



# Special Committee on Academic Health

October 2024

October 10, 2024

8:00 a.m.

West Committee Room, McNamara Alumni Center

## SCAH - OCT 2024

### 1. Health Sciences Strategic Plan - Review

Docket Item Summary - 3

Draft Strategic Plan - 5

Presentation - 18

### 2. University Health Sciences Across the State: Duluth

Docket Item Summary - 26

Presentation - 27



# BOARD OF REGENTS DOCKET ITEM SUMMARY

---

**Special Committee on Academic Health**

**October 10, 2024**

**AGENDA ITEM:** Health Sciences Strategic Plan

**Review**       **Review + Action**       **Action**       **Discussion**

*This is a report required by Board policy.*

**PRESENTERS:** Jakub Tolar, Dean, Medical School and Vice President for Clinical Affairs  
Melisa López Franzen, Executive Director of Government and Community Relations

## **PURPOSE & KEY POINTS**

The purpose of this item is for the special committee to review the proposed Health Sciences Strategic Plan. The key objectives of the plan were discussed by the special committee at the September 2024 meeting. Based on that discussion, no substantive changes have been made to the draft plan included in the docket since the September meeting. Feedback from the special committee will be integrated into the final version that will return for action at the December 2024 meeting.

## **Stakeholder Outreach**

The September 2024 discussion highlighted the need for broad stakeholder outreach across the state with influential community leaders, health leaders, members of the Governor's Task Force on Academic Health at the University, and University stakeholders. That outreach is currently underway. The presentation will provide an update on progress made to engage those stakeholders, highlight initial themes that have been identified, and note potential changes that might be made to the Health Sciences Strategic Plan before it returns for action in December.

## **Government Advocacy Plan**

This discussion will also outline a plan to advance the key items of the draft Health Sciences Strategic Plan with elected leaders and influential stakeholder organizations during the 2025 Minnesota Legislative Session. Funding to implement the draft plan is included in the President's Recommended FY 2026-27 Biennial Budget Request.

## **BACKGROUND INFORMATION**

The special committee previously discussed this topic at the following meetings:

- September 2024: *Health Sciences Strategic Planning: Key Objectives*
- June 2024: *Health Sciences Strategic Planning Update*
- May 2024: *Health Sciences Strategic Planning*
- November 2023: *The University's Health Sciences*
- September 2023: *Overview of the University's Health Sciences*

# HEALTH SCIENCES



# STRATEGIC PLAN 2024



UNIVERSITY OF MINNESOTA  
Driven to Discover®



## Vision

# Minnesota leads the nation as the healthiest state.

## Mission

To foster a healthier Minnesota through education, accessible care, innovation, and partnerships.

The University of Minnesota is well-recognized for its excellence in many areas of the health sciences.

- School of Dentistry is ranked **16th**<sup>#</sup>
- Medical School is ranked:
  - **1st** in Family Medicine<sup>#</sup>
  - **4th** in Surgery<sup>#</sup>
  - **7th** in Pediatrics<sup>#</sup>
  - **15th** for most graduates practicing in rural areas<sup>#</sup>
- School of Nursing is ranked:
  - **8th** in Doctor of Nursing Practice<sup>#</sup>
  - **3rd** in Midwifery<sup>#</sup>
  - **16th** in Bachelor of Science in Nursing<sup>#</sup>
- College of Pharmacy is ranked **6th**<sup>#</sup>
- School of Public Health is ranked **12th**<sup>#</sup>
- College of Veterinary Medicine is ranked **4th**<sup>#</sup>

<sup>#</sup>Blue Ridge Institute for Medical Research | <sup>#</sup>U.S. News & World Report | <sup>#</sup>Shanghai Global

## Introduction

We are the **University of Minnesota**—a public non-profit university that places Minnesota’s health at the center of what we do. We’re dedicated to collaborating with the State of Minnesota, health systems, and communities across the state to ensure everyone has access to top-quality healthcare. We’re unique because our health sciences schools and programs, particularly those on the Twin Cities, Duluth, and Rochester campuses, cover all aspects of training and healthcare. We work not only with each other but with other disciplines like

science, engineering, public affairs, business, and agriculture to fulfill our shared mission. As one of America’s leading and most comprehensive research universities with highly ranked health sciences schools and programs, our graduates understand the connections between physical and mental health, between human and animal health, and between the health of people and our planet. By leveraging our interdisciplinary and interprofessional approach, we aim to provide the best possible experience for our students and the highest quality care for Minnesotans.





