



UNIVERSITY of NORTH TEXAS
HEALTH SCIENCE CENTER

AT FORT WORTH

Planning Study for the Development of a Proposed Allopathic Medical Education Program

**Town Hall
October 23, 2009**



Report Contents

- **Why a New Allopathic Medical Program in Fort Worth?**
- **Why Should the Fort Worth Allopathic Program be Housed at the UNTHSC?**
- **Guiding Principle, Mission and Vision**
- **Organizational Structure**
- **Academic Plan, Faculty and Staff**
- **Students: Recruitment and Admissions**
- **Infrastructure Requirements**
- **Hospital Partnerships**
- **Community Support, Advancement and Donor Opportunities**
- **Liaison Committee on Medical Education (LCME) Accreditation Process and Accreditation Timeline**
- **Financial Analysis**
- **Challenges**
- **Next Steps**

Physician Shortage

There are four key factors contributing to the physician shortage in Texas:

- Aging physicians: 21.8 % of Texas practicing physicians are over the age of 60, therefore will reach retirement in the next five years;¹
- Shortage of physicians in nearly all medical specialties - Texas falls below U.S. totals in the ratio of physicians per population among 37 (93%) of 40 major categories of medical specialties;²
- A growing population: from 2005-2015, the state's population is expected to growth by approximately 16%, and the Tarrant County population is expected to grown by approximately 15%;³
- An aging population: By 2015, the population of 65 or older is expected to increase by 30%.⁴

¹Association of American Medical Colleges, "2007 State Physician Workforce Data Book," December 2007.

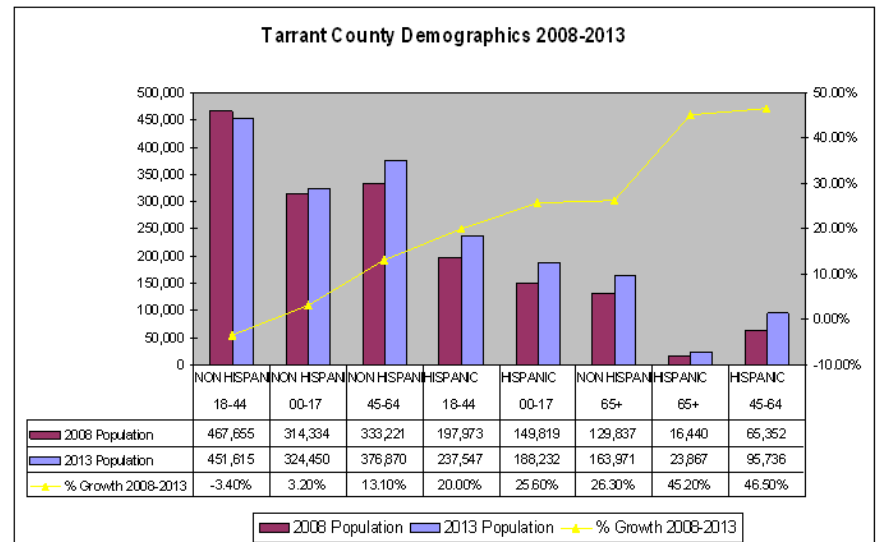
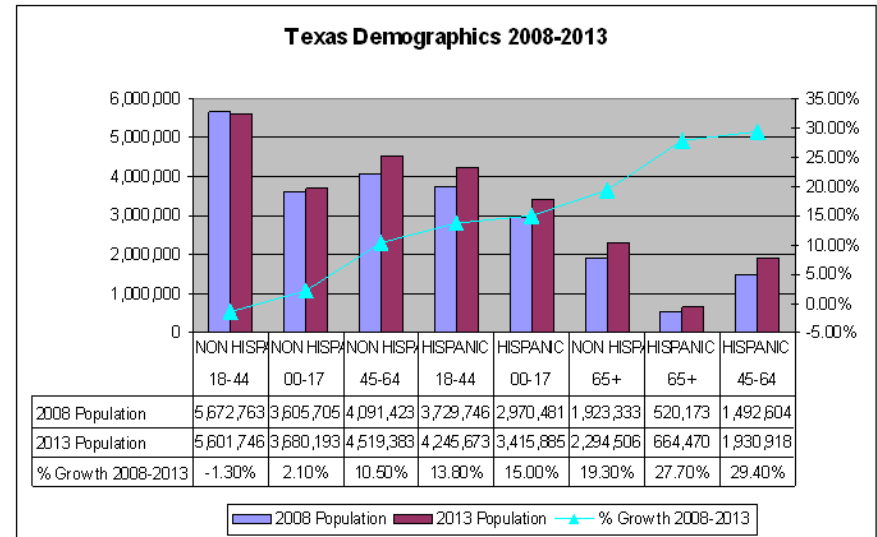
²Texas Medical Association, "2009 Medical Education and Physician Workforce: Consensus Statement, 81st Texas Legislature," March 2009.

