State of the University of Arizona Health Sciences (UAHS)
September 29, 2015

Joe G.N. “Skip” Garcia, MD
Senior Vice President for Health Sciences
Dr. Merlin DuVal Professor of Medicine

The University of Arizona Health Sciences
The Arizona Health Sciences Center has a new name: the “University of Arizona Health Sciences”

- Presents a unified, strengthened connection to the University of Arizona, and leverages the brand recognition with the UA

- Allows us the opportunity of having UAHS components branded with the strong UA brand, i.e. the AZ Respiratory Center, ATP, AZ Arthritis Center, etc

- The University of Arizona Health Sciences is more descriptive and definitive, and simply makes good sense
UA Health Sciences
2 Year Accomplishments and Future Opportunities

- UAHS Year 1 Goals*
- UAHS Year 5 Goals*
- UA-UAHS - Banner Health Transaction
- UAHS Ten-Year Vision and College Opportunities

*December 17, 2013 UAHS Town Hall
UA Health Sciences - 2 Year Accomplishments

- UAHS Year 1 Goals* - these goals were to:
  - Increase integration of resources across the Colleges/Centers
  - Recruit UA Cancer Center Director
  - Recruit key COM-T Department Chairs (Departments of Surgery, Medicine, Anesthesiology, Family & Community Medicine)
  - Convene UAHS advisory councils to guide research & strategic planning in targeted areas of excellence

Accomplished

*December 17, 2013 UAHS Town Hall
Centralized and Integrated UAHS Services

**UAHS Budgeting**
- **Mike Jonen** AVP for Finance & Strategy, **Tony DeFrancesco** (Senior Director for Operations) and **Michelle Aros** (Business Administrator)
- All funds budgeting: enhanced accountability, improved reporting, critical to financial decision-making in post-RCM environment
- Responsibility Centered Management (RCM): implementation and management support for University-wide budget model beginning with Fiscal Year 2016 (7/1/15 - 6/30/16)

**UAHS BioBank**
- **David Harris**, PhD- Development and IRB approval of universal, electronic consents allowing for collection of biospecimens for any purpose at any time.
- Multiple Biobanking collaborations; serves as the Biospecimen Core for NIH GI SPORE and Valley Fever Consortium grants.
Centralized and Integrated UAHS Services

**UAHS Innovation Pipeline**
- **ACABI**: Arizona Center For Accelerated Biomedical Innovation, **Marv Slepian**, MD (Director)
  - “Creativity engine” to address unmet medical needs and form innovations leading to commercialization and grant opportunities
  - >40 provisional patents to date, licensure and startups
- Biomedical Corporate Alliances, **Rick Silva** (Executive Director, April 2015) - responsible for developing and managing UA-industry partnerships in biomedical research.

**UAHS Informatics**
- **Yves Lussier & Don Saner**. Created Research Data Warehouse with IRB approval to operate Honest Broker process
- Online Data Request Intake and tracking system [webapps.ahsc.arizona.edu/RequestDataForm309/](webapps.ahsc.arizona.edu/RequestDataForm309/)
- Implemented **I2b2** to allow researchers to formulate “and/or” queries (graphical web-based tool) and returns # of patients matching the query.
- **REDCap** ([redcap.cats.med.arizona.edu/redcap/](redcap.cats.med.arizona.edu/redcap/)) - secure web application for building/managing online surveys, databases, case report forms.
Key UA Health Sciences Recruits in the COM-Tucson

Front row (left to right):
Myra L. Muramoto, MD, MPH
Chair, Department Family and Community Medicine
Professor, Family and Community Medicine & Public Health
Monica Kraft, MD
Chair, Department of Medicine
Robert and Irene Flinn Professor of Medicine
Charles B. Cairns, MD, FACEP
Interim Dean, College of Medicine - Tucson
Assistant Vice President, Clinical Research and Clinical Trials
Professor, Emergency Medicine
Leigh A. Neumayer, MD, MS
Chair, Department of Surgery
Margaret E. and Fenton L. Maynard Endowed Chair in Breast Cancer Research

Back row (left to right):
Andrew Kraft, MD
UA Cancer Center Director
Associate Dean for Translational Research
Associate Vice President for Oncology Services
Wayne K. Jacobsen, MD
Department Head, Anesthesiology
Professor, Anesthesiology
UA Health Sciences - 2 Year Accomplishments

- UAHS Year 1 Goals* - Accomplished
- UAHS 5 Year Goals* - These goals were to:
  - Increase the Biomedical Research Portfolio and Revenues
  - Improve each College’s National Ranking (NIH, US News)
  - Compete for a Clinical Translational Science Award (CTSA)
  - Increase the # of Physician Scientists (faculty & trainees)
  - Improve UAHS Diversity - Students, Faculty and Residents
  - Increase UA Health Sciences Philanthropy Success

