloch, Wheeling, WV
- Thomas S. Clark, M.D., Bruceton Mills, WV
- C. Richard Daniel, Sr., M.D., Beckley, WV
- Leon “Biff” Dickerson, M.D., Charlotte, NC
- Dorothy J. Dotson, Morgantown, WV
- William T. Fithian, III, M.D., Monterey, CA
- Orlando Gabriele, M.D., Pittsburgh, PA
- J. David Haddox, D.D.S., M.D., Monroe, CT
- M. Khalid Hasan, M.D., Beckley, WV
- Stanley Hostler, Charleston,
- Jack Keeley, Clarksburg, WV
- Lawrence A. Krames, M.D., Mill Valley, CA
- Ed Maier, Charleston, WV
- Charles S. Mahan, M.D., Tampa, FL
- Lora Mathias, Buckhannon, WV
- David Z. Myerberg, M.D., Morgantown, WV
- Nancy Nielsen, M.D., Orchard Park, NY
- E. Phillips Polack, M.D., Wheeling, WV
- Milan Puskar, Morgantown, WV
- Lee W. Shaffer, M.D., Moneta, VA
- Julie Smith, Ph.D., Morgantown, WV
- Senator Jae Spears, Elkins, WV
- Philip R. Stevens, M.D., Huntington, WV
- Mabel Stevenson, M.D., Huntington, WV
- Delegate Sally Susman, Sprague, WV
- Mr. L. Newton Thomas, Jr., Charleston, WV
- Elliott L. Thrasher, II, M.D., Mattapoisett, MA
- Jane W. Urso, Bridgeport, WV
- Kathryn “Mikki” VanWyk, Potomac, MD
- James W. Wellman, M.D., Atlanta, GA
- Ronald L. Wilkinson, M.D., Morgantown, WV
- Mr. Perry Woofter, Arlington, VA
- Albert W. Young, M.D., Beverly Hills, CA



# Introductions



## *Responsibilities*

- Advise the Dean with regard to the development of long term goals and contribute to the implementation and evaluation of the Strategic Plan.
- Assist in transforming the WVU School of Medicine's future through active participation.
- Serve as an advocate on behalf of the WVU School of Medicine in its effort to build partnerships and secure financial resources, and foster community and governmental support.
- Participate in decision making that will have a huge impact on the future of our students and School, and on the state of West Virginia and the nation.
- Ask probing questions to ensure a long-term perspective on decision making and progress toward the WVU School of Medicine's strategic goals.



## *Responsibilities*

- What do you believe your responsibilities are as a member of the Board of Advisors?



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School of Medicine

# Overview of School of Medicine



## *Our Vision*

*The WVU School of Medicine will be nationally recognized as a leader among academic health care organizations by cultivating a tradition of excellence and innovation in education, research, patient care, and service.*





