JABSOM Strategic Plan
July 31, 2015

Overview:
JABSOM has actively incorporated strategic planning since Dean Hedges arrival in 2008. These efforts have guided global and mission specific growth and development of the School. This strategic planning effort has incorporated strategic initiatives at the University System, Manoa Campus, Kaka’ako (satellite) Health Sciences Campus, School-wide, Departmental, and Program levels. This overview addresses the planning effort in broad strokes and focuses upon larger JABSOM School-wide initiatives.

The JABSOM Dean also has been active at the University System and Manoa Campus levels – serving on the Chancellor’s Campus Strategic Planning Committee. In 2014, the UH System emphasized its strategic goals of becoming a (1) high performing university system, (2) enhancing graduation rates and shortening time to graduation – especially among under-represented minority students, (3) advancing scientific and educational innovation, and (4) providing modern educational & research facilities. In 2015, these strategic goals were applied at the Manoa campus level as (respectfully) (1) advancement of Manoa as a Native Hawaiian place of learning & indigenous-serving institution and defining Manoa’s structure & role in the UH system, (2) enhancing student success & recruiting a vibrant prepared student body, (3) advancing the research enterprise and fostering excellent faculty & shared use facilities, and (4) creating 21st century facilities and becoming a sustainable campus.

JABSOM has approached strategic planning and integration of its strategic initiatives first by establishing common values, vision and a clear mission. This leadership and faculty driven effort has been supplemented using periodic mission-focused planning retreats involving JABSOM leadership, faculty & community representatives (see Table 1). Outcomes from these planning initiatives are shared at the JABSOM Faculty Senate and JABSOM Executive Committee meetings and progress is monitored during regular (generally weekly) meetings of the Dean’s Executive Leadership team with feedback to stakeholders via the appropriate Leadership team members. Progress on different initiatives are shared through appropriate faculty/staff committees, eNewsletters, web postings, and news releases. Major initiatives are shared annually in a report to the Manoa Chancellor.

History:
In October 2008, the first school-wide retreat with Dean Hedges was held. This inaugural retreat was built upon Tribal Leadership principles (advocated by Dave Logan of the USC Marshall School of Business) and initiated the process of defining the JABSOM shared values, mission, and vision (Table 2). A representative faculty team led by Ms. Shari Tasaka refined the output of this planning session and developed the final version of these guiding elements, which were subsequently approved by the JABSOM general faculty (04/29/09) after review and endorsement by the JABSOM Faculty Senate and JABSOM Executive Committee. These guiding statements, which incorporate a strong commitment to developing a Native Hawaiian place of learning, are well aligned with the UH System and Manoa Campus strategic initiatives.
In June 2009, the JABSOM leadership (primarily dean’s office, research leaders and department chairs) gathered again to focus upon development of strategic initiatives to foster the newly defined JABSOM mission. A major commitment was a focus on (general and mission support) resource development with an emphasis on support for teaching & faculty development. It was recognized that this would require advancement of the university practice plan and alignment with community teaching hospitals. This second planning session was followed by a university practice plan retreat in August 2009 to develop related implementation strategies.

In October 2009, the JABSOM leadership held its first research mission retreat to identify research growth and enhancement strategies with an emphasis on JABSOM’s connections with the community, its health disparities research expertise, growing interdisciplinary & interprofessional collaborations, and resources for clinical & translational research.

In 2011, the JABSOM Executive Leadership Team synthesized the overall themes from the multiple strategic planning sessions and developed the strategic planning Summary shown in Figure 1. This Summary has driven subsequent JABSOM strategic planning and evaluation activities, with the implementation of multiple tactics designed to fulfill the overall goals (short-term, medium-term, & long-term). A strategic planning consultant (Shan Steinmark) worked with many department chairs to help incorporate JABSOM strategic goals into their departmental strategic plans. This Summary has been used in multiple settings to emphasize the JABSOM mission and community service priorities, including during multiple subsequent mission-focused strategic planning sessions.

The overall approach used to advance JABSOM via its strategic planning effort can be summarized as follows:

- Achieve excellence through development of a culture that strengthens our departments and faculty.
- Develop and promote innovative and unique educational programs that leverage existing resources.
- Attain resources and strengthen clinical departments by aligning departments with hospital clinical service lines through a virtual academic medical center concept and practice plan enhancement.
- Attain resources and recruit additional research faculty members through translational research programs and centers of excellence, especially those addressing health disparities.

**Progress:**
Some actions related to the long-term goals are outlined in Table 3. Although extensive tactical documents have resulted from subsequent strategic planning sessions, the ultimate value of this approach, highlighting these strategic plan concepts and related institutional progress are best delineated in the annual progress reports provided to the Manoa Chancellor each year (Table 4). A summary focused just on the undergraduate educational program side is outlined in Table 5.
**Figure 1 – JABSOM Strategic Plan Summary**

**JABSOM Strategic Summary**

**VISION – Maika’i Loa: Attaining Lasting Optimal Health for All A.L.O.H.A.**

Collaborate with Stakeholders to Meet Hawaii’s Existing, Emerging & Future Health Care Needs

<table>
<thead>
<tr>
<th>GOALS</th>
<th>Research &amp; Discovery</th>
<th>Education &amp; Teaching</th>
<th>Clinical Healing</th>
<th>Community Service</th>
<th>Advancing R-E-C-C Functions</th>
<th>Capitalizing on Opportunities</th>
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<tbody>
<tr>
<td><strong>Long Term</strong></td>
<td>Develop Centers of Excellence in areas of proven strength</td>
<td>Build World-Class medical education programs</td>
<td>Create World-Class Virtual Academic Medical Center</td>
<td>Help meet health care needs of Pacific Rim Region</td>
<td>Increase the financial reserves of JABSOM in 5 years by at least 10%</td>
<td>Help Hawaii respond constructively to Obama-care</td>
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<td><strong>Medium Term</strong></td>
<td>Recruit &amp; retain top basic science &amp; clinical talent</td>
<td>Enhance recruiting &amp; retention with more scholarships</td>
<td>Improve alignment &amp; inclusiveness w/ strategic partners</td>
<td>Develop integrated multi-disciplinary health care system</td>
<td>Help meet health care needs of Neighbor Islands</td>
<td>Develop 5-year plans for 50th anniversary</td>
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<td>Build synergy amongst research departments</td>
<td>Establish sustainable funding model to support educational mission</td>
<td>Develop strategic alliances with teaching hospitals</td>
<td>Educate public on full value of strong medical school</td>
<td>Increase research-education-clinical faculty incentives</td>
<td>Build alliance with UH Cancer Center</td>
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<td><strong>Short Term</strong></td>
<td>Effectively execute on research grants in the pipeline</td>
<td>Provide students with programs choices / flexibility</td>
<td>Develop growth plans for each clinical department</td>
<td>Build collaboration with clinical &amp; research institutions</td>
<td>Develop strategic communications &amp; marketing plan</td>
<td>Enhance quality of resident support &amp; training programs</td>
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<td>Provide &amp; maintain quality facilities &amp; infrastructure</td>
<td>Further develop the quality and depth of student/students educational programs and support services</td>
<td>Grow &amp; strengthen the clinical faculty practice group</td>
<td>Lead integrative effort to meet state workforce needs</td>
<td>Modernize video &amp; website capability, tools &amp; usage</td>
<td>Grow UCERA participation by 25% &amp; the UCERA financial reserves by 50%</td>
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<td>Streamline fiscal &amp; administrative processes for grants</td>
<td>Enhance recruitment of students/residents</td>
<td>Build infrastructure to recruit &amp; retain</td>
<td>Expand community partnerships for medical education</td>
<td>Enhance near-term stability of multi-source funding</td>
<td>Coordinate UH &amp; JABSOM strategic planning initiatives</td>
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Table 1 – List of Major Strategic Planning Retreats – with Dean Hedges

Note – The many complementary departmental strategic planning retreats, educational program grant advisory committee meetings, and program project & infrastructure research grant advisory committee meetings are not shown.