*December 17, 2013 AHSC Town Hall
November 22, 2013

NEVER SETTLE

THE STRATEGIC ACADEMIC AND BUSINESS
PLAN FOR THE UNIVERSITY OF ARIZONA

President Ann Weaver Hart
## UAHS Sponsored Research Awards Trend

<table>
<thead>
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<th>Year</th>
<th>NIH</th>
<th>Other Sponsors</th>
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<tr>
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<td>$61M</td>
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- >7% growth in research portfolio past 2 years
- >10% growth in NIH portfolio past 2 years
Informatics

- Health Disparities
- Population Health & Health Outcomes
- Precision Health
- Neuroscience

Imaging

ENHANCING EXCELLENCE

The University of Arizona Health Sciences
Newly Launched UA Health Sciences Centers

Center for Applied Genetic and Genomic Medicine
- Divisions-Cancer (Nathan Ellis), Genetic Consultation & Counseling (Christina Laukaitis), Community Engagement & Outreach (Irma Ramos), Genome Technologies & Innovation (Mike Hammer), Population (Rick Kittles)
- Recruitment ongoing for Director, Division of Pharmacogenetics
- Established Genetics & Genomics Grand Rounds and Molecular Tumor Boards
- Submitted NIMHHD U54 “Health Disparities Research via Precision Medicine”
- Sanford Children’s Genomic Medicine Consortium - Coordinating Center

Center for Biomedical Informatics and Biostatistics
- Coordinates data intensive management and analytics across Biostatistics (BIO5, UACC), Biomolecular Informatics and Clinical Informatics (BIS)
- Major contributor to the new UAHS Centers and UA Cancer Center
- Expanding bioinformatics (Lussier) and biostatistics expertise (Dean Billheimer) and database implementation

Ken Ramos MD PhD

Precision Health

Yves Lussier MD
Newly Launched UA Health Sciences Centers

Center for Population Science and Discovery
- New Recruits: **Will Humble** MPH (former Director of Arizona Dept. of Health Services), **Patrick Wightman** MPP, PhD (Oregon HSU), **Taylor Riall**, MD (CER Director and Dept. of Surgery, Chief of Surgical Oncology)
- CPSD Awards: CMS ACA Navigator ($2.2M) with Center for Rural Health to Help Arizonans Sign-Up For Health Insurance in 2016; PCORI SmAsH C: Optimizing the Care Continuum across Substance Abuse and Hepatitis C ($12M, in negotiations). Multiple grants pending: RWJF, NIMH, PCORI, U01, U54, R01, AHRQ
- Analytic support for population-level studies: see [http://pophealth.ahsc.arizona.edu](http://pophealth.ahsc.arizona.edu)

Center for Biomedical Informatics and Biostatistics
- Provides expertise and service around EMR analytics and data mining
- Supports >50 projects & new grants: 3 CB2 faculty with $4.7M/y funding
- **Shannon Knapp**, PhD (NMSU) and **Casey Romanovski** (UCSD) are new recruits increasing CB2 capacity
Newly Launched UA Health Sciences Centers

**Center for Elimination of Border Health Disparities**
- Population Health and Health Outcomes Advisory Council Recommendation
- Search for inaugural Director underway
- Conduct translational research to address border health issues
- Develop borderlands education, internship, and residency programs
- Conduct applied policy and health outcomes research
- Program expansion and physical presence in Nogales (January 2016)

**Center for Disparities in Diabetes, Obesity and Metabolism**
- Search for inaugural Director underway
- Nucleus for interdisciplinary research that forms the foundation for advanced, evidence-based clinical care.
- Focus on innovative approaches to delivery of care and prevention in one of the most underserved regions in the nation.
- Place Arizona at the forefront of research, education, and clinical care on diabetes, obesity, and metabolic disorders in diverse populations.
Newly Launched UA Health Sciences Centers

Center for Innovation in Brain Science
- Neurosciences Advisory Council Recommendation
- Search for inaugural Director underway
- Leverage existing UA strengths to further advance basic and translational research in brain science and neurodegenerative diseases
- Foster interdisciplinary programmatic research and innovation focusing on cognitive aging in health & disease, chronic pain, traumatic brain & spinal cord injury, stroke & aphasia

Brain Science Imaging & Innovation Center
- Neurosciences Advisory Council Recommendation
- Search for inaugural Director underway
- Further translational neuroscience research efforts in the areas of functional imaging and brain disorders
Newly Launched UA Health Sciences Centers

Asthma and Airways Disease Research Center (A²DRC)

- Expands current efforts and program innovation in the diagnosis, treatment and prevention of asthma and airway disease.
- The new Center will advance multidisciplinary clinical and translational research with initiatives, research, and recruitment centered on the:
  - Microbiology and the Human Microbiome
  - Mucosal Immunology and Respiratory Virology
  - Asthma Epidemiology
  - Clinical Research in Asthma and Airways Disease
College of Medicine – Phoenix Research Awards Trend