## *Strategic Priorities*

Strengthen our state and national reputation

+

Institutionalize an achievement culture

+

Expand and promote multi-disciplinary  
collaborations





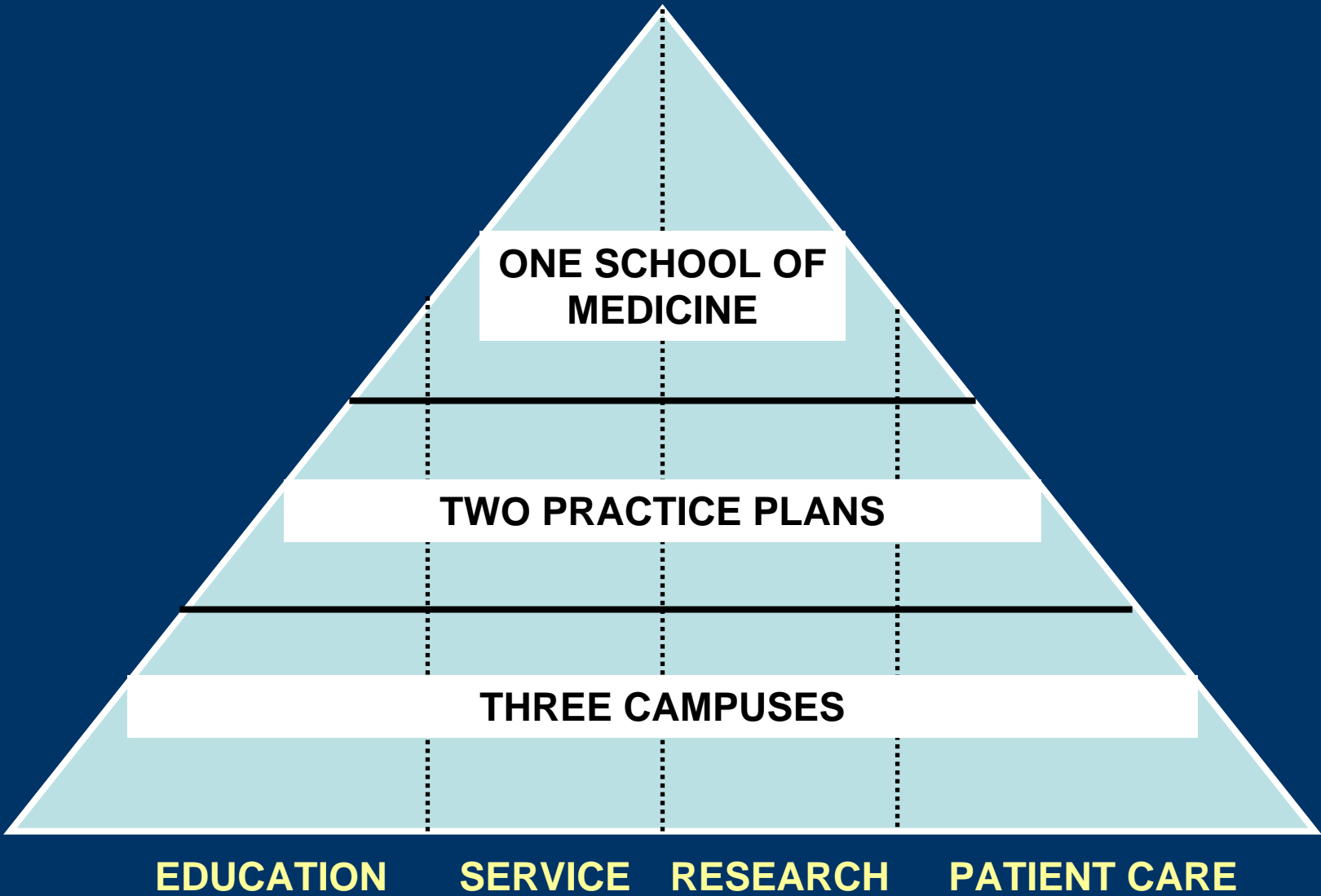
## *Our Mission*

*To improve the health of West Virginians by educating health professionals; providing state of the art patient care; conducting basic science, clinical, translational, and rural public health research; and by offering a variety of supportive health services to our citizens.*