<table>
<thead>
<tr>
<th>Date</th>
<th>Retreat Description</th>
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<tr>
<td>10/07/08</td>
<td>Inaugural School-wide Strategic Planning Retreat</td>
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<tr>
<td>12/02/08</td>
<td>Representative Faculty Member Meeting/Update</td>
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<td>04/10/09</td>
<td>Interprofessional Neuroscience Retreat</td>
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<tr>
<td>06/30/09</td>
<td>School-wide Strategic Planning Update</td>
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<td>08/29/09</td>
<td>University Practice Plan Retreat - I</td>
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<tr>
<td>10/22/09</td>
<td>Research Mission Retreat - I</td>
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<tr>
<td>06/29/09</td>
<td>Physician Workforce Strategy Retreat</td>
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<tr>
<td>11/06/09</td>
<td>University Practice Plan Retreat - II</td>
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<tr>
<td>05/27/11</td>
<td>Graduate Medical Education Retreat - I</td>
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<tr>
<td>06/24/11</td>
<td>Education Mission Retreat</td>
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<tr>
<td>11/28/11</td>
<td>Cancer Center Strategic Planning Retreat</td>
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<tr>
<td>06/24/11</td>
<td>Office of Medical Education Strategic Planning</td>
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<td>04/21/12</td>
<td>University Practice Plan Retreat – IIIa</td>
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<tr>
<td>05/11/12</td>
<td>Graduate Medical Education Retreat - II</td>
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<tr>
<td>05/26/12</td>
<td>University Practice Plan Retreat – IIIb</td>
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<tr>
<td>09/28/12</td>
<td>Super Internal Advisory Committee (SIAC) Meeting – I (Interdisciplinary Research)</td>
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<tr>
<td>03/09/13</td>
<td>University Practice Plan Retreat – IV</td>
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<tr>
<td>09/28/13</td>
<td>Continuing Medical Education Retreat</td>
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<tr>
<td>10/31/13</td>
<td>Research Mission Retreat – II</td>
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<tr>
<td>11/20/13</td>
<td>Curriculum Committee Strategic Planning Retreat - I</td>
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<tr>
<td>05/03/14</td>
<td>University Practice Plan Retreat – V</td>
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<tr>
<td>09/29/14</td>
<td>Super Internal Advisory Committee (SIAC) Meeting – II (Interdisciplinary Research)</td>
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<tr>
<td>10/27/14</td>
<td>College of Health Sciences &amp; Social Work Retreat</td>
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<tr>
<td>12/06/14</td>
<td>Curriculum Committee Strategic Planning Retreat - II</td>
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<tr>
<td>05/02/15</td>
<td>University Practice Plan Retreat – V</td>
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<tr>
<td>07/29/15</td>
<td>Cancer Center – JABSOM Shared Administrative Services Retreat</td>
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<tr>
<td>08/28/15</td>
<td>Cancer Center Strategic Planning Retreat</td>
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Table 2 – JABSOM Shared Values, Vision & Mission

JABSOM shared values are as follows:

• Collaboration: Shared accomplishments in the spirit of partnership
• Diversity and Inclusion: Respect for the entire spectrum of human experience
• Excellence: Guiding all of our efforts in research, education, and service
• Innovation and Discovery: The generation, application, and transmission of new knowledge
• Pono: Integrity, ethics, and equity, taking action to eliminate health disparities in the spirit of social justice

The JABSOM vision is Maika’i Ioa: Attain Lasting Optimal Health for All (ALOHA).

The JABSOM mission is as follows:

JABSOM, as part of the fabric of Hawai’i, is a diverse learning community committed to excellence and leadership in:

• Educating current and future healthcare professionals and leaders
• Delivering high-quality healthcare
• Conducting research and translating discoveries into practice
• Establishing community partnerships and fostering multidisciplinary collaboration
• Pursuing alliances unique to Hawaii and the Asia-Pacific region
• Acting with forethought regarding right relationships, respect, and ethical action. Pono
Table 3 – Selected Actions related to Long-term Strategic Goals

**Mission: Research & Discovery**

Long-term Strategic Goal: Develop Centers of Excellence in areas of proven strength

- NIMHD U54 RCMI Clinical & Translational Research Grant (RMATRIX-II) with focus on mentorship, community engaged research & health disparities – collaborate with School of Social Work (renewed)
- NIMHD G12 RCMI Basic Science Infrastructure Research Grant (BRIDGES) with a focus on mentorship and translational research – collaborate with Manoa based Schools/Colleges (renewed)
- NIMHD P20 Center for Native & Pacific Health Disparities Research Grant (CNPHD) with a focus on Pacific Islander community-engaged pilot project support for mentees – collaborate with community organizations (renewed)
- NIMHD U54 RCMI Translational Research Network Research Grant (RTRN) with focus on inter-institutional (minority institution based) mentorship and translational research (renewed)
- NIGMS P20 IDeA Biomedical Research Excellence Research Grant (INBRE) with a focus on Inter-institutional mentorship and translational research (renewed)
- NIGMS U54 IDeA Program Infrastructure for Clinical and Translational Research Grant (IDeA-CTR) with focus on Inter-state mentorship and translational research (renewed)
- NIGMS P20 Centers of Biomedical Research Excellence (COBRE) Research Grants (2) with focus on Emerging Infectious Diseases and Biogenesis (renewed)
- Submit NIGMS P20 Centers of Biomedical Research Excellence (COBRE) Research Grant with focus on Diabetes, Obesity & Metabolic Disease – (scored, but not funded – being revised for resubmission)
- Development of Biostatistics & Research Design Core to serve infrastructure grants and launch Masters of Quantitative Health Sciences (Core established, course material being developed)
- Expand role of Grants office to Program Administration for infrastructure grants (underway)
- Coordinate research infrastructure via Super Internal Advisory Committee (SIAC) – (underway)
- Attain research fellowships (T-awards and K-awards) – (initial awards received)
- Partner with UH Cancer Center for submission of U54 Cancer Partnership Research Grant with focus on Pacific Islander population – collaboration with University of Guam (submitted – strong score)
- Consolidate translational research programs at major teaching hospitals and medical school auxiliary building (teaching hospital activity underway and new clinic under construction at Kaka’ako Campus)

**Mission: Education & Teaching**

Long-term Strategic Goal: Build world-class medical education programs

- Host AAMC WGEA Conference (completed 2014)
- Develop MOUs and strengthen student exchange programs with multiple Pacific & Asian medical schools (ongoing)
- Strengthen faculty development exchange programs (simulation training, problem based learning, Communication Sciences & Disorders) with Asian medical schools (underway)
- Expand teaching fellowship for clinical and international exchange faculty members (done)
- Invigorate post-graduate medical education program in Okinawa (Chubu Hospital) – participation of Okinawa prefecture leadership and Chubu Hospital leadership in JABSOM 50th anniversary (done)
• Plan introduction of U.S. style clinical education in Japanese medical schools (underway)
• Develop educational mission budget including Educational Support Services (e.g., medical library and simulation lab) and Office of Medical Student Education (established)
• Develop productivity-based teaching clinic model and web-based education for Communication Sciences & Disorders MS program (established)
• Expand longitudinal integrated clerkship opportunities in rural communities, especially on neighbor islands via philanthropy (ongoing)
• Strengthen homeless outreach programs (HOME Project) and other community health programs through philanthropy (ongoing)
• Strengthen continuity clinic for Family Medicine residency program (oversight transferred to university practice plan)
• Conduct mock LCME site surveys and determine readiness for LCME accreditation under new standards (two surveys completed and policy/procedure task updates initiated)

Mission: Clinical Healing

Long-term Strategic Goal: Create World-Class Virtual Academic Medical Center
• Strengthen university practice plan operations: central services, financial reserves, grow hospital contracts, fee for services revenue, and assimilate teaching community practices (underway with several notable success stories)
• Invest in new clinical teaching faculty members (well underway for departments committed to practice plan)
• Strategic transition of department chairs to strengthen teaching & university practice (well underway)
• Incorporation of Cancer Center, College of Pharmacy, & School of Nursing personnel into university practice plan (well underway)
• Build clinical department endowments to foster scholarship without compromising clinical service (part of underlying philanthropy efforts)

Mission: Community Service

Long-term Strategic Goal: Help meet health care needs of Pacific Rim Region
• Area Health Education Center (AHEC) grant for Pacific to strengthen educational pipeline (renewed)
• Physician workforce tracking – data acquisition and analytical modeling to guide policy and new public private partnerships to meet health care provider shortages (ongoing)
• Strengthen homeless outreach programs (HOME Project) and other community health programs through philanthropy (ongoing)
• Collaborate with Hawaii State Department of Health on brain injury research and services for those affected - Pacific Basin Rehabilitation Research and Training Center – (support renewed)
• Chair Men’s March Against Domestic Violence (2014 & 2015)
• Provide summer programs for local high school teachers to learn laboratory science (ongoing)
• Collaboration with the Hawaii Medical Association via the university practice plan to create a fiscally and operationally stable home for the Hawaii Medicine & Public Health Journal (fully indexed medical & public health journal focusing on the health of people in the Pacific – now offered electronically)
• Collaboration with the Hawaii Medical Association via the university practice plan to create a fiscally and operationally stable home for the state’s continuing medical education (CME) consortium and thus continue accreditation of CME programs in Hawaii.

