FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
HEALTH AFFAIRS TASK FORCE

Wednesday, September 10, 2014
10:30 am  approximate start time
Florida International University
Modesto A. Maidique Campus
Graham Center Ballrooms

Task Force Membership:
Jose J. Armas, Chair; Michael M. Adler, Vice Chair; Sukrit Agrawal; Cesar L. Alvarez; Jorge L. Arrizurieta; Robert T. Barlick, Jr.; Claudia Puig

AGENDA

1. Call to Order and Chair’s Remarks
2. Approval of Minutes
3. Academic Health Center (AHC) Reports
   3.1 AHC Proposed Governance and Foundational Plan
   3.2 FIU Health and the Academic Health Center
   3.3 College Health Model and Student Health Insurance
   3.4 FIU Health Fee
4. Information Items (No Action Required)
   4.1 School of Integrated Science and Humanity Update
   4.2 Herbert Wertheim College of Medicine Update
   4.3 Nicole Wertheim College of Nursing and Health Sciences Update
   4.4 Robert Stempel College of Public Health and Social Work Update
   4.5 FIU Student Health Services Update
   4.6 Board of Governors Health Initiatives Committee Workshop
5. New Business (If Any)
6. Concluding Remarks and Adjournment
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Approval of Minutes

THE FLORIDA INTERNATIONAL UNIVERSITY
BOARD OF TRUSTEES
Health Affairs Task Force
September 10, 2014

Subject: Approval of Minutes of Meeting held June 3, 2014

Proposed Task Force Action:
Approval of Minutes of the Health Affairs Task Force meeting held on Tuesday, June 3, 2014 at the Modesto A. Maidique Campus, MARC International Pavilion.

Background Information:
Task Force members will review and approve the Minutes of the Health Affairs Task Force meeting held on Tuesday, June 3, 2014 at the Modesto A. Maidique Campus, MARC International Pavilion.

Supporting Documentation: Health Affairs Task Force Meeting Minutes: June 3, 2014.

Facilitator/Presenter: Task Force Chair Jose J. Armas
1. **Call to Order and Chair’s Remarks**

The Florida International University Board of Trustees’ Health Affairs Task Force meeting was called to order by Task Force Chair Jose J. Armas at 11:30 am on Tuesday, June 3, 2014, at the MARC International Pavilion, Modesto A. Maidique Campus.

The following attendance was recorded:

<table>
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<tr>
<th>Present</th>
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<tr>
<td>Jose J. Armas, Chair</td>
<td>Cesar L. Alvarez</td>
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<td>Michael M. Adler, Vice Chair</td>
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<td>Sukrit Agrawal</td>
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<td>Jorge L. Arrizurieta</td>
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<td>Robert T. Barlick, Jr.</td>
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<td>Claudia Puig</td>
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Board Chairman Albert Maury, Trustees C. Delano Gray and Alexis Calatayud, and University President Mark B. Rosenberg were also in attendance.

Health Affairs Task Force Chair Jose J. Armas welcomed all Trustees, faculty and staff to the meeting.

2. **Approval of Minutes**

Task Force Chair Armas asked that the members approve the Minutes of the meeting held on March 27, 2014. A motion was made and passed to approve the Minutes of the Health Affairs Task Force Meeting held on Thursday, March 27, 2014.

3. **Academic Health Center (AHC) Reports**

3.1 **Hodgkins Beckley Consulting LLC/Stephen L. Beckley and Associates Inc. College Health Program Report**

Stephen L. Beckley of Hodgkins Beckley Consulting, LLC/Stephen L. Beckley and Associates, Inc (HBC/SLBA) noted that the overarching objective for the consultation was to identify recommendations for the University to implement or explore, with the goal of ensuring access to quality, cost-effective care for current and future students. He then presented an overview of
available strategic options to FIU and discussed the impact of Health Care Reform on college health programs providing background information on the insurance mandate and availability of coverage under insurance exchanges and funding alternatives for college health programs.

Provost and Executive Vice President Douglas Wartzok provided an update on FIU’s Student Health Services (SHS) and FIU Health and led the discussion on HBC’s College Health Report recommendations. He provided comparative data on student health fees for peer institutions with relationships with academic health centers. He reported that the HBC’s College Health Report found that FIU’s health fee ranked the lowest amongst all institutions in the State University System.

