

## **“Approved Minutes”**

College of Medicine Faculty Council Meeting  
Thursday February 27, 2020  
12 noon - 1 pm  
HEB 105

**1. Call to Order by past CoMLS President Dr. Stan Stepkowski at 12:03PM.**

Faculty Present: Zohaib Ahmed, Alexzander Asea, Pam Brewster, Andrew Casobinay, Saurabh Chattopadhyay, Jillian Cullison, Caytlin Deering, Lori DeShelter, Joan Duggan, Lance Dworkin, William Patrick Frank, Menju Ganisl, April Gardner, Runjun Gong, William Gunning, Steven Haller, Jennifer Hanrahan, Jennifer Hill, Jason Huntley, Kelly Izsak, Ocasio Joseph, John Jun, Punit Kaur, David Kennedy, Sadik Khuder, Lauren Koch, Beata Lecka-Czernik, Hongyan Li, Lijun Liu, Shi-he Liu, Michelle Masterson, John McSwaney, Bindu Menon, Asif Mohammad, Kevin Pan, Yvette Perry, Ivana del Serna, Linda Speer, Kriegel Svetlana, Thomas Fine, Travis Taylor, Benjamin Tobias, David Weldy, James Willey, Kandace Williams, Donna Woodson, Rande Worth, Youngsook Yoon-Krawczyk, Zon Yoz

**2. A motion for the approval of minutes from previous COM Council meeting (December 20, 2019) was approved.**

**3. Dean’s Report:** Dean Christopher Cooper, M.D. presented the updates on UTCOMLS Strategic plan. **Please see attached slides.**

**4. Determining the Future of UTMC:** Drs. A. John McSweeney, J.D., Ph.D., Professor Emeritus; James Willey, M.D., Professor; Donna Woodson, M.D., Professor Emerita and Maurice Manning, Ph.D., Distinguished University Professor discussed the future of UTMC. **Please see attached slides.**

Dr. Cheryl McCullumsmith, Chair Department of Psychiatry, Interim Chair Department of Pathology and Secretary of UTP suggested a need for committees including the faculty council for discussing the future of UTMC.

**5. The meeting was adjourned at 1:22PM.**



**COLLEGE OF MEDICINE  
AND LIFE SCIENCES**

THE UNIVERSITY OF TOLEDO

**COLLEGE OF MEDICINE AND LIFE  
SCIENCES  
FACULTY COUNCIL  
FEBRUARY 27, 2020**

# Call to Order



# COMLS FACULTY COUNCIL EXECUTIVE COMMITTEE FOR 2019/2020

## President

**Stanislaw Stepkowski, Ph.D. (MMI)**

## Vice President

**Nicholas Horen, M.D. (Medicine)**

## Secretary/Treasurer

**Punit Kaur, Ph.D. (Medicine)**

## Past-President

**Shobha Ratnam, M.D. (Medicine)**

## Director of Faculty Affairs

**Wafaa Hanna**

## Faculty Affairs Committee Co-Chairs

**Jorge Ortiz, M.D. (Surgery)**

**Kathryn Eisenmann, Ph.D. (Cancer Biology)**

## Academic Affairs Committee Co-Chairs

**Joan Duggan, M.D. (Medicine)**

**Joseph Margiotta, Ph.D. (Neuroscience)**

# **AGENDA:**

**Approval of Minutes from  
previous COM Council meeting  
(December 20, 2019)**

## “Approved Minutes”

College of Medicine Faculty Council Meeting  
Friday December 20, 2019  
12 noon - 1 pm  
DH 2315

### **Call to Order by past CoMLS President Dr. Stan Stepkowski at 12:09PM.**

Faculty Present: Andre Aguilon, Pam Brewster, Dean Christopher Cooper, Evana DelSerna, Lori Deshetler, Joan Duggan, Runjun Gong, Rajesh Gupta, Steven Haller, Jason Huntley, Ocasio Joseph, Punit Kaur, David Kennedy, Sadik Khuder, Beata Lecka-Czernik, Shi-he Liu, Jyl Matson, Robert Mccullumsmith, Kevin Pan, Thomas Papadimos, Shobha Ratnam, Stan Stepkowski, Travis Taylor, Vice Provost Amy Thompson, Hanna Wafaa, David Weldy, James Wiley, Kandace Williams, Randy Worth, Youngsook Yoon-Krawczyk

