2014 JABSOM Annual Summary Reports to Mānoa Chancellor

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 RMATRIX 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 RMATRIX 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-Mānoa Biomedical Sciences and Health Disparities Symposium.
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-Mānoa) 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-Mānoa for the Department of Native Hawaiian health through the Kuali‘i Council request honored by UH-Mānoa.

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 Mānoa 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 Mānoa 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 Mānoa 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.

d) 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.

e) 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.

f) 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.

g) 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 Hawai’i State law.

h) 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.

i) 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 Mānoa.