Mission: Advancing Research, Education, Clinical Healing, & Community Support (R-E-C-C) Functions

Long-term Strategic Goal: Increase the financial reserves of JABSOM in 5 years by at least 10%

Note that JABSOM was well on the way of accomplishing this financial goal through the following endeavors, but Manoa Campus fiscal challenges resulted in a $2M/year decrease in Manoa Campus support on top of a $2.5M/year decrease in legislative support. Nonetheless, JABSOM has use the following tactics to maintain its fiscal strength.

• Growth of university practice plan with increasing clinical department support through practice plan.
• Aggressive grant submission and management to leverage federal dollars.
• Reduction in part-time faculty bridging support.
• Streamlining of administrative processing and retention of key administrative personnel.
• Collection of shared services support from UH Cancer Center.
• Development of commercial revenue streams that support the JABSOM mission (e.g., Waiola Café, CME, special event management).
• Aggressive philanthropic activities related to JABSOM alumni and larger ohana (e.g., 50th Anniversary Ohana, HOME Project, and Imi Ho’ola fund-raisers).
• Extend partnerships with teaching hospital systems, Hawaii Medical Association, and Hawaii Medical Service Association.
• Greater use of image & video and strong media relationships to advance recognition of JABSOM in an era where the Manoa Campus and its leadership have been under harsh critique.

Mission: Capitalizing on Opportunities

Long-term Strategic Goal: Help Hawaii respond constructively to Obama-care

• Statewide influence in health care was established in the following manner:
  o Dean serves on the board of the Hawaii Health Information Corporation and the Pacific Health Research & Education Institute (VA nonprofit)
  o Dean serves as interim Director of UH Cancer Center with charge to create Kaka’ako Health Sciences Campus infrastructure – uniting the infrastructure of the Cancer Center and JABSOM
  o Dean serves on the board of the Hawaii Residency Programs, Inc., and works with the JABSOM Designated Institutional Official to oversee Graduate Medical Education
  o Dean chairs the Hawaii Medical Education Council that is charged with developing physician workforce projections and strategy
  o Dean collaborates with Deans of Nursing and Social Work along with Director of the Office of Public Health to develop inter-professional education and research programs through UH College of Health Sciences & Social Welfare (MOU signed in 2013)
  o Vice Dean serves as Chair of Kuakini Health System board – affiliated teaching hospital system
  o Associate Dean for Clinical Affairs serves on the board (Past Chair) of the Hawaii Health Information Exchange and the Governor’s Hawaii Healthcare Transformation Initiative (ongoing)
o Chair of Department of Native Hawaiian Health serves as university delegate to Papa ola Lokahi (federally recognized Native Hawaiian Health organization) and on board of Queens Health System (largest UH related teaching hospital)

- Recognition of the School was advanced via the following:
  o Aggressive use of 50th anniversary as means to highlight the contributions of the JABSOM faculty and alumni to Hawaii and build goodwill for philanthropic purposes (videos, history book, CME conferences, alumni gatherings, anniversary gala & media promotion)
  o More direct responsibility for the GME enterprise was achieved by forging a new affiliation with the Hawaii Residency Programs, Inc., and assignment of the DIO role to a JABSOM faculty leader
  o The greater involvement of a JABSOM faculty leader as DIO has strengthened the GME training programs and helped address ACGME accreditation challenges
  o Growth of the university practice plan has helped provide fiscal stability to JABSOM despite Manoa Campus fiscal challenges and has helped raise the visibility of JABSOM in the clinical community
  o Strengthening of the communications program (eNewsletter, blog, social media, webpage update, and balanced visual and text media) has been vital for sharing the JABSOM story to internal and external audiences
  o Participation of the Dean on the Manoa Campus Strategic Planning Committee (2014-2015) and on the Chancellor’s Campus Executive Team (ongoing)
Table 4 – Annual Summary Reports to Manoa Chancellor

Note that the requested format, content, and Manoa Campus goals for these reports have evolved over this time frame. The Annual Summary Report has been submitted in April of each year, beginning in 2011.

2011:

Overview:
Building upon past organizational success, the University of Hawai‘i – Manoa, John A. Burns School of Medicine (JABSOM) focused upon research enhancement and addressing the state’s physician workforce shortage, despite economic challenges at the campus and state level. To address the former goal, JABSOM has implemented RMATRIX (translational research initiative), proposed modification of tenure requirements for JABSOM faculty members to permit additional tenure track positions, and continued fund-raising efforts to build a Neuroscience Center of Excellence. To address the latter goal, JABSOM has explored an Emergency Medicine training initiative linking TAMC and UH, expanded efforts to align UCERA with teaching hospital needs to foster JABSOM clinical department faculty stability, and expanded medical school class size to 66 entering medical students per year starting July 2011.

During the current academic year, chair searches for department chairs of Pediatrics (Kenneth Nakamura, MD), Native Hawaiian Health (Keawe Kaholokula, PhD), and Communication Sciences & Disorders (Henry Lew, PhD, MD) have been completed. Only two interim or acting chair positions remain. One is in the Department of Pathology in association with the Chair assuming the role of Director of the University of Hawaii Cancer Center and one is in the Department of Geriatric Medicine with the Chair serving as the Chief Operating Officer of UCERA. In both cases, strong interim/acting leadership exists with ongoing leadership support from the Associate Dean for Clinical Affairs. Additionally, JABSOM recruited a new Director of Medical Student Affairs (Richard Smerz, D.O.), further enhancing strong student services for our medical students. JABSOM continues to have one of the most diverse executive leadership team (associate deans, directors, & chairs) and faculty composition of all U.S. medical schools.

Although not a School objective for FY 2011, JABSOM as the Sponsoring Institution for the Hawaii Residency Program, Inc., graduate medical education (GME) programs under the University of Hawaii banner completed its ACGME site visit in October 2010. The GME enterprise received a 2-year accreditation with 7 citations. This is a short accreditation cycle and is coupled with citations to be addressed. The School has already begun to restructure its GME enterprise in response to this site visit and further corrective actions will be required in FY 2012.

Medical student education (the M.D. degree program) continues to be strong. Over 80% of our incoming students are residents of Hawaii, demonstrating our continued emphasis on supporting the educational aspirations of our local citizens. Our 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 our school, which also represented the 6th straight year that our students have scored above the national average
on this important educational benchmark. Our outgoing senior medical student class recently were notified of their post-graduate training ("residency training") assignments, and were very successful in being accepted into some of the best training programs in the country. Of important note, 42% of our graduates chose to do at least the first-year of their residency training here in the state of Hawai‘i. This represents a significant increase from recent years. This is of particular interest in that statistics bear out that 80% of our graduates that choose to also do their residency training in Hawaii will end up practicing here in our State.

**FY 2011 Benchmarks and Performance:**

1) **Implement RMATRIX (translational research initiative)**

JABSOM received notification that its RMATRIX grant would be funded in September of 2010 with support to start October 2010. Dean Hedges serves as Principal Investigator on the grant, but is ably supported by two co-Program Directors (Bruce Shiramizu and Todd Seto) and three administrative team leaders (Tammy Ho, Louise Fujisue, and Pam Bullard). The grant is designed to help reduce health disparities in Hawaii through translational work that links scientists at UH with others in the community in six key health initiatives. This is to be accomplished through shared research infrastructure and research programs. The investigative team hosted a successful External Advisory Committee meeting in March 2011. Already collaborative efforts with community investigators and across UH have been enhanced by the grant. Efforts to meld RMATRIX resources and research leadership with other UH-based research programs (e.g., Centers of Biomedical Research Excellence [COBRE] in Emerging Infectious Diseases, Cardiovascular Research, and Biogenesis; IDeA Networks for Biomedical Research Excellence; Center for Native and Pacific Health Disparities Research, and HIV-AIDS Research Center) have been successfully initiated.

2) **Modify tenure requirements for JABSOM faculty members to permit additional tenure track positions**

This has been a challenging initiative for JABSOM. The JABSOM general faculty passed a supportive measure to begin the process of modifying the tenure requirements. Despite intermittent discussion with the VP for Academic Affairs/Provost, this issue has not moved forward with discussions between UH administration and UHPA. Considerable attention has been given by the VP for Academic Affairs/Provost to a presumably resolved affiliation agreement between the university practice plan (UCERA) and UH. Although further deliberation of this practice plan initiative (clarification of current practice) has been stated by the VP for Academic Affairs/Provost as a prerequisite to moving the tenure issue forward, the logic and politics remain opaque.