Provost Wartzok then presented background information on FIU’s health fee, noting that the student health fee is not an insurance policy and only covers some clinical and mental health services rendered on campus by FIU Student Health Services and/or the Counseling and Psychological Services Center during the semester for which the student health fee is paid. He presented an overview of the HBC|SBLA findings, indicating that combining medical, counseling, disability and victim’s empowerment services is a best practice. He noted that the preeminent consideration is the provision of optimal health services to FIU students and to achieve utilization optimization through service excellence that is up to par with best practice for urban, commuter universities. He also mentioned that in the future, the Task Force should consider options such as: Disability Services and Victim’s Empowerment taking greater portions of the health fee and whether FIU should join UF and FSU in implementing a mandatory health insurance.

Task Force Chair Armas inquired as to how State University System (SUS) institutions are approaching the health care needs of the student population in terms of implementation and compliance with The Patient Protection and Affordable Care Act. Provost Wartzok stated that FIU has the lowest health fee among the SUS and added that some peer institutions are moving towards mandatory student health insurance coverage. Chairman Albert Maury requested additional data on FIU’s health fee as it compares to other SUS institutions.

Provost Wartzok stated that a significant concern for access to medical services for FIU students is the large number of uninsured and underinsured students. Trustee Armas requested that the University’s administration conduct a feasibility study on the available options on conducting a comprehensive outreach process in order to gather information regarding students’ insurance statuses and implementing a system in which students who qualify for Medicaid may be assisted with obtaining coverage. For Task Force review, Trustee Armas requested examples of other comparable higher education institutions, regardless of Medicaid expansion in their state that while not mandating health insurance through the higher education institution, may facilitate the acquisition of Medicaid coverage or other insurance by their students.

3.2 Health-related collaborative research in the College of Engineering and Computing
College of Engineering and Computing Dean Amir Mirmiran discussed health-related collaborative efforts by faculty in the School of Computing and Information Sciences and the Departments of Electrical and Computer Engineering and Biomedical Engineering. He noted that bioimaging research is increasingly integrative in nature as it encompasses a range of applications that visualize and analyze information in three and four dimensions, adding that this research has led to findings
that improve conditions for Epilepsy and Alzheimer’s patients. He also presented an overview on work in nanomedicine, noting that this is also an emerging interdisciplinary field with applications that can help in the treatment of diseases with innovative drug delivery systems. He reported that work with a sensor for detection of cortisol is undergoing a feasibility study for commercialization. He also discussed research in the areas of tissue engineering, neuroengineering, and informatics and visualization.

4. Information Items
Task Force Chair Armas requested that The School of Integrated Science and Humanity Update, Herbert Wertheim College of Medicine Update, Nicole Wertheim College of Nursing and Health Sciences Update, and Robert Stempel College of Public Health and Social Work Update be accepted as written. There were no objections.

5. New Business
No new business was raised.

6. Concluding Remarks and Adjournment
Task Force Chair Armas noted that at the Task Force’s next meeting, the following items would be discussed: (i) proposed governance of the Academic Health Sciences Center and the financial sources of funding for all departments in the Academic Health Center and (ii) the College of Medicine’s collaboration with the Colleges and Schools in the Academic Health Sciences and the Miami-Dade Department of Health on initiatives such as FIU Health and the Ambulatory Care Center.

Task Force Chair Armas then noted that the Board of Governors has established an Advisory Group for its Health Initiatives Committee, adding that he has asked Senior Vice President of Medical Affairs and Founding Dean of the Herbert Wertheim College of Medicine John A. Rock to provide reports of the activities of the BOG’s Advisory Group including the meeting minutes to all Task Force members for review. He also noted that Vice President for Research Andres Gil would represent FIU concerning research matters on the BOG Health Initiatives Committee.

With no other business, Task Force Chair Jose J. Armas adjourned the meeting of the Florida International University Board of Trustees Health Affairs Task Force on Tuesday, June 3, 2014 at 12:42 p.m.

