“EXCELLENCE at the end of the Oregon Trail:”

U W Medicine

William C. Wadland, MD, MS
2005-06 American Council on Education (ACE) Fellow
Host: Paul Ramsey, MD
Vice President FW Medical Affairs and
Dean of School of Medicine
University of Washington
AGENDA

1) Introduction  Overview of ACE Fellowship  (5 min)

2) UW Medicine  Academic Programs  (20 min)
   Clinical Programs
   Research Program

3) UW Medicine  Key Insights  (10 min)

4) Chair Reflection  CHM Directions  (10 min)

5) Debriefing  Discussion  (30 min)
Mission

As a part of the University of Washington, UW Medicine works to improve the health of the public by advancing medical knowledge through research, providing primary and specialty medical care to the people of the region, and preparing tomorrow’s physicians, scientists, and other health professionals.
Components

UW Medicine Owns or Operates

- Harborview Medical Center (413 bed)
- University of Washington Medical Center (450 bed)
- University of Washington School of Medicine
- UW Neighborhood Clinics (8)
- UW Physicians (>1,100 faculty)
UW Medical shares governance of
- Children’s University Medical Group (250 physicians)
- Seattle Cancer Care Alliance

Regional Alliances with
- Children’s Hospital
- Fred Hutchinson Cancer Research Center
- Veteran's Affairs Pudget Sound
University of Washington Medical School was founded in 1946

It is the only medical school in five states: Washington, Wyoming, Alaska, Montana, and Idaho (WWAMI)
U.S. News and World Reports Rank

First in Primary Care for 13 years
Second for all schools for NIH Funding
First among public school on NIH Funding
Leader in Biomedical Research

- In 2005, $539 million in NIH awards and $800 million all awards

- Faculty include:
  - 5 Nobel Prize winners
  - 20 Institute Medicine members
  - 31 National Academy of Science members
UW Medical Enrolls:

- 795 medical students
- 622 graduate students
- 1,048 residents
- 1,248 clinical research fellows
- 155 physician assistant students
- 189 allied-health students

Full-time faculty: 1,762
Volunteer clinical faculty: 4,700
**Budget Facts**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Washington</td>
<td>about $3 billion/year</td>
</tr>
<tr>
<td>UW Medicine</td>
<td>about $2 billion/year</td>
</tr>
<tr>
<td>Research Funding (40%)</td>
<td>about $800 million/year</td>
</tr>
<tr>
<td>Clinical Care (58%)</td>
<td>about $1,160 million/year</td>
</tr>
<tr>
<td>State(s) Funding (2%)</td>
<td>about $40 million/year</td>
</tr>
</tbody>
</table>
History of growth in less than 60 years:

First  Research
Second Clinical Referral Practice
Third  Regional Service & Medical Education
Fourth Global Health
Academic Affairs: Undergraduate Education

- Thomas E. Norris, MD, Vice Dean for Academic Affairs
- Organization and reporting lines (handout)
- Admissions based on the needs of the region
- First year training in Seattle and regional sites
- Joint training in Basic Sciences in remote settings (Year I)
- All students in Seattle Year II – “Cast of Stars”
- “Back to the Bedside Initiative”
- 4 Colleges – Mentor Program
- Required Research Program (see article)
Basic Science Departments

Creative integration of facilities and units to enhance scientific investigation and education

Example(s)

1) Biological Structure Department:
   “genotype & phenotype”
   “histology, embryology, and anatomy”
   “structured informatics”

2) Genome Sciences:
   - merger of genomics and genetics
   - computational informatics (see article)
Academic Affairs: Graduate Education

John B. Coombs, MD, Vice Dean, Regional Affairs and Designated Institutional Officer (DIO) for Affiliate GME Programs
Project Director for AHEC
- High levels of integration across multi-state system (WWAMI)
- Highly regarded by both LCME & RRC
- Over 1,000 residents and fellows
Clinical Enterprise

Facts:
- 37,000 admissions per year to UW Medical Center
- 20% of hospital care in King County

Issues: Organization, departments and services, internal funds flow, competitive market advantage, information technology, revenue cycle management, patient access, and service culture

Product lines of excellence: Regional heart center, transplantation services, oncology programs, neurosciences and trauma services
Clinical Enterprise

- Larry Robinson, MA, Vice President Clinical Affairs
- UW Medicine Practice Plan integrated based on wRVU payments
- Generates 43 wRVU Revenue averages
- AFTER taxes & expenses, 33 wRVU for clinical salaries
- Performance Metrics
- Contracts negotiated with hospital, clinical services, and academic programs all involved
- New building: ambulatory, diagnostics, and surgery center
- UW Medicine Board of Trustees
Research Enterprise

- Investment in integrative lab sciences at South Lake Union
- Phase I studies on regenerative biology with stem cells
- Immune response studies to full clinical trials
- Program is interdisciplinary (not multi-disciplinary)
- Open, non-threatening setting for new ideas
- Sharing of major instruments
- Located near private venture labs
- CTSA proposal – community-based network
Research Enterprise

- All faculty engaged in scholarship for promotion
- Less than 10% faculty in tenure positions
- Most in Clinical Investigation track (WOT)
- Few in Clinical Education track (WOT)
- Others in Research Investigation Track (WOT)
New Research Enterprise
Department of Global Health

- Joint department in Scholarly Public Health and School of Medicine
- $30 million start up Gates Foundation
- Addressing major issues: HIV, malaria, tuberculosis, and hepatitis C
- Genetic and infectious contributions to chronic disease
- Vaccine development
Evolving Leaders Program

- Focus on junior faculty in new positions
- Curriculum leaders
- Clinic Practice directors
- Research Program directors
- Recognition by President of University, Mark Emmerts
Key Insights From UW Medicine

1. Sustained incremental changes and steady growth
2. Consistent generalist physician leadership with in-depth understanding across disciplines
3. Layer regional, community, and public service on clinical care and premier original research
4. Highly integrated leadership of all enterprises
5. Senior physician leader of Regional Affairs
Key Insights From UW Medicine

6. Expansive faculty group practice can drive the agenda, mission, programs, and service lines of affiliated hospital

7. Negotiate with 3rd party payers as a single bargaining unit

8. Excellence in community-based education in primary care and intensive research are mutually achievable

9. A Board of Directors is an asset

10. Basic science can be taught by affiliate faculties in small groups, maintaining excellence
Key Insights From UW Medicine

11. A culture of intensive scholarship requires a driving vision at all levels
12. Faculty performance expectations must be explicit – with both training and time to achieve expectations
13. Non-traditional department structures to create progressive research and academic programs
14. Flexible research infrastructure that facilitates working interdisciplinary teams
15. Key roles of university president:
   - Serve as bridging agent who dissolves perceived barriers among facilities
   - Serves as spokesperson and advocate promoting public and private investment