Overview:
Annually we have the opportunity to reflect upon the accomplishments of the University of Hawai‘i – Manoa, John A. Burns School of Medicine (JABSOM) during the last academic year. This last year I served in the dual capacity of UH Cancer Center Interim Director and JABSOM Dean. This dual role limited my ability to fully promote several previously established goals for JABSOM. The current assessment largely focuses upon JABSOM, but also includes leadership contributions related to the UH Cancer Center.

During FY 2016, JABSOM continued preparations for its medical doctorate (MD) program accreditation by the Liaison Committee for Medical Education (LCME). A number of organizational clarifications were made including initiation of the transition of the Associate Dean for Medical Education position into the Associate Dean for Academic Affairs to provide greater oversight across the continuum of education at JABSOM. These reorganization related items will be further implemented in FY 2017. A number of successful re-accreditations were achieved in our Graduate Medical Education (GME) - resident/fellow programs, along with transition of the Designated Institutional Official (DIO) role for GME.

Medical student education (the M.D. degree program) continues to be strong with gradual enlargement of the entering class size (up to 70 entering students in July 2016 from 62 in 2008 upon my arrival). Nearly 90% of incoming students are residents of Hawai‘i, demonstrating a continued emphasis on supporting the educational aspirations of Hawai‘i’s citizens and enhancing retention of graduates in Hawai‘i. The first cohort from the UH Manoa Early Acceptance Program will enter JABSOM as MD students in July 2016.

In the Department of Anatomy, Physiology & Biochemistry, advances have been made in 3-D virtual reality instruction for medical student instruction and training. The department’s Willed Body program received a record 157 donations last year and hosted a memorial service attended by over 500 community members.

The outgoing senior medical student class members recently were notified of their post-graduate training (“residency training”) assignments. All matched into a residency program, including some of the best training programs in the country. Nearly 2/3 matched into a primary care (medicine, pediatrics or family practice) or initial patient contact specialty (obstetrics/gynecology or emergency medicine). Nearly half the graduating class will start residency training in Hawai‘i and thus more directly increase our impact on the Hawai‘i physician workforce.

JABSOM’s continued efforts to strengthen primary care opportunities included expansion of the Physicians Center at Millilani (main JABSOM Family Medicine teaching site) operations to now include the participation of teaching faculty from multiple departments (Family Medicine, Internal Medicine, Obstetrics/Gynecology, and Native Hawaiian Health) and the UH Hilo College of Pharmacy. This
A collaborative effort brings needed health care to central Oahu and helps provide interdisciplinary teaching opportunities for medical students and other health professionals associated with UH and other health-focused programs in Hawai‘i. Efforts to obtain additional legislative support for the GME provided by JABSOM (with hospital support) were initiated at this year’s legislative session.

The JABSOM undergraduate degree program is a BS degree in Medical Technology offered through the Department of Medical Technology. This is the only nationally accredited Medical Technology program in the State of Hawai‘i. The curriculum is a 2+2 format where students with Medical Lab Technician (MLT) credentials are admitted so that they may complete the baccalaureate curriculum at Manoa and become eligible for career advancement to the Medical Lab Scientist (MLS, equivalent to Medical Technology) level. Since fall 2011 (when the program converted to 2+2), 37 students have been admitted to UHM, 89% being KCC graduates (others are from a mainland college, military training, or international institution). Completion rate (mostly within 2 years) is approximately 80% (discontinuations are mainly due to family or job-related issues; none have occurred for academic reasons). First-time pass rate on national certification exams through the American Society for Clinical Pathology (ASCP) for these 2+2 students is 94%, much higher than the national average of approximately 80%.

The Graduate Programs (Masters and Ph.D. candidates) underwent a self-study guide process and an external site visit and review this spring. Recommendations are under review and when implemented should lead to greater synergy across the programs. Among many notable publications from JABSOM faculty and trainees, Dr. Monika Ward, an Institute for Biogenesis Research faculty member, published a seminal paper in Science this year detailing the production of male mice with no Y chromosome genes. This publication has received international acclaim due to its relevance to cloning and general reproductive biology.