- 2012: $2.2M, NIH: $1.9M, Other Sponsors: $0.3M
- 2013: $4.1M, NIH: $1.6M, Other Sponsors: $2.5M
- 2014: $7.4M, NIH: $3.4M, Other Sponsors: $4.0M
- 2015: $5.9M, NIH: $2.9M, Other Sponsors: $3.0M

College of Nursing Research Awards Trend

- 2012: $3.7M, NIH: $1.6M, Other Sponsors: $2.1M
- 2013: $4.1M, NIH: $2.2M, Other Sponsors: $1.9M
- 2014: $4.1M, NIH: $1.7M, Other Sponsors: $2.4M
- 2015: $3.4M, NIH: $1.4M, Other Sponsors: $2.0M
Key UA College of Medicine - Phoenix Recruits & Awards

- $1.3M NIDDK R01 (Robert Handa) - Estrogen regulation of the hypothalamo-pituitary-adrenal axis
- $650K HRSA (Frederic Zenhausern) - Point of care of high-throughput biological assays for determining absorbed ionized radiation dose after radiologic and nuclear event
- $453K NIAID R15 (Melissa Herbst-Kralovetz) Role of interleukin-36gamma in genital HSV-2 pathogenesis
- $337K NINDS two R03s (Jonathan Lifshitz) i) Gene expression of foci of TBI neuropathology and rod microglia interactions. ii) Investigating the role of lysophosphatidic acid (LPA) in pediatric brain injury

Key UA College of Nursing Recruits & Awards

- Usha Menon, Associate Dean for Research and Global Advances
  - Successfully secured $20M in previous research and T32 co-director
  - Current MPI of NCI R01- Navigation from Community to Clinic to Promote Colorectal Cancer Screening in Underserved Populations
- $150K Parker B Francis Foundation Fellowship for Charles Downs, newly recruited from Emory; research interest in mechanisms of acute lung injury
- $0.8M NIBIB R01 (Jane Carrington) to develop and test EHR algorithms
College of Pharmacy Research Awards Trend

- NIH
- Other Sponsors

College of Public Health Research Awards Trend

- NIH
- Other Sponsors
Key UA College of Pharmacy Recruits & Awards

- New Pharmacogenetic recruits: Cheryl Cropp (NIH); Jason Karnes (Vanderbilt); Marty Larriva (UCSF); Lisa Davis (University of the Sciences)
- $2.8M two NCI R01s (Hong-Yu Li) Selective RET Kinase and Its Mutant Inhibitors for Treatment of Medullary Thyroid Cancer, and Discovery & Development of Selective FLT3-ITD Kinase Inhibitor for Treatment of FLT3-ITD-Driven AML
- $540K NIEHS R25 (Walt Klimecki) UA Environmental Health Transformative Research Undergrad Experience

Key UA College of Public Health Recruits & Awards

- $5M NIEHS/EPA award (Jeff Burgess) Center for Indigenous Environmental Health Research
- $4M CDC renewal (Scott Carvajal) Reduce Health Disparities Among Latinos Living in Southern AZ (AZ Prevention Research Center)
- $3.6M HRSA award (Douglas Taren) to establish the Western Regional Public Health Training Center
- $3.1M NCI R01 (Cynthia Thomson) Study of Biomarkers in Ovarian Cancer: Modulation by Activity & Diet Intervention
- $2.9M NHLBI R01 (Cecilia Rosales) Tools and Practices to Decrease CVD and Complications in the Diabetic Population of Mexico
- $2M HRSA award (Dan Derksen) Navigator grant to increase enrollment of underserved populations
- $1.4M FEMA award (Jeff Burgess) to evaluate risk-management processes with fire departments in four states
ENHANCING EXCELLENCE

The University of Arizona Health Sciences

Key UA COM-Tucson Recruits & Awards

- $2.4M HRSA (Kurt Denninghoff, Emergency Medicine) Pediatric Emergency Care Applied Research Network (PECARN)
- $2.2M DoD (Scott Killgore, Psychiatry) Model for Predicting Cognitive and Emotional Health from Structural and Functional Neurocircuitry Following Traumatic Brain Injury
- $2.1M NINDS R01 (Patrick Mantyh, Pharmacology) Peripheral Nociceptors in Persistent Pain
- $1.9M NHLBI R01 (Julie Ledford, Medicine) Surfactant Protein-A Regulation of Eosinophil Apoptosis in Asthma
- $1.8M NIDDK DP3 (Klearchos Papas, Surgery) High Cell-Density Bioartificial Pancreas Enabled By Miniaturized Wearable Oxygen Generator
- $1.7M R01 NHLBI (Carol Gregorio, CMM) Deciphering Role of Lmod2 in Thin Filament Regulation and Dilated Cardiomyopathy
- $1.6M NHLBI R01 (Steve Black, Medicine) Perinatal Regulation of Endothelial NOS
- $750K NHLBI R00 (Brett Colson, CMM) Structural Dynamics of Cardiac Myosin Binding Protein-C
- $605K NIAMS K23 (Ernest Vina, Arthritis Center) Quality and Equity in Osteoarthritis: Understanding & Improving Treatment
UA Cancer Center Research Awards & Key Recruits