## *Values*

- Integrity
- Respect
- Love
- Creativity
- Courage
- Faith
- Humility
- Trust



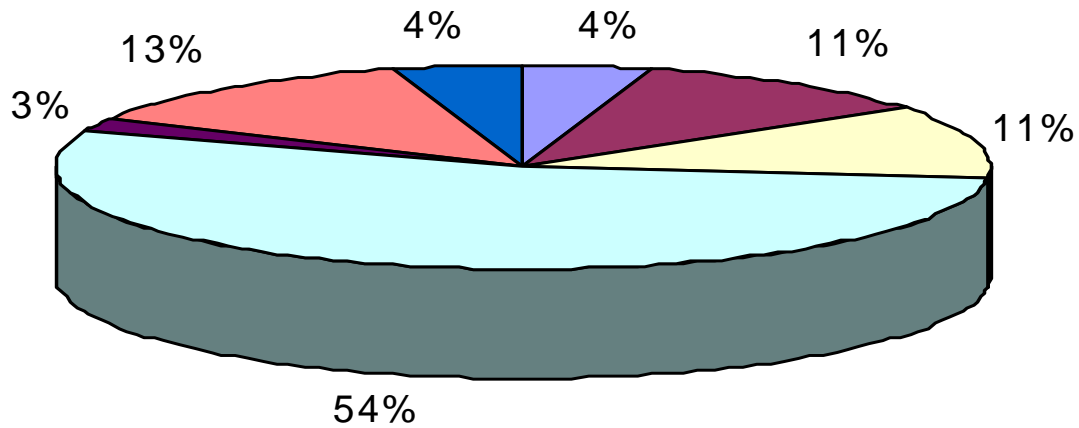


# *Faculty and Staff*

- 660 Faculty
- 1,120 Volunteer Faculty
- 1,370 Staff

# Finances

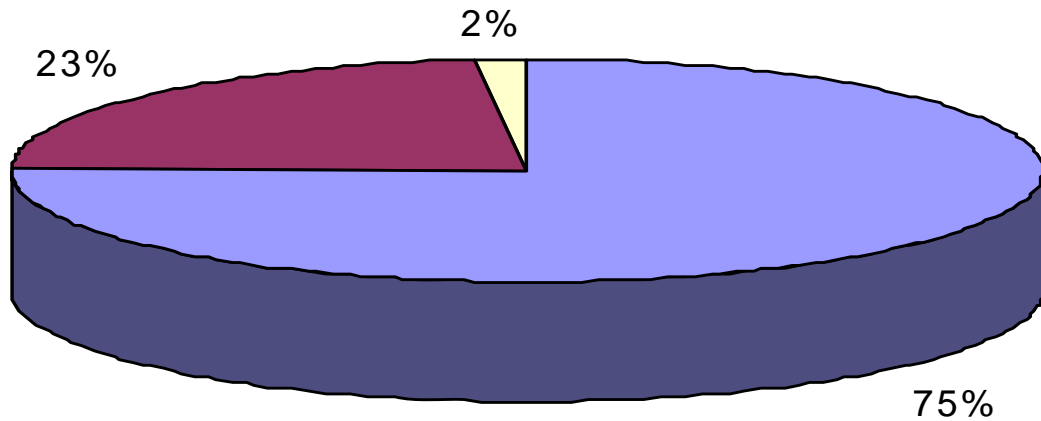
WVU School of Medicine Sources of Funds F/Y 06



- |                  |                    |                    |
|------------------|--------------------|--------------------|
| Tuition and Fees | State              | Grants / Contracts |
| Practice Plans   | Gifts / Endowments | Hospitals          |
| Other            |                    |                    |

# Finances

WVU School of Medicine Expenditures F/Y 06



■ Personnel ■ Operations ■ Equipment



## *Challenges*

- Long ineffective budget process
- Ineffective funds flow model
- No operating margin
- Lack of clarity with regard to responsibilities
- Lack of formal policies
- No long term planning and investment



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School of Medicine

# Education



## *Degree Programs*

- **Undergraduate Degrees:**
  - Exercise Physiology (BS)
  - Medical Technology (BS)
  - School Health Education (BS)
- **Masters Degrees:**
  - Biomedical Sciences (MS)
  - Community Health Promotion (MS)
  - Exercise Physiology (MS)
  - Occupational Therapy (MOT)
  - Public Health (MPH)



# *Doctoral Degree Programs*

- **Physical Therapy (DPT)**
- **MD Degree**
  - MD/PhD Program
  - MD/MPH Program
- **PhD Degrees**
  - Biochemistry and Molecular Biology
  - Cancer Cell Biology
  - Cellular and Integrative Physiology
  - Exercise Physiology
  - Immunology and Microbial Pathogenesis
  - Neuroscience
  - Pharmaceutical and Pharmacological Sciences
  - Public Health



## *Students and Trainees*

- 386 Medical
- 350 Graduate Medical (residents)
- 29 Fellows
- 73 Basic Sciences PhD
- 54 Basic Science MS
- 117 Occupational Therapy
- 59 Physical Therapy MPT
- 26 Physical Therapy DPT
- 567 Exercise Physiology BS
- 21 Exercise Physiology MS
- 61 Medical Technology BS
- 67 Community Medicine MS/MPH



## *Coming this year...*

- Professional Programs:
  - Certificate in Emergency Medicine for PAs
  - Review of proposal for new Master's program for Pathology Assistant
- New Learning Center – Jan 2007



## *Coming this year...*

- LCME site visit Feb 2007
- Summer remediation class development
- Plans for simulation – Morgantown Campus
- RRC reviews:



# *Challenges*

- Hiring faculty in Professional Programs
- Clinical Program Development – Prof Programs
- Teaching basic science classes
- Technology/availability of classrooms
- Withdraw rate of accepted applicants for Medical School
- Funding for GME
- Projected requests for new resident/fellow positions will reach 100 over the next five years