³Texas Higher Education Coordinating Board, "Projecting the Need for Medical Education in Texas," October 2008.

⁴Ibid

Physician Shortage

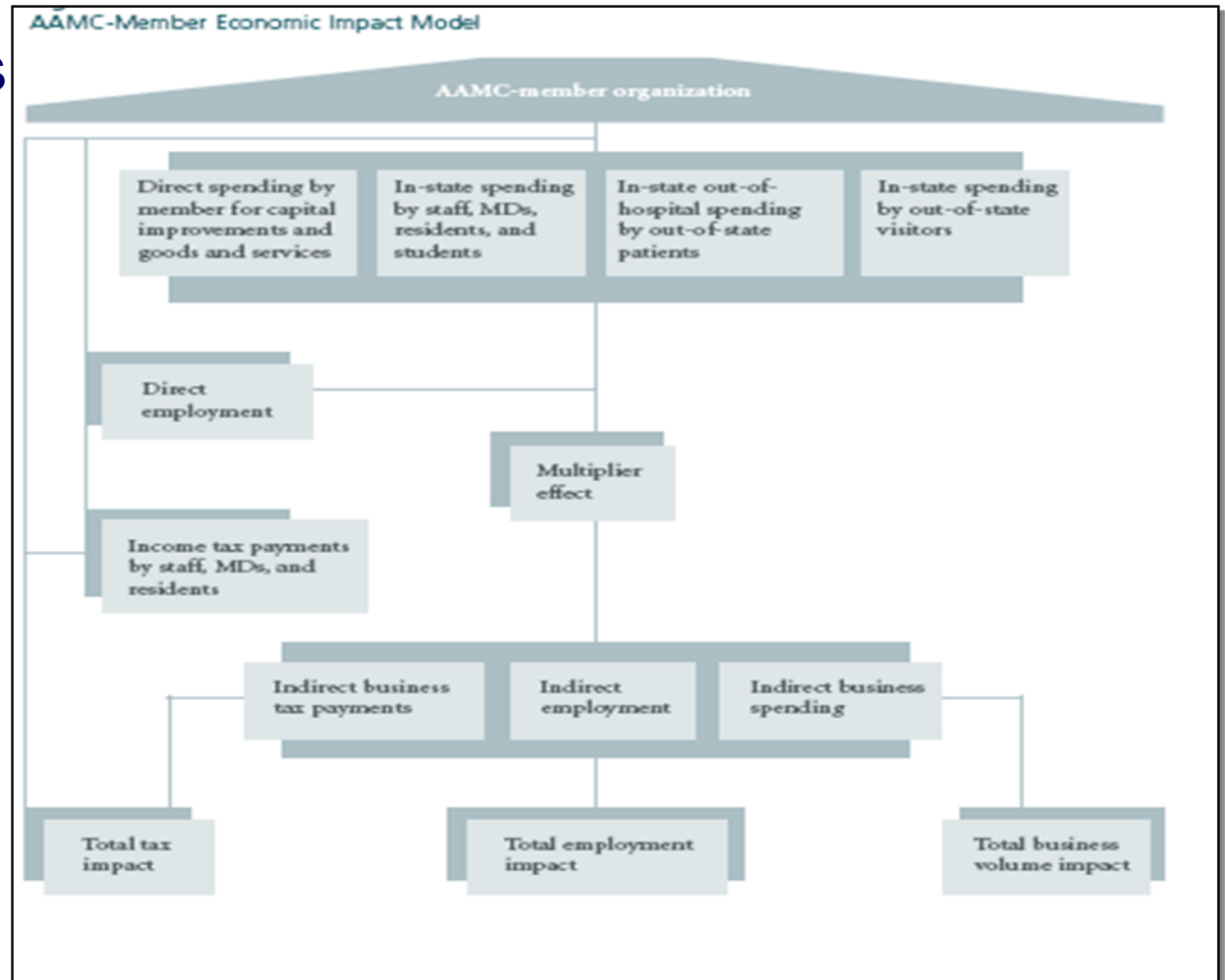
- Rate of growth in physician demand is largest for medical specialties, followed by surgery, primary care, and the “other patient care” category.⁵ **However, the percent growth in demand is highest for specialties that predominantly serve the elderly.**
- For Tarrant County and the greater Fort Worth area, population growth, particularly among the elderly and baby boomer generation, will be significant...Overall, the highest percentage growth for all age groups is in the Hispanic population. **However, the biggest increase in population growth is the 65+ age group (26% Non-Hispanic and 45% Hispanic).**



