

The Rochester Experience

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Dean, University of Rochester School of Nursing

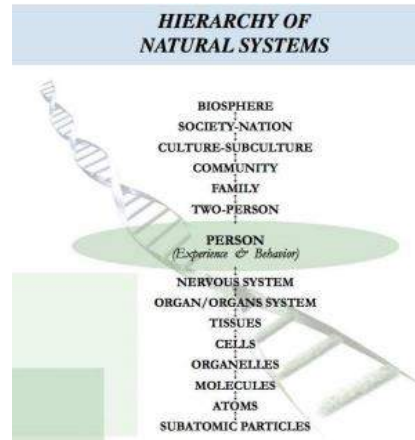
Vice President, URMC

MEDICINE *of* THE HIGHEST ORDER



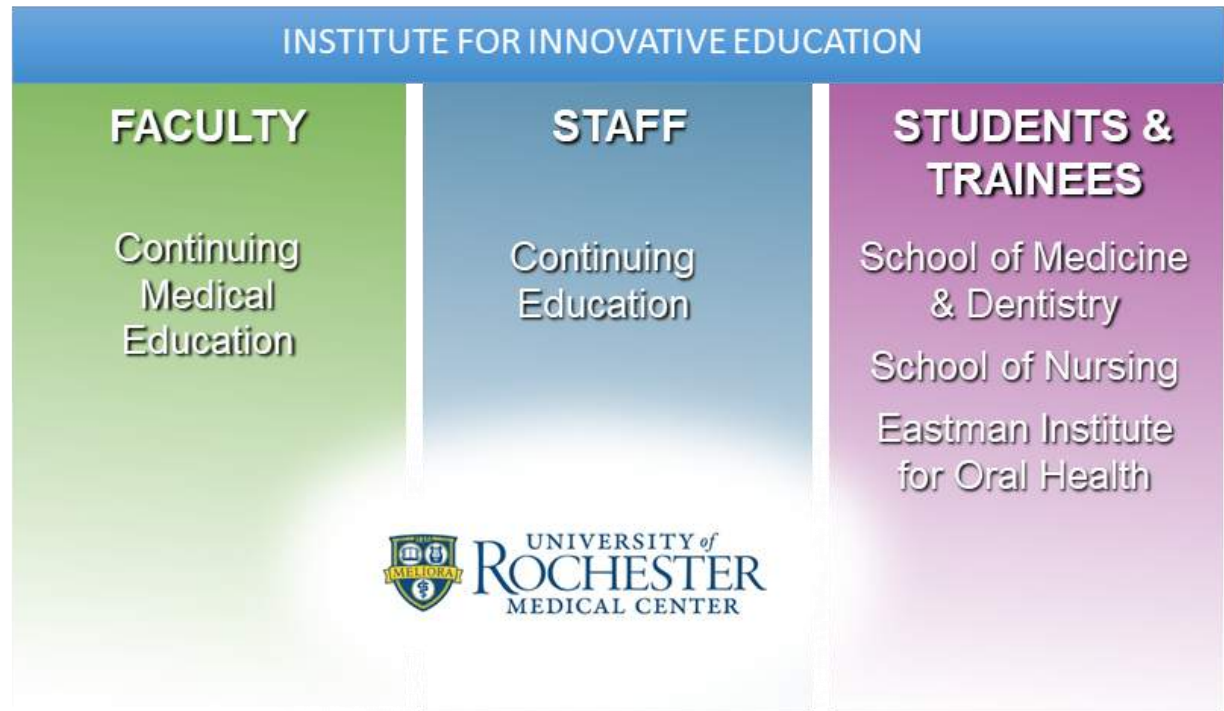
Pioneers in Education

- Biopsychosocial Model
- Nurse Practitioner Program
- Unification Model
- Community Service and Outreach-based Oral Health Education



Educational Programs of Excellence

- Undergraduate Medical School (MD) **400**
- Graduate Education (MA/MS, PhD, MD-PhD) **500** students + **250** Post-doctoral fellows/associates
- Graduate Medical Education (Residents & Fellows) **675**
- School of Nursing **625**
- Graduate Dental Education (Residents & Fellows) **75**
- Continuing Professional Education **1,600** Faculty



U.S. News and World Report Rankings: 2020

#35 – Best Graduate Nursing Program

#23 - Best Medical School: Primary Care

#36- Best Medical School: Research



Medical Student Curricular Remodel

Currently undergoing a major curricular remodeling, with increased emphasis on:

- Collaborative care
- Technology in medicine
- Professional identity formation



Residency Training: Quality and Safety of Patient Care Focus

Restructuring clinical training so trainees are best positioned to succeed in tomorrow's health care settings.

- 28 Strong Memorial Hospital units integrated residents with nurses and social workers into interprofessional quality improvement teams to improve clinical quality and safety outcomes
- Launching Quality Academy to deepen the bench of clinicians trained and dedicated to quality improvement efforts



SMD Basic Science PhD Curricular Remodel

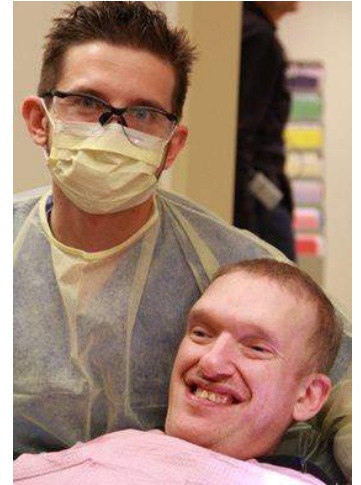
Revamped core interdepartmental courses into a single module-based course allowing for:

- Greater use of small group-based learning
- Increased emphasis on self-directed learning



Expanding Educational Opportunity in Oral Health

- Exploring new degree programs, including an integrated Oral and Maxillofacial Surgery/MD Program and Doctor of Dental Medicine
- Recent education-related grants:
 - HRSA grant \$3.6M aimed to train 100 dentists to be able to provide care to patients with developmental disabilities.
 - HRSA grant \$1.M to develop curriculum in urgent care dentistry.
- 9 residency programs were reaccredited by the Commission on Dental Accreditation with no citations. Their next visit will be in 2025.