**A motion for the approval of minutes** from previous COM Council meeting (October 18, 2019) was approved.

Also, Dr. Stan Stepkowski introduced a new faculty **Dr. XXX from the Department of XXX.**

**Dean’s Report:** Dean Christopher Cooper, MD., presented report on UTOCOMLS Mission and Vision statement. Please look at the link below:

<https://www.utoledo.edu/med/about/mission.html>

Also, Dean Cooper discussed UTOCOMLS Standing Committees. **Please see attached slides and word document.**

All of the comments/suggestions will be emailed to Dr. Punit Kaur at [COMCouncilSecretary@utoledo.edu](mailto:COMCouncilSecretary@utoledo.edu) and Dr. Joan Duggan, Vice Dean Clinical Affairs will discuss in next COM Council Faculty meeting before approval.

**Provost's Version of the Mentoring Program:** Dr. Amy Thompson, Ph.D., Vice Provost for Faculty Affairs presented the Provost’s version of the mentoring program. Dr. Thompson encouraged to nominate those faculty who excelled in mentoring. The other award will be given to the outstanding faculty. The department chairs will be meeting every month for mentoring program. The women’s mentoring program is going very well and the next workshop on leadership will be on February 28, 2020. New faculty mentoring program Tenure and Promotion Program is launched to mentor junior faculty. Besides this, the under-represented mentoring is also started by Provost’s office. Please see the link below:

<https://www.utoledo.edu/offices/provost/faculty-mentoring.html>

**Mentoring Steering Committee Report:** Dr. Stan Stepkowski, Ph.D., Professor Medical Microbiology and Immunology presented mentoring committee report. Please see attached slides.

**Report of the Standing Committees of the Council:** Office of Faculty Affairs and Development updates was given by Dr. Joan Duggan, M.D. and Vice Dean, Clinical Affairs and Ms. Wafaa Hanna, M.B.A., Director, Human Resources. Please see attached slides.

**Graduate Council Report:** Dr. Kandace Williams, Ph.D., Associate Dean for Graduate School presented Graduate Council report. Please see attached slides.

**The meeting was adjourned** at 1:02PM.



# Agenda

College of Medicine Faculty Council Meeting  
Thursday February 27, 2020  
12 noon - 1 pm  
HEB 105

Call to Order

**Approval of Minutes from previous COM Council meeting (December 20, 2019)**

## **Dean's Report on updates on UTCOMLS Strategic plan: Dean Christopher Cooper, M.D. (45 minutes)**

Report of the Standing Committees of the Council: Office of Faculty Affairs and Development update

Dr. Joan Duggan, M.D., Associate Dean Faculty Affairs

Ms. Wafaa Hanna, M.B.A., Director, Office of Faculty Affairs and Development

Report of Graduate Council for UT: Dr. Kandace Williams, Ph.D. (Associate Dean for Graduate School): *No new business to report*

Report of the Executive Committee: Dr. Stan Stepkowski, Ph.D.: *No new business to report*

Research Council Report: Dr. Frank Calzonetti, Ph.D.: *No new business to report*

Clinical Affairs Committee Report: Dr. Nicolas Horen, M.D.: *No new business to report*

Faculty Senate Report: Dr. David Giovannucci, Ph.D.: *No new business to report*

Old Business:

Update on Faculty Compensation Plan: Bryan Pyles and Nikki Russell: *No new business to report* (Detail report in April)

Update on New Medical School Curriculum: Dr. Shirley Bodi, M.D.: *No new business to report*