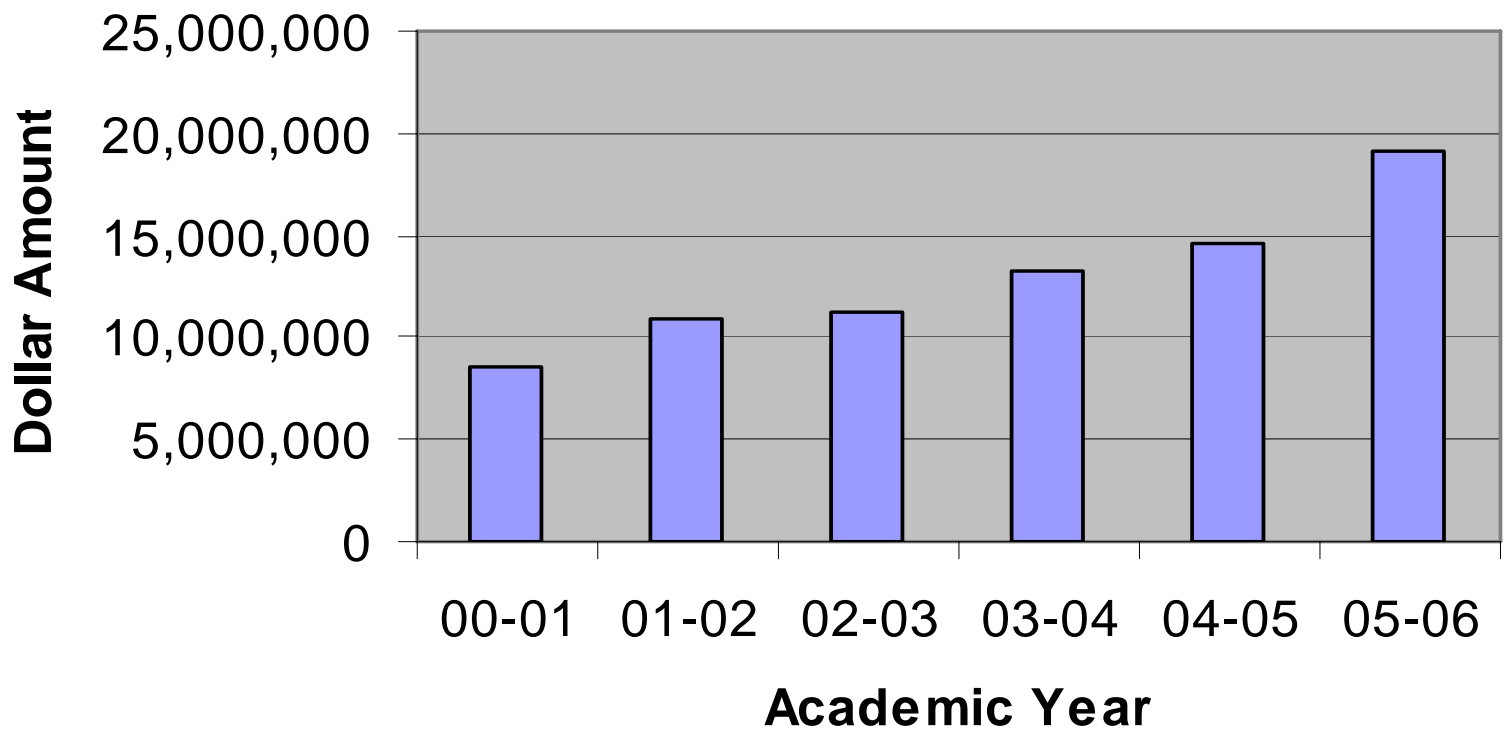
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School of Medicine

# Research

# Research

### WVU School of Medicine TOTAL NIH FUNDING





## *Research*

- NIH funding 19.7M 2005-06
- We now have a adequate pool of PI's with NIH RO1 grants to sponsor MDs for NIH K awards
- Two T-32 grant applications submitted
  - Cardiovascular
  - Pulmonary



## *Coming this year...*

- Recruitments:
  - 5 Neurosciences
  - 1 Cardiovascular
  - 2 Cancer
  - 2 Respiratory
  - 2 Immunology
  - 7 Diabetes & Obesity (includes Director)



