State of the School Address

April 2019

Joseph I. Shapiro, MD
VP and Dean, JCESOM
Marshall University
JCESOM

• Accomplishments
• Challenges
• Opportunities
JCESOM

• Accomplishments
• Challenges
• Opportunities
Accreditation

• LCME
• ACGME
• CME
Recent History of the JCESOM

• The JCESOM was placed on probation by the LCME June 15, 2011, citing nine standards in noncompliance, one standard in compliance with a need for monitoring and three standards in transition.

• On October 21st, 2013, the JCESOM was removed from probation, determining that the JCESOM was in compliance with all standards.

• We have just completed our site visit (April 1-3, 2019) from LCME and are awaiting evaluation from our accrediting body (fall of 2019).
Excerpt from 2019 LCME Site Visit

• During this survey visit, survey team members assessed the medical education program at the Joan C. Edwards School of Medicine using the elements ....

• The team wishes to express its gratitude to the faculty, staff, students, residents, and leadership team. We understand that the accreditation process requires significant time and effort. Members of the medical education community have gone out of their way to assist us over the past few days as well as during the any days leading up to the visit,

• In addition, the survey team wishes to acknowledge the institution for the collegiality of the medical school environment, the respect with which the dean is held, the commitment of the faculty, and the positive relationship with the clinical partners. The survey team was impressed with the enthusiasm, dedication, and commitment of everyone they met including students, faculty, staff, and administration.
Thank You
Faculty Staff Administration
Students Residents
GME - 2011

• Overall program on “warning” (equivalent of probation)
• Repeated citations of overall program for issues of substance
  – Central oversight of programs
    • DIO
    • GMEC
• As well as (truly silly) problems with reporting.
  – Failure to provide dates for signatures on 3 sequential reviews.
  – Failure to have required PLAs
May 02, 2014

Paulette Wehner, MD
Sr. Associate Dean for Graduate Medical Education
Marshall Univ. Joan C. Edwards School of Medicine
1800 Medical Center Dr, CME Suite 2582
Huntington, WV 25701

Dear Dr. Wehner,

The Institutional Review Committee (IRC), functioning in accordance with the policies and procedures of the Accreditation Council for Graduate Medical Education (ACGME), has reviewed the information submitted regarding the following institution:

Marshall University School of Medicine
Huntington, WV

Institution: 8005500475

Based on all of the information available to it at the time of its recent meeting, the Review Committee accredited the institution as follows:

Status: Continued Accreditation
Effective Date: 03/26/2014
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<th>Year</th>
<th>Events</th>
<th>Credit</th>
<th>MDs</th>
<th>Res</th>
<th>Students</th>
<th>OMD</th>
<th>Others</th>
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<td>2016</td>
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<td>5924</td>
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<td>2015</td>
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<td>4685</td>
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</table>

D.N. Bailey, MBA, Assistant Dean for CME
Growth

• Bricks and Mortar
• Medical Practice
• Medical Education
• Research
New or Enhanced Structures

• New Laboratory Space
  – Renovated space at Forensics center
  – “Traded” said space for space in BBRC

• Douglass Building (houses Ebenezer and other activities)

• Teays Valley Physician Office Building
  – 58 exam rooms
  – 4 testing rooms
  – 3 procedure rooms

• P3 Project
  – Housing for Med/Pharm students
  – Pharmacy building
Sources of Revenue for JCESOM
Five Year History

- Tuition and Fees
- Government
- Grants/Contracts
- Practice Plan
- Hospital
- Endowment/Gifts

www.jcesom.marshall.edu
JCESOM Clinical Productivity by Department
Successful Programs

• Provider based clinics
  – 340B Pharmacy
• After hour clinics
• Clinical Services
  – Dermatology
  – Psychiatry
  – Neurology
  – Orthopedics
  – Surgery
  – ..........
• What opportunities will hospital merger bring?
Affiliations

• GME Consortium
  ➢ MH
  ➢ VH
  ➢ THS ?
  ➢ Holzer

• Academic Health Center
  ➢ MHN

• VAMC

• Anti-Addiction Programs
  ➢ PROACT
  ➢ Project Hope
  ➢ Regional Partnership Grant
  ➢ State Target Response
  ➢ Drug Free Moms and Babies
  ➢ Healthy Connections
  ➢ Great Rivers Regional System
  ➢ HRSA Training Grant

• Governor’s Council
  ➢ Brian Gallagher chairman
  ➢ Bob Hanson “drug czar”
Medical School – Graduate School

- Increased MD/PhD program
- MS in CTS
- Increased BMS
- PA Program?
Graduation Questionnaire: Overall Satisfaction with Med School Education (JCESOM)
Student Satisfaction with Preclinical Material 2018 GQ