- $24M UA Cancer Center Support Grant renewal (pending), Andrew Kraft, UACC Director.
- $2M NIMHHD (Rick Kittles, Surgery) Serum vitamin D levels and prostate cancer risk among African American and European American men.
- $9.6M NCI (H-H. Sherry Chow, CALS) award to conduct multiple early phase clinical trials of NCI-sponsored cancer preventive agents.
- $7M NCI (David Alberts/Jesse Martinez, COM) Partnership for Native American Cancer Prevention.
- New recruit Uma Nair, COPH, cancer control and prevention researcher and ASHLine.
UAHS Sponsored Research Awards Trend

- 2012: $55M (Other Sponsors: $70M), $52M (NIH: $50M)
- 2013: $52M (Other Sponsors: $50M), $57M (NIH: $50M)
- 2014: $57M (Other Sponsors: $52M), $61M (NIH: $57M)
- 2015: $61M (Other Sponsors: $57M), $64M (NIH: $61M)
- 2016: $61M (Other Sponsors: $57M), $64M (NIH: $61M)
- 2017: $63M (Other Sponsors: $57M), $72M (NIH: $85M)
- 2018: $63M (Other Sponsors: $57M), $85M (NIH: $85M)
UA Health Sciences - 5 Year Accomplishments

- UAHS Year 1 Goals* - Accomplished
- UAHS 5 Year Goals* - Significant Progress:
  - Increase Biomedical Research Portfolio and Revenues
  - Improve each College’s National Ranking (NIH, US News)
  - Compete for a Clinical Translational Science Award (CTSA)
  - Increase the # of Physician-Scientists (faculty & trainees)
  - Improve UAHS Diversity - Students, Faculty and Residents
  - Increase UA Health Sciences Philanthropy Success

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## Improve Each College’s National Ranking (NIH, US News)

### US News Ranking

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<th>2018 goal</th>
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### NIH Funding Ranking

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<tr>
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<td>Family &amp; Comm Med</td>
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**2015 NIH Rankings from Blue Ridge unavailable**

NIH Rankings from Blue Ridge not available for 2015
## Improve Each College’s National Ranking (NIH, US News)

**US News Ranking**

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**NIH Funding Ranking**

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**UAHS Colleges are much smaller than peers.**

For example: UA COM-T has ~800 faculty members, UA COM-P <200.
U Utah SOM has relatively small faculty (~1400) and ranks #42 as a COM in NIH funding.
UA Health Sciences - 2 Year Accomplishments

- UAHS Year 1 Goals* - Accomplished
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*December 17, 2013 AHSC Town Hall
ENHANCING EXCELLENCE

Increase the # of Physician-Scientists (faculty & trainees)

2015 MD-PhD Students

- MD/PhD Applications
- Accepted MD/PhD Students in Program

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<td>2015</td>
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</table>

--- Manny Katsanis ---

--- Ken Ramos ---

2015 MD-PhD Committee

- Janis Burt, PhD Professor, Physiology
- Research Professor, Surgery
- Charles C. Hsu, MD, PhD Associate Professor, Radiation Oncology
- Rajesh Khanna, PhD Associate Professor, Pharmacology
- Lonnie Lybarger, PhD Associate Professor, Cellular and Molecular Medicine
- Mohammad Reza Movahed, MD, PhD Professor of Medicine
- Jil C. Tardiff, MD, PhD Professor, Medicine, Cellular & Molecular Medicine
- Christina Laukaitis, MD, PhD Assistant Professor, Gen. Medicine & Medical Genetics
- Linda L. Restifo, MD, PhD Professor, Cellular & Mol Medicine Professor, Neurology & Neuroscience
UA Health Sciences
Career Development Awards (K)

K01, K08, and K23 Awards

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<td>William R. Montfort</td>
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<td>Cardiovascular Biomedical Engineering Training Grant</td>
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<td>Arthur F. Gmitro</td>
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<td>Janis M. Burt</td>
<td>Interdisciplinary Training In Cardiovascular Research</td>
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<td>Timothy W. Secomb</td>
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<td>Jesse D. Martinez</td>
<td>Cancer Biology Training Grant</td>
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<td>Cancer Prevention and Control</td>
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<td>Carol C. Gregorio</td>
<td>Complex Heart and Lung Diseases</td>
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<td>Jil Tardiiff</td>
<td>Interdisciplinary Training In Regenerative Medicine</td>
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<td>Jonathan Lifshitz</td>
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<td>F. Martinez, M. Kraft</td>
<td>Asthma, Allergy, Airway</td>
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<td>Janko Nikolich-Zugich</td>
<td>Aging and Immunobiology</td>
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<td>T. Vanderah, F. Porreca</td>
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<td>Prabir Roy-Chaudhury</td>
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<tr>
<td>Jason Yuan</td>
<td>Translational Research in Acute and Chronic Lung Disease</td>
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</tr>
</tbody>
</table>
Increase the # of Physician-Scientists (faculty & trainees)