⁵Association of American Medical Colleges, “The Complexities of Physician Supply and Demand: Projections Through 2025,” November 2008

Additional Benefits of a New Allopathic Medical Program

- Economic Benefits
- Intellectual Capital
- Research
- Partnerships



TCOM Impact

What is the threat to TCOM if UNTHSC doesn't do a MD school? What if another MD school opens up in Fort Worth? What would happen to TCOM?

- Fort Worth's major clinical players plan to add GME programs (residencies) in the next few years. Fort Worth will become much more attractive as a potential site for a branch campus from one of the established Texas medical schools, or possibly a medical school in another state looking to expand. TCOM could have very limited access to the clerkships and residencies at these schools if the programs are developed in partnership with another school and run by the faculty of another school.
- Physicians in medical subspecialty and surgical practices at these hospitals would likely wish to train the students from the new MD program, TCOM could lose current training opportunities.
- Negotiation of new affiliation agreements required for accreditation of the MD program would provide an opportunity to secure commitments from hospitals to continue to train TCOM students as well as students from the new UNTMD program.

What assurances are there that TCOM will not be eroded?

- Development of the MD program will follow a guiding principle that TCOM will be protected and nurtured all through the creation of the new College.
- MD program will be in a separate College with its own Dean, space and curriculum. Admissions cutoffs will be set at equivalent points to demonstrate that the new school is not seen as superior in any way. New faculty will be added, as well as other teaching resources, to ensure that TCOM's resources will not be affected negatively.
- Additional philanthropic funds and other resources attracted by the MD College will benefit both programs, and the preservation and increasing of training opportunities tied through affiliation agreements to the UNTHSC will benefit ⁶ TCOM students.

MD Program at UNTHSC

Why UNTHSC is the best site for an MD program in Fort Worth:

- Significant infrastructure already in place – can be leveraged for a new program at greatly reduced cost when compared with a new “green field” medical school.
- UNT has clinical relationships with organizations who wish to partner with a UNTHSC MD program.
- Opportunities for interprofessionalism education – service learning/community service and other projects with participation from all schools and programs.
- Strong community support for an MD program at UNTHSC.

Guiding Principles

Assuring the quality, growth, and culture of the Texas College of Osteopathic Medicine, the Health Science Center, and all the graduate programs of UNTHSC are the number one priorities for UNT Health Science Center leadership.