Meeting the Community's Nursing Needs

- Implementing consistent clinical nursing education across the regional affiliates, including:
 - Expanding distance-learning programs
 - 55% scholarship for RN to BS and selected MS programs
- Growing community partnerships to increase nurse practitioner enrollment capacity in areas of identified need (ex. Mental Health).
- For all UR Employees:
 - Will provide scholarship to offset whatever tuition benefits does not cover for:
 - RN to BS Program
 - Clinical Nurse Leader, MS in Nursing Education, MS in Health Care Leadership



Cross-cutting or Foundational Efforts

Institute for Innovative Education (IIE)-

- Miner Library merged with the Center for Experiential Learning under the IIE - renovations continue
- ECHO tele-mentoring programs centralized under the IIE
- CEL playing key role to implement consistent clinical education and trainings across the regional affiliates



Research Priorities at URMC

Research Strategic Plan 2015-2020

Dirk Bohmann
Senior Associate Dean for Basic Research

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University of Rochester Research: Overview

UR
Research Funding:
\$439M (FY2018)



SMD
Research Funding: \$246M
NIH Funding: \$151.8M
689 Faculty working on grants
3188 Researchers

Centrality of Ph.D. Programs

- **Education & Training.** Faculty are here because they love to teach & mentor.
- **Program Size.** SMD is grad student-centric; we have >2x as many PhD students as postdocs.
- **Impact.** Grad students are essential to our research mission & to our ability to attract and retain outstanding faculty.
- **Building the Future.** Grad students are tomorrow's science leaders.

Centrality of Ph.D. Programs

PhD Programs:

- Microbiology & Immunology
- Neuroscience
- Pathology
- Biochemistry
- Translational Biomedical Science
- Toxicology
- Health Sciences
- Statistics
- Genetics
- Epidemiology

Academic Year 2018/19:

- 351 Students
- 56% Women
- 10% Underrepresented Minorities

URBEST

Broadening Experiences in Scientific Training



An NIH-Funded **Experiment** in Professional Development and Career Exploration for Scientists.

