UC COLLEGE OF MEDICINE: A CANDID ASSESSMENT, AN UPWARD TRAJECTORY

Thomas F. Boat, MD
Dean, College of Medicine
Vice President for Health Affairs
1. Very good: Can be much better

2. USNWR Rankings: #42 (all schools)  
   #17 (public schools)

3. Ranked (top 50) clinical programs
   - ENT
   - Pulmonary medicine

4. Ranking does not consider many of our strengths:
   - Department of Pediatrics ranked #3
   - Emergency Medicine
   - Anesthesiology
   - Environmental Health
OVERARCHING MISSION

To improve health outcomes
FIVE to TEN YEAR PROJECTIONS

VISION: UC College of Medicine will

1. Be a preferred destination for the best:
   - Medical students
   - Graduate students
   - Residents
   - Postdoctoral fellows

2. With UC Health, be the regional care center of choice for patients with complex chronic disorders.

3. Join University of Pittsburgh, University of Michigan and Washington University as top biomedical research centers in the Midwest.
WHAT WILL BE REQUIRED?

TRANSFORMATIONAL CHANGES
PATIENT CARE TRANSFORMATION

Accomplished

1. Single, integrated practice plan
   - Revenue growth
   - Cost containment

2. Creation of UC Health

3. UCP – UC Health integration
   (true Academic Health Center)
PATIENT CARE TRANSFORMATION

Goals

1. Distinguish our care through:
   - Access
   - Responsiveness
   - Innovation

2. Partnerships with community-based healthcare

3. Respond to Federal mandate for improved outcomes, cost containment
EDUCATION TRANSFORMATION

Accomplished
1. CARE/Crawley Building
2. Curriculum Revision

Goals
1. Enhance program quality
   - Medical
   - Graduate
2. Increase compliance with accreditation standards
   - Diversity
   - Evaluation
3. Prepare trainees for “the new world of medicine”
   - Quality
   - Value
RESEARCH TRANSFORMATION

1. Connect discovery with clinical application
   • Physician scientists
   • Collaborative efforts

2. Create thematic multidisciplinary programs with strong leadership

3. Invest in promising investigators
   • Pilot grants
   • Gap funding

4. Partner more effectively with affiliates and other COMs

5. Enhance health services, behavioral and prevention research
OPERATIONS AND FINANCE TRANSFORMATION

1. Transparency: Faculty input
2. Centralization and improvement of support services:
   - Eliminate redundancy
   - Enhance effectiveness
3. Creation of new revenue streams
4. Resources targeted to high priority programs
5. Tie institutional funding to ROI
6. Manage fastidiously to realistic budgets
FACULTY DEVELOPMENT TRANSFORMATION

1. Recruit/develop distinguished leadership
2. Expect high level of productivity and quality
3. Emphasize faculty development across all COM missions
TIMELINE FOR TRANSFORMATION

- 2008
- 2011
- 2014
- 2017

- Patient Care
- Education
- Finances
- Research
- Faculty Development
TAKE ADVANTAGE OF OUR UNIVERSITY

1. Recognize strengths in other colleges
2. Seek collaborative opportunities
3. Adopt a UC-wide health promotion theme
4. Be “Proudly Cincinnati”
VISION: UC College of Medicine will:

1. Be a regional preferred destination for:
   - Medical students
   - Graduate students
   - Residents
   - Postdoctoral fellows

2. With UC Health, be the regional care center of choice for patients with complex chronic disorders.

3. Join University of Pittsburgh, University of Michigan, Washington University as top biomedical research centers in the Midwest.

4. Be recognized as a top-20 medical school
COLLEGE OF MEDICINE

IS THIS VISION A PIPE DREAM?
EXCELLENCE IS ACHIEVED BY:

1. People
2. Programs
3. Partners
4. Profits
## UC COLLEGE OF MEDICINE
### FINANCIAL CHALLENGES

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>↓State appropriations</td>
<td>Cost of decentralized functions</td>
</tr>
<tr>
<td>↓Earnings on endowment</td>
<td>Unfunded research</td>
</tr>
<tr>
<td>↓Federal research, education support</td>
<td>Lack of productivity</td>
</tr>
</tbody>
</table>

COM FINANCES

1) Budgeted FY ’12 deficit 15.5
2) Anticipated UCP FY ’12 margin ~10.0
3) Gap 5.5

$ Millions
UC College of Medicine
FY ’12 Budget Modification Goals

1) Reduce basic science department infrastructure costs $0.5
2) New grants not budgeted 1.0
3) Delayed/rescinded commitments 2.0
4) Gift from UCP 1.0
5) Other (e.g. Admin Budget) 1.0
LONG-TERM  
FINANCIAL SOLUTIONS

1) Improve funds flow from health system(s)
2) A higher level of community support to the College of Medicine (philanthropy)
FUNDRAISING ISSUES FOR THE COM

1. Better interface with Alumni
   - more personal contact
   - local physician graduate relationships
   - children of graduates who are medical school applicants

2. Leveraging the involvement of COM leadership and faculty

3. Raising $ for the College as well as specific programs

4. Coordination with fundraising activities of UC Health

5. Communicating value of the COM to the community
COLLEGE OF MEDICINE

CHANGE
CREATES OPPORTUNITY FOR
CHOICE
OPERATIONAL PRINCIPLES

1. Incremental improvement
2. Stability/Predictability
3. Partnership of faculty and management
4. Build a culture of respect and cohesiveness