THE UNIVERSITY OF ARIZONA
College of Medicine
Phoenix

Mid-Point Progress Report

In 2019, initiative leaders and committees met to develop charters for each of our five pillars. This work was furthered throughout 2019–2020 by the Steering Committee. They would periodically meet to review charters, give input to leaders and prioritize initiatives. Unfortunately, in March 2020, the outbreak of the COVID-19 pandemic necessitated a pause in the proceedings — a reset of the priorities to accommodate for financial constraints.

This reset prompted the Steering Committee to reprioritize "mission-critical" initiatives for funding purposes in fiscal year 2021; and now, at the mid-point, the Steering Committee is reevaluating initiative milestones for fiscal year 2022. As this process evolves, leads for each pillar and its sub-initiatives are submitting mid-point reviews on an ongoing basis. For progress updates relating to each pillar and its distinctive components, please review each of them below.

Our Pillars

Education | **Research** | **Clinical** | **Community and Collaboration** | **Operational**

Education – E1. Pathways to the College of Medicine – Phoenix

Attract and recruit diverse students of the highest caliber to serve our communities.

- **E1a. Enhance Scholarship Funding:**

  - **Progress** – We have increased direct scholarship funding; proposed a matching challenge for minority applicants; and garnered support from the Community Foundation for the Pathway Scholars Program.

  - **Next Steps** – We will continue our emphasis on fundraising in support of scholarships.

- **E1b. Recruit and Retain College of Medicine – Phoenix Graduates for Arizona:**

  - **Progress** – We have increased the percentage of Arizona residents for interview slots; increased the number of students in the Pathway Scholars Program; and enhanced our pipeline initiatives.

  - **Next Steps** – Expand Graduate Medical Education (GME) opportunities locally; explore student-resident mentoring program; and continue ongoing work with Banner – University Medical Center Phoenix on loan payback.

- **E1c. Increase Class Size:**

Updated November 23, 2021

- o **Progress** – We received approval from the LCME to increase our class size. It has increased incrementally from 80 to 100 students and then from 100 to 120 students. This has required additional resources, which have been planned for and implemented.

- o **Next Steps** – Continue to monitor the resources necessary to support the larger class size; enhance our ability to support clinical capacity needs.

- **E1d. Grow Graduate Programs:**

  - o **Progress** – In 2019, research mentorship training began; curriculum for a master's in Clinical Research — to begin in spring of 2022 — has been designed; funding for scholarships for interested junior faculty to obtain the master's in clinical research has been allocated; and an MA in Bioethics is undergoing approval.

  - o **Next Steps** – Develop teaching metrics for college faculty; continue to develop new degree programs, as needed.

E2. Personalize Medical Education

Create innovative programs to enhance personalized medical education.

- **E2a. Develop the potential for a three-year UME program with coordinated residency placement:**

  - o **Progress** – Steering Committee has been formed.

    - ▪ *Work is on hold until after LCME visit.*

  - o **Next Steps** – Identify GME partners; formalize curriculum through the Curriculum Committee, LCME, etc.; and report on the process timeline in June 2022.

- **E2b. Implement Competency-Based Approach to Assessment to Enable Time-Variable Progression:**

  - o **Progress** – A mobile app has been piloted for POC assessment; and evaluation is underway for Clerkship curriculum revisions.

    - ▪ *Work is on hold due to LCME preparation.*

  - o **Next Steps** – Expand the LCME student participation; identify potential GME partners; and formalize the curriculum through the Curriculum Committee, LCME, etc.

- **E2c. Support and Enhance Access to Dual Degree Programs:**

- o **Progress** – The successful completion of an MD/PhD program within 10 years is in progress; and we continue to monitor the successful completion of the MD/MPH program.

- o **Next Steps** – Reevaluate the options for the MD/MBA program; continue to develop an MD/MCR program; and monitor the success of graduates from these programs.

E3. Invest in Faculty

Enhance the pedagogical excellence of the faculty.

- **E3a. Develop Professional and Career Development:**

  - o **Progress** – Inventories of college-wide and departmental paths for faculty professional and career development have been developed; new programs are being evaluated.