The lack of resolution of this issue has slowed and compromised faculty expansion during these difficult fiscal times. JABSOM has great difficulty executing a research program business model based upon faculty productivity incentives without the expected tenure requirement modifications. Support from the Chancellor and President in resolving this issue is essential at this point.

3) **Launch fund-raising effort to build Neuroscience Center of Excellence**

Although there has been active continued fund-raising efforts within JABSOM (e.g., an active and successful internal giving campaign in the fall of 2010), major gifts have been hampered by a thinly stretched development staff with limited outreach to alumni. The greater involvement of medical students in the annual campaign has helped increase scholarship support, but continued efforts by the Dean, his executive leadership team, and the development officer will be required in the coming years. Additionally, the recruitment of a lead neuroscientist
with the skill set to assist with fund-raising will be vital to this effort. A small $100,000 donation towards the neuroscience effort was received in 2010 and will help with a junior investigator in Geriatric Medicine. The recent completion of the Cadman Endowed Professorship will also assist with this effort. Finally, the support of Greg Willem at the UHF for an alumni-focused development officer to begin before the end of FY2011 will greatly assist this effort and enhance the efforts of Jeffrie Jones, the JABSOM lead development officer.

4) Launch Emergency Medicine training initiative linking TAMC and UH
JABSOM has been active in assessing the statewide physician workforce needs. A legislative report from a JABSOM based taskforce (led by Kelly Withy, MD, and David Sakamoto, MD) demonstrated that Hawaii is short over 600 practicing physicians at this time and by 2020 will be short over 1200 practicing physicians unless significant changes in training capacity and recruitment/retention are undertaken. The School has been active in statewide planning around these initiatives. The continued development of the interdisciplinary clinic in Hilo (to eventually help support a Family Medicine residency program expansion), piloting of a first year Problem-Based Learning course in Hilo, and the expansion of clinical training programs on several neighbor islands are key examples of the school’s efforts to expand undergraduate and graduate medical education capacity.

Given the shortage of primary care physicians in Hawaii, the growing reluctance of primary care providers to provide care for socially and medically complex patients with acute illness, and the reality that emergency medicine physicians have de facto begun to provide “point of first contact care” (an important element of primary care) to much of the population, JABSOM began to explore the potential for an emergency medicine training program in Hawaii. This is particularly relevant given the growing number of JABSOM graduates who select this specialty training and leave for the mainland.

Under the direction of Associate Dean Roy Magnusson, a working group including emergency physicians from the Queens Medical Center and Tripler Army Medical Center was assembled. A report of readiness for a residency program in emergency medicine is expected before the end of FY 2011. The major challenge at this time seems to be an adequate number of academic faculty members and support for the training positions at the Queens Medical Center. The Tripler Army Medical Center may also need to enhance its faculty component, but in conjunction with the Veterans’ Affairs Medical Center, the residency positions to be provided by the federal arm of a community/federal partnership appear solid for the moment.

Should the resources not be available for the community component of the partnership, the same task force is reviewing the potential for an emergency medicine fellowship that would help develop the academic faculty at both the Queens Medical Center and Tripler Army Medical Center.

5) Expand medical school class size to 64 entering medical students per year
Under the guidance of Vice Dean/Admissions Director Satoru Izutsu, Associate Dean for Medical Education Richard Kasuya, and newly appointed Director of the Office of Medical Education Damon Sakai, the JABSOM entering class size was increased from 62 to 64 with the class beginning July 2010. Although this incremental class size growth was modest, it required still required significant coordination and management of existing educational resources within limited clinical training sites.
Ongoing initiatives to support this effort include developing additional training opportunities on the neighbor islands across all four years of the curriculum, greater use of the Tripler Army Medical Center as a training site, and greater engagement of the simulation center. A commitment has been made to increase the class size to 66 entering students in July 2011.

6) **Expand alignment of UCERA with teaching hospital needs to foster JABSOM clinical department faculty stability**

Considerable effort has been undertaken by Chief Financial Officer Nancy Foster to integrate a fiscal understanding and the budgeting process with UCERA. This has helped the Clinical Departments and the School reduce shared costly redundancies. Faculty practice plans require additional review to ensure equity within disciplines and incorporation of appropriate academic and practice incentives. This activity will be undertaken in conjunction with UCERA in the coming academic year. Efforts to share risk management needs and oversight represent one such effort and have been coordinated by Associate Dean Roy Magnusson and the JABSOM Risk & Contracts Officer – Lauren Kwak.

Key success stories have been evidenced by shared programs and directed faculty responsibilities supporting hospital initiatives in Obstetrics & Gynecology, Surgery, Geriatric Medicine, Psychiatry, and Family Medicine. A new initiative to enhance resident training and clinical service in Internal Medicine is being reviewed by the Queens Medical Center leadership at this time. These initiatives have largely been led by the department chairs with the support and guidance of Associate Dean Roy Magnusson who also serves as the UCERA Chief Medical Officer.
Overview:
During the last academic year, the University of Hawai‘i – Manoa, 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-Manoa 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-Manoa 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-Manoa 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-Manoa 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: 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-Manoa 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-Manoa. 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-Manoa 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 Manoa 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-Manoa 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.
Overview:
During the last academic year, the University of Hawai‘i – Manoa, 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.
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 Manoa 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 Manoa 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.
2014:

Overview:
During FY 2014, JABSOM underwent its Accreditation Council for Graduate Medical Education (ACGME) site visit. The JABSOM Graduate Medical Education (GME) enterprise received an unprecedented 12 year accreditation and immediately began preparations for the ongoing Clinical Learning Environment Review (CLER) Program with a mock survey. JABSOM also took the initiative to complete a partial mock survey for its medical student accreditation by the Liaison Committee for Medical Education (LCME). The Communications Sciences & Disorders Program in Speech Pathology received an eight year reaccreditation demonstrating remarkable student success rates with national exam scores and on time degree completion (http://blog.hawaii.edu/uhmednow/2014/01/22/uh-meds-speech-hearing-program-earns-praise-and-8-year-accreditation/).

The College of Health Sciences & Social Welfare leadership, including the Deans of the Schools of Medicine, Nursing and Social Work, along with the Director of the Office of Public Health Studies, prepared a Health Impact Summary for the 2014 Hawaii State Legislature. Under the direction of the School of Nursing & Dental Hygiene, JABSOM leaders worked with the Hawaii Community Development Authority (HCDA) and the State Department of Business, Economic Development & Tourism (DBEDT) to envision a Health & Wellness campus in Kaka’ako that would strengthen the graduate health sciences and build UH relationships with the larger community and developing biotechnology sector. The sharing of resources (e.g., biostatistics, grants development, and simulation laboratory, and media support) and activities in research and education have continued to develop within the College and have created opportunities with other units (e.g., College of Tropical Agriculture & Human Resources, Law, Engineering, Natural Sciences, and Business). A team has been formed to explore a conjoint workshop on inter-professional healthcare education.

JABSOM implemented a joint legal representation agreement with the Hawaii Residency Programs, Inc. (HRP). JABSOM has used this agreement to improve the function of the GME enterprise in areas of complex decision making related to residents and fellows, whose roles bridge those of both employees (HRP) and students (UH JABSOM).

Transitions in chair positions have occurred this year. Anthony Guerrero, MD, was appointed as the Chair for Psychiatry. Dr. Guerrero is the first department chair in Psychiatry of Filipino ancestry within the U.S. http://blog.hawaii.edu/uhmednow/2014/01/08/14446/ Dr. Guerrero is also a JABSOM graduate. In addition, Ivica Zalud, MD, was appointed as the chair of Obstetrics & Gynecology. Dr. Zalud will continue in the leadership of one of the top Obstetrics & Gynecology programs in the country – a program that delivered about 1/3 of all births in Hawaii during 2013 and the vast majority of “high risk” births (http://blog.hawaii.edu/uhmednow/2014/03/05/ob-gyn-new-chair-ivica-zalud-md-leads-department-which-aided-in-one-third-of-all-hawaii-births-last-year/).

Medical student education (the M.D. degree program) continues to be strong. Nearly 90% of incoming students are residents of Hawaii, demonstrating a continued emphasis on supporting the educational aspirations of
Hawaii’s 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 9th consecutive year. The outgoing senior medical student class members recently were notified of their post-graduate training (“residency training”) assignments, including some of the best training programs in the country. Nearly half the graduating class will do residency training in Hawaii and thus more directly increasing JABSOM’s impact on the Hawaii physician workforce.

In the research mission, JABSOM has led the 13 U.S. Land Grant Universities without a University Hospital in total NIH research awards for 3 straight years. On an NIH awards/full-time faculty member basis, JABSOM ranks within the top 20 of ALL U.S. medical schools (public & private institutions; institutions with & without a university hospital). A renewal of the multi-year U54 RMATRIX clinical translational research infrastructure grant is pending study section review April 2014.