## *Coming this year...*

- Submission of two new training grants
- Submission of two program grants
- 25 new Ph.D. students
- Key lab renovations
- Strategic Research Plan Version 2.0
- Establishing a Drug Discovery and Therapeutics group
- Establishing a pre-submission grant review process
- Review of grant incentive plan



# *Challenges*

- Cuts in NIH funding
- Lack of newly renovated lab space
- Unfunded faculty
- Research v. Education
- Lack of strategy for Public Health Research
- Lack of strategy for Clinical Research
- Lack of strategy for Translational Research



# Patient Care



## *Coming this year...*

- Nueterra Engagement
- Begin the design process for MERLIN
- Clinical Priority Planning
- UHA/SoM Clinical Program Planning
  - What areas of our business do we want to expand?
  - What programs should be eliminated?
  - What new business should we consider?



## *Coming this year...*

- Define our strategy with regard to the new UHC
- Define our strategy with regard to WVUH-East
- Implementation of STAR initiatives



# *Challenges*

- Very little capital to invest in new ventures
- PARKING
- Office space for faculty
- Clinic space
- Declining reimbursement
- Balancing the clinical mission



# Service



# Winner of the prestigious AAMC Outstanding Community Service Award



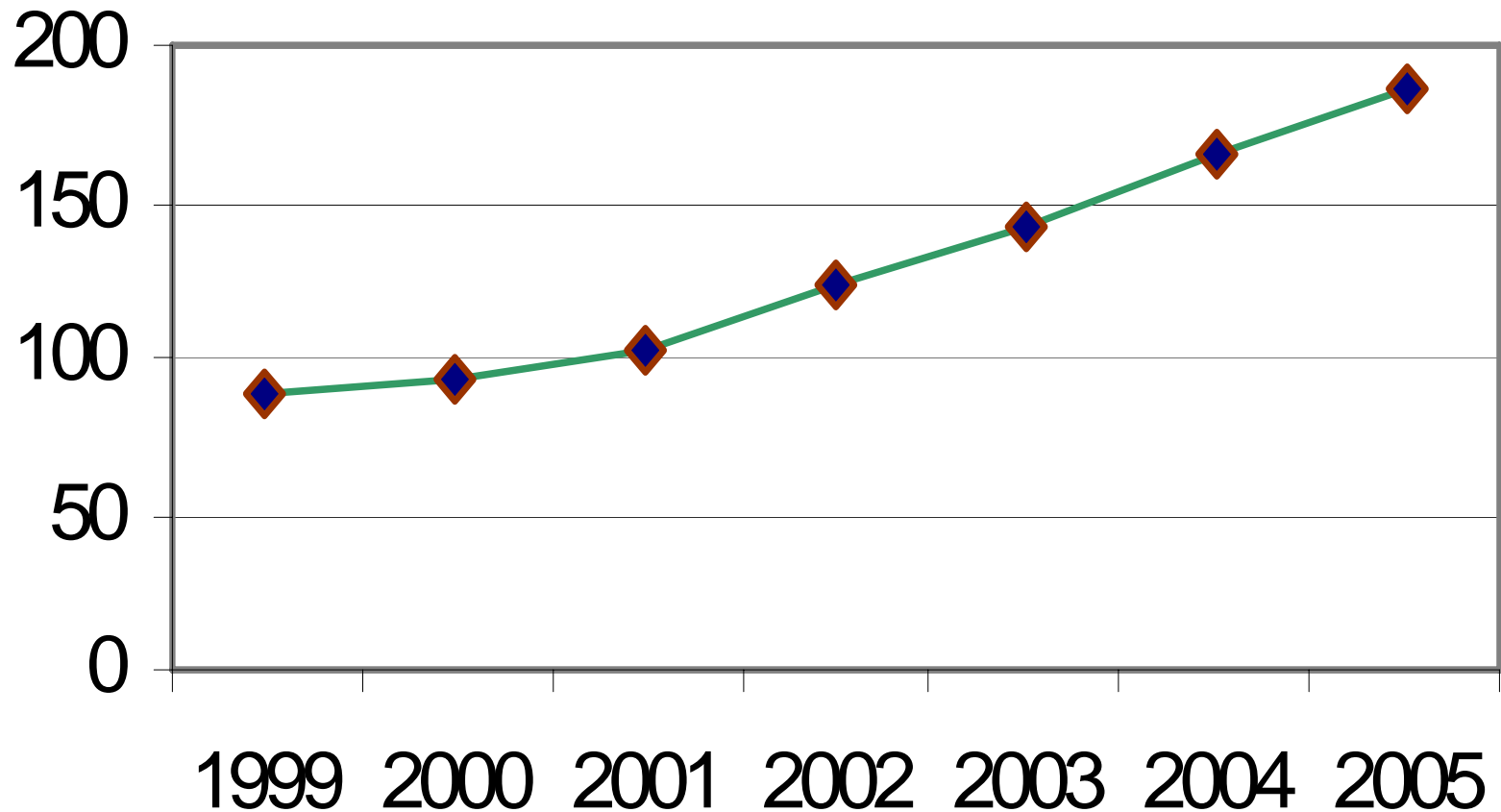
*West Virginia is our community....*



## *Highlighted Programs & Projects*

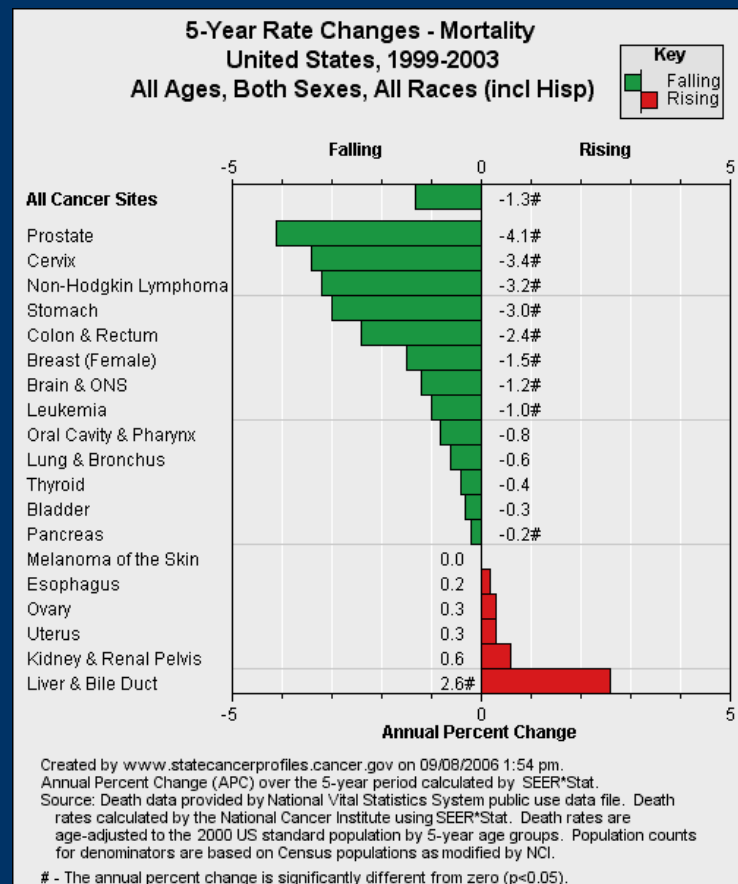
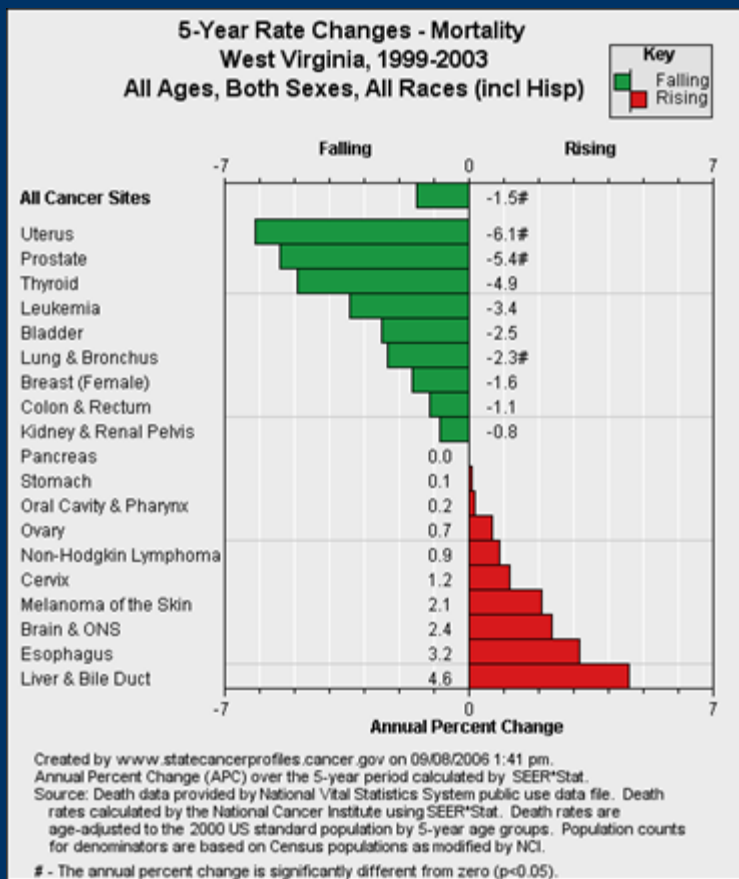
- Rural Health Education Program (RHEP)
- Health Sciences & Technology Academy (HSTA)
- Health Careers Opportunity Program (HCOP)
- The CARDIAC Project
- Not on Tobacco (N-O-T)
- Multidisciplinary Un-Sheltered Homeless Relief Outreach Of Morgantown (MUSHROOM)
- Recruit able Community Project (RCP)