UAHS Career Development Awardees-July 2014

PI: Cristine E. Berry, MD
Mentor: Fernando Martinez MD
“The Impact of Early Life Exposures on Lung Function Trajectory: Childhood Origins of COPD”

PI: Pavan Chalasani, MD
Mentor: Mark D. "Marty" Pagel MD
“Optimizing AcidoCEST MRI as a Novel Method for Measuring Tumor pH in Breast Cancer Patients”

PI: Amol Patwardhan, MD, PhD
Mentor: Frank Porreca PhD
Intraoperative TRPV1 antagonist for treatment of hypothermia and postoperative pain

PI: Christian Bime, MD
Mentor: Sairam Parthasarathy MD
“Genetic and Non-Genetic Contributors to ARDS Outcomes”

PI: Ankit A. Desai, MD
Mentor: Joe GN Garcia MD
“Sudden Death and Sickle Cell Disease – An Electrophysiological and Molecular investigation”

PI: ChrisJan Bime, MD
Mentor: Sairam Parthasarathy MD
“Genetic and Non-Genetic Contributors to ARDS Outcomes”

PI: Francine C. Gachupin, PhD
Mentor: Scott B. Going, PhD
“American Indian Youth Wellness Initiative”

PI: May Khanna, PhD
Mentor: Todd Vanderah, PhD
“Designer Drugs for Chronic Pain: Indirect Targeting of Nav 1.7”

PI: Katri Typpo, MD
Mentor: Fayez K. Ghishan, MD
“Intestinal Barrier Function and Post Operative Enteral Nutrition for Children with Congenital Heart Disease”
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"Intestinal Barrier Function and Postoperative Enteral Nutrition for Children with Congenital Heart Disease"
Increase the # of Physician-Scientists (faculty & trainees)

2015 UAHS Career Development Awardees

PI: Archita Desai, MD
Mentors: Elizabeth Calhoun and Thomas Boyer
“The Hospitalist-based Healthcare Delivery Model in Cirrhosis: Closing the Quality Chasm”

PI: Wei-Hsuan Jenny Lo-Ciganic, PhD
Mentors: Kent Kwoh, Daniel Malone
“Using Machine Learning to Predict Problematic Opioid Use”

PI: Olga Rafikova, MD, PhD
Mentor: Steve Black, Ankit Desai
“HMGB1 and gender difference in pulmonary arterial hypertension”

PI: Michelle Kahn-John, PhD, RN
Mentors: Thaddeus Pace; Marilyn McEwen; Terry Badger
“Depression in Diné (Navajo) Adults who Participate in the Diné Hóchxó’íjí (Navajo Evil Way) Ceremony”

PI: Jarrod Mosier, MD
Mentors: Charles Cairns
“Acute Respiratory Distress Syndrome (ARDS) rescue therapies and oxidative stress”

PI: Megan Smithey, PhD
Mentor: Janko Nikolich-Zugich
“Defining Immune Control of Human Cytomegalovirus over the Lifespan”

PI: Eyal Oren, PhD
Mentor: Lynn Gerald
“Assessing the relationship between childhood stress and asthma”
UA Health Sciences - 2 Year Accomplishments

- UAHS Year 1 Goals* - Accomplished
- UAHS 5 Year Goals* - Significant Progress
  - Increase Biomedical Research Portfolio and Revenues
  - Improve each College’s National Ranking (NIH, US News)
  - Increase the # of Physician Scientists (faculty & trainees)
  - Compete for a Clinical Translational Science Award (CTSA)
  - Improve UAHS Diversity - Students, Faculty and Residents
  - Increase UA Health Sciences Philanthropy Success

*December 17, 2013 AHSC Town Hall
ENHANCING EXCELLENCE

Arizona Institute for Clinical & Translational Science
azicats.ahsc.arizona.edu

- To support participation of vulnerable populations (Latino, Native Americans, elderly, children) in CTR that will improve the health of communities across AZ (rural, urban, border)
- To recruit, train, and integrate health science scholars, including Latino and Native Americans, to reduce health disparities in AZ

- To nurture and promote team science especially in precision health and population health
- To establish and promote Regional AZ Centers of Excellence in Research (RACER)
- To offer Certificates in Regulatory Science and Certificates in Health Disparities Informatics