- ***Not only "do no harm" to any Health Science Center program, augment and enhance these programs.***
- ***Act in the best interest of UNTHSC's current and future students.***
- ***Ensure funds are not diverted from other programs, including TCOM:*** All schools and colleges will have separate and independent budgets.
- ***Ensure replacement of faculty:*** Adequate numbers of faculty will be hired in order to meet the expansion of an allopathic medical program.
- ***Provide adequate facilities for students:*** Augment facilities as needed; for example, TCOM students will be moving into a new, state-of-the-art facility.
- ***Commit to no reduction of TCOM class size:*** TCOM will be increasing its class size by nearly 53 percent. As of fall 2010, TCOM class size will increase from 185 to 200 students, and gradually increase to 230 newly-matriculating students per class.
- ***Maintain TCOM's mission for primary care as a priority for UNTHSC:*** Expanding the number of osteopathic students provides the greatest opportunity for maintaining the UNTHSC's commitment to adding primary care providers to the physician workforce of 8 Tarrant County and the State of Texas.

Guiding Principles

Protection of TCOM and all the UNTHSC programs is a paramount concern. Critical measures will be put in place to protect and secure TCOM's future and success. These include the following:

- **TCOM will maintain a larger class size** than the MD program to help support the primary care needs of Texas
- **Separate Deans** will lead TCOM and the new MD program
- TCOM's Dean will operate with **all the normal infrastructure**
- The TCOM Dean will be responsible for ensuring the **traditions and philosophy of osteopathy** in the college.
- **New clinical training sites** will be required to support both the MD and DO programs.
- The money required for **start-up will be supported by outside dollars from the community**, state, and/or others. Funds will not come from TCOM.
- The new MD school will have the same "infrastructure and other" tax rate as TCOM and the other colleges and schools. As a result, the new MD school will cause a net percentage **reduction of this burden on all other schools** beginning the fourth year. This will provide for MORE net resources for TCOM and the other colleges.
- **TCOM will be housed in the new 113,000 sq ft building**; the new MD program will be housed in renovated areas of existing space.

Mission and Vision

Mission: Increase the numbers and diversity of the Tarrant County and Texas physician populations by graduating doctors with outstanding fundamental training, research awareness, technology proficiency, and team professionalism.

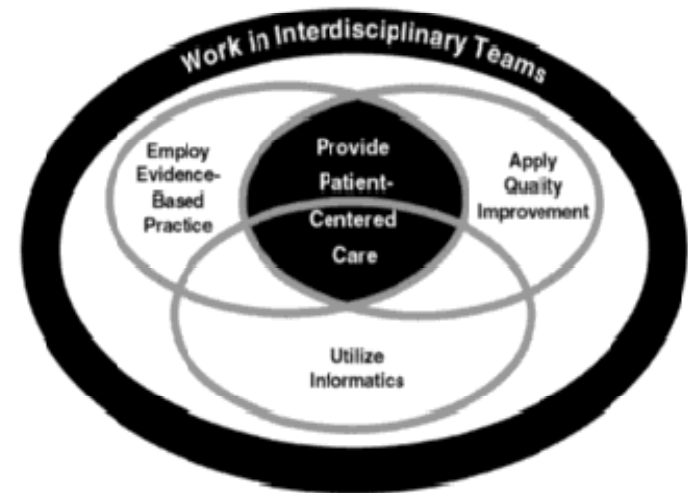
Vision: UNTMD graduates will be physicians with enhanced capabilities in research, community service and team professionalism who embrace team building, apply research, leverage new technology, and remain life-long learners.