  - o **Next Steps** – Implement new programs for career development; and begin a planning process to create a Center for Teaching Excellence.

- **E3b. Acknowledge Faculty Achievements:**

  - o **Progress** – An inventory of college and department awards has been developed; a Faculty Honors and Awards Committee has been established.

  - o **Next Steps** – Retool the current college and faculty awards; and establish an annual service engagement award event.

E4. Advance Research through Education at Every Level

Increase the ability of students, residents, fellows and faculty to do research of national distinction.

- **E4a. Undergraduate Medical Education:**

  - o **Progress** – Provide additional support — biostatisticians, mentors and advisors — to accommodate the class size increase.

  - o **Next Steps** – Develop support for a one-year research fellowship for students; and increase the student publication rate.

- **E4b. Graduate Medical Education:**

  - o **Progress** – The replacement for Richard Gerkin, MD, has been proposed to Banner; and quarterly tracking of scholarly activity by residents and fellows has been developed and will be distributed to program directors.

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- o **Next Steps** – Designate the new leader; develop a plan and budget to achieve current goals; and identify department faculty leads to mentor.

- **E4c. Clinical Research:**

  - o **Progress** – A working group has been established, along with a proposal for the Center for Clinical Research Excellence and Educational Development (CREED); the MS in Clinical Research curriculum has been completed (set to begin in spring 2022); chairs have been tasked with identifying interested faculty and fellows; and scholarship money has been budgeted for tuition support.

  - o **Next Steps** – Identify a permanent leader for the master's program; establish a process to identify ideal scholarship candidates; and launch CREED.

E5. Expand GME while Advancing Diversity and Excellence

Enhance the breadth and national distinction of residency and fellowships programs to attract diverse physicians of the highest quality in order to enhance medical student education and to meet the strategic needs of clinical partners and our community.

- **E5a. Evaluate and Strengthen Current College of Medicine – Phoenix Residency Programs:**

  - o **Progress** – The APE was changed to capture the necessary information; and GME created annual program reports (this began with Internal Medicine).

  - o **Next Steps** – Revise the process for underperforming programs; develop a process for annual GME review; create a standardized brochure; and update the mid-year institutional GME survey.

- **E5b. Plan for and Create New Graduate Medical Education Programs:**

  - o **Progress** – An RFP was developed and a consultant was named to optimize program development.

  - o **Next Steps** – The consultant will deliver a full report in 2022.

- **E5c. Evaluate the Funding of Graduate Medical Education:**

  - o **Progress** – The hired consultant will help with data for new programs.

  - o **Next Steps** – The consultant will deliver a full report in 2022.

- **E5d. Prepare Residents to Become the "Physicians of Tomorrow":**

- o **Progress** – We have engaged the program directors in planning; Resident-as-Educator and Leadership tracks have been established and are operational; and a new health disparities track has been approved and is being implemented.

- o **Next Steps** – Provide information on all tracks to stakeholders and formalize a marketing plan.

Research – R1. Align, Integrate and Focus Clinical Research

Identify specific areas of focus for clinical research that are strategically aligned with clinical partners, regional and state needs and available resources.

- **R1a. Execute High-Quality Clinical Research:**

  - o **Progress** – We have hired a person at Banner to capture and record data; established the Center for Clinical Research Excellence and Educational Development (CREED); organized an annual report on clinical trials; supported the development of a master's degree in Clinical Research; developed criteria to enable community partners to serve as principal investigators.

  - o **Next Steps** – Operationalize CREED.

- **R1b. Accelerate Clinical Research Using Large-Scale Data Sets:**

  - o **Progress** – We have hired a person at Banner to capture and record data; the VA research space in the Biomedical Sciences Partnership Building is now operational; overall publications have increased 30 percent this past year; and collaboration on a project with Yuma is underway.

  - o **Next Steps** – Share existing researchers to use and refine processes; monitor outcomes.

- **R1c. Enhance Integration with University Initiatives:**

  - o **Progress** – Inventory of collaborative programs has been completed.

  - o **Next Steps** – Establish an Integration Committee; and monitor all collaborative programs.