In the recently released US News & World Report 2015 rankings, JABSOM moved up to #57 in Primary Care and #78 in Research among all 139 U.S. medical schools. Although these rankings are based more upon peer institution recognition and federal grant acquisition than upon educational quality or impact on the host state, these rankings do indicate that JABSOM has gained additional national recognition amongst U.S. medical schools.

FY 2014 Benchmarks and Performance:

1) Work with the senior UH administrative leadership and UHPA to implement the modified tenure model for JABSOM. As a result of cuts to the JABSOM budget, recruitment of additional desired clinical and basic faculty members has been restricted. Where the loss of faculty members has permitted replacement faculty members to be recruited, JABSOM has offered 1.0 FTE permanent positions with a guarantee of financial support for only 0.5 FTE after the first two years.

2) Complete the GME transformation with a focus on risk management program, strategic planning, and consolidated budgetary plan implementation; address any concerns from the March 2013 ACGME site visit. The JABSOM GME enterprise received an unprecedented 12 year accreditation from the ACGME. The Office of the Designated Institutional Official (ODIO) continues to evolve and is creating greater accountability within the residency programs. The Clinical Learning Environment Review (CLER) Program has been implemented and further training and feedback will ensue in close relationship with teaching hospital leaders and medical staff organizations. The initial mock CLER site visit has been completed.

3) Sustain philanthropic progress toward support of neighbor island medical education. In conjunction with Elaine Evans (UHF Development Officer) and Associate Dean Richard Kasuya, multiple visits to the island of Hawaii were established to advance philanthropic support for neighbor island education. Although the Rural and Neighbor Island Giving was not part of the Fiscal/Academic Year 2014 campaigns, over $65,000 has been raised for this purpose so far from neighbor island donors and through the JABSOM Internal Giving Campaign. Additionally, over $670,000 has been raised (through mid-March 2014) for Student
Opportunity & Access Support. Overall (through mid-March 2014), the JABSOM team has raised $5.1 million this year (about 14% of all funds raised throughout the 10 campus UH System).

4) **Strengthen health disparities research across UH and the development of synergies and greater collaborations** – to create research that matters and is fundable.

Following NIH release of RFA for the U54 RMATRIX clinical translational research infrastructure grant, the grant leadership team (including Dean Noreen Mokuau – Social Work – as 2nd PI) submitted a renewal application. Due to the federal sequestration and brief government shutdown, peer review has been delayed until April 2014, Active involvement of the School of Nursing, Office of Public Health Studies, College of Social Sciences, and Cancer Center in ongoing R MATRIX guided translational research was achieved. In March 2014, JABSOM submitted a Center of Biomedical Research Excellence (COBRE) grant application emphasizing translational science in diabetes.

5) **Strengthen the synergies within the College of Health Sciences & Social Welfare.**

In addition to developing the R MATRIX renewal with health sciences leaders from the College of Health Sciences & Social Welfare - under the direction of the School of Nursing - JABSOM leaders worked with the HCDA and the Hawaii State DBEDT to envision a Health & Wellness campus in Kaka‘ako that would strengthen the graduate health sciences and build UH relationships with the larger community and an evolving biotechnology sector. The College prepared a Health Impact Summary for the 2014 Hawaii State Legislature that outlined training, programmatic activity, and health needs by (senate) legislative district. For the third year, entering nursing and medical students participated in conjoint classes focused on strengthening interdisciplinary understanding and communication. JABSOM continues to sponsor the UH-Manoa Biomedical Sciences and Health Disparities Symposium. [http://rmatrix2.jabsom.hawaii.edu/biomsymp/schedule.html](http://rmatrix2.jabsom.hawaii.edu/biomsymp/schedule.html)

6) **Strengthen the JABSOM Practice Plan through participation within the Clinical Integration Physician Hospital Organization models of the major teaching hospitals.**

The University Clinical Education & Research Associates (UCERA) has actively incorporated clinical faculty members from the School of Nursing, JABSOM Communication Sciences & Disorders, and Hyperbaric Treatment Center. Associate Dean Magnusson has helped evolve the HPH-based Hawaii Health Partners and Junji Takeshita of the Department of Psychiatry has helped evolve the QMC-based Clinically Integrated Physician Network. UCERA practitioners have begun to meet Patient Centered Medical Home criteria. Dean Hedges has worked with QMC consultants regarding the QHS West Oahu and North Hawaii Community Hospital satellite hospital medical staff development.

**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; Mariana Gerschenson (Research Director - Hispanic), Satoru Izutsu (Vice Dean - Japanese) and Richard Kasuya (Associate Dean Medical Education - Japanese) also add diversity to the Dean’s office.

b) JABSOM provides leadership training for its 15 department chairs, including seven non-Caucasian and five female chairs.
c) JABSOM (upon receipt of the permanent position numbers from UH-Manoa) will be able to begin recruiting the positions the legislative support provided to the Native Hawaiian Center of Excellence that brings Native Hawaiian students into the Health Professions.

d) JABSOM is recruiting the position provided by UH-Manoa for the Department of Native Hawaiian health through the Kuali’i Council request honored by UH-Manoa.

e) 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.

f) JABSOM’s Department of Native Hawaiian Health & the Office of Public Health Studies continue to collaborate on the world’s first MPH program in Native Hawaiian and Indigenous Health.

g) Many of the JABSOM research programs (including the U54 RMATRIX and P30 Native & Pacific Islander Health Disparities Research Program: http://www2.jabsom.hawaii.edu/native/) focus upon reducing health disparities in Native Hawaiians & other Pacific Islanders.

h) 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 they apply to the UH Manoa Strategic Plan:

Goal 1: A Transformative Teaching and Learning Environment

• Increase experiential learning opportunities across the curriculum
• Expand and create trans-disciplinary 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 in conjunction with its community teaching hospital partners and the Hawaii Residency Program. On Friday March 14, 2014, JABSOM GME leaders met with leaders from the Tripler Army Medical Center in an educational retreat to strengthen our mutual programs. The JABSOM leadership is also 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. At the undergraduate level, JABSOM continues as part of the honors program through its Doctor of Medicine Early Acceptance Program. Although difficult to quantify within the Banner system, JABSOM faculty members participate as lecturers for a number of undergraduate courses. Further, we have determined that due to differences in credit hour reporting, the UH Manoa report for JABSOM faculty Student Semester Hour medical student teaching is several fold lower than the workforce effort actually expended to train these professional students for a high risk profession.

Goal 2: A Global, Leading Research University

• Promote faculty and student research and scholarship
• Reward and support outstanding faculty, staff, and students
• Improve research resources and infrastructure
• Invest in key areas of research and scholarship

JABSOM is actively involved in international education at all levels, including the MS/PhD graduate programs with new NIH funded international training programs. Faculty promotion & tenure is celebrated with the department chairs and Dean each year. JABSOM has implemented its NIH supported BRIDGES G-12 basic science infrastructure grant that is promoting collaborative research and mentoring at the basic science level. The INBRE P-20 inter-institutional grant to develop a science pipeline in Hawaii was recently renewed and the RMATRIX U54 grant was extended during a reapplication year. The second phase of RMATRIX will focus on community-based investigators and developing bridges with other UH health science units. Through BRIDGES, RMATRIX, INBRE, and other grant programs, interdisciplinary translational research is being championed by JABSOM. The research cores associated with these grants are beginning to generate charge-back revenue (kept in critical RCUH accounts) that will help with maintenance contracts, key technical staff support, supplies, and equipment replacement.

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 and the officers of each class meet at least annually to review educational strengths/challenges with the Dean. 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 active involvement on the Governor’s Task Forces on Health Care Transformation and the State Health Information Technology Planning. JABSOM maintains reciprocal student exchanges with multiple Asia-Pacific medical schools. This last year there were over 15 JABSOM students and over 30 international students taking part in a one month clinical elective.

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 JABSOM leadership team, faculty, staff and students. The
Hawaiian Sense of Place is a part of the essence of JABSOM. Although the Department of Native Hawaiian Health is a visible leader in sustaining Hawaiian values within JABSOM and the medical community, JABSOM embraces Hawaiian values and practices throughout its endeavors.