## **Determining the Future of UTMC: A. John McSweeney, J.D., Ph.D., Professor Emeritus; James Willey, M.D., Professor; Donna Woodson, M.D., Professor Emerita and Maurice Manning, Ph.D., Distinguished University Professor (10 minutes)**

## **Determining the Future of UTCOMLS: Cheryl McCullumsmith, Chair Department of Psychiatry, Interim Chair Department of Pathology, Secretary of UTP (5 minutes)**

New Chair Introduction: *No new business to report*

Adjourn:



# Agenda:

**Dean's Report on updates on  
UTCOMLS Strategic plan:  
Christopher Cooper, MD**



# COMLS STRATEGIC PLAN

DRAFT



## MISSION

**The mission of The University of Toledo College of Medicine and Life Sciences is to improve health in the communities and region we serve. We do this by educating excellent clinicians and scientists, by providing patient centered and high-quality care and by producing nationally recognized research in focused areas.**

## VISION

**The University of Toledo College of Medicine and Life Sciences, with its partner ProMedica, is nationally recognized for education and focused research, and regionally distinguished for comprehensive clinical care.**

## VALUES

**Both statements above reflect the College's core values of professionalism, service, diversity, collaboration and discovery.**

# **LEARNER SUCCESS AND ACADEMIC EXCELLENCE**

# LEARNER SUCCESS AND ACADEMIC EXCELLENCE

## GOAL #1A

**Improve undergraduate student success, retention, and degree completion through greater engagement of the College of Medicine and Life Sciences in the undergraduate educational mission at The University of Toledo.**

### OBJECTIVES:

1. Increase the number and competitiveness of UToledo undergraduate students who apply and matriculate to COMLS graduate and MD programs.
2. Increase the number of COMLS-housed, credit-bearing undergraduate classes and course sequences.
3. Implement and sustain formal mentoring programs for underrepresented minorities throughout the COMLS to assist in the retention and success of a diverse student body.
4. Enhance existing pipeline programs and create innovative pipeline programs to assist in the retention and success of a diverse student body.
5. Build new strategic partnerships and strengthen existing connections with undergraduate programs, associations focused on underrepresented populations, and communities of historically underrepresented groups to develop to attract diverse talent.
6. Ensure the success of talented diverse and under-represented students in their respective educational programs and create a climate that is conducive to the success of underrepresented groups.

### OUTCOMES:

- Undergraduate enrollment in COMLS-housed undergraduate courses/academic minors
- Comparison data for UToledo undergrads applying and matriculating to medical school as a function of successful completion of COMLS courses/minors
- Entering metrics (GPA, science GPA, MCAT scores) for UToledo undergraduate students matriculating to the COMLS MD program as a function of successful completion of COMLS courses/minors
- Increase recruitment, retention and success rates of diverse and URM students
- Increase student diversity within the medical school

# LEARNER SUCCESS AND ACADEMIC EXCELLENCE

## GOAL #1B

**Improve resident and fellow success, retention, and improve the quality of graduate medical education programs through greater engagement of the College of Medicine and Life Sciences in the graduate educational mission at The University of Toledo.**

### **OBJECTIVES:**

1. Maintain the highest level of ACGME accreditation for all residency and fellowship programs through continuous program improvement.
2. Enhance the recruitment of competitive residents and fellows in UT graduate medical education programs.
3. Increase number of new or expanded residency or fellowship programs.

### **OUTCOMES:**

- ACGME annual accreditation status
- Specialty Board first attempt pass rates
- Annual ACGME resident and faculty surveys
- Percentage of graduates of UT and US medical schools entering UT graduate medical education programs
- Number of new or expanded residency or fellowship programs

# LEARNER SUCCESS AND ACADEMIC EXCELLENCE

## GOAL #2

**Improve COMLS graduate and MD student success and timely degree completion through specialized academic concentrations, data-informed student progress tracking from matriculation through graduation, and enhanced academic support.**

### **OBJECTIVES:**

1. Improve opportunities for students to engage with specialized academic tracks/concentrations based on areas of strength and uniqueness of COMLS programs.
2. Improve processes and procedures for student progress and remediation.
3. Optimize resources and improve overall quality of all COMLS programs.
4. Maintain the highest level of accreditation for all COMLS medical student and graduate programs through continuous quality improvement to provide effective monitoring of the programs' compliance with accreditation standards.

