

## **College of Medicine White Paper Proposal**

**Name of the Unit:** The University of Arizona College of Medicine, Tucson

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**Developing Team** (alphabetical):

- Larry Aldrich, Chief Executive Officer, UPH
- Bruce Coull, MD, Associate Dean for Clinical Affairs
- Anne E. Cress, PhD, Associate Dean for Research
- Bill Elger, Senior Associate Dean for Administration and Finance
- Steve Goldschmid, MD, Interim Dean, College of Medicine
- Sarah Hiteman, MEd, Associate Dean for Administrative Affairs
- Phil Malan, PhD, MD, Vice Dean for Academic Affairs

**Current units that will be affected:**

All departments, and centers within the College of Medicine, Tucson. Current units will be retained and will retain their identities; however, some reorganization of their functions will take place.

**Appended Material:**

1. Meetings held during the development of this plan

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### Current Proposal and Justification (3 pages):

The College of Medicine, Tucson (COM) is proposing to reorganize four of its functions to create efficiencies and to further the academic mission of the college and university. Where appropriate, these initiatives have been developed jointly with the college's partner, University Physicians Healthcare. The specific proposals are:

1. To create a Translational Science Institute (TSI). This key initiative is intended to restructure the college's research programs in a way that will strategically enhance its status as a research medical school. The goals of this initiative are to i) to strengthen translational research at the University of Arizona, including promoting collaborations in translational research across the university, ii) further develop education in translational research for medical students, graduate students and postdoctoral clinical and basic science trainees and iii) consolidate and streamline business and administrative activities of developing centers, and other college-wide. COM entities that may fall under the umbrella of the TSI include the Respiratory Sciences Center; Sarver Heart Center; Arthritis Center; Center on Aging; Venom Immunochemistry, Pharmacology, and Emergency Response Institute; Valley Fever Center, Clinical and Translational Science Research Center; and Advanced Research Institute for Biomedical Imaging. It is anticipated that the College of Medicine's portion of the pending Clinical and Translational Science Award will also be based in the TSI. The Arizona Cancer Center will remain administratively independent due to its size and complexity, but it is anticipated that it will participate in appropriate research, educational, and outreach initiatives of the TSI. The TSI will be open to researchers across the university. Finally, University Physicians Healthcare and hopefully University Medical Center will join with the TSI in creating the clinical programs needed for successful conduct of translational research.

2. The COM will reorganize appropriate administrative and business functions of clinical departments into business centers, to improve efficiency and effectiveness in supporting COM departments and faculty. Selected business and administrative functions will be grouped, recognizing commonalities between departments. Since business functions in clinical departments involve both the College of Medicine and University Physicians Healthcare, these entities will cooperate to maximize efficiencies and grow programs. One model for grouping of clinical department business functions is:

- Hospital-based departments
- Adult primary care and medical specialties
- Care of children
- Surgical care
- Care of the nervous system and mental health

This initiative preserves the identities of clinical departments, which is essential for physician recruiting and which simplifies complying with regulatory requirements.

3. Similarly, the College of Medicine will combine appropriate administrative and business functions of basic science departments. This reorganization will preserve the identity of each basic science department. The possible exception is the Department of Cell Biology and Anatomy, which is the subject of a separate white paper being submitted by Dr. Kathleen Dixon, the Head of the Departments of Molecular and Cellular Biology and Cell Biology and Anatomy.

4. Finally, the college will also embed four research themes into other existing units. The Cardiovascular Research Program may be administered by the Sarver Heart Center; appropriate portions of the Neuroscience Theme will be administered by the Department of Pharmacology, the Department of Neurology and the Department and Ophthalmology and Vision Science; the Diabetes Theme will be administered by the Department of Medicine.

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### **How will the reorganization strengthen teaching, service, research, or creative activities, and thereby advance the University in accordance with the UA Strategic Plan 2009-2013?**

The goal of each of these initiatives is to grow and strengthen programs. They also combine and streamline administrative and business activities, improving function and freeing resources that can be used to further advance the academic mission.

**1. Translational Science Institute:** The mission of the TSI is to facilitate development of concepts for new clinical diagnostic techniques, novel clinical therapeutics, or improved understanding of human disease as these concepts progress from the basic science laboratory to clinical testing and ultimately to clinical application. TSI will serve as a bridging mechanism linking researchers across the University of Arizona to physician faculty at the College of Medicine, emphasizing multidisciplinary approaches to translational research. A major activity of the TSI will be to develop partnerships with industry and other external partners in ways that further the mission of the institute. This work will be closely coordinated with related initiatives at the Bio5 Research Institute. An unambiguous focus on disease-based research and commitment to nationally recognized standards of quality will develop the college's research programs in the key areas of clinical and translational research. This focus and commitment will also increase the number of physician scientists at the COM, a critical goal of the college.

TSI will assemble an external advisory board and its operations will be guided by an authoritative core of faculty and staff, with complementary expertise in the diverse aspects of translational research. This core will seek out and evaluate promising research projects and design a road map for project development. This core group will include basic and clinical scientists, as well as business, intellectual property, development, legal and regulatory expertise.