MUSOM All Schools

Topics: Biochem, Biostats, Genetics, Anatomy, Immuno, ICM, Histo, Micro, NS, Path, Pharm, Phys, Behav, Pathophys
Student Satisfaction with Clerkships
2018 GQ

[Bar chart showing satisfaction ratings for different medical specialties: EM, FM, IM, Neuro, Ob/Gyn, Ped, Psych, Surg. The chart compares MUSOM and All Schools.]
JCESOM USMLE Performance

National

Step1  Step2CK  Step2CS

2013 2014 2015 2016 2017 2018
GME Programs

Hem/Onc  Psychiatry  Sports Medicine  Nephrology  Dental  Neurology

Psych Fellowships

2012-3  2013-4  2014-5  2015-6  2016-7  2017-8

www.jcesom.marshall.edu
Results of ACGME Resident Surveys

Survey taken: January 2018 - April 2018

Programs Surveyed 15
Residents Responded 192 / 198
Response Rate 97%

Total Percentage of Compliance by Category

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<tr>
<th>Category</th>
<th>Institution Means</th>
<th>National Means</th>
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<td>98.1</td>
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<td>Faculty</td>
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<td>Patient Safety/Teamwork</td>
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AY1516  AY1617  AY1718  AY1516  AY1617  AY1718  AY1516  AY1617  AY1718  AY1516  AY1617  AY1718  AY1516  AY1617  AY1718
Clinical Experience and Education
Faculty
Evaluation
Educational Content
Resources
Patient Safety/Teamwork

Institution Compliance
National Compliance
Results of ACGME Faculty Surveys

2017-2018 ACGME Faculty Survey – Aggregated Program Data

Survey taken: January 2018 - April 2018

Programs Surveyed 15
Faculty Responded 109 / 127
Response Rate 86%

Faculty's overall evaluation of the program

Survey results for specific areas:
- Faculty Supervision and Teaching: Institution Means 4.6, National Means 4.8
- Educational Content: Institution Means 4.8, National Means 4.8
- Resources: Institution Means 4.4, National Means 4.6
- Patient Safety: Institution Means 4.6, National Means 4.7
- Teamwork: Institution Means 4.7, National Means 4.8
2012-17 Board Pass Rate (5 year rolling average)
Research Funding to MUSOM 2016

- P20 (INBRE) 17.6M
- P20 (COBRE) 11.5M
- RO1 (3, 1 in MIIR) 5.5M
- CTSA 0.7M
- R15 (4) 1.7M
- VA(MR, CDA) 2M
- SBIR 1M
- HRSA 0.2M
- Other 6.0M (approx.)
  - CTSA sub-award
  - CTSI sub-award
Research Stimuli

- Pilot grants from MU to foster clinical-translational research
- Pilot grants from MU/WVU to foster collaboration between Universities
- New CHH/MU program to support pilot projects between SOM and SOP faculty
- Proceeds from some clinical ventures directed to enhance research/scholarship within departments
- Others......
Scholarly Productivity JCESOM

Updated Feb 3, 2019

Incomplete

Citation by LCME

Year


Articles
Book Chapters

www.jcesom.marshall.edu
Notable Achievements

• Papers published in major scientific journals
• COBRE grant activated!
• Basic science faculty recruitment
• Sustained growth of clinical enterprise
• Solid board pass rates (both UGME and GME)
• Good match statistics
• Improved student/resident satisfaction
• Good faculty satisfaction
• MMO – outreach to Huntington, Honduras, Sint Maarten, Panama
• BS/MD Program
• Marshall Journal of Medicine

Anti-addiction programs ramp up and have effect.
# Marshall Journal of Medicine

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The Turning of the Tide in Our War Against Opiate Addiction in Cabell County

**Neonatal Abstinence Syndrome**

- **Number of Births Per Year**
  - 2010: 72
  - 2011: 77
  - 2012: 148
  - 2013: 279
  - 2014: 274
  - 2015: 314
  - 2016: 334
  - 2017: 362
  - 2018: 202

**Diagnosis of Opiate Use Disorder**

- **Year of OUD Ex**
  - 2010: 0
  - 2011: 400
  - 2012: 600
  - 2013: 800
  - 2014: 1000
  - 2015: 1200
  - 2016: 1400
  - 2017: 1600
  - 2018: 1800

**Number of Umbilical Cord Tests Over Time**

- 2010: 71
- 2011: 76
- 2012: 113
- 2013: 463
- 2014: 554
- 2015: 526
- 2016: 573
- 2017: 631
- 2018: 470