**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, state & 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 (including legislature) and any local supporting agency. Thus although JABSOM has been severely resource constrained in FY 2014 (and we anticipate that will be the case in FY 2015), 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 implementation of a clinical service plan for Communication Sciences and Disorders (CSD) Department following the relocation from their former fire-damaged UH Manoa lower campus location. 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. Using fiscal reserves, JABSOM was able to provide them with a safe and new active clinical learning location that will better serve the community.

b) JABSOM was able to fully upgrade its wireless access system in leased educational space embedded within the community teaching hospitals. This upgrade allows JABSOM students faster and easier access enabling them to acquire online materials without interruptions. This upgrade funded from fiscal reserves was imperative to insure the success of JABSOM's upcoming LCME re-accreditation.

c) As JABSOM and the Cancer Center share a joint Kaka’ako campus location, JABSOM and the Cancer Center have begun to further define those shared services that benefit both units without increasing costs. Of the 16 identified services, several have been strengthened by MOU based operational collaborations.

e) At the request of UH System to assist our State Hospital system partner, HHSC, in August 2012 JABSOM completed the relocation of its JABSOM researchers from Leahi Hospital. This relocation (technically in June 2013, but since the last annual evaluation) allows HHSC to renovate Leahi Hospital to expand their services. JABSOM’s HIV/AIDS Center relocation to the Gold Bond building in Kaka’ako also provides UH's KCC the opportunity to expand their occupational health and sciences teaching lab sites.

f) To further consolidate academic space into the Gold Bond building in Kaka’ako, JABSOM relocated the Department of Psychiatry Research Center in September 2013 and the Pacific Basin Research & Training Center (PBRRTC) in April 2013. The PBRRTC is a unique facility that has partnered with federal and state programs for over 30 years to evaluate rehabilitation needs and assist neurotrauma survivors and their families.
g) The UH Hyperbaric Treatment Center (unique statewide resource) is being transitioned from an RCUH operation to a shared educational/clinical endeavor with UCERA to help achieve cost savings for the State. The reconfiguration has also led to more than a two-fold increase in treatments administered.

h) The Kaka’ako campus support personnel (housekeeping and grounds crew) were successfully transitioned from contract services to United Public Worker service as required by the Hawaiʻi State law.

i) We anticipate that our electronic human resources SF-1 form project will be up and running by June 2014. UH’s Chief Information Officer is monitoring the progress our design may go system wide.

j) JABSOM published its second legislative community update in conjunction with the other academic units forming the schools of College of Health Sciences & Social Welfare. This publication provides legislators and their constituents with concise summaries of service and educational programs related to Hawaii’s health & well-being provided by UH Manoa.
2015:

Overview:
During FY 2015, JABSOM underwent its Accreditation Council for Graduate Medical Education (ACGME) Clinical Learning Environment Review (CLER) site visit. JABSOM also continued preparations for its medical doctorate (MD) program accreditation by the Liaison Committee for Medical Education (LCME).

The College of Health Sciences & Social Welfare leadership, including the Deans of the Schools of Medicine, Nursing and Social Work, along with the Director of the Office of Public Health Studies, continued to advance academic inter-professional programs.

Transitions in chair positions have occurred this year. Kenric Murayama, MD, was appointed as the Chair for Surgery. Dr. Murayama is a graduate of JABSOM and a former faculty member in the department. Most recently he headed the Surgical Department at Abington Hospital in Philadelphia, PA.

Through a collaborative effort by the university clinical practice plan with support by local teaching hospitals and HMSA, the family medicine clinic practice was separated from Wahiawa General Hospital. The residency program continues its affiliation with the hospital, but this change in responsibility reduced the fiscal obligations for Wahiawa General Hospital. Given the latter institution’s financial challenges, this move has sustained the family medicine residency program for JABSOM and set the stage for expansion of the family medicine training in Hawaii.

Medical student education (the M.D. degree program) continues to be strong with gradual enlargement of the entering class size (up to 68 students in 2015 from 62 in 2008 upon my arrival). Nearly 90% of incoming students are residents of Hawaii, demonstrating a continued emphasis on supporting the educational aspirations of Hawaii’s citizens. The outgoing senior medical student class members recently were notified of their post-graduate training (“residency training”) assignments, including some of the best training programs in the country. Nearly half the graduating class will do residency training in Hawaii and thus more directly increasing our impact on the Hawaii physician workforce.

In the research mission, JABSOM has led the 13 U.S. Land Grant Universities without a University Hospital in total NIH research awards for 4 straight years. On an NIH awards/full-time faculty member basis, JABSOM ranks within the top 20 of ALL U.S. medical schools (public & private institutions; institutions with & without a university hospital).

In the recently released US News & World Report 2015 rankings, JABSOM moved up to #19 (from #57) in Primary Care and #73 (from #78) in Research among all 139 U.S. medical schools. Although these rankings are based more upon peer institution recognition and federal grant acquisition than upon educational quality or impact on the host state, these rankings do indicate that JABSOM has gained additional national recognition amongst U.S. medical schools.
FY 2015 Benchmarks and Performance:

1. Continue to develop interdisciplinary educational programs and opportunities for collaboration between UH units.
   - Specifically, we will actively participate in the College of Health Sciences and Social Welfare with the development of interdisciplinary scholarship and programs.

Under my leadership, JABSOM has actively endorsed Inter-Professional Education. With representatives from the School of Nursing, School of Social Work and Office of Public Health, JABSOM established an Inter-Professional Education task force that developed a strategic report and presented its findings to the College of Health Sciences & Social Welfare leadership. The College leadership has endorsed a follow-up 2016 Inter-Professional Education workshop and is contributing funds to a position that will sustain ongoing efforts to collectively incorporate such inter-professional education into our nursing & medicine clinical years. The UH Hilo College of Pharmacy also has been participating.

The leadership of UH Manoa JABSOM (Cancer Center), Nursing, Social Work, Public Health, and Hawai‘inuiakea collaborated on a panel on collaborative health science activities at the JABSOM Cross Cultural Conference in January 2015. The proceedings of the conference will appear in a special edition of the Hawaii Journal of Medicine & Public Health that is embedded in the UH health sciences faculty practice plan (UCERA).

The Geriatric Medicine department established a curriculum and training program (Chief Resident Immersion Training or CRIT program) for the care of elders by chief residents from different graduate medical education (GME) disciplines. This program was first delivered May 2014 and then expanded to two additional resident leadership programs that aid information sharing by incoming and outgoing chief residents with a focus on quality improvement projects.

JABSOM supports Clerkships with the College of Pharmacy; these clerkships are embedded with some departmental teaching practices, e.g., Family Medicine and Native Hawaiian Health.

JABSOM Graduate Assistants teach undergraduate classes (e.g., physiology, cell biology, anatomy, & genetics) for UH Manoa and Kapiolani Community College.

The Departments of Kinesiology (College of Education) and Anatomy (JABSOM) faculty members mutually support orthopedic-focused training and each other’s graduate program. The JABSOM Research Design & Biostatistics course teaches Public Health biostatistical courses and is planning a new Masters of Quantitative Health Sciences Degree.

The JABSOM administrative core has been a UH Manoa lead entity in Title IX training. Further, the Mini-Medical School (done in collaboration with the UH Manoa Cancer Center) is a popular outreach program for the local community and builds goodwill for UH and UH Foundation.

I served as Chair of the Catholic Charities of Hawaii Men’s Walk March Against Domestic Violence in 2014, helping attain extensive participation by UH and over 1,000 marchers for this cause.
2. **Continue to develop interdisciplinary research activities and support infrastructure with other UH units and community teaching hospitals.**
   - Specifically, we will submit an RMATRIX-I completion summary report, sustain key infrastructure support activities, and respond to any study section review concerns related to our RMATRIX-II renewal grant in conjunction with UH and community-based partners.

JABSOM partnered with the School of Social Work to establish a two PI NIH research infrastructure grant supporting the UH Manoa health sciences. Dean Noreen Mokuau (Social Work) and I serve as the two PIs for this NIH grant that will bring over $12M in grant dollars to UH Manoa over 5 years. Researchers from Public Health, Nursing, and the Cancer Center are also on this grant (in addition to investigators from JABSOM and Social Work). This National Institute for Minority Health & Health Disparities grant reaches out into the community with a focus on reducing Hawaii’s health disparities.

JABSOM has shared considerable research infrastructure with UH Manoa beyond the RMATRIX and other infrastructure grants. JABSOM introduced online HIPAA training for UH Manoa, provided wireless internet expansion at teaching partner hospitals for academic outreach, created an SF1 electronic system for facilitating research hires at UH Manoa, sustained a Translational Research clinic and invested in expansion of that program at Kaka‘ako, introduced compliance resource awareness training for Cancer Center and other health sciences personnel, and continues to oversee UH Manoa BSL-3 support and extensive support of UH Manoa compliance activities.

