2012 JABSOM Annual Summary Reports to Mānoa Chancellor

Overview:
During the last academic year, the University of Hawai‘i – Mānoa, John A. Burns School of Medicine (JABSOM) has focused upon developing a new paradigm for the Graduate Medical Education (GME) experience and establishing a stronger financial foundation for JABSOM, given the threat of the loss of state tobacco settlement special funds (TSSFs) for operation of the Kaka‘ako campus. In the former initiative, JABSOM in conjunction with its teaching hospitals and the Hawaii Residency Programs, Inc., has proposed a new operating structure for GME and is actively working with the UH Office of the General Counsel (OGC) to develop an affiliation agreement with HRP that will strengthen the JABSOM GME enterprise and prepare JABSOM for its upcoming Accreditation Council for Graduate Medical Education (ACGME) site visit. In the latter initiative, JABSOM has worked with the UH-Mānoa Chancellor to identify revenue streams that will replace the loss of the TSSFs over the coming several years. With the assistance of the JABSOM CFO, additional support for faculty positions and funding for educational facility operations have been attained.

During the current academic year, department chairs that had gone without a formal evaluation for 3+ years were assessed with faculty and peer input. A web-based 360 degree evaluation process was implemented to facilitate input. Transitions in chair positions have occurred this year. The interim chair for Geriatric Medicine has accepted the role of appointed Chair of the department and the chair search for a new Chair of the Department of Pathology has been launched. The only other unfilled chair position is in Family Medicine. An interim Chair has been appointed from the faculty members in Family Medicine.

In the research area, JABSOM received renewed multi-year funding for a major infrastructure research grant (BRIDGES G-12 grant) that will support the development of junior basic science investigators, and the 5-year Center of Biomedical Research Excellence (COBRE) grant in Emerging Infectious Diseases also was renewed. To strengthen the JABSOM contributions to graduate education in the sciences, a Director for Graduate Programs position was recruited and will report to the JABSOM Director of Research.

Medical student education (the M.D. degree program) continues to be strong. Nearly 90% of the incoming students are residents of Hawaii, demonstrating our continued emphasis on supporting the educational aspirations of our local citizens. The current third-year medical student class posted the highest class average on Step 1 of the national licensing examination (United States Medical Licensing Examination) in the history of JABSOM and had a 100% pass rate for the second year in a row. This also represented the 7th straight year that students have scored above the national average on this important educational benchmark. The outgoing senior medical student class recently were notified of their post-graduate training (“residency training”) assignments, and continue to be successful in being accepted into some of the best training programs in the country. All senior medical students obtained a
residency training assignment with only one student requiring participation in the supplemental match program.

**FY 2012 Benchmarks and Performance:**

1) **Bring JABSOM strategic plan into alignment with UH-Mānoa and UH-System strategic plans and evolve departmental initiatives to support the overall JABSOM strategic plan**

   The JABSOM strategic plan was expanded to address how the school would pursue its vision to Attain Lasting Optimal Health for All (ALOHA). This overarching vision contains a strong sense of Hawaiian Place of Learning. The ties to specific UH-Mānoa strategic goals are noted:

   **Goal #1: A Transformative Teaching & Learning Environment.** JABSOM seeks to foster the education and teaching mission by building world-class medical education programs. The school continues to provide a teaching fellowship that focuses on supplemental means of faculty development to strengthen its educational programs and link the research effort with the educational programs. Lead investigators in Biomedical Informatics and Biostatistics will pay major dividends in this linkage with the research mission. Specific transformative teaching initiatives by JABSOM include movement of a portion of the Problem Based Learning (PBL) training and more clinical training (6L longitudinal 3rd year clerkship) to the neighbor islands. Shared educational experiences with the School of Nursing and the introduction of an early acceptance program (of high school seniors) in conjunction with the UH-Mānoa admissions office also represent transformative steps.

   **Goal #2: Global, Leading Research University (Scholarship).** In the area of research and discovery, JABSOM fosters centers of research excellence in its areas of proven strength. The school has many multi-year federal grants focused on areas of specific expertise at JABSOM and its affiliated units: three COBRE grants, an RCMI Multidisciplinary And Translational Research Infrastructure eXpansion (RMATRIX) grant, an IDeA Network of Biomedical Research Excellence (INBRE) grant, a Specialized Neuroscience Research Program (SNRP) grant, a BRIDGES grant, and a Center for Native Hawaiian & Pacific Health Disparities Research (CNHPHDR) grant. As noted previously two grants were renewed this year (COBRE-Emerging Infectious Diseases and BRIDGES). In addition, JABSOM was recently awarded a Fogarty Grant through the NIH to do international training related in malaria.

