2013 JABSOM Annual Summary Reports to Mānoa Chancellor

Overview:
During the last academic year, the University of Hawaiʻi – Mānoa, John A. Burns School of Medicine (JABSOM) has codified and refined a new paradigm for the Graduate Medical Education (GME) experience and by working with the leadership of the Schools of Nursing and Social Work along with the Office of Public Health Studies to strengthen the College of Health Sciences & Social Welfare.

In the former initiative, JABSOM in conjunction with its teaching hospitals and the Hawaii Residency Programs, Inc. (HRP), has created a new operating structure for GME. A major component of this new structure is the Office of the Designated Institutional Official (ODIO). JABSOM also is actively working with the UH Office of the General Counsel (OGC) to develop a joint representation agreement with HRP that will improve the function of the GME enterprise in areas of complex decision making related to residents and fellows who represent both employees (HRP) and students (UH JABSOM). On March 19, 2013, the JABSOM GME enterprise underwent its Accreditation Council for Graduate Medical Education (ACGME) site visit.

In the latter initiative, JABSOM has worked with the university health sciences leaders to strengthen academic infrastructure and develop inter-disciplinary educational & research programs. Agreement has been reached on an MOU between members of the College at the Deans’ level. Discussions are ongoing to obtain faculty buy-in. Agreements have been reached for shared resource use related to grants development services and biostatistical and study design resources.

Transitions in chair positions have occurred this year. Alan Schiller, MD, was appointed the new Chair for the Department of Pathology. The search for the new Chair for the Department of Surgery has been launched and Susan Steinemann has been appointed the Interim Chair. Given the transition of Naleen Andrade from Chair for the Department of Psychiatry to the new DIO, Tony Guerrero has been appointed Interim Chair. Finally, Allen “Chip” Hixon was appointed Chair for the Department of Family Medicine & Community Health.

Medical student education (the M.D. degree program) continues to be strong. Nearly 90% of 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 again bested the national average on Step 1 of the national licensing examination (United States Medical Licensing Examination) for the 8th consecutive year. The outgoing senior medical student class recently were notified of their post-graduate training (“residency training”) assignments, and all who were eligible for the match were successful in being accepted into some of the best training programs in the country.
FY 2013 Benchmarks and Performance:

1) Complete GME transformation and prepare for 2013 ACGME site visit
   On June 21, 2012, UH and HRP signed a formal agreement to guide the collective GME enterprise with JABSOM as the Sponsoring Institution. Due to identified state ethics limitations related to direct HRP Board member participation on UH committees; an amended agreement was developed and signed December 26, 2012. During the interim, JABSOM transitioned the role of DIO from the HRP CEO to Naleen Andrade and formed the Office of the DIO in the JABSOM Dean’s Office. A multitude of process changes were initiated by the ODIO, working with the JABSOM academic departments, Graduate Medical Education Committee (GMEC), and HRP Board & staff. The DIO prepared a revised Institutional Review Document in conjunction with the ODIO and GMEC. As noted above, work on a legal counsel joint defense agreement awaits final formatting and signatures. The site visit occurred on March 19, 2013.

2) Demonstrate significant philanthropic progress toward support of neighbor island education
   In conjunction with Elaine Evans (UHF Development Officer) and Associate Dean Richard Kasuya, several events were established to advance philanthropic support for neighbor island education. During Fiscal/Academic Year 2013, over $180,000 has been raised from neighbor island donors and the JABSOM Internal Giving Campaign.

3) Prepare and submit renewal of RMATRIX infrastructure grant
   Considerable progress has been made on the draft renewal of this important infrastructure grant. At this time, the NIH has not released the RFA and hence submission of the renewal application has been tabled. During preparation of the renewal application, additional synergy with the School of Social Work and the School of Nursing were fostered. Currently, the intent is to have a Multiple PI grant with Dean Mokeau as a second PI.

4) Advance the launch of the new School of Global & Community Health from the current Office of Public Health Studies
   JABSOM has worked with Director/Department Chair Jay Maddock to advance programs needed prior to the application for independent School status. The JABSOM Department of Native Hawaiian Health partnered with the Office of Public Health Studies to create the first MPH program in Native Hawaiian and Indigenous Health. The School used RMATRIX and BRIDGES infrastructure grant support to assist research in the Office of Public Health Studies. A new state tax revenue stream is needed to launch fully the new School. Further, the planned undergraduate BA program in Public Health has been supported by JABSOM, although this degree program also will require new sources of tuition revenue to be sustained.