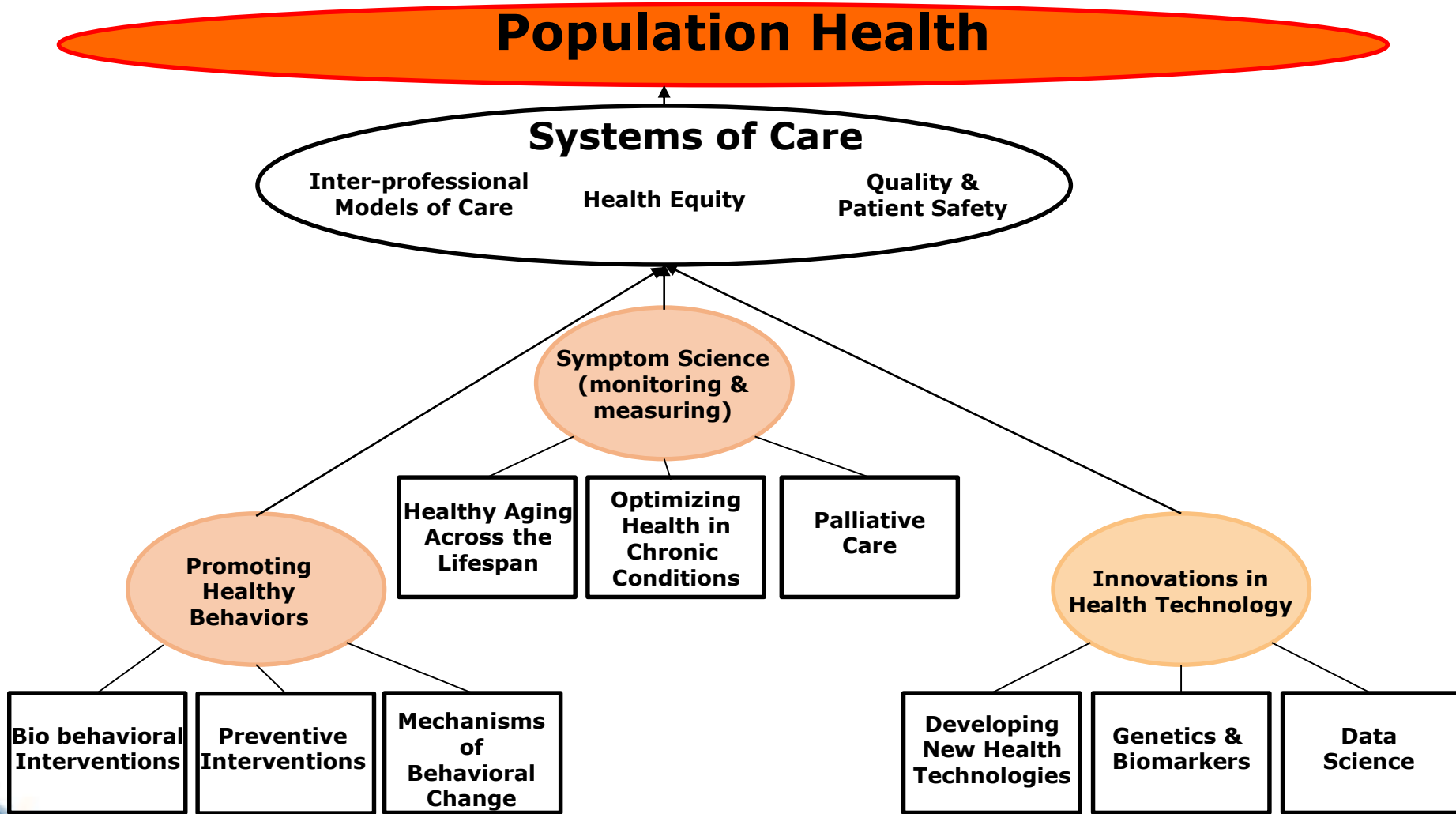


URBEST Highlights

- Annual URBEST Retreat and Career Workshop
- Career Stories and URBEST Blog: 67 scientists visits and blog posts
- The Bottom Line: Everything You Need To Know About Interviewing
- Cold Emails and Hot Coffee: The Art of the Informational Interview ❖
- Individual Development Plan Workshop with Speed Mentoring
- Manuscript Writing Bootcamp
- Prototyping is Crucial To Your Career Workshop §
- Building Your Job Interview Story Kit
- IND439 Leadership and Management for Scientists
- AAAS Career Development Portal
- Internships: 36 to date

❖ Most useful workshop
§ Favorite workshop

School of Nursing: Research Priorities



School of Nursing: Research Priorities

#21 in NIH Funding

Population Health

Systems of Care

Promoting Healthy Behaviors

Symptom Science
(monitoring & measuring)

Innovations in Health Technology



Hyekyun Rhee, PhD, RN: Asthma Self-Management

- **Wearable Automated Device** for Asthma Monitoring (ADAM): monitors symptoms; guides medication & behavioral adjustments.
- Being developed by a **start-up company**, Health Care Originals.
- Peer-led Asthma Self-Management for Adolescents (PLASMA)
- **Interactive text messaging system** to help teens and their parents with daily asthma management

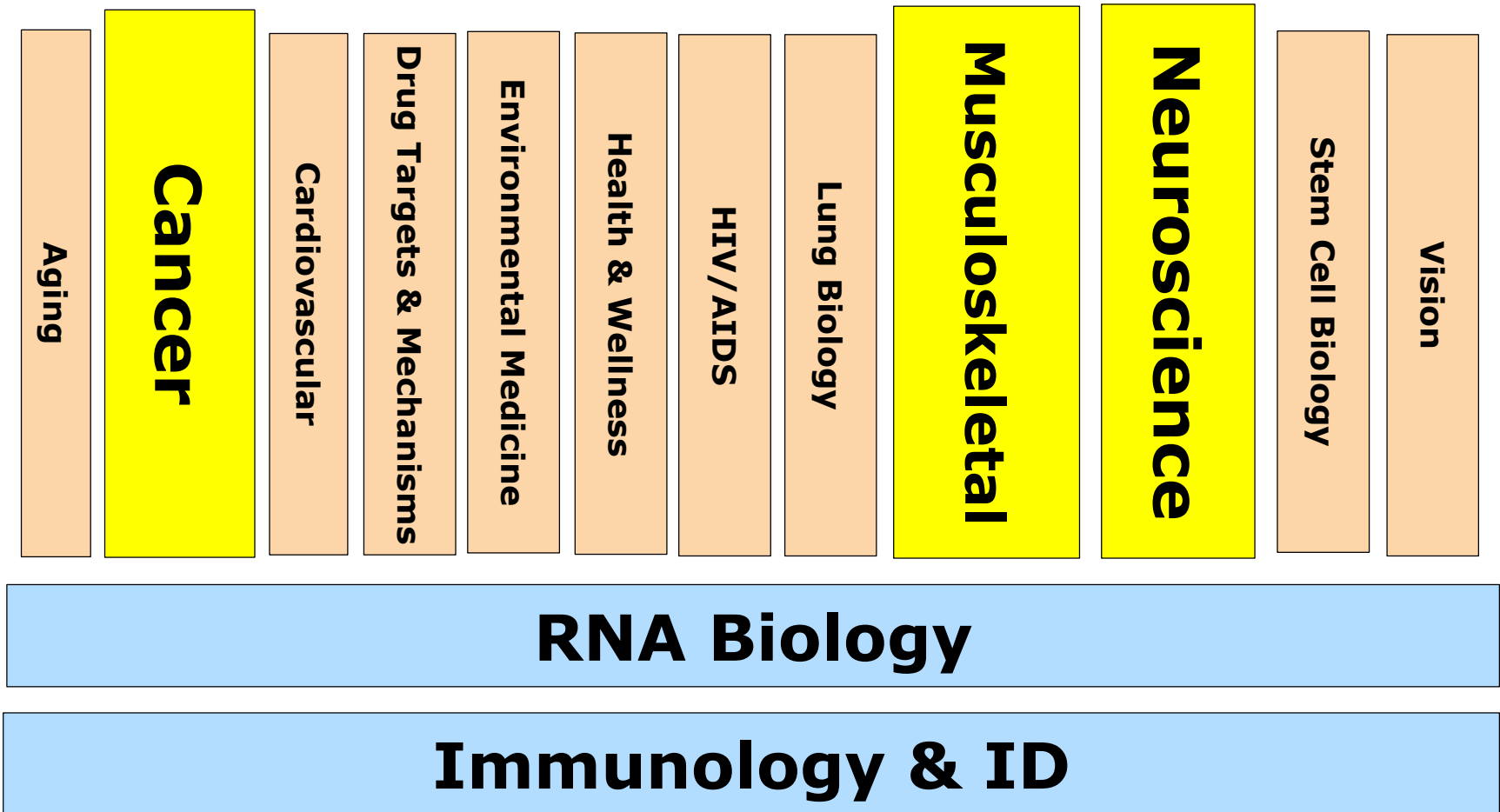
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SON: Recruitment