## Context and Challenges

We understand the health needs of Minnesotans are evolving. Our population is aging, health systems are facing financial and operational challenges, and there are growing gaps in access to essential services like dental care, veterinary care, mental health, and addiction treatments, particularly in underserved communities. At the same time, there's a shift toward home-based and outpatient care, and interprofessional and technological skills are more important than ever.

We uniquely integrate education, research, prevention, and clinical care across the entire continuum—from the lab to the bedside, and from primary care to specialized services that take on highly complex care that community hospitals entrust to the University. We actively engage with communities statewide on the issues that matter to them, co-creating new solutions such as treatments and cures, prevention and care models, and advising on policies to enhance the overall health of Minnesotans. Building on the needs identified by the [Governor's Task Force on Academic Health at the University of Minnesota](#), the University will target strategies in four priority areas, first as part of its 2025 biennial budget request and partnership with the State and then through the implementation of these priorities with a variety of statewide partners.



## Our Shared Goal

**Ensure that all Minnesotans have access to exceptional healthcare.**

## How We'll Achieve This Goal

1. Expand access by reducing healthcare workforce shortages statewide.
2. Reduce health inequities by expanding partnerships to reach rural and underserved communities.
3. Improve healthcare quality close to home.
4. Transform health outcomes through innovation in prevention, treatment, and care models.



# Objective 1

## Expand Access by Reducing Healthcare Workforce Shortages Statewide

Minnesota is facing a critical shortage of healthcare providers. The University plays a unique role in training the next generation of healthcare professionals. We will increase the number of professionals we train and ensure they are prepared to work effectively across disciplines and to utilize advanced technologies.

### Current Work

- The University graduates approximately 70% of the health professional workforce in Minnesota.
- Our main programs are located on the Twin Cities, Duluth and Rochester campuses, as well as a new Medical School regional campus opening in St. Cloud in 2025.





### Key Action with Requested Investment from the State of Minnesota

- Collaborate with the Minnesota Department of Health to identify unmet needs and increase class sizes in workforce areas experiencing shortages.

### Metrics

- Over the next decade, we will increase the healthcare workforce by 240 doctors, 200 veterinarians, 650 nurses, 400 public health practitioners, 800 patient care specialists or medical research coordinators, 240 pharmacists and 200 oral health professionals.

### Key Actions with Increased Investment from the State or Other Sources

- Expand interprofessional training opportunities to prepare graduates to deliver coordinated care.
- Develop one-stop pathway programs in partnership with high schools—including in Tribal communities—and Minnesota State to recruit and train future health professionals.

### Metrics

- A 10% annual increase in graduates with interprofessional experiential training.
- Launch of three one-stop pathway programs in the next five years.
- The design and launch by Fall 2026 of a new academic program on the Rochester campus in a critical need area to be determined.



## Objective 2

### Reduce health inequities by expanding partnerships to reach rural and underserved communities

We are committed to serving the entire state of Minnesota, especially underserved populations in rural, urban, and Tribal communities. Providers from these communities, and health professionals who are trained in these communities, are more likely to continue working in them. We will enhance our partnerships with organizations and providers to ensure all Minnesotans receive high-quality care by highly trained health professionals.

#### Current Work

Our health sciences schools partner with organizations and health providers across the state. Here are just a sample:

- [Dentistry training](#) in Hibbing, Cook, Moorhead, and Willmar and four Tribal locations; Cass Lake, Cloquet, Ogema, and Red Lake
- [People's Center and Clinics](#) serving dental patients in South Minneapolis
- [Rural medical residency track](#) in Willmar
- [Rural Physician Associate Program \(RPAP\)](#)
- Partnership with [St. Cloud State University](#) for the Doctor of Nursing
- School of Nursing partnership with [Great Plains and Minnesota Indian Health Service](#) for clinical learning experiences
- Public health partnership with Minneapolis-based [Hue-MAN Partnership](#)
- [Minnesota Poultry Testing Laboratory](#) in Willmar
- [Veterinary Treatment Outreach for Urban Community Health](#)
- [Rural Health Research Center](#) to improve life in rural communities
- [Pharmacy experiential education sites](#) in Alexandria, Bemidji, Brainerd, Mora, Owatonna, and Wabasha, and the Minneapolis neighborhoods of Broadway/North Memorial, Northpoint/Hennepin, Phalen, and Riverside
- Partnerships with Indigenous communities to develop interventions for [smoking cessation](#)



### Key Action with Requested Investment from the State of Minnesota

- Integrate curriculum and experiential learning focused on underserved communities into current programs.
- Address barriers such as preceptors, clinical sites, and housing to facilitate more health science student placements in underserved areas.