### **OUTCOMES:**

- Interest in specialized concentrations from prospective MD and graduate program applicants
- Percentage of students who delay key program transitions
- Scores/grades of MD program and graduate students on comprehensive examinations and national board examinations
- Student use of academic enrichment services and perceptions of utility of services
- Pertinent accrediting body status
- Implementation of continuous quality improvement plan for student programs
- Effective Continuous Quality Improvement Policy for the MD Program.

# LEARNER SUCCESS AND ACADEMIC EXCELLENCE

## GOAL #3A

**Prepare UToledo undergraduate students for advanced academic studies in medical school and biomedical clinical and research graduate schools, particularly within COMLS graduate and MD programs.**

### **OBJECTIVES:**

1. Increase matriculation to MD and graduate school applications from a wider diversity of UToledo academic majors and disciplines, including social sciences, humanities, and other professional majors (e.g., education, pharmacy, business).
2. Improve opportunities for undergraduate students who are interested in early decision, accelerated course sequence, and other pathways to COMLS graduate programs and biomedical research careers.

### **OUTCOMES:**

- Undergraduate matriculation to COMLS graduate (clinical and research) and MD programs
- Number of undergraduate students engaged in research in COMLS
- Entering metrics (GPA, science GPA, MCAT/GRE scores) for UToledo undergraduate students matriculating to COMLS graduate (clinical and research) and MD programs

# LEARNER SUCCESS AND ACADEMIC EXCELLENCE

## GOAL #3B

**Prepare COMLS biomedical clinical and research graduate and MD students career success through professional development programming, enhanced residency match preparation, and similar career development.**

### **OBJECTIVES:**

1. Improve student career, professional development, and post-graduate training preparation.
2. Increase opportunities for formal faculty-led advising for graduate and MD students.

### **OUTCOMES:**

- MD student satisfaction with career advising on the annual AAMC Graduation Questionnaire
- Graduate student survey responses regarding satisfaction with career advising and professional development



# **RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES**

# RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES

## GOAL #1

**Enhance national recognition for research by developing and implementing a plan to support and promote team science (example, program projects and multiple PIs grants, etc.) in areas of research excellence and/or opportunity in the basic science and clinical departments.**

### **OBJECTIVES:**

1. Increased development of team science proposals.
2. Identify and recruit an Associate Dean for Research.
3. Increase collaboration and communication between department chairs and COMLS Dean and Associate Deans to develop and share strategies that best promote mentoring support and faculty research, scholarship and creative activities.
4. Promote collaboration between the clinical and laboratory research faculty to facilitate translational and clinical investigation and rapid movement of discovery from bench to bedside.

### **OUTCOMES:**

- Put into action a plan for four areas of excellence in biomedical research:
  - Cardiovascular Disorders/Hypertension/Kidney Disease
  - Cancer
  - Neurosciences/Neurological & Behavioral /Psychiatric Disorders
  - Infection and Immunity
- Additional areas of excellence to be identified through successful collaboration of basic science, translational and clinical research opportunities
- COMLS national ranking in research expenditures
- Annual increase in team science proposals

# RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES

## GOAL #2

**Increase recognition of faculty research, scholarship, productivity, and faculty professional development.**

### **OBJECTIVES:**

1. Increase recognition of faculty by increasing academic productivity.
2. Increase faculty promotions, participation as PIs or Co-PIs on extramural grants.
3. Promote faculty development and visibility.