IOM Core Competencies

Provide Patient-Centered Care:

- **Employ Evidence-Based Practice**
- **Utilize Informatics**
- **Apply Quality Improvement.**
- **Embrace Team Building**

Overlap of Core Competencies for Health Professionals



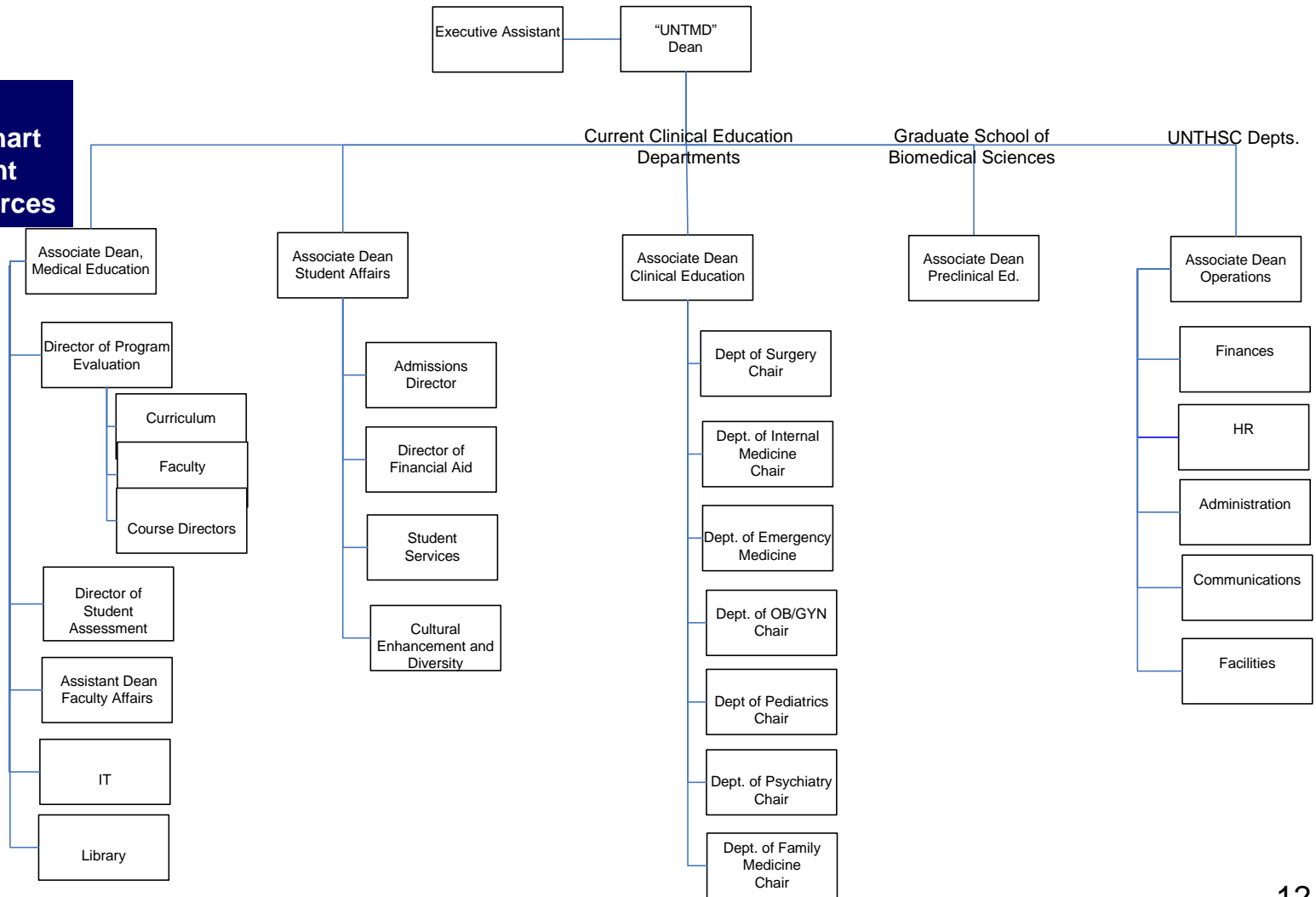
- Health care professionals are typically trained separately by discipline, which fosters ideas of hierarchy and responsibility for individual decision making.
- Physicians gain little understanding of or appreciation for the expertise of other providers or the skills needed to effectively participate in an interdisciplinary team. However, most health care professions identify interdisciplinary team practice as a necessary competency in the care of older adults and chronic illness.