### Metrics

- New curriculum and experiential learning launched by Fall 2025.
- Year-over-year increase in health science student placements in underserved areas.

### Key Actions with Increased Investment from the State or Other Sources

- Leverage pathway programs and enhanced recruiting strategies to increase the number of learners with experience in providing health services to underserved communities.
- Build on the successes of the [Minnesota Cancer Clinical Trials Network](#), the [University's Rural Health Collective](#), and Extension programs to expand clinical and community research in Greater Minnesota.

### Metrics

- Year-over-year increase in incoming health science students with backgrounds in providing health services to underserved communities.
- Expand clinical and community research in Greater Minnesota.

### Strategy with Capital Infrastructure Funding

- Duluth Academic Health Project: facility in the health district of Duluth to accommodate expanded clinical learning, research, and practice.
- Rochester Academic Health Project: remodel existing leased space and expand into adjacent space to accommodate planned growth.

### Metrics

- Duluth: pre-design by 2026, completion by 2030.
- Rochester: pre-design by 2027, completion by 2029.



## Objective 3

### Improve Healthcare Quality Close to Home

Everyone in Minnesota deserves access to the right high-quality care at the right time. The University is uniquely positioned to improve the availability and quality of healthcare across the state, both through our own health professionals and by supporting other systems through our education, research, and partnerships.

#### Current Work

The University operates several interprofessional and mobile clinics where providers from multiple specialties offer services in a one-stop setting, including:

- The [Community-University Health Care Center \(CUHCC\)](#)
- [Multiple family medicine clinics](#), which provide care to underserved communities
- An interprofessional [Mobile Health Initiative](#)
- A [mobile dental unit](#)
- A [community veterinary clinic](#)
- The [Student Initiative for Reservation Veterinary Services \(SIRVS\)](#), which provides animal wellness and spay/neuter clinics six times a year in Tribal communities



### Key Actions with Requested Investment from the State of Minnesota

- Expand mobile health and telehealth services in partnership and consultation with local communities.
- Pilot one health clinic that offers interprofessional prevention and care for people and their pets, including nutrition, environmental health, and other dimensions.

### Metrics

- Increased patients served through mobile health and telehealth year over year.
- One health clinic piloted by 2026.

### Key Actions with Increased Investment from the State or Other Sources

- Replicate the [Community-University Health Care Center \(CUHCC\)](#) model in Greater Minnesota.
- Expand the number of clinical faculty and health professionals to provide care and train the next generation of clinicians.
- Partner with health systems and local public health organizations to provide professional development for current healthcare workers, specifically to expand competence with interprofessional collaboration and telehealth.

### Metrics

- Opening of a Greater Minnesota CUHCC by 2029.
- Year over year increase in clinical services offered in more Minnesota locations.
- Partnerships with at least six communities and health systems to establish or join a [Project ECHO](#) program by 2027.



## Objective 4

### Transform Health Outcomes Through Innovation in Prevention, Treatment, and Care Models

As Minnesota's research engine, the University continues to lead in healthcare innovation. From pioneering the first heart/lung machine to developing the breakthrough HIV treatment Abacavir, we drive the health of future generations.

#### Current Work

- Continue the University's focus on and leadership in discovery and innovation through basic, clinical, community-based, and population health research.
- Many projects involve collaboration with researchers in multiple disciplines, peer institutions, industry partners, state government, local communities, and health systems. For example, the School of Dentistry collaborated with food companies on a [chewing robot](#) that tests food products and dental materials.



### Key Actions with Requested Investment from the State of Minnesota

- Launch new targeted, interprofessional, and multidisciplinary research into prevention, treatments, care models, and cures for one high-need condition, determined in collaboration with the State.
- Translate research innovations into practice by expanding community connections.