5) Define the JABSOM role in Global Health in light of developing international institutional relationships and the emergence of a new School of Global & Community Health
   Satoru Izutsu is helping to transition several international programs within JABSOM from the Dean’s Office to the JABSOM Office of Medical Education as a strategy to promote sustainability.
A new seminar on Global Health for students and faculty members has been launched. An increase in international training programs based out at Kaka’ako has been achieved. Linkages with the yet to be launched School of Global & Community Health continue to be developed, but of course await a new funding stream for the proposed school.

6) **Strengthen the Department of Family Medicine and enhance legislative awareness of JABSOM role in primary care training**

The ODIO working with the Dean’s office and the Department of Family Medicine & Community Health has completed successfully several vital faculty & staff recruitments, identified & implemented new Chair leadership, and strengthened the department’s clinical operations and fiscal stability. The latter is most challenged by the fiscal challenges experienced by Wahiawa General Hospital with whom the department partners. An additional hospital system partner is being sought to bolster the department’s long-term stability. Through dialogue with legislators, the Hawaii Medical Education Council report to the legislature, and the JABSOM legislative report, state legislative awareness of primary care needs and the role of JABSOM and its Department of Family Medicine & Community Health are increasingly visible.

7) **Strengthen the JABSOM Practice Plan through its alignment with the major teaching hospitals**

The Practice Plan has explored several options to better align with the major teaching hospitals. At this time, development of a shared-governance mechanism with the member hospitals does not appear possible. However, the overlap of patient care, quality/patient safety, GME needs, and other goals in an era of changing health care reimbursement suggest that the Practice Plan can participate within these hospitals Clinical Integration Physician Hospital Organization models. Active efforts to build trust with hospital leaders, establish meaningful involvement with the hospital organizations, and demonstrate leadership through the modified GME model are well underway.

**EO/AA Activities:**

a) Native Hawaiian leaders in the Dean’s office - Naleen Andrade (DIO) and Nancy Foster (CFO) set strong examples for how JABSOM embraces the concept of a Hawaiian-led place of learning.

b) JABSOM provides leadership training for its six non-Caucasian and four female department chairs.

c) JABSOM has been actively working with the legislature to obtain bridge funding to sustain the Native Hawaiian Center of Excellence that brings Native Hawaiian students into the Health Professions.

d) JABSOM continues to partner with the Queens Medical Center and other community groups to provide an alternative pathway into JABSOM for those applicants with social, geographic or economic disadvantages via the Imi Ho’ola Program.

e) JABSOM’s Department of Native Hawaiian Health & Office of Public Health Studies collaborated to create the world’s first MPH program in Native Hawaiian and Indigenous Health. Three faculty
positions were filled by under-represented minority applicants: 2 Native Hawaiian; 1 Canadian First Nation.

f) Many of the JABSOM research programs focus upon reducing health disparities in Native Hawaiians & other Pacific Islanders.

g) JABSOM students are actively involved in community-programs and advocacy for the disadvantaged – e.g., Social Justice Interest Group focus on the Homeless in Honolulu and the HOME Project support of children in Oahu Homeless Shelters.

**Leadership Vision & Goals as Applies to UH Mānoa Strategic Plan:**

**Goal 1: A Transformative Teaching and Learning Environment**
- Increase experiential learning opportunities across the curriculum
- Expand and create transdisciplinary opportunities and programs
- Increase student success
- Expand international study opportunities
- Promote a Hawaiian Place of Learning
- Ensure that quality of teaching is as important as quality of research in hiring, tenure and promotion

JABSOM is continually re-evaluating its teaching across the continuum of learners. It has been focusing upon transforming GME, but we are beginning the process of re-assessing the undergraduate medical education (MD student) experience in preparation for our 2016 LCME re-accreditation. These efforts encompass virtually all of the above issues. JABSOM has also begun to develop metrics and evaluation methods for its graduate school programs. At the undergraduate level, JABSOM is part of the honors program through its Doctor of Medicine Early Acceptance Program.