The TSI will address an unmet need at the university by aligning clinical and basic science activities and by providing a concrete mechanism to functionally bridge diverse disciplines for translational research. In addition to increasing the amount and medical significance of research at the university, key clinical research initiatives at TSI can draw attention to the excellence of clinical programs at the university and attract patients for health care. Increased clinical activities at the COM and other health sciences colleges will increase opportunities for clinical education of our students and will increase clinical revenue that can be used to advance the academic mission.

**2 & 3. Reorganization of departmental administrative and business functions:** There is continuing and growing pressure on the faculty to increase teaching, research, service and clinical activities. Streamlining and enhancing business services now conducted in isolation within basic science departments, clinical departments and centers will reduce the time faculty must spend on administrative activities and will free resources that can be used to enhance the academic mission.

**4. Embedding of research themes into academic units:** The embedding of current disease-based research themes into existing centers and departments also follows the model of simplification for efficiency, focus and optimum use of resources.

Thus, the proposals in this white paper preserve and increase the excellence of our basic science departments, clinical departments, centers and the college in ways that support the UA strategic plan.

### **How will the reorganization raise the university's ranking or reputation?**

This reorganization, particularly the Translational Science Institute, will raise UA ranking and reputation by building on existing strengths and stimulating the development of translational research "dream teams." Continued building of basic/clinical research teams, will increase the visibility and reputation of the UA nationally and internationally. In practical terms this will mean increased grant support for

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research, enhanced education in translational research, and generation of a sound “pipeline” of translational researchers and physician scientists. There is currently a significant undersupply of physician scientists in the United States.

The TSI will increase the ranking and reputation of the UA in the following ways:

- Increased development, funding and publication of translational research projects
- Increased revenues through multidisciplinary program project grants, a Clinical and Translational Science Award, industry partnerships, and venture capital
- National and international partnerships for translational research and education
- New diagnostics and therapeutics with increased potential for intellectual property, licensing, and development
- Increased ability to attract and recruit stellar research faculty
- Leadership in education in translational research, a recognized national need

**Description of the processes of consultation with deans, heads, faculty, staff, appointed personnel, and students and the extent to which this proposal has the support of those affected (with the understanding that it may not have been possible to conduct full consultation with all parties at this point in the process):**

The meetings held as part of the consultation process are listed in the Appendix. In addition a general faculty meeting is planned in preparation for the next phase of proposal development.

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**Budget page** (general outline of the projected net savings due to the reorganization):

TSI will embrace conceptually, but not operationally, the activities of centers, clinical departments, and basic science departments; these will retain their operational independence. Some administrative structures will be shared to reduce overhead, providing incremental resources for growing TSI.

The Basic Science Departments will retain their operational independence. Additionally, the partnership relationship that exists between the department head and the administrator must be maintained. Economies of scale are directed at the increased efficiency and common platforms and processes to accomplish common goals. The routine tasks that are time consuming and shared requirements across departments include:

- Facilities Inventory and Management for University Reporting
- Elements of the faculty recruiting process, credentialing, payroll, VISAs
- Purchasing and accounts payable
- Elements of grant management
- Various facility management functions such as managing renovations, repairs and maintenance

In addition there maybe opportunities to consolidate certain clinical functions, such as coding, compliance and reimbursement, in these business centers or some other grouping as is currently occurring in some instances. To ensure that the clinical revenue cycle is enhanced, care and coordination with UPH will be needed.

Additional work is needed to explore each of the concepts listed above in more detail. However, it is anticipated that most of the cost savings will be in the reduction of rework. The incorporation of lean thinking into process improvements will also be necessary. Nevertheless, estimates of cost saving range from \$150,000 to \$750,000.

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### Appendix:

Dr. Steve Goldschmid, Dean, College of Medicine met with the following groups/individuals regarding the Arizona Transformation Plan

1. Arizona Cancer Center University Board
2. Cellular Biology and Anatomy Faculty
3. Clinical Faculty Council
4. College of Medicine Business Officers
5. College of Medicine Clinical and Basic Science Department Heads, Division/ Center/Institute Directors
6. College of Medicine Staff Advisory Council Members
7. College of Medicine/University Physicians Healthcare Working Group on Alignment
8. Faculty Practice Committee
9. Financial Advisory Committee
10. Financial Oversight Committee
11. Hispanic Working Group
12. Medical Student Leadership Representatives
13. UPH Board of Directors
14. Vice Dean, Senior Associate Dean for Administration and Finance and Associate Dean for Administrative Affairs, Associate Dean for Research

In addition, Members of the Developing Team met with the following individuals/Groups:

Salvatore Albani, Arizona Arthritis Center  
Dean's Research Council  
Nick Delamere, Physiology  
Kate Dixon, Molecular and Cellular Biology  
Gordon Ewy, Sarver Heart Center  
Francisco Garcia, Women's Center of Excellence  
Fernando Martinez, Arizona Respiratory Center  
Janko Nikolich-Zugich, Immunobiology  
Frank Porreca, Pharmacology  
Maggie So, Microbial Pathogenesis Program  
Craig Stump, Diabetes Theme  
Vicki Wysocki, Biochemistry