### **OUTCOMES:**

- UToledo's national ranking in research expenditures
- UToledo's ranking in public, research universities expenditures among Ohio's public universities
- Number of faculty publications in high-impact and high-profile journals identified by departments relating to their disciplines
- Number of faculty who are fellows of selected, national societies
- Number of faculty, staff and students participating in local research and community engagement activities
- Implementation of a master research agreement with ProMedica that aligns with the academic affiliation

# RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES

## GOAL #3

**Reinvest and redirect funds back into research infrastructure to expand current capabilities of core facilities to accommodate expansions in goals 1 and 2.**

### OBJECTIVES:

1. In conjunction with the academic affiliation, increase the number of new hired faculty and improve our research infrastructure and policy to incentivize productive faculty.
2. Improve and increase our research incentive policy to maximize faculty efforts for external research funding.

### OUTCOMES:

- Annual investment in research support infrastructure
- Number of faculty publications in high-impact and high-profile journals

# RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES

## GOAL #4

**Increase research collaboration opportunities between diverse basic science and clinical departments within the College of Medicine, other colleges and ProMedica to create multi-PI grants and program projects.**

### **OBJECTIVES:**

Associate Dean for Research or COMLS RAC will provide an update to Dean and faculty:

1. Increase the number of publications, and the number of proposals, submitted by collaborators within COMLS and other colleges or ProMedica to Dean and faculty.
2. Research and training opportunities for medical students, graduate students and postdoctoral fellows and community engagement opportunities.

### **OUTCOMES:**

- Number of publications and/or grants by diverse groups
- Number of faculty, staff and students participating in local research and community engagement activities

# **FACULTY, STAFF AND ALUMNI**



# FACULTY, STAFF AND ALUMNI

## GOAL #1

**Foster a culture of excellence by supporting retention, career progression and high job satisfaction for non-faculty staff.**

### **OBJECTIVES:**

1. Distribute a staff culture survey to assess job satisfaction and staff retention.
2. Create staff award and recognition categories.
3. Create staff on-boarding process.
4. Develop staff engagement/communication plan.
5. Create opportunities for staff development and 'up-boarding' process.

### **OUTCOMES:**

- Create Office of Staff Affairs and Development
- Create and implement a plan to increase employee retention
- Increased staff productivity as a result of mentorship program and career progression strategy
- Reduction of staff absenteeism and turnover

# FACULTY, STAFF AND ALUMNI

## GOAL #2

**Foster a culture of excellence by supporting retention, promotion and high job satisfaction for faculty**

### **OBJECTIVES:**

1. Complete review and revision of COMLS bylaws.
2. Form Task Force to review current promotion and tenure guidelines and revise as appropriate.
3. Develop mentoring and advising program for faculty.
4. Develop faculty 'upboarding' program.
5. Improve faculty integration with the Academic Affiliation to support academic programs.

### **OUTCOMES:**

- Increased percentage of full professors in the pool of full-time faculty
- Decreased faculty attrition at all ranks (assistant/associate/full)
- Overall faculty job satisfaction average
- Efficient and effective process for pre-promotion (3<sup>rd</sup> Year), post-tenure and annual reviews
- Increase the number and rank of physicians with UToledo faculty appointments



# FACULTY, STAFF AND ALUMNI

## GOAL #3

### **Increase Diversity among all employees.**

#### **OBJECTIVES:**

1. Develop and implement COMLS Strategic Plan for Diversity and Inclusion.
2. Increase diversity of faculty and staff applicant pools.
3. Ensure diversity tracking of faculty applicant pools.
4. Ensure implicit bias training for all faculty, staff and participants on search committees.
5. Conduct annual diversity climate survey to monitor environment.
6. Create faculty and staff development/mentoring program for URM/women.

#### **OUTCOMES:**

- Number of female and URM faculty and staff across the COMLS
- Number of female and URM faculty and staff serving in leadership positions
- Number of female and URM faculty and staff serving on COMLS committee
- Percentage of employees participating in implicit bias training
- Implement effective process for tracking faculty applications and hiring in Cornerstone.

# FACULTY, STAFF AND ALUMNI

## GOAL #4

### Create a culture of wellness in the COMLS

#### OBJECTIVES:

1. Promote rocket wellness initiatives.
2. Develop interventions after review of data and implementation of plans.
3. Repeat AAMC Standpoint survey of faculty in 3 years to assess changes.
4. Expand focus of the Wellness Committee related to physician burnout.