R2. Distinction in Translational Research

Develop strategies for achieving distinction in targeted areas of translational research that link scientific discovery to high priority clinical programs.

- **R2a. Target Areas of Priority with New Departments and Programs:**

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- o **Progress** – The college established the [Translational Cardiovascular Research Center](#) (TCRC); hired a new chair of Psychiatry, who is developing a mental health research agenda; began a search for chair of the new Department of Translational Neurosciences; hired a new chair of the Department of Child Health and began a search for director of a Child Health Research Institute; and started conducting interdisciplinary oncology on the programmatic level.

- o **Next Steps** – Monitor all program development.

R3. Optimize the Value and Return on Research Investment

Establish research metrics and dashboards to ensure sustainability and success of research.

- **R3a. Define Processes:**

  - o **Progress** – Benchmarks have been defined and a dashboard has been developed; engaging in work with the Research Senate.

  - o **Next Steps** – Finalize incentive plan with the [Guy Reed, MD, MS](#), dean of the College of Medicine – Phoenix.

R4. Translate Research to Improve Health

Encourage a spirit of entrepreneurialism to foster research translation at the College of Medicine – Phoenix through the development of new products, algorithms, health technology and spin-off companies.

- **R4a/b. Commercialize Research and Translate Discoveries:**

  - o **Progress** – Dean Reed has met with [Frederic Zenhausern, PhD, MBA](#), multiple times to finalize timelines and strategies; the Flinn Foundation has shown interest to support the college's efforts.

  - o **Next Steps** – Department chairs to identify participants in planning process; and mini-planning exercise to be conducted in Spring 2022.

Clinical – C1. Leadership and Excellence in Clinical Care

Work with [clinical affiliates](#) to recruit, support and develop high-quality, diverse faculty committed to best-in-class clinical care.

- **C1a. Recruit National Leaders:**

  - o **Progress –** Chairs have been hired for the Departments of Surgery, Child Health, Neurosurgery, Orthopedics and Family, Community and Preventive

Medicine; new searches are under way for Neurology and Radiology and for an interim chair of Emergency Medicine; division chiefs of Cardiology and Gastroenterology have been appointed; and, lastly, searches are underway for division chiefs of ENT, ID, Endocrine Surgery and Bariatric Surgery.

- o **Next Steps** – Complete the leadership searches; and task the new chairs with identifying areas of distinction.

- **C1b. Develop Academic Opportunities for BUMG physicians:**

  - o **Progress** – Developed a new communication vehicle, which is in use; developed an inventory of opportunities at the college; incorporated the discussion of successes within this initiative into annual reviews; and identified a new position of Longitudinal Active Learning faculty to engage Banner – UMG physicians in the pre-clerkship teaching within the college.

  - o **Next Steps** – Recruit five physicians as Longitudinal Active Learning faculty; institute a Banner Leadership Group to meet with the dean; and track/measure department success.

C2. Develop Clinical Programs of National Distinction

Identify, plan and develop clinical programs of distinction to meet the health care needs of clinical partners.

- **Progress** – Strategic white papers have been developed with several Banner entities, as well as the college; and programs of distinction have been established for Cardiology, Surgery and Orthopedics.

- **Next Steps** – The dean will check with leaders on plans, progress and the timelines to develop programs of distinction.

C3. Develop and Implement Alignment and Synergism in Clinical Care, Education and Academics

- **Progress** – This initiative has been folded into C2.

Community and Collaboration – C and C1. Champion Diversity and Inclusive Excellence

Support and enhance the recruitment of a diverse community of students, trainees, faculty and staff across the College of Medicine – Phoenix that is consistent with the College of Medicine – Phoenix Strategic Plan for Inclusive Excellence (PDF).

- **Progress** – We have aligned this with the Equity, Diversity and Inclusion Strategic Plan; partnered with UAHS on a College of Medicine – Phoenix position; provided funding for a GME director for fiscal year 2022; and instituted a new position for director of Minority Mentoring.

- **Next Steps** – Recruit for the director of Minority Mentoring position.

C and C2. Foster Interprofessional Education and Community Service

Increase interprofessional and clinical medical training sites and research opportunities with goal of aligning care delivery, community outreach and workforce priorities.