JABSOM is a steady contributor to the UH Manoa international programs with many Memorandum of Understandings with international medical schools. Approximately 50 undergraduate and graduate medical students from Asian medical schools participate in a one-month exchange program in Hawaii hospitals, with 10-15 JABSOM students receiving reciprocal experiences at Asian institutions. During 2016, the UH Post Graduate Medical Education Program in Okinawa, celebrates its 49th anniversary. Each year 10 consultants are sent to Okinawa under JABSOM's sponsorship. Additional JABSOM students participate in Area Health Education Center in the Western and South Pacific. Over 30 students from Japan attend two-week Problem-Based Learning workshops conducted by the Office of Medical Education. In 2016, 9 UH Manoa undergraduate students under the sponsorship of the JABSOM Department of Tropical Medicine’s MHIRT-Hawaii program, will spend the summer in Thailand, Cameroon, and India conducting locally relevant research. The Step-up Program continues to mentor, high school and community college students from the Pacific Islands, Guam and Hawaii in basic science activities.

JABSOM faculty continued to provide educational enrichment experiences for thousands of Hawaii’s youth this past year. Through field trips, Teen Health Camps, Keiki Health Camps, teacher training programs, student research experiences, and a new Pre-Health Career Corps, our faculty and medical students give back to the community that supports us. We are pleased with new educational grant
awards in 2016 to strengthen our clinician/medical scientist and teacher partnerships, thus augmenting our capacity to mentor the next generation of health professionals for Hawai‘i.

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 education programs and used the Research Centers in Minority Institutions (RCMI) U54 RMATRIX-II renewal to help strengthen inter-professional health disparities research at UH Manoa. At the Cancer Center a second U54 grant was awarded that focuses on reducing health disparities in Micronesian peoples and building research capacity at the University of Guam. This grant represents a strong UH collaboration between JABSOM and the Cancer Center.

The school remains competitive in its research mission. Of the 139 medical schools receiving NIH awards annually, JABSOM (#82) continues to rank in the top 60th percentile among public and private U.S. medical schools (as reported by Blue Ridge Institute for Medical Research at www.brimr.org). Additionally, of the 14 community-based public medical schools that receive NIH awards, JABSOM has been ranked #1 for the last 15 consecutive years. Michigan State University (#92) ranks second and the University of South Carolina at Columbia (#97) ranks third. Locally, JABSOM’s annual research activity spending (i.e., employing people, purchasing good and services), research start-up, and research based spin-off company activity equals $53.3 million annually; adding income to Oahu’s economy equivalent to 466 new jobs (as reported by EMSI-Economic Modeling Specialists International, March 2016).

As reported in EMSI’s March 2016 Kaka‘ako economic impact report, JABSOM’s research (as noted above), operations, visitors, graduates, and student body spending combined added $456.4 million of new income to Oahu’s economy in FY 2015. This added income is equivalent to 5,196 new jobs and is approximately 0.8% of Oahu’s gross regional product (GRP). Comparatively, JABSOM’s $456.4 million economic impact is larger than Oahu’s entire Arts, Entertainment and Recreation industry.

JABSOM celebrated the 50th Anniversary of its founding with a gala at the Sheraton Waikiki on July 18, 2015, that was attended by a record breaking number of guests (1300). The event, five years in the planning by a committed group of alumni and faculty, exceeded its goal by nearly $200,000, netting more than $940,000 for medical student scholarships.

JABSOM’s 50th Anniversary weekend also included a special White Coat ceremony followed by an elegant reception for alumni – both at the historic Hawaii Theatre. The next morning, more than 120 guests attended the alumni-planned CME entitled “The History of Medical Education in Hawaii” featuring speakers who represented key eras in the school’s history.