A number of other interdisciplinary research and outreach activities are summarized in the (Kaka‘ako) Hawai‘i Impact Summary 2015 (see attachment to this note) prepared for the 2015 legislature in conjunction with Cancer Center leadership. JABSOM continues to sponsor the UH-Manoa Biomedical Sciences and Health Disparities Symposium each spring.

3. **Prepare for the upcoming 2016 LCME reaccreditation with mock survey completion.**
   - Specifically we will engage appropriate external consultants, develop appropriate policies/procedures within JABSOM and with our teaching hospital partners, and complete necessary documentation. We will also address policies and practices related to diversity and Title IX reporting & investigation processes.

Full preparation is underway for next LCME re-accreditation. Materials are due late 2016 and the site visit will occur January 2017. In the summer of 2014, JABSOM participated in a mock site survey administered to assess the JABSOM infrastructure and personnel. This site visit was overseen by Anne Barnes of the University of Oklahoma.

Subsequently Office of Medical Education Director Damon Sakai and myself (as visiting Dean) participated in LCME site surveys at mainland medical schools. There also are ongoing training sessions for staff & faculty members at JABSOM regarding the new LCME standards. A site visit leadership team has been established to
prepare the JABSOM self-study guide and presentations have been given to the JABSOM executive committee and department chairs.

The JABSOM administrative team developed processes and implemented UH Manoa policies addressing Title IX awareness and reporting through multiple training. The team was highlighted multiple times during UH Manoa Campus presentations for their proactive approach and ongoing efforts to support student and faculty groups regarding Title IX regulations.

4. **Prepare for an upcoming 2014 or 2015 ACGME CLER site visit.**
   - Specifically we will engage appropriate external consultants, develop appropriate policies/procedures with our teaching hospital partners, and streamline faculty and trainee evaluation processes.

A mock ACGME site survey was conducted in the fall of 2014 and sessions were initiated to prepare for the expected ACGME CLER visit. Activities undertaken and led by Dr. Naleen Andrade included team training and accreditation guidelines review for hospital and JABSOM leadership. Training modules were also developed for faculty members. Shortly after an impromptu ACGME site visit for the purpose of evaluating a complaint filed by four former resident trainees (late November 2014), JABSOM had a mid-December 2014 ACGME CLER site visit. These experiences have strengthened the JABSOM leadership role in GME on behalf of the teaching hospitals.

5. **Strengthen the UH Cancer Center through shared research, operational efficiencies, and development of a clinical trials cadre of academic oncologists.**
   - Specifically we will build compensation models that (in conjunction with the Cancer Center and Cancer Consortium) will permit recruitment of key translational scientists and other academic oncologists; with such models in place, we will grow the number of clinical oncologists and begin to enhance clinical trial participation in Hawaii.

Although this goal was originally envisioned as the development of an academic clinical oncology program in conjunction with the Cancer Center, in late November 2014, I was assigned the role of Acting (and subsequently Interim) Director of the Cancer Center. Since that time, there has been a whirlwind of activity undertaken to address significant fiscal and associated operational challenges in the Cancer Center. Many meetings with faculty and staff leadership both at JABSOM and the Cancer Center have been initiated. The Center’s External Advisory Committee has been reformulated, plans for modification of the Center’s Programmatic activity have been developed, and meetings with hospital leadership, key legislators and donors of the Cancer Center have been ongoing.

In late March 2015, a business plan was presented to the UH Manoa Chancellor and UH System for the Kaka’ako Campus and guidance summarized to address the existing challenges at the Cancer Center while sustaining its National Cancer Institute (NCI) designation as a clinical Cancer Center. The plan identifies the need for continued investment in the Cancer Center as it has been under capitalized, especially given the number of faculty and staff members needed for continued designation by the NCI. JABSOM has provided Kaka’ako Campus leadership at the legislature.
The Cancer Center has recently undertaken several joint ventures with the Cancer Center, including an increasingly melded shared resources environment to minimize duplication of research infrastructure. This extends to a shared vivarium and installation of an NMR imager in JABSOM research buildings.

6. **Leverage the 50th anniversary of the JABSOM founding in 1965 to build community awareness of JABSOM’s success and impact to date and to encourage community engagement and support of our programs.**

   • Specifically a 2014 Reunion event (in anticipation of the 50th year event) is planned (for fall 2014) and we will begin seeking endowments for faculty positions (to announce in 2015).

JABSOM has surpassed its unit philanthropic goals for the past two years, raising over $17.3 million in FY 14 and FY15 to date. Included in these totals are two endowed chairs and four endowed professorships. JABSOM will hold its 50th Anniversary Gala on July 18, 2015 with a goal of netting $750,000 for the 50th Anniversary Scholarship Fund. Already, 113 out of a possible 125 tables have been sold, thanks to strong support from alumni and the business community; so the Gala is on track to meet or exceed the above goal. In addition, discussions with donors about the installation of the new donor wall at JABSOM in July 2015 have resulted in $100,000 in new gifts by encouraging donors to be recognized at higher levels. The JABSOM Internal Giving Campaign again exceeded the prior year’s campaign, raising $398,552 from 394 participants, or 57%, of JABSOM faculty and staff members.

Other alumni events have been held including a July 2014 alumni gathering in Honolulu and three alumni dinners on the mainland in March 2015. Further, JABSOM’s history is being captured through video interviews and production of a pictorial and interview-based historical book about the school.
### JABSOM Strategic Planning: The Educational Mission

**Strategic Goal: Excel in Education and Teaching**

#### Long - Range Objective 1: Build World Class Educational Programs

<table>
<thead>
<tr>
<th>Due</th>
<th>Status</th>
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<tbody>
<tr>
<td>2014</td>
<td>Substantial progress</td>
</tr>
</tbody>
</table>

1. Increase the scholarly work of JABSOM educational faculty.
2. Host AAMC WGEA Conference 2014 Completed 3/14
3. Establish a consulting relationship with a team of educational research experts 2012 Completed 3/11
4. Establish both external and internal educational outcome measures. 2011 Completed 1/11
5. Determine parameters of success for each educational outcome measure 2014 Completed 3/15

#### Mid - Range Objective 1: Enhance Student Recruitment and Retention with more Scholarships

<table>
<thead>
<tr>
<th>Due</th>
<th>Status</th>
</tr>
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<tbody>
<tr>
<td>Substantial progress</td>
<td></td>
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</tbody>
</table>

1. Develop Alumni endowed scholarships
2. Established Will Henderson endowed scholarship for first-year students. Winter 2015
3. Established community scholarship fund from 50th Anniversary Gala event 2015 Summer 2015

#### Mid - Range Objective 2: Establish Sustainable Funding Model to Support Educational Mission

<table>
<thead>
<tr>
<th>Sub-Objective</th>
<th>Due</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2012</td>
<td>Completed 1/12</td>
</tr>
<tr>
<td>Provide permanent funding (vs. temporary) for the Director of Medical Student Education (Director of OME).</td>
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<td></td>
</tr>
</tbody>
</table>

2. Increase by three, the number of faculty in OME supported by permanent funds 2011 Completed 1/12
3. Establish permanent funding for all course directors and key contributors to the educational program 2013 In progress
4. Establish a budget for the educational program with associated deliverables and evaluation strategies. 2014 Budget created
5. Create a funding stream to support staff needed in the Center for Clinical Skills 2013 Substantial progress

#### Short - Range Objective 1: Provide Students with program choices/flexibility

<table>
<thead>
<tr>
<th>Due</th>
<th>Status</th>
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<tbody>
<tr>
<td>2012</td>
<td>In progress</td>
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</table>

1. Implement a new MD 5 option for students in clinical skills and physical diagnosis
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<table>
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<tr>
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<tbody>
<tr>
<td>2</td>
<td>Create a new credited course in International Medicine for the MD 5 block of the curriculum</td>
<td>2011</td>
</tr>
<tr>
<td>3</td>
<td>Develop three “certificate programs” that allow students to be recognized for additional work in a designated area of medicine</td>
<td>2014</td>
</tr>
<tr>
<td>4</td>
<td>Develop one new community health site for first year students that focuses on exposing students in Hawaii to the medical school and health – related career options</td>
<td>2014</td>
</tr>
<tr>
<td>5</td>
<td>Pilot a cohort of students at a new site on a neighboring island for preclinical education</td>
<td>2011</td>
</tr>
<tr>
<td>6</td>
<td>Develop a rural health track or certificate program</td>
<td>2016</td>
</tr>
<tr>
<td>7</td>
<td>Increase the number of electives available to students in the third year of the curriculum.</td>
<td>2016</td>
</tr>
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</table>

**Short - Range Objective 2: Further Develop the Quality and Depth of Student/Resident Educational Programs and Support Services**