#### OUTCOMES:

- Improved work-life balance
- Overall job satisfaction average
- Decreased self-described burnout

# FACULTY, STAFF AND ALUMNI

## GOAL #5

**Engage alumni, friends and stakeholders meaningfully in the life of the COMLS**

### **OBJECTIVES (ALUMNI ENGAGEMENT):**

1. Increase alumni outreach.
2. Secure contact information of graduating medical students and residents and continually update our database.
3. Implement regular outreach, engagement and communication with young alumni through the class of 1972.
4. Work with COMLS faculty affairs to promote COMLS and local employment opportunities to our alumni.
5. Provide quality and engaging programming to meet the needs and expectations of our alumni.
6. Host annual homecoming event for the COMLS.

### **OBJECTIVES (DEVELOPMENT):**

1. Plan and implement comprehensive campaign to: Increase scholarship support, enhance student experience, create a precision medicine institute, transform facilities and increase research funding.
2. Increase number of development officers in the COMLS.
3. Create a robust annual giving, leadership annual giving, major giving and planned giving programs.
4. Provide donors with experiential philanthropic opportunities and inspiring projects to support.

### **OUTCOMES:**

- Number of Alumni attending events
- Number of Alumni engaged in college activities
- Number of Development Officers for COMLS
- Dollars raised
- Number of graduated students from UToledo and nonUtoledo residencies who establish practice in NW Ohio

# **FISCAL POSITION AND INFRASTRUCTURE**

# FISCAL POSITION AND INFRASTRUCTURE

## GOAL #1

**Build a strong financial foundation.**

**OBJECTIVES:**

1. Develop and implement a budget/resource allocation model that supports the missions and strategic priorities of the College of Medicine and Life Science and University of Toledo.
2. Allocate resources to maintain and improve instructional facilities, information resources, student support services, and student study and relaxation space.

**OUTCOMES:**

- Implementation of metric/mission-based budget
- Percentage of students satisfied with study space in AAMC Graduation Questionnaire
- Percentage of students satisfied with relaxation space in AAMC Graduation Questionnaire

# FISCAL POSITION AND INFRASTRUCTURE

## GOAL #2

**Ensure adaptability, sustainability and fiscal health for academic programs.**

### **OBJECTIVES:**

1. Fulfill the Academic Affiliation Transition Plan for students, residents and faculty, and achieve the educational, research, and clinical guiding principles of the Academic Affiliation.
2. Reduce the rate of growth of M.D. graduate indebtedness to be less than the 70<sup>th</sup> %tile for all medical schools by 2021-2022, by promoting existing scholarship opportunities, developing additional scholarships, and limiting tuition increases.

### **OUTCOMES:**

- Total resident FTEs at ProMedica
- Achievement of the original resident transition plan
- MD average graduate indebtedness
- Total grants/scholarships without a service commitment
- Average grants/scholarships without a service commitment

# FISCAL POSITION AND INFRASTRUCTURE

## GOAL #3

**Increase revenue and operating efficiencies.**

**OBJECTIVES:**

1. Strategically increase enrollment in existing educational programs (except the M.D. program) and assess opportunities for development of new educational programs.
2. Increase the amount and percentage of total faculty salaries funded by extramural sponsored projects and allocate resources to expand the infrastructure to support identification and acquisition of grant opportunities.

**OUTCOMES:**

- Enrollment in COMLS programs (non-MD)
- Percentage of non-administrative faculty salaries grant funded
- Total faculty salaries funded by extramural awards

# REPUTATION AND ENGAGEMENT



# REPUTATION AND ENGAGEMENT

## GOAL #1

**Improve and strengthen our national and international reputation, and improve ties at the local and regional levels**

### **OBJECTIVES:**

1. Improve reputation of the College of Medicine and Life Sciences.
2. Develop ProMedica Toledo Hospital and Russell J. Ebeid Children's Hospital into a premier academic medical center.