### Metrics

- Establishment of two new industry partnerships or start-ups.
- Translation of two innovations to communities throughout the state using the [Clinical and Translational Science Institute](#) and [Learning Health System](#) initiatives.

### Key Actions with Increased Investment from the State or Other Sources

- Launch new targeted research into prevention, treatments, care models, and cures for three high-need conditions, determined in collaboration with the State.
- Expand translations of research innovations to communities throughout the State.

### Metrics

- Establishment of five new industry partnerships or start-ups.
- Translation of five innovations to communities throughout the state using the Clinical and Translational Science Institute and Learning Health System initiatives.



## Conclusion

The University's Health Sciences Strategic Plan aims to address the critical healthcare challenges facing Minnesota by enhancing access, training the next generation of Minnesota's health professionals, reducing inequities, improving care quality, and driving innovation. Through collaboration, dedication, and a shared commitment to health, we will continue to lead the nation in health.







# HEALTH SCIENCES

STRATEGIC PLAN 2024



UNIVERSITY OF MINNESOTA

**Driven to Discover®**

## Our Shared Goal

# Ensure that all Minnesotans have access to exceptional healthcare.

## How We'll Achieve This Goal

1. Expand access by reducing healthcare workforce shortages statewide.
2. Reduce health inequities by expanding partnerships to reach rural and other underserved communities.
3. Improve healthcare quality close to home.
4. Transform health outcomes through innovation in prevention, treatment, and care models.



# Stakeholder Engagement

## Influential Community Leaders

- Health systems and hospitals
- UMN preceptors

## Health Leaders

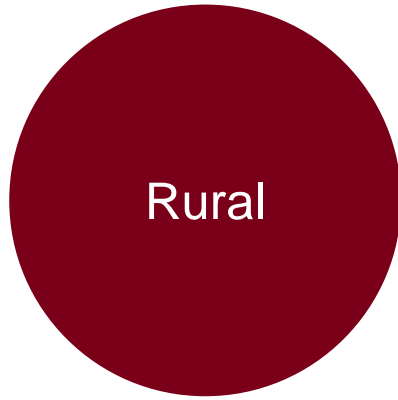
- Leaders with knowledge of the health care sector, academic medicine and Minnesota's healthcare needs
- Members of the Governor's Task Force on Academic Health at the University of Minnesota

## University Stakeholders

- UMN leaders
- Health sciences community
- UMN system



# Response to Stakeholder Feedback



# Healthiest State for All Minnesotans

## Request: \$45 million recurring

Begin implementation of the Health Sciences Strategic Plan

- Vision: Minnesota leads the nation as the healthiest state.
- Mission: To foster a healthier Minnesota through education, accessible care, innovation, and partnerships.
- Key Objectives:
  1. Expand access by reducing healthcare workforce shortages
  2. Reduce health inequities by expanding partnerships to reach underserved communities
  3. Improve healthcare quality close to home
  4. Transform health outcomes through innovation in prevention, treatment, and care models



# Healthiest State for all Minnesotans

## **1. Meet workforce needs**

*\$22 million a year for class size increases*

## **2. Reduce health inequities**

*\$5 million a year for expanded interprofessional education*

## **3. Quality care close to home**

*\$8 million a year to expand mobile health and telehealth programs, including \$800,000 a year to pilot the One-Health Clinic*

## **4. Transform health through innovation**

*\$10 million a year to translate new innovations to communities through the CLHSS and CTSI*



# Government Advocacy Plan

- **Engage before the legislative session with key elected officials**
  - Senate and House leadership, key committee chairs and members
  - Walz/Flanagan Administration officials
- **Connect with influential stakeholder organizations**
  - MN Hospital Association
  - Impacted professional groups (MMA, MNA, etc)
  - Business advocacy groups (Chamber, MBP, Medical Alley, etc)
- **Optimize the messengers**
  - Health sciences deans, Rochester Chancellor
  - Regents
  - Alumni & donors







UNIVERSITY OF MINNESOTA

**Driven to Discover<sup>®</sup>**

Crookston Duluth Morris Rochester Twin Cities

The University of Minnesota is an equal opportunity educator and employer.