- **Innovative Approach: Created a post-doctoral fellow to tenure-track assistant professor position** to retain stellar post-docs and accelerate their progress towards tenure.
- Natalie LeBlanc: Sexual health & HIV prevention
- Jennifer Mammen: Tech.-Enabled Asthma Management – telemedicine & smartphone symptom management
- Chen Zhang: HIV prevention in high-risk women; PReP



SMD Research Priorities



Cancer: Wilmot Focus is on NCI Designation

Why does this matter?

- Reputation -> increased patient #s & recruitment; better science; more trials.

What will it take?












- Strategic hires (e.g., Wilmot Chair, Paula Vertino);
- Increasing patient enrollment in trials;
- Building research programs.



69 NCI-Designated Cancer Centers	
49	Comprehensive
13	Clinical
07	Basic

Cancer: Wilmot Compares Favorably to Elite Cancer Centers



	Select Peer Institutions	Total NCCs	2017 U.S. News Ranking
	MD Anderson	20,000+	#1
	Sloan Kettering	14,000	#2
	Barnes-Jewish / Wash U.	10,000	#19
	Moffitt	6,300	#9 (#6 in 2016)
	URMC	5,808	Not Ranked Top 50
	UCSF	5,000	#10 (#10 in 2016)
	Rutgers CINJ	4,700	Not Ranked Top 50
	Roswell Park	3,700	#33
	UCLA	3,200	#12 (#5 in 2016)
	USC Norris / Keck	3,040	#15 (#18 in 2016)
	City of Hope	3,000	#21 (#20 in 2016)

Cancer: Recruiting Top Scientists



Paula Vertino, Ph.D.,
Director of Translational Science, Wilmot Distinguished Professor



Brian Altman Ph.D.
(Wistar)
Circadian Clock &
Cancer Metabolism



Stephano Mello Ph.D.
(Stanford)
Non-coding RNAs &
Tumor Initiation



Patrick Murphy Ph.D.
(Huntsman)
Epigenetics of
Cell State Transitions



Paul Boutz Ph.D.
(MIT)
Splicing &
Intron Retention

Cancer: National Recognition



Lynne Maquat, Ph.D.
Vanderbilt Prize



Supriya Mohile, M.D.
BJ Kennedy Prize



Ronald Epstein, M.D.
ACS Professorship

Other Areas of Excellence

Musculoskeletal Research

- #1 NIH funded Orthopaedic research program in the nation
- Leader in: Bone infections; stimulating growth of new bone & cartilage
- Leader in: Patient reported outcomes (PROMIS); >1M patient encounters

RNA Biology

- Leader in fundamental science; Applications in cancer, neuroscience, ID.
- Advancing CRISPR technology

Immunology & Infectious Disease

- Only NIH-funded Respiratory Pathogens Research Center in the U.S.
- 1 of only 5 Centers of Excellence for Influenza Research and Surveillance

Other Areas of Excellence

Tobacco Research

\$19 Million FDA-funded Research Program Focused on Flavored Tobacco

Collaboration with Roswell Park Cancer Institute

Translational Research

Clinical and Translational Research Institute

Upstate Stem Cell cGMP Facility: Generates Biologicals for Clinical Trails.

Supports UR Researchers and Biotech Companies

Empire Discovery Institute. \$47M NYS-sponsored Program with the University at Buffalo and Roswell Park Cancer Institute to transition Academic Innovation into commercial ventures.

Academic Industry Partnerships: Multimillion \$ cancer genomics project with the Biotech company Indivumed Inc.

URMC Research and Care

Kathy Parrinello
Chief Operating Officer, SMH & Executive VP, URMC

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University of Rochester

URMC research, teaching, patient care

UR Medicine patient care network

Central (core operations)	University General (endowments)
College of Arts, Sciences & Engineering	Graduate School EHD (Warner school)
Simon School	Eastman School of Music
	Memorial Art Gallery