**Goal 2: A Global, Leading Research University**
- Promote faculty and student research and scholarship
- Reward and support outstanding faculty, staff, and students
- Improve research infrastructure
- Invest in key areas of research and scholarship

JABSOM is involved actively in international education at all levels, including the MS/PhD graduate programs. Faculty promotions & tenure are celebrated with the department chairs and Dean each year. JABSOM was recently awarded the BRIDGES G-12 basic science infrastructure grant that is designed to promote collaborative research and mentoring at the basic science level. Through RMATRIX, INBRE, and other grant programs, interdisciplinary translational research is being introduced.

**Goal 3: An Engaged University**
- Promote scholarly work that informs policies and practices that benefit communities
- Expand internships, practica, mentoring, and service learning
- Increase partnerships and sharing of expertise with community organizations
Increase appreciation and understanding of cultural expression in Hawai‘i and the Asia-Pacific Rim

Facilitate student leadership and involvement in campus governance

JABSOM is highly linked to the community through its training programs that are embedded in our community hospitals and clinics and through its community service here in Hawaii and the greater Pacific. JABSOM students are actively involved in leadership within the community as an integral part of the community service activity. Examples include Communication Sciences & Disorder involvement in the Hawaii Department of Education programs; the Native Hawaiian Center of Excellence and Area Health Education Center programs outreach to students across Hawaii with an interest in health careers; and Involvement on the Governor’s Task Forces on Health Care Transformation and the State Health Information Technology Planning.

Goal 4: Facilitating Excellence

- Implement sustainable management practices in the use of energy, water, paper and other resources
- Improve facilities management systems to foster community engagement and student learning
- Streamline business processes and invest in technology to promote data-driven decision-making
- Increase transparency, efficiency and accountability in resource allocation policies and practices
- Implement processes to promote a Hawaiian Sense of Place

JABSOM has been a campus leader in resource and energy conservation. The fiscal underpinnings of JABSOM have been made transparent and available to the leadership team, faculty, staff and students. The Hawaiian Sense of Place is a part of the essence of JABSOM.

Leadership, Vision & Goals as related to Campus Budget Plans:
We have worked hard to establish a solid fiscal base for the School. We have done so in a highly transparent manner. We always seek to leverage our resources to generate additional investment from the local hospitals & community groups, federal granting agencies, and donors. The trust upon which these supplemental investments have been built has taken years to develop. These entities have stepped up based upon trust that UH will fulfill its commitments to the community and the supporting agency. Thus we always seek to fulfill our commitments to the fullest extent possible.

Some other specifics related to meeting the above campus goals during the last year are listed below:

a) Successful relocation of the Communication Sciences and Disorders (CSD) Department from their former UH Mānoa lower campus location that was severely damaged due to a most unfortunate fire. CSD may have been the only education unit in that location that was displaced. Their new Gold Bond Building location adjacent to the JABSOM Kaka‘ako location has provided their students with the ability to continue their studies without a break and has provided them with a sense of place with the rest of our JABSOM Ohana and most importantly JABSOM was able to provide them with a safe and new active clinical learning location.
b) JABSOM was able to fully upgrade its wireless access system in its Medical Education Building (MEB). This upgrade allows JABSOM students faster and easier access enabling them to acquire online materials without interruptions when traveling throughout the MEB. This upgrade was also imperative to insure the success of JABSOM's first year medical student curriculum iPad initiative in July 2012.

c) JABSOM was able to hire an IT director after 5 years of functioning without a director. The new Director, who began in October 2012, is working closely with UH's CIO, David Lassner and his team, to develop physical information system security policies, procedures and disaster recovery protocols. JABSOM is leading UH's Protective Health Information and HIPAA initiative.

d) As JABSOM and the Cancer Center share a joint Kaka'ako campus location, JABSOM and the Cancer Center have been working together to further define those shared services that benefit both units without increasing costs. Discussions have identified 16 services that will be shared between both units. The first draft of this MOU has been circulated for review by each unit's Associate Director of Finance.

e) At the request of UH System to assist our State Hospital system partner, HHSC, in August 2012 JABSOM completed its first of two phases of relocating its JABSOM researchers at Leahi Hospital since the mid-1990s. By June 2013, JABSOM will complete the final phase of this relocation allowing HHSC to renovate Leahi Hospital to expand their services. JABSOM's relocation also provides UH's KCC the opportunity to expand their occupational health and sciences teaching lab sites.

f) JABSOM was able to publish its first legislative community update that captured the community impact that JABSOM's faculty, staff and students are making throughout the state of Hawaii. The legislative update will be expanded in 2014 to include the community impact the schools of College of Health Sciences & Social Welfare.