# BOARD OF REGENTS DOCKET ITEM SUMMARY

---

**Special Committee on Academic Health**

**October 10, 2024**

**AGENDA ITEM:** University Health Sciences Across the State: Duluth

**Review**

**Review + Action**

**Action**

**Discussion**

*This is a report required by Board policy.*

**PRESENTERS:**

Charles Nies, Chancellor, Duluth campus  
Jakub Tolar, Dean, Medical School and Vice President for Clinical Affairs  
Kevin Diebel, Regional Campus Dean, Medical School, Duluth campus  
Amy Pittenger, Interim Dean, School of Pharmacy, Twin Cities campus

**PURPOSE & KEY POINTS**

The purpose of this item is to provide an overview of the health science work and opportunities at the Medical School and College of Pharmacy on the Duluth campus and in the surrounding community. The presentation will highlight the current work, strategic initiatives, and the clinical training and community partnerships centered on and around the Duluth campus. The presentation will also include an update on the Duluth Academic Health Project. This the first of a four-part series in which the special committee will learn about the various ways that the University has fostered academic and clinical partnerships to serve the people of Minnesota across the state.

**BACKGROUND INFORMATION**

The University of Minnesota Medical School, Duluth campus was founded in 1972 with a mission to be a leader in educating physicians dedicated to family medicine, to serve the needs of rural Minnesota and Native American communities. The campus was established for the first two years of Medical School after which student have a variety of options for completing their medical education.

The College of Pharmacy opened the Duluth campus in 2003 in response to the pharmacist shortage in Minnesota, which was more acute in rural Minnesota.