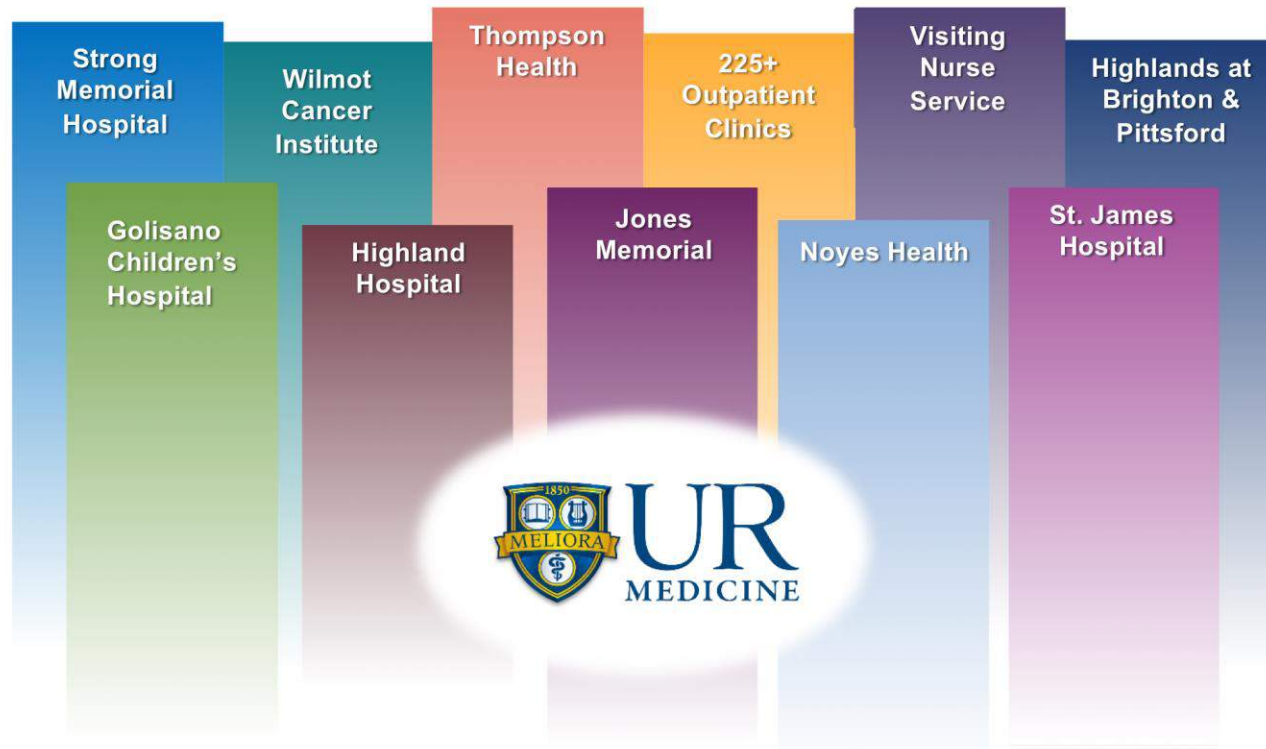
Health Sciences Division (Administration)
School of Medicine & Dentistry (doctors, scientists)
School of Nursing
Eastman Institute for Oral Health

Strong Memorial Hospital Golisano Children's Hospital Wilmot Cancer Institute Flaum Eye Institute Strong West Outpatient Clinics...
Medical Faculty Group (doctors)
Eastman Dental

UR Medicine Home Care
Highland Hospital The Highlands Living Center The Highlands at Brighton Highlands at Pittsford
Noyes Health
Thompson Health
St. James Hospital
Jones Memorial Hospital

UR Medicine Clinical Enterprise

- 1,364 licensed beds
- 74,068 inpatient discharges
- 241,875 ED visits
- 103,533 urgent care visits
- 49,775 ambulatory surgeries
- 3,259,934 outpatient encounters



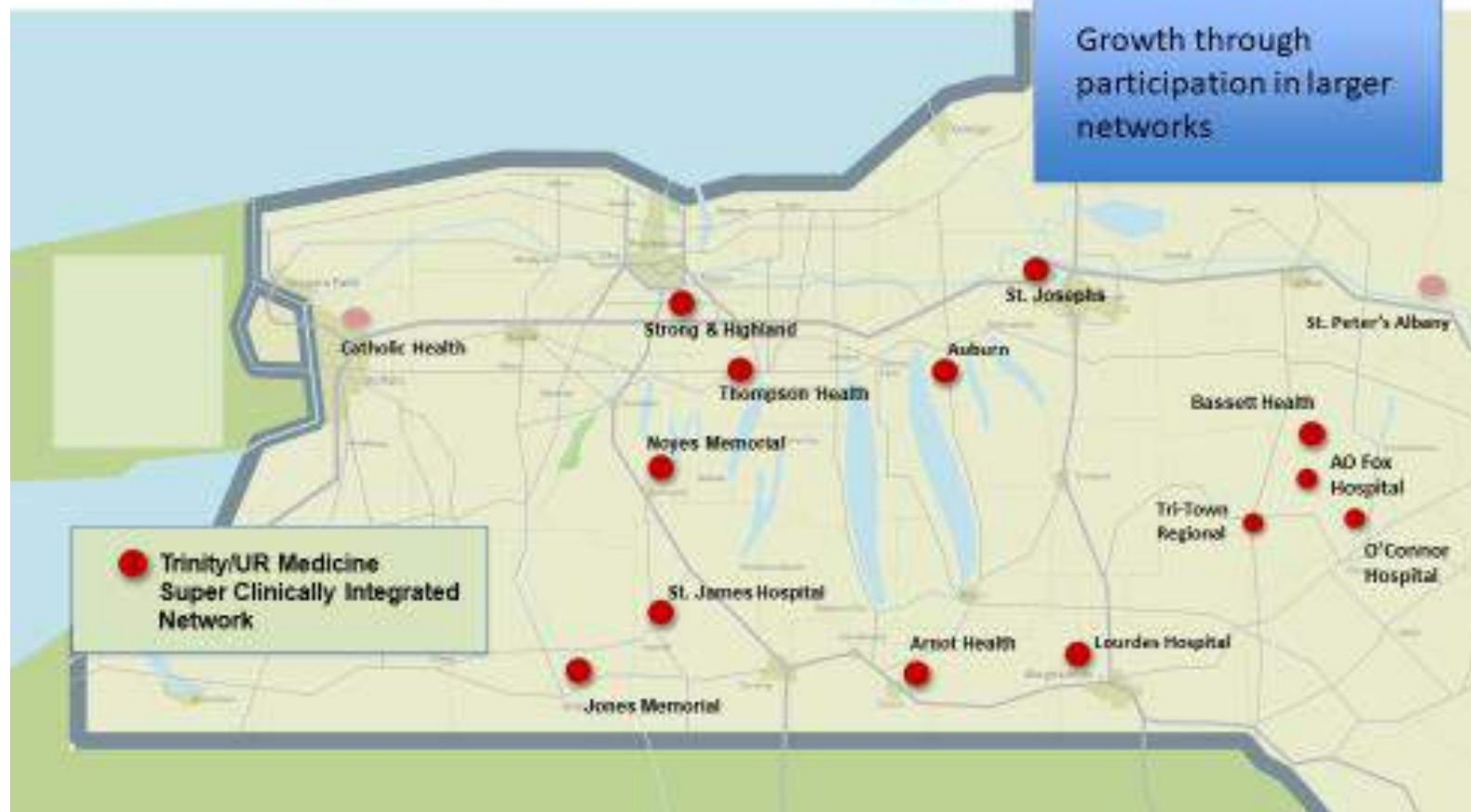
Data includes St James which joined UR Medicine in March 2018.