In commemoration of the school’s golden anniversary, we produced a 10 minute video and published a full-length book and Honolulu magazine insert all titled The John A. Burns School of Medicine: 50 Years of Healing in Hawai‘i. The school’s 50th Anniversary year culminated in November with a special Dean’s Circle reception to celebrate the unveiling of a commemorative wall in the Medical Education Building lobby recognizing JABSOM’s most generous donors.
JABSOM’s 2015 Internal Giving Campaign, also was a record-setting success with $949,000 (nearly triple the goal) was raised with participation at an all-time high of 396 donors. Department of Obstetrics, Gynecology and Women’s Health faculty set the pace for the campaign by donating $500,000 from their practice plan to establish a Professorship for their department. All total, philanthropic gifts to JABSOM through the UH Foundation totaled $8.7M+ in FY2016.

Selected achievements of the Cancer Center are summarized below (items #1 & #2).

FY 2016 Benchmarks and Performance:

1. *Develop Kaka’ako Campus fiscal savings and efficiencies through implementation of the one-campus model for the Cancer Center and JABSOM at Kaka’ako*

Under my direction as interim Cancer Center Director and JABSOM Dean, CFO Nancy Foster and others from Cancer Center and JABSOM leadership developed a business plan for the Cancer Center that would include campus-wide fiscal savings and efficiencies through a unified Kaka’ako campus administrative & operations structure. Although full implementation of the overall business plan is on hold, while additional legislative funding is sought to support permanent faculty and staff members who are currently supported on cigarette tax reserves, the reorganization process that will lead to the greater efficiencies and savings is underway. We anticipate that this proposal will move forward in phases with the first phase (limited to JABSOM) implemented in September and the second phase implemented later in the fall after appointment of a new Cancer Center Director.

2. *Increase awareness of the value of NCI designation for the Cancer Center and initiate steps to preserve the designation (e.g., new revenue streams, philanthropy, new interim Cancer Center Director)*

Under my direction as interim Cancer Center Director, the publication and grant support status of the Cancer Center has remained strong and significant progress has been made toward renewing the NCI designation at the Cancer Center. Activities & accomplishments from the last academic year include the following: Completion of a successful External Advisory Committee meeting with an NCI Cancer Center Study Group recommendation for a one-year extension to recruit a new Cancer Center Director; Active engagement of all Cancer Center faculty members in the recruitment of a new Director; Two faculty retreats and two external consultations to strengthen operations; Significant positive media coverage (television, radio, web, and newspaper) on scientific advances by the Cancer Center and the importance of Cancer Center clinical trials; A Cancer Center patient volunteer appreciation event attended by over 100 study subjects and their family & friends; Gradual resumption of community philanthropy for the Cancer Center; Increased collaborative research between JABSOM and Cancer Center; Initiation of greater cost sharing and efficiency of research cores between the Cancer Center and JABSOM; and solidification of Hawaii Cancer Consortium (affiliated teaching hospital) support of the Cancer Center.

3. *Prepare the draft self-study document needed for LCME re-accreditation*
This last academic year, the Data Collection Instrument has been drafted and the Self-Study document is well underway. Once the phase 1 - JABSOM re-organization process is complete, these LCME documents will be finalized for submission in October 2016, in anticipation of the formal site visit in January 2017. The new Associate Dean for Academic Affairs will play a key role in the ongoing oversight of LCME continued readiness in the future.

4. **Create and gain approval of the Quantitative Health Sciences unit and an associated graduate program (under development)**

The Quantitative Health Sciences unit is an academic support unit reporting to the Department of Tropical Medicine, Medical Microbiology, & Pharmacology. The unit has been slowly acquiring personnel and developing educational courses. We are in the process of recruiting a bio-informaticist to strengthen this unit. We are anticipating that as additional course offerings are offered for credit, we can begin the process of applying for a graduate certificate or Masters level course.

5. **Attain teaching hospital support for recruitment of academic oncologists via university practice plan (UCERA dba University Health Partners of Hawai‘i)**

Support for faculty with translational research capabilities has been sustained via the Hawaii Cancer Consortium. Efforts to recruit additional academic oncologists have been tabled until arrival of the next appointed Cancer Center Director.

6. **Implement Family Medicine Primary Care Consortium to stabilize and grow primary care in Hawai‘i**

The Consortium has been activated and support for the teaching clinic in Mililani (discussed above) has come from Hawai‘i Pacific Health, The Queens Health System, & the Hawaii Medical Service Association. We are beginning to explore the potential for additional Medicaid support via the Upper Payment Limit program that would strengthen our primary care and specialty training programs. The Hawai‘i Pacific Health Pali Momi Hospital is beginning to develop in-patient rotations for Family Medicine training.