- **C and C2a. Plan and Develop an Interprofessional Practice Training Site:**

  - **Progress** – Committee has been working for the past two years on a plan and recently facilitated a retreat to define the goals of the site.

  - **Next Steps** – Continue to refine the goals and develop a plan of action with the intention of hiring a consultant; and explore the interest of local foundations in providing funding.

- **C and C2b. Enhance Interprofessional Training Opportunities:**

  - **Progress** – Directors are meeting regularly and are also working with Tucson on collaborative programs; collaborate with Tucson on IPE simulations to be used at both campuses; coordinate the disabilities exercise between campuses.

  - **Next Steps** – Develop tools to assess interprofessional education activities; continue the discussions with Tucson; and talk with leadership about the needs for administrative support.

- **C and C2c. Increase Rural and Underserved Sites for Training:**

  - **Progress** – New sites have been identified; the Payson site is now operational; Flagstaff, Gila River and Yuma are ready to launch in April, 2022; and discussions are ongoing with Tucson counterparts.

  - **Next Steps** – We will continue to develop the Payson site; a detailed program project plan in underway; and monitor AHEC funding.

C and C3. Collaborate for Excellence

Promote deeper collaborations with the University of Arizona, University of Arizona Health Sciences and other Arizona Board of Regents institutions to support strategic initiatives.

- **C and C3a. Identify Collaborative Opportunities with Other UA Stakeholders:**

- o **Progress** – Several opportunities have been proposed, but were paused due to COVID-19 complications and funding constraints.

- o **Next Steps** – Re-engage discussions with other UArizona colleges about potential synergies.

- **C and C3b. Enhance Partnerships on the Phoenix Biomedical Campus:**

  - o **Progress** – This is being coordinated with the new Phoenix Biomedical Campus (PBC) director; an operations group has been established; and assistant vice president of facilities has been hired; the PBC administrators and college leadership are working on an agreement for common services; and there have been discussions with the UArizona main campus about updating the PBC campus plan.

  - o **Next Steps** – We are awaiting news on the plans above.

C and C4. Increase Impact through Engagement

Engage with Phoenix-area philanthropic, industry, patient and community groups, as well as government organizations to enhance the value of the College of Medicine – Phoenix within the community.

- **C and C4a. Increase Awareness:**

  - o **Progress** – Beth Smith, MBA, to meet with Dean Reed to identify appropriate milestones in accordance with changes within the community, as well as the department; Liz Kaplan has also been engaged to form an advisory board for key college initiatives.

  - o **Next Steps** – Progress update to be provided in spring 2022.

- **C and C4b. Engage with Community:**

  - o **Progress** – Beth Smith, MBA, to meet with Dean Reed to identify appropriate milestones in accordance with changes within the community, as well as the department.

  - o **Next Steps** – Progress update to be provided in spring 2022.

Operational – O1. Amplify Education Impact by Enhancing Connectivity

Develop data and technology infrastructure to enhance educational access and impact for faculty, students, clinical partners and stakeholders.

- **O1a. Access to Conferences:**

  - o **Progress** – Conference sharing is occurring.

- o **Next Steps** – Sunset initiative as stated; switch to evaluating IT infrastructure by department.

O2. Keep Proactive Communication

Offer regular and recurring channels for proactive communication, messaging and feedback with students, faculty and staff.

- **O2a. Conduct Surveys:**
  - o **Progress** – Employee (staff) survey distributed with the Equity, Diversity and Inclusion survey in the third quarter of the fiscal year; Human Resources will send this annually; surveys for faculty and students are being handled by other departments.
  - o **Next Steps** – Assess survey results and develop a reporting plan.
- **O2b. Develop Tools:**
  - o **Progress** – TBD.
  - o **Next Steps** – Beth Smith to report back in fall 2021.

O3. Advance Institutional and Organizational Effectiveness

Improve organizational decision-making.

- **O3a. Effective Processes:**
  - o **Progress** – Several CQI processes have been implemented.
  - o **Next Steps** – Integrate them into ongoing CQI structure and processes; Janet Sabuco to work with the dean on this integration.