### **OUTCOMES:**

- US News and World Report overall ranking
- Rankings of individual programs in the US News and World report

# REPUTATION AND ENGAGEMENT

## GOAL #2

**Design a unified branding and marketing process for national and international visibility and reputation building**

### **OBJECTIVES:**

1. Develop brand for College of Medicine and Life Sciences that aligns with the academic affiliation.

### **OUTCOMES:**

- Complete branding process
- Develop consistent messaging
- Increased favorable mentions in highly-valued national media outlets

# REPUTATION AND ENGAGEMENT

## GOAL #3

**Increase philanthropy in support of the University's strategic goals.**

### **OBJECTIVES:**

1. Implement a comprehensive capital campaign.

### **OUTCOMES:**

- Number of development officers at COMLS
- Implement pilot program to add theme-based development officers
- Create a COMLS graduate database
- Alumni engagement (particularly pre name change)
- Develop a philanthropy plan with ProMedica that aligns with the academic affiliation

# REPUTATION AND ENGAGEMENT

## GOAL #4

**Increase promotion of the “Rocket” brand institutionally, locally, regionally and nationally via marketing and promotion efforts.**

### **OBJECTIVES:**

1. Promote COMLS engagement in UToledo/Rocket events.
2. Enhance the UToledo brand and build employee self-identification/pride.

### **OUTCOMES:**

- Number of COMLS faculty, staff, residents and students attending UToledo/Rocket events
- Number of individuals wearing UToledo/Rocket gear

**DETERMINING THE FUTURE OF UTMCMC: A. JOHN**

**MCSWEENEY, J.D., PH.D., PROFESSOR EMERITUS; JAMES  
WILLEY, M.D., PROFESSOR; DONNA WOODSON, M.D.,  
PROFESSOR EMERITA AND MAURICE MANNING, PH.D.,  
DISTINGUISHED UNIVERSITY PROFESSOR (15 MINUTES)**

# UTMC: DETERMINING THE FUTURE

John McSweeney

Jim Willey

Donna Woodson

Maurice Manning

- ▶ John McSweeney – Timeline of events and concerns
- ▶ Jim Willey – UTMCI: Challenges and future directions
- ▶ Donna Woodson – Social determinants of health: “Public health is everybody’s business.”
- ▶ Maurice Manning – UTMCI: Why saving it is important.
- ▶ All – Forming a “Determining The future of UTMCI” faculty interest group

## TODAY’S AGENDA

# SAVE UTMCMC: A TIMELINE

John McSweeney



- ▶ 2015 – UT and ProMedica sign a 50 year Academic Affiliation agreement.
- ▶ 2018 - Starting with Neurology, residency programs and UTMHC clinical faculty members begin moving to the Toledo Hospital campus.
- ▶ August, 2019 – Announcement that UTMHC will transition to be a “community hospital” and that the Trauma Center will be downgraded to level three from level one.
- ▶ December, 2019 – Concerned South Toledo citizens, led by former Toledo Mayor Carty Finkbeiner, form the “Save UTMHC” community group and begin having Town Hall meetings every other week. Some UT COMLS faculty members attend.

## TIMELINE

- ▶ February 7, 2020 – After “Sale of Property” appears on the UT BOT Finance and Audit Committee agenda for the February 10 meeting President Sharon Gaber denies rumor that a sale of UTMHC is pending.
- ▶ February 10, 2020 – UT Board of Trustees Committee meetings
  - ▶ It is announced that UTMHC lost \$12.6 million during the first half of the 2019-2020 fiscal year and is expected to lose \$25 million by the end of the year, a loss that BOT Chair Pisanelli calls “unsustainable” and that “all options” for UTMHC will be considered.
  - ▶ The Finance and Audit Committee meets in executive (closed) session for nearly two hours to discuss “sale of property” but takes no action and issues no report.