7. **Facilitate clinical translational research**

The National Institutes of Health RMATRIX-II (U54), BRIDGES (G12), INBRE (P20), MW-CTR (U54) and various COBRE (P20) grants have provided a solid foundation for stimulating clinical translational research. Much of the research has focused on health disparities; much of the activity is inter-professional and inter-disciplinary. A manuscript detailing the phenomenal career development of RMATRIX pilot program investigators was prepared this year and will be submitted for publication. Most of the infrastructure grants support JABSOM and affiliated research cores; most of these grants also support the JABSOM (and College of Health Sciences & Social Welfare) faculty development activities.
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; Lee Buenconsejo-Lum (Deputy DIO – Filipino, Hispanic (Spanish), Korean), 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) has successfully recruited the positions the FY 2014 legislature provided to 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 & the Office of Public Health Studies continue to collaborate on the world’s first MPH program in Native Hawaiian and Indigenous Health.

f) 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.

g) JABSOM students are actively involved in community-programs and advocacy for the disadvantaged – e.g., Social Justice Interest Group focus on the health inequities in Micronesians and homeless persons in Honolulu and the HOME Project supports homeless adults and children residing in several Oahu homeless shelters.

Leadership Vision & Goals as they apply to the new UH Manoa Strategic Plan:

Goal 1: Hawai‘i Graduation Initiative

JABSOM is committed to MD students completing their training and graduating as rapidly as possible. As we are highly selective in who enters medical school, the attrition is limited. Nonetheless, considerable effort is placed into assessing learning style, teaching study skills, and providing multiple formats for an interactive and stimulating student experience. We use an innovative problem based learning format that emphasizes the synthesis of basic science and clinical skills. Support for remediation is available where needed. Further, JABSOM provides a well-known post-baccalaureate program (Imi Ho’ola) to prepare those students with educational disadvantages prior to entering medical school.

Goal 2: the Hawai‘i Innovation Initiative
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 supporting clinical & translational research support was renewed this year. The second phase of RMATRIX focuses 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 number of R01 grants has increased significantly in the last decade and investigators are working with OTTED to secure intellectual property.

Goal 3: Twenty-First Century Facilities

JABSOM is blessed to have new educational and basic science buildings – now ten years old. Each year, JABSOM engages in repairs and maintenance to keep the facility strong and productive. JABSOM has developed a clinical practice site for its teaching speech & hearing clinic. Further a clinical & translational clinic has been remodeled and opened for research use by JABSOM and Cancer Center investigators.

Goal 4: High Performing System of Higher Education

JABSOM has been a campus leader in collaborative higher education and resource & energy conservation. The fiscal underpinnings of JABSOM have been made transparent and available to the JABSOM leadership team, faculty, staff and students. JABSOM contributes across UH Manoa and the entire UH System. In compliance with new LCME accreditation guidelines and the continuing interest of JABSOM leadership, alliances and shared programs with Asian medical schools help JABSOM graduates contribute toward the development of a healthy world community.

Goal 5: Hawaiian Place of Learning

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, including in MD student pipeline projects, community-based research programs, and its underlying shared values.

Proposed FY 2017 Goals:

1) Prepare for and execute on the LCME re-accreditation for the MD program at JABSOM.
2) Work with faculty and dean’s office leadership to implement the re-organization of JABSOM’s educational mission structure & function
3) Work with Cancer Center leadership to achieve Kaka’ako Campus fiscal savings and efficiencies through implementation of the one-campus model for the Cancer Center and JABSOM at Kaka’ako

4) Guide the development of a leadership transition plan in the faculty practice (UCERA – DBA - University Health Partners of Hawaii)

5) Guide the transition of the DIO-GME leadership

6) Enhance the student status of JABSOM residents/fellows via entry into the UH Manoa Banner System of student registration

7) Assess and refocus biomedical research efforts