2018-23 Strategy

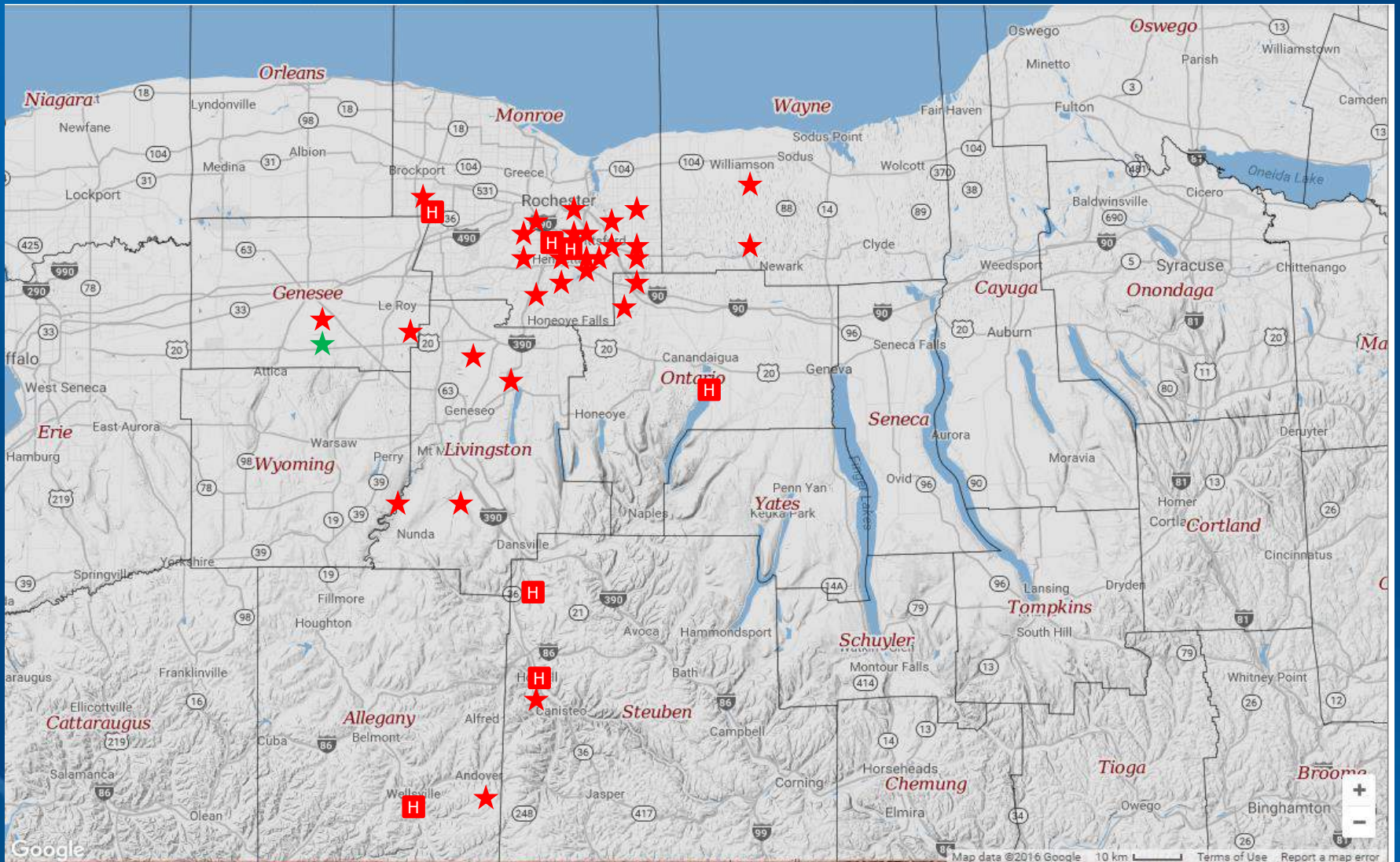
Road to 1 million+ lives



Growth through participation in larger networks



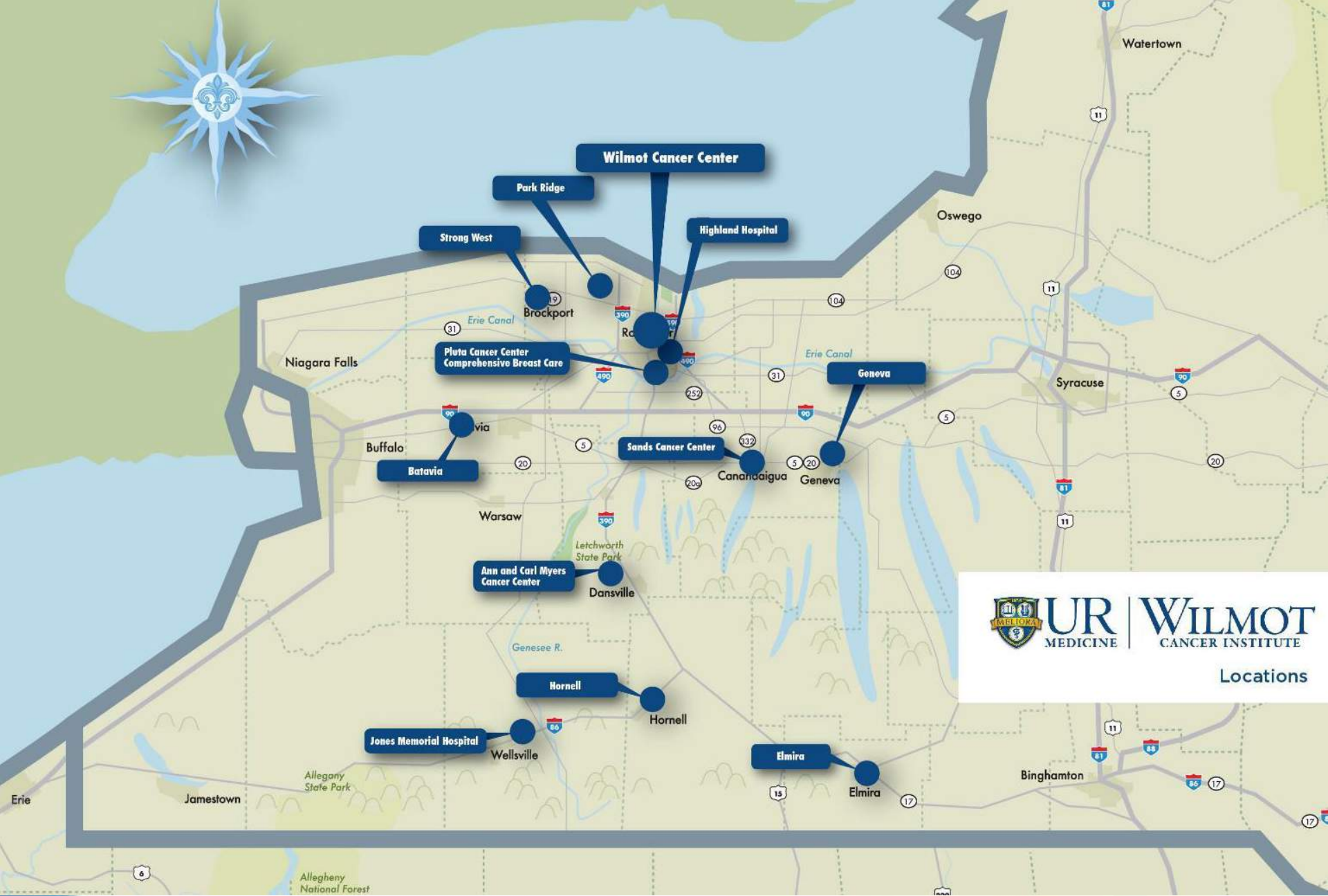