The CTSA review committee was very positive about the AZICATS Leadership Team, the proposed programs, the potential impact of the program and the focus on vulnerable populations and disparities. Needed much more evidence of program implementation and success.
UA Health Sciences - 2 Year Accomplishments

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*December 17, 2013 AHSC Town Hall
Increase Student, Resident & Faculty Diversity Across UAHS Colleges

- While 9% Hispanic Medical Students is higher than national average, it does not reflect the 35% Hispanic AZ population.
- Similarly, Native Americans are 5% of AZ population, very few are COM students.
- The % of URM residents in UA residency programs is similarly low, <10% Hispanic residents, 1-2% NA.
- In FY 15 we expanded scholarship resources for all qualified COM-T students.
- Admissions committee (Chair: Tejal Parikh) strongly endorsed the importance of increasing class diversity.
Increase Student, Resident & Faculty Diversity Across UAHS Colleges

Pre-Medical Admissions Pathway Program
- 12-month program to help students challenged in preparing competitive medical school applications and successful medical school entry
- All have strong academics, amazing backgrounds, and are members of under-represented groups in medicine

Phoenix Pathways Scholars Program
- Socioeconomically disadvantaged students
- 1st generation college attendees from rural Arizona
- Registered members of American Indian Tribes
- Committed to serving the under-served and diverse populations of Arizona
Increase Student, Resident & Faculty Diversity Across UAHS Colleges

UA COM-Tucson Incoming URM Students, 2007-2015

- Hispanics: 22%
- American Indian or Alaska Native: 9%
- Black/African American: 6%

UA COM-Tucson URM Full-Time Faculty 2007-2014

- Hispanic National Average
- Black/African American National Average
- Native American

COM-Phoenix: 13.5% Latino, 0% Native American, 2.5% African American

Other UAHS Colleges: 0-10% Latino, 0-2% African American
Increase Student, Resident & Faculty Diversity Across UAHS Colleges

Francisco Moreno, MD
Professor of Psychiatry
AVP Inclusion and Diversity

- Well recognized that poor mentorship & nurturing results in leakage in the URM pipeline
- FY16-Reinvigorate our “Hispanic Center of Excellence” to provide UAHS-wide resources
- FY16-Expand NARTC & create a well-resourced UAHS-wide “Native American Center of Excellence”
- Complement the excellent programs led by Marlys Witte, MD, for URM medical students and provide a meaningful research experiences for URM undergraduate students

15 URM students (NAU, ASU, UA, UTEP) received research experience and mentoring to promote health sciences program applications

Faculty from UA and from across the country receive UAHS mentorship and training in health disparities research
UA Health Sciences - 2 Year Accomplishments

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  - Increase UA Health Sciences Success in Philanthropy

*December 17, 2013 AHSC Town Hall
UA Health Sciences Development

Total Private Support: 5-year Average (FY 2008-2012)

UAHS performance ranked low among this peer group
Jennifer Flores recruited as AVP for Development- January 2015

UAHS Development team now includes 30 people - 12 newly recruited - new analytics, donor services, foundation relations and pipeline management

Created a new UAHS Score Card for Development updated monthly

Many “Visioning” sessions taking place for strategic planning - big ideas lead to big philanthropy

More stewardship of prior UAHS donors than ever before

Largest UAHS FY15 and FY16 Gifts to Date

- UAHS $8,100,000
- UAHS $1,000,000
- College of Nursing Scholarship $320,000
- College of Medicine - Phoenix $128,951
- UA Cancer Center Research $125,000
- UA Sarver Heart Center $100,000
- Center for Integrative Medicine $100,000
- COM Pharmacology Research $90,500
- College of Medicine - Phoenix $84,000
- COM Cystic Fibrosis Research $59,044
UA Health Sciences Development

Year | Millions
---|---
2012 | $27M
2013 | $29M
2014 | $34M
2015 | $38M
2016 | $70M
2017 | $82M
2018 | $100M
UA Health Sciences - 2 Year Accomplishments

- UAHS Year 1 Goals* - Accomplished
- UAHS 5 Year Goals* - Significant Progress
- UA-UAHS-Banner Health Transaction - Transformative

*December 17, 2013 AHSC Town Hall
UA Health Network

- UAHN (2012-2015) was a severely challenged health system - financially and infrastructurally.
- Health system economists agree that sustainable health-care organizations require a (minimum) 3% operating margin to enable continuing reinvestment (people/programs, physical plant, information technology, etc.).
- UAHN operating margin teetered between 0-2% with minimal funds flow (i.e., people/program reinvestment) to College of Medicine and a severely under-capitalized hospital physical plant (circa 1973).
- In FY 2014, UAHN booked $-40M operating loss representing a severe threat to the academic enterprise. In FY 15, UAHN operating loss was $-2M per month.

- Transformative & paradigm shifting. Essential for UAHS sustainability.
- AAA aligns both COM-Tucson and COM-Phoenix with a single, state-wide health-care delivery system (with the exception of oncology).