# University Health Sciences Across the State: Duluth

University of Minnesota Board of Regents - Special Committee on Academic Health

October 10, 2024



UNIVERSITY OF MINNESOTA

Driven to Discover<sup>SM</sup>

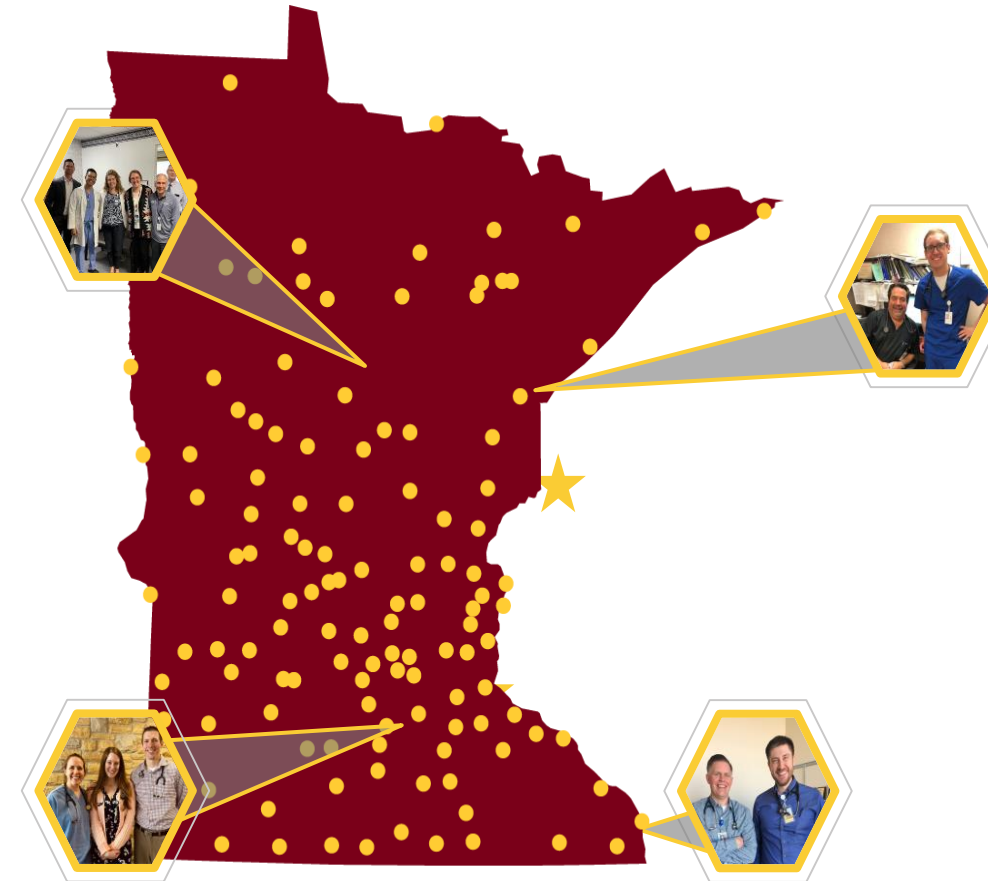
# Medical School Mission / History

- The Duluth campus was founded in 1972 to train primary care physicians to serve rural and Native American communities.
  - Over 50% of graduates practice family medicine.
  - UMMS has the #1 Family Medicine department in the nation
- 63% of alums practice in MN; 44% practice in communities with populations under 20,000



# Serving Minnesota: Expansion to Four Years

- The 2022 "Serve Curriculum" allowed for Duluth to expand to a four-year campus and integrated the St. Cloud CentraCare Regional Campus.
- Requires strong partnerships with Essentia and Aspirus-St. Luke's. Currently, 10 students train at these hospitals, with plans to expand to 30.
- Remaining 35 students aim to join RPAP, which has 55 sites statewide.
  - RPAP is a Longitudinal Integrated Clerkship (LIC) allowing students to follow patients through their care journey, one of the first LICs in the country.
  - RPAP is widely praised by students and rural communities and 41.2 percent of participants practice in rural communities (3x the normal rate)
- We anticipate that because clinical training in rural areas is a strong predictor for practice in rural areas, this expansion of the clinical training years for rural MN and the region will result in more physicians serving these communities.



# Focus on American Indian Communities



- Second in the nation for successfully graduating Native American medical doctors.
- The Center for American Indian and Minority Health programing and support for education, research, and outreach.
- Building on the success of the Native Americans into Medicine (NAM) seven-week summer program for undergraduate students, the Center for American Indian and Minority Health (CAIMH) has created a range of initiatives and opportunities and opportunities for Native American students across all educational levels, from kindergarten to medical school.

# College of Pharmacy, Duluth

## Caring for ALL Minnesotans where they live

- Mission: We educate pharmacists to promote the **health of diverse populations in Minnesota's rural communities** through advancing interdisciplinary Pharmacy Practice, Education, and Pharmaceutical Sciences research.
- The Duluth campus opened in 2003 in response to a profound shortage of pharmacists in MN, especially in rural communities.
- Founding partners included the University of Minnesota Duluth, community leaders, and regional health care systems.
- Workforce goals: **Increase the pharmacist workforce** across the state of Minnesota with a focus on rural communities.
- Reputational rankings. The College of Pharmacy is ranked 6th out of 142 schools of pharmacy across the nation.