● Trinity/UR Medicine Super Clinically Integrated Network



URMC – Primary
Care Offices ~
300,000 Lives

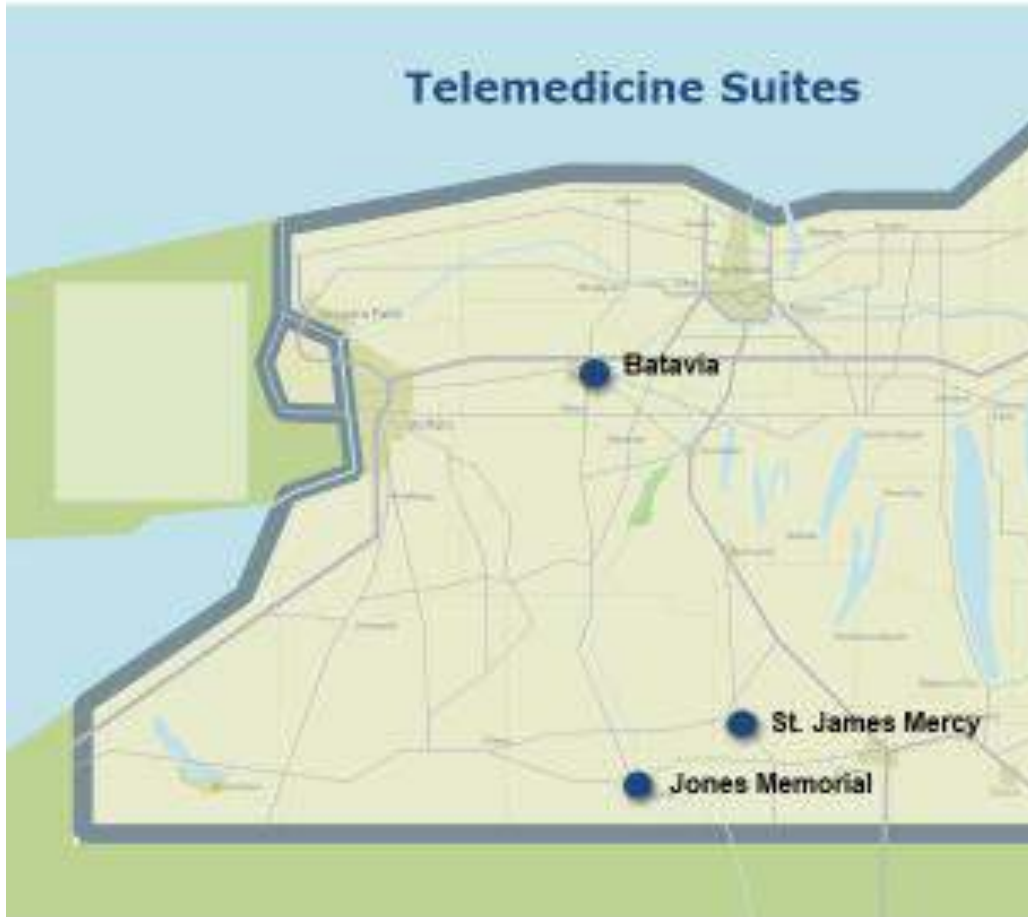
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Locations