UNTMD Organization and Governance

“UNTMD” UNIVERSITY OF NORTH TEXAS HEALTH SCIENCE CENTER ALLOPATHIC MEDICAL COLLEGE
Functional Organizational Chart

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Functional organization chart includes current UNTHSC resources

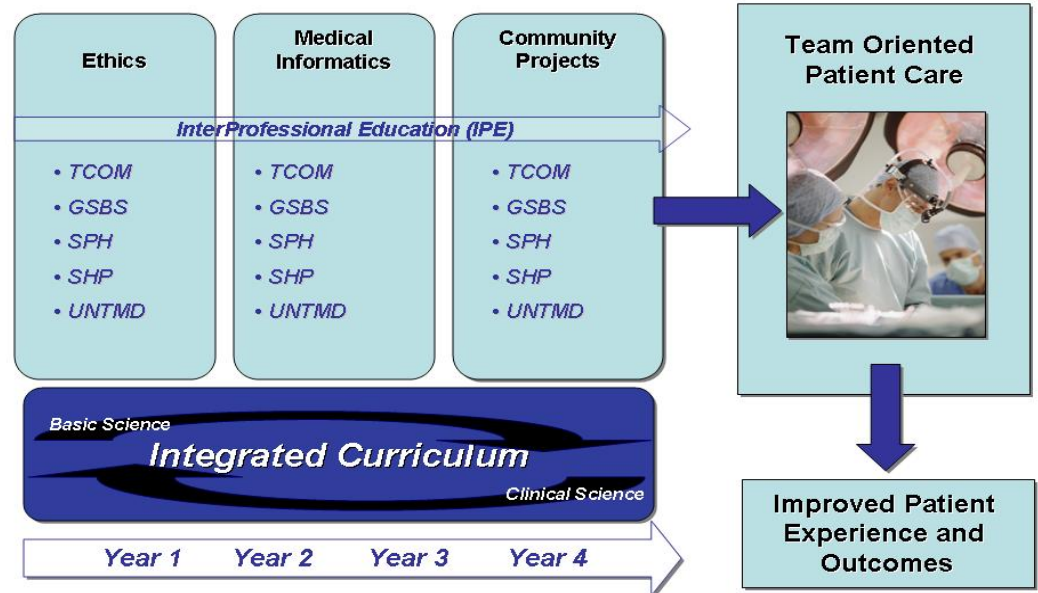


Note: This is a functional organizational chart, not a reporting structure. This structure does not necessarily represent UNTHSC reporting structure.

Curriculum - Interprofessionalism Education

The UNTMD Curriculum Committee and leadership will develop the curriculum as part of the planning process.

Given the unique circumstances of the potential co-location of allopathic and osteopathic medical education programs on a single campus, Interprofessional Education is envisioned as a potential key component of the UNTMD's curriculum, with the goal of training physicians who understand and appreciate the importance of a well-functioning healthcare team in modern medicine.



In collaboration with TCOM, SPH, GSBS, and SHP, real-time integrated learning experiences can be developed to train medical and allied health students in the principles of teamwork. These experiences would greatly enhance the knowledge of each other's professions, generate positive attitudes toward healthcare teams, and improve healthcare workplace effectiveness, quality and patient safety.

Faculty – Basic and Clinical Sciences

- Faculty requirements will be determined by the curriculum developed in the planning process.
- Current assumptions include:
 - The Graduate School of Biomedical Sciences will provide the basic science teaching for the MD College.
 - Preliminary estimates include adding 12 FTEs of instructional basic science faculty, including four full-time anatomy faculty.
 - Clinical faculty will also participate in teaching in Years 1 & 2.
 - Up to 20 new added clinical faculty members (at varying ranks) across the main specialties.
 - Faculty appointments will be made available for clinicians providing clinical teaching at new sites.