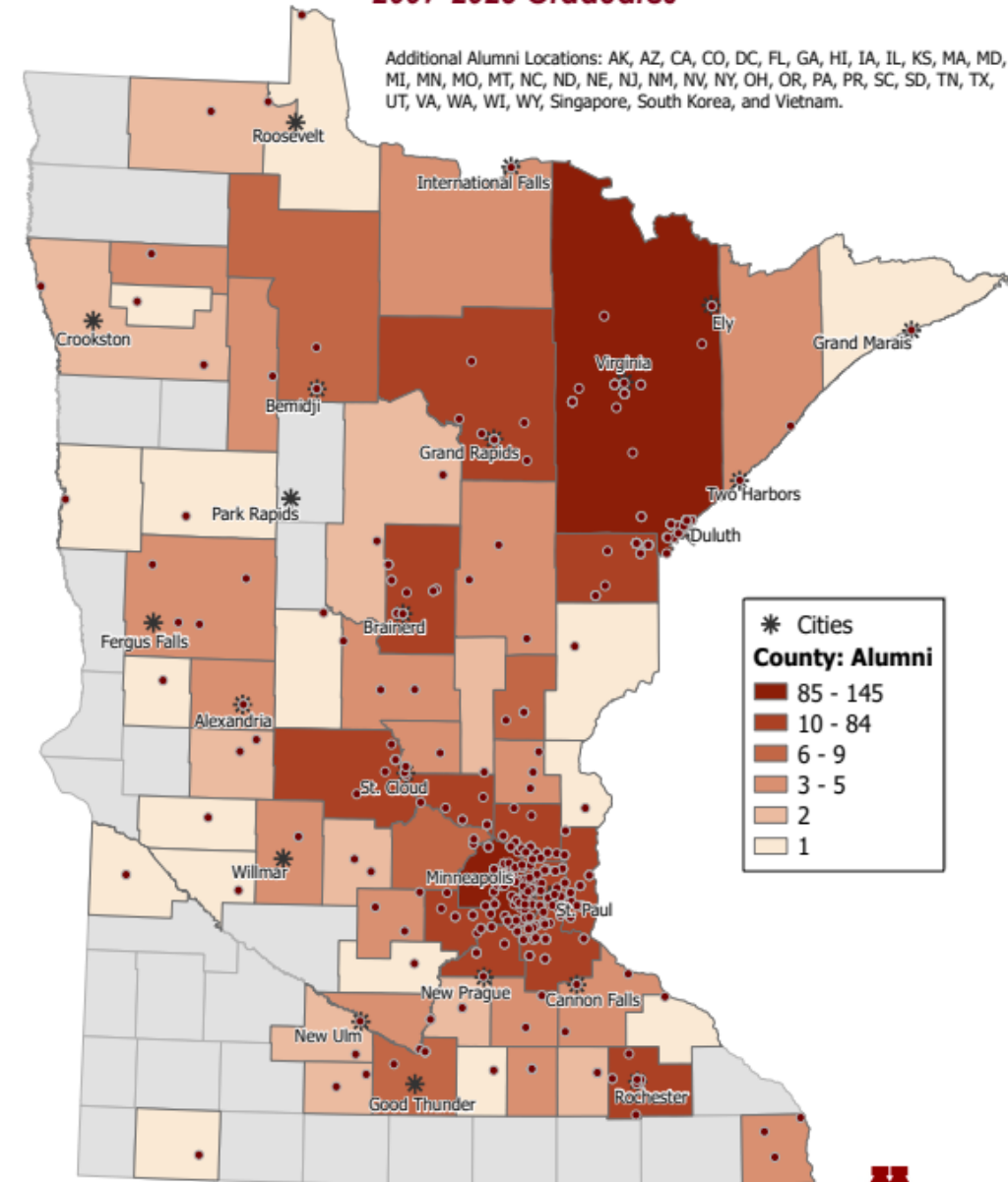
# College of Pharmacy, Duluth

## Educating non-metro pharmacists

- Opportunity to recruit and return students to Greater Minnesota
  - Duluth campus has graduated 940 pharmacists since 2007
  - Duluth alumni work in 71% of Minnesota counties across the state
  - We are the only pharmacy school in the state of Minnesota



## College of Pharmacy, Duluth 2007-2023 Graduates





# College of Pharmacy, Duluth

## Strength and Alignment with Health Sciences goals

- **Community engagement** including research, outreach, student experiences (rural, underserved, and Native American communities)
- **Research concentrations** (neuroscience, mental health and substance use disorder, oncology from bench to bedside, precision medicine, pharmacy practice advancement)
- **Partnerships** (regional health care systems and entities, county and regional public health departments, community organizations, University of Minnesota Extension, UMD, and the School of Medicine)



# University of Minnesota Duluth

- Swenson College of Science and Engineering collaborations with College of Pharmacy and Medical School: bio-chem degree, pre-health resource center, 3+4 and 4+4 opportunities
- Robert F. Pierce Speech - Language - Hearing Clinic
  - Department of Communication Sciences and Disorders
- Department of Social Work
- Public Health Bachelor of Applied Science
- Early enrollment nursing option for UMD students
- New work underway to establish infrastructure to support research and student pathways to the health professions.

# Additional Health Sciences Programs

- School of Nursing partnership with Essentia Health
- School of Nursing early enrollment option for UMD students
- School of Dentistry partnership with Hibbing Community College
- Veterinary Medicine partnership with Twin Ports Spay and Neuter

# Duluth Academic Health Project

- A visionary building with the objective of bringing together the Universities health sciences, the health systems of Duluth, and the communities across the region to address workforce challenges and health system needs.
- Build pipeline programs to the biomedical sciences and health professions through connection with UMD and community colleges.
- Increase access to health science education and collaborative interprofessional opportunities
- Increase access to clinical trials, community engagement, and connection to the Duluth business community
- Next Steps: internal planning, predesign, and capital budget request 2026