# Number of WVRHEP Graduates in Practice in Rural Areas of the State - Physicians Only



# West Virginia Cancer Death Rate Falling

## Mortality still higher than U.S. average





## *Coming this year...*

- Determine our strategy for Public Health Research
- Assess top healthcare issues within the state and develop plans to address agreed upon initiatives
- Assist the state in health care policy



# *Challenges*

- Limited financial and human resources
- Determining areas of focus (there are so MANY)
- Make an impact with regard to healthcare legislation

# Strategic Planning Update





## *Review 05-06*

- Developed strategic priorities
- Developed goals
- Developed indicators
- Wrote “draft” strategic plan
- Posted on Internet for feedback
- Finalized Version 1.0 of strategic plan
- Developed action plans
- Developed tentative budget



## *Strategic Priorities*

- Strengthen our state and nation reputation
- Institutionalize and achievement culture
- Expand and promote multidisciplinary collaboration



## *Current Projects*

- Began work on select initiatives
  - Web Sites
  - Annual Report
  - Promotional video for Medical Education
  - Joint Clinical Planning
  - E-Journals
  - Facilities Planning
  - Clarity with regard to Center Directors & Department Chairs



## *Current Projects*

- Simulation Plan
- Goal Development
- Job Descriptions for Leadership
- Leadership Development
- Leadership Retreat
- Medical student recruitment plan



## *Coming this year...*

- LCME review in Feb 2007
- Implement a plan for a simulation center
- Pursue different business opportunities and allocate start-up funds if feasible
- List of clinical strategic planning priorities for 2006-2010
- Implement a formal marketing plan Development and distribution of an annual report



## *Coming this year...*

- Development of a Leadership Institute
- Implement action plan that addresses the top health care issues in WV
- Implement database to track publications
- Develop long term financial strategy
- Develop plan to address clinical, translational and public health research



# How will we measure success?



## *Select Indicators*

- Number of WVU applicants that apply to SoM
- Number of both in-state and out-of-state applicants to the SoM
- Number of LCME residents accepted at SoM
- Pass rate on all national exams
- Number of SoM students that enter primary care
- RRC approval rates
- Pertinent statistics on applicants who have been accepted (MCAT scores, GPA)



## *Select Indicators*

- Faculty and staff turn-over rate – reasons to leaving
- Patient satisfaction survey results from baseline
- Number of SoM publications in peer-reviewed journals (after initial baseline study)
- Number of SoM presentations at local/state/national conferences
- Number of internal leadership promotions
- Number of leadership turn-over



## *Select Indicators*

- Number of M.D. scientists
- Number of clinical trials
- Total clinical external research funding
- Total population based external research funding
- Total external research funding
- Number of grants submitted
- Percentage of grants accepted
- Number of patent applications & technology disclosures



# Challenges

- Planning across campuses
- Keeping the strategic plan up-to-date
- Lack of human and financial resources
  - Will need to prioritize
- Aligning strategies with partners
- Monitoring the key indicators
  - Must have discipline and report quarterly
  - Must find ways to collect data easily without putting burden on department
- Keeping the strategic plan in the “spotlight”
  - We can’t forget about this plan!