Student Affairs & Admissions

- UNTMD will maintain a separate admissions director, function, processes, committee, and "storefront" from TCOM.
- Decisions regarding admission in the two schools will be made separately and without collaboration.
- Student recruitment and admissions support operations and staff functions can be shared between TCOM and a new allopathic program.
- Diversity among the allopathic medical school class will be an important element to the admissions process and the ultimate success of the program. Matriculating a class that reflects the diversity of Fort Worth and Texas will help produce culturally-competent practitioners, better suited to meet the healthcare needs of the state.
- The proposed allopathic program would participate in the Texas Medical and Dental Schools Application Service (TMDSAS) application process. TMDSAS is the common application resource process for all state university medical, dental, and veterinary schools. TCOM currently participates in TMDSAS, as do the seven other state university-based medical programs within Texas.

Infrastructure Requirements

Lecture & Classroom Facilities – UNTMD is expected to occupy the existing TCOM lecture, classroom, and lounge space upon its move into its new facility. This space, estimated at approximately 22,000 square feet by UNTHSC facilities, includes the Luibel lecture hall, the Everett lecture hall, the Beyer lecture hall, and current TCOM student lounge and activity space. This space would be renovated as a health science center project.

Anatomy Laboratory Space – Additional teaching resources would be required, and four additional anatomy faculty are included in the allopathic program's preliminary budget.

Library & Study Space – The Library can accommodate learning & reference needs for all UNTHSC students, and additional needs (staff, reference, and database costs) are included in the potential allopathic program's preliminary budget estimates. Given the growth of current UNTHSC programs, as well as the proposed addition of an allopathic program, questions were raised regarding the ability for the library to house the student body for studying. By itself, the UNTHSC Library may not be adequate for all applicable students' simultaneous study in the future. However, these figures do not include any facilities outside of the Library, such as classrooms, small-group rooms, lounges, and off-campus locations.

Infrastructure Requirements

Information Technology – UNTHSC currently maintains adequate information technology infrastructure (networking, server, etc.) to accommodate an allopathic program.

Digital Learning and Virtual Environments – This type of educational environment would enhance the UNTHSC's successful applications-based curriculum, and it would most likely be well received by the LCME. The allopathic program has allocated some shared costs into its financial model, recognizing the potential for such a VR learning environment for itself and all UNTHSC programs.

Simulation and Standardized Patients – Augmented facilities and staff should be adequate for planned UNTHSC program growth, including a potential allopathic program.

Student Affairs – UNTHSC maintains robust student support operations for all its programs. A new allopathic medical program would seek to leverage these capabilities, adding resources and personnel as needed.

Clinical Affiliates

Potential UNTMD Training Sites				
Training Site	Location	Care Services	Total Beds	Residency Programs
John Peter Smith Hospital	Fort Worth, TX	Internal Medicine Obstetrics-Gynecology Psychiatry Surgery ER Pediatrics Family Medicine	567	Family Medicine Obstetrics and Gynecology Oral and Maxillofacial Surgery (Intern program only) Orthopedic Surgery Podiatry Psychiatry (ACGME & AOA) Radiology (AOA residency) Transitional Internship
Harris Methodist Medical Center	Fort Worth, TX	Obstetrics-Gynecology Surgery ER Internal Medicine	710	Plans to develop the following ACGME residencies- Internal Medicine, Surgery, and ER
Plaza Medical Center, Ft Worth	Fort Worth, TX	Internal Medicine Surgery ER Family Medicine	320	AOA residencies (Plans to acquire ACGME accreditation): Family Practice Internal Medicine General Surgery Plans to develop ACGME residencies in Internal Medicine, Cardiology, Critical Care, (the Critical Care Residency is scheduled to start July 2010).
Cook Children's Medical Center	Fort Worth, TX	Pediatrics ER	297	Not interested in developing residencies
Baylor All Saints Medical Center	Fort Worth, TX	Internal Medicine Surgery ER Obstetrics-Gynecology	527	Not in Ft. Worth, but interested in developing residencies
HCA Plano Medical Center	Plano, TX	Internal Medicine Obstetrics-Gynecology Psychiatry Surgery ER Pediatrics Family Medicine	427	Current plans to develop several ACGME residency programs in all major specialties.
Methodist Medical Center	Dallas, TX	Internal Medicine Family Medicine	515	ACGME residencies: Family Medicine, General Surgery, Internal Medicine, and Obstetrics and Gynecology