<table>
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<tr>
<th></th>
<th>Sub-Objective</th>
<th>Due</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Increase the spaces available to fellows in the OME Fellowship in Medical Education to fifteen per year.</td>
<td>2011</td>
<td>Completed 2/11</td>
</tr>
<tr>
<td>2</td>
<td>Provide four yearly faculty development seminars on key teaching skills like lecturing and clinical teaching.</td>
<td>2013</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3</td>
<td>Provide a yearly faculty development seminar on advising and counseling students</td>
<td>2012</td>
<td>In progress</td>
</tr>
<tr>
<td>4</td>
<td>Initiate at least three scholarly projects on educational innovation in PBL</td>
<td>2011</td>
<td>Completed 3/11</td>
</tr>
<tr>
<td>5</td>
<td>Develop three educational online modules for important “orphaned topics” that can be linked to the PBL cases</td>
<td>2012</td>
<td>In progress</td>
</tr>
<tr>
<td>6</td>
<td>Develop a new learning module on student well-being to be implemented at the JABSOM MSI Orientation</td>
<td>2012</td>
<td>In progress</td>
</tr>
<tr>
<td>7</td>
<td>Develop a new learning module on student well-being to be implemented at the JABSOM MSIII Orientation</td>
<td>2012</td>
<td>Completed 5/12</td>
</tr>
<tr>
<td>8</td>
<td>Enhance the Transition to Clerkships experience for third-year students by increasing the number of skill-based sessions.</td>
<td>2011</td>
<td>Completed 5/11</td>
</tr>
<tr>
<td>9</td>
<td>Develop a process that further enhances the vertical and horizontal integration of basic science content across the curriculum</td>
<td>2012</td>
<td>Ongoing</td>
</tr>
<tr>
<td>10</td>
<td>Increase the computer resources at JABSOM so that NBME exams used for self-assessment may be taken online (instead of paper and pencil)</td>
<td>2015</td>
<td>In progress</td>
</tr>
</tbody>
</table>

**Short - Range Objective 3: Enhance Recruitment of Students and Residents**

<table>
<thead>
<tr>
<th></th>
<th>Sub-Objective</th>
<th>Due</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Provide increasing exposure for high school students</td>
<td>2011</td>
<td>Completed 6/11</td>
</tr>
<tr>
<td>OME-Centric Objectives</td>
<td>Due</td>
<td>Status</td>
<td></td>
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<tr>
<td>Sub-Objective</td>
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<tr>
<td>Organization and Culture</td>
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</tr>
<tr>
<td>1 Establish the list of responsibilities for OME faculty</td>
<td>2011</td>
<td>In progress</td>
<td></td>
</tr>
<tr>
<td>2 Redistribute administrative tasks into a more logical order:</td>
<td>2011</td>
<td>Completed 1/12</td>
<td></td>
</tr>
<tr>
<td>- Program Director/Administrative Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- MSI-MSII activities</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- MSIII-MSIV activities</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- International/Faculty Development/Workshops</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Consider community service/outreach, recruitment</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3 Increase CCS staff and CCS activities (Breast, male genitalia, rectal examination)</td>
<td>2011</td>
<td>Professional Student fee not supported by UH</td>
<td></td>
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<tr>
<td>by increasing student fees to the 50th percentile nationally.</td>
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<tr>
<td>4 Increase CCS staff by an outreach college initiative.</td>
<td>2012</td>
<td>Completed 7/13</td>
<td></td>
</tr>
<tr>
<td>Medical Student Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Fully incorporate iPAD technology into PBL.</td>
<td>2013</td>
<td>In Progress</td>
<td></td>
</tr>
<tr>
<td>2 Increase the percentage of structured class time devoted to active learning instead of lectures.</td>
<td>2014</td>
<td>Completed 2013</td>
<td></td>
</tr>
<tr>
<td>3 Redesign the 3rd year colloquia to be more skill-based.</td>
<td>2014</td>
<td>Recruited new clinical skills director</td>
<td></td>
</tr>
<tr>
<td>4 Initiate inter-professional education</td>
<td>2010</td>
<td>Completed 8/10</td>
<td></td>
</tr>
<tr>
<td>5 Transfer inter-professional education initiative to the third year.</td>
<td>2012</td>
<td>Completed 8/11</td>
<td></td>
</tr>
<tr>
<td>6 Increase the number of pre-clerkship neighbor island blocks so that they can be offered in MD3, MD4, MD7.</td>
<td>2014</td>
<td>Completed 1/13</td>
<td></td>
</tr>
<tr>
<td>7 Incorporate simulation into PBL tutorial.</td>
<td>2014</td>
<td>Completed 3/13</td>
<td></td>
</tr>
<tr>
<td>8 Increase curricular time in clinical skills during MD1.</td>
<td>2012</td>
<td>Completed 11/12</td>
<td></td>
</tr>
<tr>
<td>9 Recruit additional faculty to accomplish Curriculum Committee initiatives.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Include the AAMC Mission-Based Tool into the</td>
<td>2013</td>
<td>Completed 7/11</td>
<td></td>
</tr>
<tr>
<td>Curriculum Committee list of educational outcomes.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------</td>
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<td></td>
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</tr>
<tr>
<td><strong>11</strong> Schedule an LCME Internal Site Visit in 2013 within which the LCME Educational Database and Institutional Self-Study are completed as “rough drafts” for the actual report in 2016-2017.</td>
<td>2013 Completed 3/13</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Faculty Development

| 1 | Provide local coordination of the 2014 WGEA Conference | Completed 2014 |

### Scholarly Work

| 1 | Prepare 3-4 educational pieces for the Medical School Hotline each year as a forum for junior faculty. | 2012 Ongoing |
| 2 | Institute an OME forum to encourage, support, enable faculty scholarly work. | 2012 Completed 1/13 |
| 3 | Obtain the 2014 WGEA Conference |
| | • Vehicle to enhance JABSOM involvement in the WGEA. |
| | • Recruit recruiters to encourage/require faculty participation. |
| | • Highlight JABSOM and JABSOM Faculty |
| | • Target for OME scholarly efforts. |
| | Develop posters highlighting the extent of JABSOM scholarly work provided that is visible to LCME site visitors. | Completed 1/13 |
| 4 | Develop the JABSOM Medical Education Conference |
| | • 1 day conference |
| | • CME |
| | • Guest speaker |
| | OME Fellows work can be highlighted | Completed 2012 |

### Community Service and Outreach

| 1 | Define OME community service projects that are aligned with our mission that also match our strengths in health-related education. |
| | • Tar Wars |
| | • School visits to JABSOM |
| | • Trips to Neighbor Islands |
| | • Medical Problem-Solving Course |
| | Outreach College Medical Diagnosis and Treatment Course | 2016 Ongoing |

### International Activities

<p>| International Activities |</p>
<table>
<thead>
<tr>
<th></th>
<th>Task Description</th>
<th>Due Year</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Consolidate International Faculty Development Programs toward more longitudinal relationships</td>
<td>2012</td>
<td>Completed 2012</td>
</tr>
<tr>
<td>2</td>
<td>Shift International Faculty Development away from PBL and more toward meeting WFME Standards.</td>
<td>2013</td>
<td>Completed 2012</td>
</tr>
<tr>
<td>3</td>
<td>Increase enrollment in International Medical Student Workshops to increase OME’s ability to offset the cost of sending JABSOM students to Asia.</td>
<td>2011</td>
<td>Completed 2013</td>
</tr>
<tr>
<td>4</td>
<td>Attract 30 International faculty to the 2014 WGEA</td>
<td>2014</td>
<td>Completed 2011</td>
</tr>
</tbody>
</table>

### LCME Objectives

<table>
<thead>
<tr>
<th></th>
<th>Task Description</th>
<th>Due Year</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Curriculum Committee</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Reinstitutionalize review of MSIV OSCE scores at the Curriculum Committee</td>
<td>2012</td>
<td>Completed 7/13</td>
</tr>
<tr>
<td>2</td>
<td>Develop a task force to look at the issue of student mistreatment to develop definitions, guidelines, information for both faculty, residents, and students, and a system to manage faculty with multiple reports.</td>
<td>2014</td>
<td>Completed 7/12</td>
</tr>
<tr>
<td>3</td>
<td>Define the set of educational outcomes and ratings that will be used to judge overall effectiveness of the four year program, the segments of the curriculum, and the courses.</td>
<td>2014</td>
<td>Completed 2015</td>
</tr>
<tr>
<td>4</td>
<td>Approve a policy on the supervision of medical students in the clinical setting.</td>
<td>2015</td>
<td>Completed 2015</td>
</tr>
</tbody>
</table>