Telemedicine is tool to regionalize care



Active or Emerging Telemedicine Programs

- Tele stroke
- Psychiatry – ECHO & new PCP model
- Pediatric Neurology
- Diabetes Management at Jones
- Reproductive Genetics consults
- Pre-surgical evaluation
- Smoking cessation follow-ups at Jones
- Neonatology Consults
- Toxicology consults

Clinical Programs of Excellence

- Pediatrics
- Cancer
- Cardiac
- NeuroMed
- Orthopaedics



Golisano Children's Hospital

- The region's only children's hospital, serving as the referral center for all seriously ill or injured children from the 17-county Finger Lakes region.
- Approximately 1 in 12 babies born in the region start their lives in our NICU, which is the only Level IV NICU in the region.
- Ranked as a Top 50 children's hospital by US News & World Report in Neonatology, Neurology/Neurosurgery, and Nephrology



Wilmot Cancer Institute

- Cancer is the second leading cause of death in New York and the U.S.
- Wilmot Cancer Institute features an 86-bed cancer center with 11 outpatient locations throughout the Finger Lakes region.
 - One of New York's largest blood and marrow transplant programs.
 - The Rochester area's only ACOS-accredited breast cancer center.
 - Robust cancer survivorship program
 - Offers clinical trials of new therapies and options that may not be available anywhere else upstate.



Cardiology

- Heart Disease is the leading cause of death in New York and the U.S.
- UR Medicine Cardiology is the region's leader in cardiology care, research and training.
- Program highlights include:
 - The only cardiac transplant service in upstate New York
 - One of nation's leaders in in the development of Ventricular Assist Devices (VADs) for the treatment of heart failure
 - The region's only Atrial Fibrillation Center providing advanced treatments that often cures atrial fibrillation permanently
 - Our rapid treatment of heart attacks is among the fastest in the nation.



Neuromedicine

- Stroke and Alzheimer's disease are the fifth and sixth leading cause of death in the U.S.
- UR Medicine Neurology and Neurosurgery patient care programs consistently rank in the Top 50 by *US News & World Report*.
- Only Joint Commission-certified comprehensive stroke center in the region with Mobile Stroke capability.



Musculoskeletal and Aging

- Upstate New York's aging population has significant healthcare needs related to mobility.
- UR Medicine Orthopaedics offers the largest and most comprehensive center for bone and muscle health in our region.
- The Hip Preservation Program is the largest hip treatment center in the Finger Lakes, and one of the only centers of its kind in the United States.
- The Evarts Joint Center has the Gold Seal of Approval from the Joint Commission.



Patient Engagement

- ICARE values – Across all of URMC and Affiliates
- Open Notes – commitment to patient transparency and engagement in care
- Recognition of Patient’s preference regarding “family” participation in care
- New MyURMedicine App provides:
 - Access to MyChart
 - Locations of doctors and services
 - Timely wellness information
 - Ability to easily pay bill and make appts
- Patient Engagement curriculum for all providers, medical and nursing students
- Patient experience scores demonstrate success!



Accountable Health Partners – UR's Clinically Integrated Network

	Adult PCPs	PCP Pediatricians	Ob/Gyn	Other Specialists	CNMs	Totals
Community	155	121	62	337	11	686
URMFG	200	18	38	1,073	16	1,345
Total	355	139	100	1,410	27	2,031

Arnot*Health*


 WCCCHS
 Wyoming County Community Health System

JONES
MEMORIAL HOSPITAL

HIGHLAND
HOSPITAL

NOYES
HEALTH


 St James
 Mercy
 HOSPITAL

STRONG
MEMORIAL HOSPITAL

THOMPSON
HEALTH

Updated 1/2018

ACCOUNTABLE

— HEALTH PARTNERS —

Current Contracts

	<u>Members</u>	<u>Premium \$ Under Contract</u>	<u>Structure</u>
<u>Commercial Contracts</u>			
Excellus	146,600	\$849,253,800	Shared Risk
MVP	11,750	\$56,790,570	Shared Risk
<u>Medicare Contracts</u>			
Excellus	33,000	\$306,900,000	Shared Risk
MVP	12,800	\$147,391,488	Shared Risk
<u>Medicaid Contracts</u>			
Excellus	53,000	\$233,094,000	Shared Risk
MVP	9,500	\$41,781,000	Shared Risk
<u>Corporate Partnership Contracts*</u>			
University of Rochester EHP	35,600	\$191,043,840	Shared Risk
Highland Hospital EHP	3,000	\$17,234,280	Upside Only
FF Thompson Hospital EHP	1,500	\$6,138,000	Upside Only
Totals	306,750	\$1,849,626,978	

* A portion of these members are also included in the Excellus Commercial membership figure.