   **Goal #3: An Engaged University (Service/Outreach with the Community).** JABSOM has a service mission to address the health care needs of the Pacific and the Pacific Rim Region. This mission begins with service on the rural neighbor islands (e.g., Hilo Family Medicine Clinic), educational partnerships in the greater Pacific (Pacific Area Health Education Center) and research partnerships (e.g., Pacific CEED project – Cancer Registry for the US territories in the Pacific). The JABSOM clinical faculty members are also engaged in clinical care in the community. Indeed, JABSOM fosters the clinical healing mission for the community through the evolution of a virtual academic medical center in conjunction with our teaching hospital partners. In this endeavor,
the medical school faculty members advance the clinical initiatives at the affiliated hospitals through their medical staff activities. An important partner in this endeavor is the JABSOM practice plan (University Clinical, Research and Education Associates – UCERA).

Goal #4: 1) Facilitating Excellence (Organization Efficiency & Effectiveness). JABSOM has built administrative, educational and research cores to support its missions of education, research and clinical service. It has leveraged its media communication resources, practice plan, informatics (e.g., telecommunications) and broad community engagement efforts to garner additional resources through contracts and philanthropy that will help sustain its facilities and related operations.

2) **Build a stable and strong GME program for UH-Mānoa and its teaching hospital partners**

As noted in the overview, JABSOM in conjunction with its teaching hospitals and the Hawaii Residency Programs, Inc., has proposed a new operating structure for GME and is working actively with the UH OGC to develop an affiliation agreement with HRP that will strengthen the JABSOM GME enterprise. A senior faculty member has been identified to assume the role of Designated Institutional Official (DIO) over the GME enterprise as of July 1, 2012. A GME Council has been established with representatives of local teaching hospital leadership, HRP leadership, and School/JABSOM practice plan leadership. This body will perform GME strategic planning and identify essential resources to optimize GME training. JABSOM has also been actively obtaining community input in GME programs and strategy through the legislatively appointed Hawaii Medical Education Council that is overseen by the JABSOM Dean’s Office. These efforts will help prepare JABSOM for its upcoming ACGME site visit in January 2013.

3) **Continue to foster research collaboration in an austere funding environment and begin the process of program integration for fiscal and operational strength where possible**

The School has developed an overarching research theme of Translational Health Disparities Research that supports its overarching ALOHA mission and leverages its strengths in Native Hawaiian Health. The School’s RMATRIX, INBRE, and BRIDGES research infrastructure grants have permitted the school to recruit key leaders in Biostatistics and Bioinformatics, and thus develop strong sustainable research cores in these areas. These research cores have been situated next to the School’s Grant Development Office to foster synergy in the development of research protocols and grants. Plans have been developed and approved for relocation of the HIV/AIDS translational research clinic from Leahi to Kaka’ako. This will re-establish synergy with the basic scientists affiliated with the clinic’s HIV-AIDS research.

4) **Foster excellence across the continuum of medical education through strategic innovation and continued mission support**

The Department of Native Hawaiian Health is collaborating with the Office of Public Health Studies in the development of an indigenous health MPH program. JABSOM launched a combined MD/MPH degree program and early acceptance program for high school seniors with UH-Mānoa. This latter program will be further developed and alumni mentors identified and
trained by a new Director of Admissions for JABSOM. The Office of Medical Education is partnering with the GME programs through the fostering of faculty development and strengthening training evaluation methods in anticipation of increased ACGME scrutiny in those areas. As noted previously, additional medical student training has been moved to the neighbor islands. Additional partners are being sought to strengthen family medicine training in Hawaii.

5) **Work with the senior UH administrative leadership to create and implement a modified tenure model for the School**

   This remains a work in progress, but with the assistance of the UH-System Provost and UH-Mānoa Vice Chancellor for Academic Affairs, the tenure model proposal has been modified and presented to the faculty union. At the direction of the faculty union, the model was again discussed and supported with the JABSOM faculty senate and general faculty. Currently, discussions led by JABSOM faculty senate leaders are ongoing with the Mānoa Faculty Senate.

6) **Focus fund-raising and educational program development on building capacity on the neighbor islands**

   This effort has been marked by multiple trips to the big island of Hawaii with commitments from local physician faculty members and active support of philanthropy by local residents. A follow-up meeting with North Hawaii Community Hospital is planned for June 2012. Full involvement of the UH Foundation and JABSOM alumni group in this endeavor has been attained.

7) **Assist UCERA with greater teaching hospital integration and alignment**

   Multiple efforts are underway to improve dialogue and integration of UCERA (JABSOM practice plan) with hospital operations and medical staff recruitment and contracting. A series of UCERA retreats this spring will explore a new model that involves hospital leadership in the governance of the practice plan. It is expected that such a model will define rules of engagement in co-defining faculty compensation (university plus practice plan). JABSOM has laid the stage for this with effective implementation of M-series promotion criteria for faculty who are highly clinical. Involvement of UH-Mānoa Chancellor, UH-System President, and Board of Regent representation in UCERA and general faculty support discussions has provided a solid foundation for such discussions with teaching hospital leaders.