Potential Primary Clinical Affiliates

John Peter Smith Hospital
Harris Methodist Medical Center
Plaza Medical Center
Baylor All Saints Medical Center
Cook Children's Medical Center

Financial Estimates

- On average, it will take between two and three years of planning and implementation prior to student matriculation. The timeline allocates one partial and two full planning years before "Year 1." **Expected investment costs for this planning period are estimated at \$6.7 million.**
- In addition, total expected costs for the **ramp-up of student classes is estimated at \$14.8 million**, with full state allocation tuition dollars mitigating ongoing costs thereafter.
- **Total startup costs are therefore estimated at \$21.5 million.**

- Estimates also take into account key investments that the UNTHSC will make that will benefit the program. It is estimated that the allopathic program would also be able to leverage **\$2.7 million of investments needed regardless of the MD program, most significant of which would be required renovation** of the existing TCOM classroom and lounge space upon TCOM's move into new Building A.

Community Support

There have been strong and vocal expressions of support from a number of community leaders including the Chamber of Commerce, business leaders, and leaders of physician organizations. Public testimony has been consistent with individual meetings and in focus groups with the planning consultants where strong expressions of support for the allopathic program were universally heard from community representatives. The community is greatly interested in:

- Additional high-quality and diverse population of physicians, both in primary care and in specialties;
- Economic impacts from increased physicians and medical school faculty and their activities, including research;
- Improved student choice for training to become either an MD or DO physician in Fort Worth.

Community Support

Medical schools are historically strong attractors of philanthropic funds. Nationally, of the top 20 educational institutions in fundraising in 2008, 18 have medical schools.

This can include very **large transformational "naming" gifts for new schools**. Two of the three new accredited schools that opened their doors this summer have already received such gifts:

- Dr. Herbert Wertheim, optometrist and inventor, donated \$20 million to the College of Medicine at FIU, and because the gift was eligible for matching dollars under the State of Florida Major Gifts Trust Fund, this increased its total impact to **\$40 million**. This, the largest gift ever to FIU, resulted in renaming the School "**the Herbert Wertheim College of Medicine**" at FIU.
- Texas Tech University Health Sciences Center at El Paso determined that its new El Paso School of Medicine would be named the **Paul L. Foster School of Medicine**, President and CEO of Western Refining, Inc. Foster donated **\$50M** to the TTUHSC El Paso School of Medicine, also the largest gift ever to be received in the Texas Tech University System.
- The **University of Central Florida**, the third of the three new schools to open their doors this summer, achieved a nationally-acclaimed goal of raising **\$7 million for scholarships** - enough philanthropic funds for the entire education of their charter class.

Discussions with the Fort Worth community indicate strong support for the MD program and there are early indications that this new College could attract significant philanthropic funds to the UNTHSC.

Challenges

- Securing Start-up Support and Funding
- The Ability to Recruit- Leadership and Faculty
- Assuring Adequate Clinical Training Sites
- Addressing the Organized Opposition from the Osteopathic Physician Community
- Perception of Diminished Primary Care Focus
- Requirement for Legislative Approval
- Protecting TCOM and its Students
- Curriculum for UNTMD
- LCME Accreditation

Next Steps

- A thoughtful and workable **academic and business plan** must be created that presents a rational financial analysis and outlines the protections necessary to secure TCOM's and other UNTHSC programs' long-term success.
- UNTHSC must obtain **written agreements with key hospital and other clinical partners** that clearly state their willingness to partner and provide clinical training opportunities to students in TCOM and other existing programs as well as students from the new MD program.
- **The Fort Worth community must show their financial and civic support** for a new MD program, as well as their continued support of TCOM.