TIMELINE

- ▶ February 20, 2020 – The “Save UTM C” coalition delivers a letter to Governor Dewine asking for support in enacting proposed solutions to UTM C’s financial crisis and ensuring its future. The letter has nine signatories representing community leaders, legislators, union officers and UT faculty members. President Gaber sends a reply.
- ▶ February 21, 2020 – Five representatives of the Save UTM C coalition travel to Pittsburgh to discuss the challenges faced by UTM C and possible solutions with John Robinson Block and Keith Burris, publisher and editorial director respectively of the *The Toledo Blade*.

TIMELINE

- ▶ Loss of access to specialty healthcare in south Toledo.
- ▶ Loss of a home base for research
- ▶ Loss of an alternate location for educating healthcare professionals.
- ▶ Loss of a “home of our own” for education, clinical services and research.

CONCERNS WITH STATUS OF UTMCM


# UTMC: CHALLENGES AND PROPOSED SOLUTIONS

Jim Willey

# UTMC: CHALLENGES PERCEIVED BY CITIZENS AND THEIR ELECTED REPRESENTATIVES

- ▶ Decline in revenue
  - ▶ Due to transfer of UTP activity from UTMC to TTH.
- ▶ Marketing
  - ▶ Perceived as too little and too dysfunctional.
- ▶ Impending Financial Crisis
  - ▶ Perceived as years in making and due to lack of clear vision regarding what UTMC should be.
    - ▶ Perception is that UT Board has not had any members with necessary expertise in all or even any facets of academic medicine since the merger between UT and MCO
  - ▶ Perceived as partly due to intentionally harmful actions of Promedica
    - ▶ Perceived Promedica goal; “they want all clinical activity at Toledo Hospital”
    - ▶ Conflicted UT Board members contributed to harm due to both actions taken and actions not taken.

# UTMC: PROPOSED SOLUTIONS

- ▶ Open the UTMC Medical Staff to community physicians
    - ▶ Change UTMC bylaws to allow non-faculty physicians to practice at UTMC
    - ▶ Encourage community physicians to practice at UTMC
    - ▶ Re-assess UTMC marketing strategy
- 
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# UTMC: PROPOSED SOLUTIONS

- ▶ Review UT governance structure to minimize conflicts of interest relevant to the UT COMLS and ProMedica
- ▶ Appoint a threshold number of UT board members with significant knowledge and experience to guide all facets of academic medicine comprised by COMLS; including education, clinical activity, and research.
- ▶ Hire staff to re-establish outreach to Ohio and federal research funding agencies.



# SOCIAL DETERMINANTS OF HEALTH: “PUBLIC HEALTH IS EVERYBODY’S BUSINESS.”

Donna Woodson



- ▶ Reducing clinical activity at UTMH and related facilities on HSC campus risks
  - ▶ Reduction in access to health care (Physicians and Services) for south Toledo citizens
  - ▶ Loss of jobs and job security
- ▶ National Social Determinants of Health Institute
  - ▶ In Toledo Ohio?
  - ▶ C.F. *Toledo Blade*, 12.04.2019

# SOCIAL DETERMINANTS OF HEALTH

# UTMC: WHY SAVING IT IS IMPORTANT

Maurice Manning



## ► Why?

- To provide greater involvement of COMLS faculty in analyzing the challenges facing UTM
- To determine possible solutions to challenges and propose future directions for UTM

FORMING A “DETERMINING THE  
FUTURE OF UTM” FACULTY GROUP

## ▶ How?

- ▶ Form an ad-hoc faculty task force under the auspices of the COMLS faculty council
- ▶ Report back to the COMLS council at regular intervals
- ▶ Communicate with Dean Cooper and the UT BOT as appropriate
- ▶ Collaborate with the Save UPMC

FORMING A “ DETERMINING THE  
FUTURE” OF UPMC FACULTY GROUP

- ▶ To join contact any of us to indicate your interest and discuss issues
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FORMING A “DETERMINING THE  
FUTURE OF UTMCM” FACULTY GROUP



QUESTIONS AND DISCUSSION