- Secures enhanced annual funds flow to build UAHS tripartite academic mission in a sustainable fashion.
- Ability to recruit better health profession students, medical students, residents and faculty.
- Allows for growth of our health sciences colleges, which are much smaller than our peers.
Affiliation Agreement (1st 7 months)

- Joint (UA/Banner) Academic Management Council (AMC) created to oversee the operations and activities of Banner Academics.
- Monthly AMC meeting focused on merger activities (e.g., employment transitions, contracting, funds flow, etc.).
- AMC has created functional committees bridging Phoenix/Tucson operations including Education, Finance, Innovation, Research, and Physician Compensation.
- Banner University Medical Group (formerly the UAHN practice Plan) has approved 100 hires as replacements for departed or retired faculty.
- Improved “back-office” functions (e.g., scheduling, charge capture, coding, denial management, etc.) stabilizing hospital and practice group financial position.
- Kick off for new BUMC-T Hospital and Clinic Buildings – multiple physicians, staff, and patient stakeholders engaged in design and programming process (occupancy early CY 2019).
Affiliation Agreement (Next 12 months)

- Implement strategic academic clinical program building for COM-P in alignment with B-UMCP institute initiative
- Finalize recruitment of COM-P clinical department chairs (Internal Medicine) and Cardiology (Division Chief) physician leaders.
- Transition of B-UMCP graduate medical education (GME) programs to UA sponsorship and maximize overall GME program operations (e.g., trainee experience) and future physician workforce requirements (especially in subspecialty fellowships).
- LCME full accreditation pathway for COM-P.
- Academic Enhancement Fund ($20M/yr over 30 years)
- Initial 10-year ($200M) plan approved by President Hart will be the catalyst for sustainable growth of UAHS in both Phoenix and Tucson.
- Support UAHS College Academic Programs & Faculty Recruitment
- Support UAHS Enterprise Wide New Program Development (e.g., Brain Science, Border Health initiatives)
Inter-Dependence of Academic Health Centers and the Health Delivery Organization

- All academic health centers depend upon an annual flow of funds from their health-care delivery system partners to sustain and enhance the academic mission (particularly education and research)

- Investment by health delivery system in academic enterprise (funds flow).
- Increased patient referrals, clinical faculty quality, and overall success (more margin) for the clinical enterprise.
- Increased research productivity (NIH $$)$ - thought leadership programs.
- Improved local & national stature and visibility for academic health center and the university overall (US News rankings)
Construction of a $400 million, 11-story hospital adjacent to the current Banner UMC - Tucson
Replaces the 40-year-old portion of B-UMCT (previously UMC)
Groundbreaking in early 2016 and opening in early 2019
689,000-square-foot patient tower, 336 private patient rooms, 22 operating rooms, imaging suites and public spaces
$80 million, 200,000-square-foot outpatient Health Center at Campbell Ave and Allen Rd in Tucson
Planning & design underway, construction starting in early 2016, expected completion in early 2017
Relocation of select clinics and Radiation Oncology from the Medical Center to enhance ambulatory patient experience
Banner - UA transaction allows for coverage of the debt service to build Bioscience Laboratory building next to BIO5 Keating building (2017 completion date)

- 100,000-square-foot biomedical building with imaging, CLIA genetics core facility, informatics, wet lab space
Biomedical Science Laboratory 2
Biomedical Partnership Building in Phoenix

- Banner - UA transaction allows for debt service to build a 10-story research building in Phoenix (2017 completion date)
- 220,000-square-foot biomedical building with imaging, informatics, and both dry and wet lab space
Banner - UA transaction allows debt service to build SIPHER building behind Drachman Hall (early 2018 completion date)

Will house UAHS simulation center, educational facilities and newly launched UAHS research centers
SIPHER Building
Simulation, Inter-Professional Health, Education & Research
UA Health Sciences
2 Year Accomplishments and Future Opportunities

- UAHS Year 1 Goals*
- UAHS Year 5 Goals*
- UA-UAPS- Banner Health Transaction
- UAHS Ten year Vision and College Opportunities

*December 17, 2013 UAHS Town Hall
Ten-Year Vision for the University of Arizona Health Sciences

UAHS will make the investments in people, infrastructure, facilities, partnerships and working environment to achieve the following goals:

- To improve community health in the state, the border state region, and the world
- To be recognized throughout the State, Region and Nation as high-impact, high-performing leaders in academic medicine, scientific discovery and its translation into improved health
- National leader in health sciences training of a diverse faculty, staff, students and biomedical workforce with commensurate educational facilities and infrastructure
- National leader in elimination of health disparities
- Develop the world’s future leaders in health care delivery, research and education
- UAHS as the cornerstone for two unique, top-tier Academic Health Centers
Ten-Year Vision for the University of Arizona Health Sciences

UAHS will make the investments in people, infrastructure, facilities, partnerships and working environment to achieve the following goals:

- To improve community health in the state, the border state region, and the world
- To be recognized throughout the State, Region and Nation as high-impact, high-performing leaders in academic medicine, scientific discovery and its translation into improved health
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Goal: Two US News Honor Roll Hospitals
Banner - University Medical Center Tucson
Banner - University Medical Center Phoenix
<table>
<thead>
<tr>
<th>Points</th>
<th>Number of Honor Roll Programs</th>
<th>Number of Top 50 Programs</th>
<th>US News COM Ranking</th>
<th>COM Ranking In $$ NIH Funding</th>
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<td>#2 Mayo MN</td>
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<tr>
<td>Mayo Scottsdale</td>
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<td>Banner U Med Center Tucson</td>
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</table>

Top 50 Programs (3): #38 Geriatrics, #41 Nephrology, #49 Pulmonology.

Banner U Med Center Phoenix | 0 | 0 | 4 | Not Ranked | Not Ranked

Top 50 Programs (4): #29 Geriatrics, #39 Diabetes/Endocrinology, #30 Nephrology, #49 Urology.
## Need to aggressively:

- Build and market strategically-identified clinical programs
- Recruit clinical & translational program thought-leaders
- Create or expand national CME offerings hosted in AZ

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<thead>
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</tr>
</tbody>
</table>
ENHANCING EXCELLENCE

UAHS College of Medicine - Phoenix Opportunities

- **COM-P** remains the only allopathic medical school in nation’s 10th largest metro area (compare/contrast with Chicago, Philly, DC, Atlanta, etc. – each with multiple COMs/AHCs)
- Biomedical Partnership Building - 220k sq' multidisciplinary research facility allows for marked expansion of research and clinical mission
- Affiliations with Dignity St Joseph’s in Oncology and Banner Health in all other clinical domains

will be a dramatic expansion of the clinical mission from less than 4 clinical COM-P faculty to over 100
- Search now ongoing for new Chairs of Departments of Medicine, Oncology, Translational Neuroscience.
- Growth of the College will be an entrée into NIH and US News rankings
- We are aggressively addressing the issues for obtaining LCME provisional (and ultimately full) accreditation
Mel and Enid Zuckerman College of Public Health Opportunities

- College now with a more balanced academic focus to complement the excellence in education
- Recruitment ongoing in thematic areas (informatics, pop health, health disparities)
- Improving USNWR and NIH ranking in past 2 years with a top 20 ranking a real possibility
- Expansion of COPH offerings and influence in Phoenix
- Integration with Banner Health in areas of population health, preparedness and response, PMQI, etc.
- Allied healthcare workforce training (epidemiology, biostats, Community Health Workers)
UAHS College of Pharmacy Opportunities

- Urgent need to counteract the loss of key research faculty with aggressive recruitment strategies to expand the research mission
- Ongoing efforts to recruit in toxicology, drug discovery, pharmacogenetics
- Expansion of COP offerings and influence in Phoenix
- Integration with Banner University Medical Centers in Tucson and Phoenix will enhance educational offerings and recruitment of top clinical pharmacists, students and researchers
- Robust pharmacy workforce pipeline (technician -> PharmD) trained in Banner Health EHR (informatics/analytics) and care coordination (Medication Therapy Management, Toxicology)
Potential to rapidly increase *US News* and *NIH* ranking

Extend the recent recruitment of an outstanding cancer researcher as Vice Dean for Research, two excellent junior faculty recruits with further growth in research mission

Expansion of CON offerings and influence in Phoenix

High level of integration with Banner University Medical Centers in Tucson and Phoenix will enhance CON reputational scores, strengthen CON educational offerings and accelerate recruitment

Full complement (BSN to DNP) of highly trained nurses in support of all disciplines/specialties.

Differentiation via clinical research nurse workforce!
ENHANCING EXCELLENCE

Strategic clinical service line expansion tethered to clinical & translational research program development/growth

Potential national leadership in key programs recognized as Centers of Excellence

Strategic growth will address the small faculty size and largely clinical focus

New learning facilities (SIPHER) will be a major advantage to recruitment of quality students, trainees and faculty

Search for Dean, College of Medicine - Tucson

UAHS College of Medicine - Tucson Opportunities

Charles B. Cairns, MD
Interim Dean, COM-T
AVP, Clinical Research and Clinical Trials
Professor of Emergency Medicine
ENHANCING EXCELLENCE

Dean, College of Medicine-Tucson Search Committee

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- Mike Jonen** - AVP for Finance and Strategy

*Co-Chairs  **Liaison to SVP Health Sciences
The future ain’t what it used to be.

Yogi Berra
(1935-2015)

My heartfelt thanks to UAHS faculty and health sciences community for your extraordinary efforts!!
ENHANCING EXCELLENCE

You can’t cross a chasm in 2 small steps.

David Lloyd George

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Thank You!