**Suspected Overdose Calls to CCEMS**

- **Count of Suspected Overdose Calls per Year**
  - **2015**
    - Narcan Administered: 141
    - No Narcan Administered: 339
  - **2016**
    - Narcan Administered: 520
    - No Narcan Administered: 689
  - **2017**
    - Narcan Administered: 842
    - No Narcan Administered: 985
  - **2018**
    - Narcan Administered: 339
    - No Narcan Administered: 840

**Reference City** (All)

**Reference Zipcode**
- (All)
- 25234
- 25502
- 25505
- 25523
- 25526

**Filter Date By:**
- Year

**Year of Date Dispatched** (All)

**Narcan Administration**
JCESOM

• Accomplishments
• Challenges
• Opportunities
US News and World Report 2019

• Not ranked for either research (no surprise) or primary care (disappointing).

• Methodology for research involves NIH grant dollars (again, no surprise), but for primary care, we are hurt by several factors....
  • 83 in median GPA
  • 109 in average total MCAT
  • 106 in residency director evaluation
  • 108 in peer assessment
US News and World Report 2019

• 12th lowest in state tuition in country
  • We follow Texas schools, ECU, NMU and WVCOM (by 500 dollars).

• 28th in average debt of students borrowing money.
  • List is surprising; lowest average debt at very expensive schools like Harvard, Penn, Stanford, Hopkins.
  • 17th amongst state schools.
  • 50K less than WVU (2019).

• 26th in fraction of graduates going into primary care.
Economic Challenges

• Heavy, heavy reliance on clinical operation; differs from usual “tripod” of 1/3 Grants, 1/3 Practice Plan, 1/3 “Everything Else”.
• Risk of health care reform – how will Medicaid expansion population be treated.
• Evaporating state support – de minimis state support anticipated in long run.
• Tuition growth must continue to be attenuated
  – Core mission
  – Accreditation
Sources of Funding

JCESOM vs All Other Schools

Total US Medical Schools

- Tuition and Fees
- Government
- Grants/Contracts
- Practice Plan
- Hospital
- Endowment/Gifts

State Support Still Important

- Tuition and Fees
- Government
- Grants/Contracts
- Practice Plan
- Hospital
- Endowment/Gifts

More Dependent on Clinical Operation
Supporting Hospital with Smaller Clinical Faculty

All US Schools

- Tuition and Fees
- Government
- Grants/Contracts
- Practice Plan
- Hospital
- Endowment/Gifts

JCESOM

- Tuition and Fees
- Government
- Grants/Contracts
- Practice Plan
- Hospital
- Endowment/Gifts

JCESOM 237.4M in 2018
JCESOM

- Accomplishments
- Challenges
- Opportunities
Clinical Opportunities

• Merger of Huntington Hospitals will produce unprecedented opportunities to develop centers of excellence and new programs.
  – Cardiovascular
  – Pediatrics

• Work with government may allow replacement of Medicaid fee for service models with capitated projects.
  – ENORMOUS potential reward with EXTREMELY high risk
Partnership with Hospitals

• Historical association with VA which has grown stronger over time
  – VA Merit grants
• Excellent partnership with CHH (now merged with SMMC as MHN)
• Accountable Care Organization
Mountain Health Network

- Historic combination of our major teaching hospitals
- Vision of many including the late President Steve Kopp
- Involved the work of entire community, in particular, the late Mike Perry, Mike Sellards, Brent Marsteller, Dr. Kevin Yingling and Gary White
- National search yielded Mike Mullins as system CEO.
Educational Opportunities

• Controlled expansion of medical school proper.
  – Target of 90-100 students per year

• Continued expansion of GME programs
  – New programs in Neurology, Addiction Medicine
  – Ultimately expand into Radiology, Anesthesia, Neurosurgery

• Expansion of MS programs, interface with BS programs

• Excellence in programs
Excellence in Medical Education

• Evolving curriculum
  – Medical School/Graduate School
  – Loss of Dr. Laura Richardson

• Predictive analytics
  – Identify struggling students early and provide intervention

• Ongoing review of performance
  – Dashboards
Research Opportunities

• Research requirement for some MS students
• New pilot grant funding
• Federal/Foundation grants that target obesity, metabolic syndrome, aging, rural medicine and addiction
  – Focus research on what we do
  – Major opportunities, especially with rural medicine and addiction
  – Marshall now an R2 institution
    • Can we become R1 in the future?
Summary

• MUSOM is as critical to the region as it is effective at its (noble) mission.

• Growth in all aspects of our tripartite mission has been remarkable.

• We face a number of challenges ranging from financial to maintaining continued accreditation and relevance.

• The traditional Chinese character for “crisis” is often cited to be a combination of DANGER and OPPORTUNITY.