<table>
<thead>
<tr>
<th>Trustee Requests</th>
<th>Follow-up</th>
<th>Completion Date</th>
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<tbody>
<tr>
<td>1. Task Force Chair Armas requested that the University's administration report on how the Herbert Wertheim College of Medicine is collaborating with the Colleges and Schools in the Academic Health Sciences and the Miami-Dade Department of Health on initiatives such as FIU Health and the Ambulatory Care Center.</td>
<td>Dean and Senior V/P John Rock</td>
<td>September 2014</td>
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</tbody>
</table>
2. Task Force Chair Armas requested that the University’s administration report on the financial sources of funding for all departments involved in the Academic Health Center.

| Senior VP Kenneth Jessell (E&G and Auxiliary) | September 2014 |
| VP Andres Gil (Research)                     |               |

3. Trustee Armas requested examples of other comparable higher education institutions, regardless of Medicaid expansion in their state, that provide students with assistance in obtaining health insurance.

4. Chairman Albert Maury requested additional data on FIU’s health fee as it compares to other SUS institutions.

5. Task Force Chair Armas requested that Student Health remain a standing item on the Health Affairs Task Force Agenda.

C.S.
06.24.14
Report 3.1:
Academic Health Center Proposed Governance and Foundational Plan
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FIU AHC Foundational Plan

Leverage existing culture of excellence in all of FIU’s health-related colleges and units, which include Herbert Wertheim College of Medicine, Nicole Wertheim College of Nursing and Health Sciences, Robert Stempel College of Public Health and Social Work, College of Engineering and Computing, and College of Arts and Sciences, to support an optimally aligned Academic Health Center that creates value in the new health economy for FIU, its partners, and the community.

FIU Academic Health Center is a national leader in transforming the health of communities through purposeful integration of cross-disciplinary clinical education, research, and health care.

Mission

Vision

Values

Goals


Integrated Health Information Technology (HIT)

Goal 1
Enact FIU AHC infrastructure: Governance, support, funding

Goal 2
Develop FIU AHC 5-Year Strategic Plan

Goal 3
Integrate all FIU patient care through FIU Health

Goal 4
Establish health-related Centers of Excellence within FIU AHC

Scholarship  Innovation  Collaboration  Integrity  Service
FIU AHC Foundational Plan

Goals

Goal 1: Enact FIU AHC Infrastructure

- **S1**: Inventory cross-college existing positions and activities for capability analysis
- **S2**: Apply benchmarks to identify opportunities for reducing redundancies and restructuring
- **S3**: Review cross-college organizational charts to identify reporting relationships and span of control
- **S4**: Complete funding analysis, identify funding sources, and delineate flow of funds
Develop FIU AHC 5-Year Strategic Plan

Goal 2: FIU AHC 5-Year Plan

- **S1**: Appoint Strategic Planning Committee and Steering Committee
- **S2**: Complete internal and external assessments for data gathering
- **S3**: Identify goals and develop strategies
- **S4**: Communicate, implement, and monitor plan
Goal 3: Patient Care and FIU Health

S1
Identify all venues at which patients receive health care through FIU-employed providers

S2
Develop strategies for incorporating all FIU patient care into FIU Health through management or service agreements

S3
Ensure the highest standard of quality and safety across all FIU patient care venues

Integrate all FIU patient care through FIU Health
Goal 4: FIU AHC Centers of Excellence

- S1: Develop cross-disciplinary units leveraging current and emerging areas of clinical excellence
- S2: Identify areas of research at FIU of translational value to areas of current and emerging clinical excellence
- S3: Leverage cross-disciplinary areas of clinical excellence for education and funding
- S4: Retain and recruit faculty and staff through programmatic development

Establish health-related Centers of Excellence within the FIU AHC
FIU AHC Foundational Plan
Timeline and Next Steps

Identification
Jul 2014 - Dec 2014
- Identify existing strengths
- Establish commitment and alignment
- Determine organizational impact

Design
Jan 2015 - Jun 2015
- Produce detailed AHC organizational structure and delineate flow of funds
- Implement plan for reducing redundancy and restructuring

Development
Jul 2015 - Dec 2015
- Develop AHC Strategic Plan
- Obtain approval from Executive Leadership Team

Activation
Jan 2016 - ongoing
- Communicate plan to faculty, staff, students, and external community
- Incorporate plan into FY16-17 budget
Report 3.2:

FIU Health and the AHC
FIU Health
and
FIU Academic Health Center

FIU Board of Trustees
Health Affairs Task Force
September 2014
FIU Health: AHC Projects

- Miami-Dade Department of Health
  Medicaid Managed Care/NeighborhoodHELP™ Collaborative

- EMBRACE: Comprehensive Care for Adults with Autism and other Neurodevelopmental Disorders

- Prescribed Pediatric Extended Care Services (PPEC)

- PCORI Grant Submission with UCF

- May 21, FIU Health Strategic Retreat
MDHD/MMA/NHELP Collaborative

- Interagency collaborative to demonstrate impact of coordinating clinical care, NHELP, and MDHD services across a high risk population
  - Practice site opened
  - Programmatic evaluation determined
  - IT infrastructure/databases being built
EMBRACE

• FIU Health EMBRACE
  – Interdisciplinary clinical program for adults with autism and other neurodevelopmental disorders
  – Health Economic impact

• FIU EMBRACE
  – Extension of services for this population to include vocational, day, and residential services through public/private partnerships
PPEC

- AHCA regulated centers that offers care to medically fragile children during daytime

- Lease agreement

- Learners, Medical Director
PCORI Grant Submission

• Patient Centered Outcomes Research Institute: “I-EQUIP FL: Implementation of Evidence-Based Quality Improvement into Practice”

  – Best practices in cardiovascular disease prevention in the primary care setting
  – Partnered with UCF
  – $1M opportunity for FIU over 3 years
FIU Health Strategic Retreat

• AHC Leaders included

• Facilitated discussion on leveraging resources

• iREAL Health White Paper reviewed

• Consensus on value of collaborative clinical work: revenue/learners/research

• FIU Health 2015-2020 Strategic Plan
Report 3.3:
College Health Model and Student Health Insurance
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Benchmark Data
Student Health Insurance

FIU Board of Trustees
Health Affairs Task Force
September 2014
Healthy Campus 2020

• Support efforts to increase academic success, productivity, student retention, and life-long learning

• Promote quality of life, healthy development, and positive health behaviors

• Create social and physical environments that promote good health

• Achieve health equity, eliminate disparities, and improve the health of the entire campus community
Evolution of Student Health

Before ACA

- Safety Net
- Contracted Services

After ACA

- Insurance
- Regulated Benefits

acha.org
GAO Health Insurance Report 2008

• 1.7 Million Students

• 80% insured
  – Older, non white, part time workers less likely to be insured
  – 66% through employer-based policies (parents)
  – 11% through University offered policies
    • 57% Universities offered policies
    • 30% Universities mandate insurance
    • New Jersey and Massachusetts mandate student insurance
Care in transition

College Health Model

- Fees
- Capitated
- Negotiated benefits
  - Limited outpatient services
  - Counseling, Wellness, Health Promotion, Academic Assistance, and Victim Advocacy
- Utilization is Student driven

Accredited Health Plan

- Premiums
- Regulated by State and Federal law
- Mandated benefits
  - Include ACA minimum standards
  - Do not include many CHM
- Utilization is Plan driven
University Student Insurance Plans

Before ACA

• 82% of 4 year public colleges offered

• Benefits and premiums varied widely

• Some plans extended to dependents

• Some plans offered to part time students

After ACA

• “Student health insurance plans are designated as a type of individual market coverage that are expected to satisfy ‘minimum essential health coverage’ if such plans meet certain ACA requirements.”
Florida Medicaid favors children and pregnant women
Our Students

**Uninsured**
- Optimize services with current Health Fee
- Educate students on benefits of health insurance
- Promote access to State Exchange products and Eligibility programs
- Explore mandatory insurance coverage

**Insured**
- Retain on campus
- Bill and collect
- Utilize Health Fee for co-pays and co-insurance
Understanding the Student Health Fee

- Victim Advocacy
- Safety Net for Uninsured
- Redundancy for Insured
- Health Promotion
- Academic Assistance
Success in California

• Cal State 15 campuses

• Decreased uninsured students from 30% to 10% by promoting access to State Health Care Exchange and Medicaid Expansion

• No Mandate
SHS/FIU Health Task Force

• Identified budget, personnel, facilities, service lines for clinical operations

• Transition/Implementation Plan

• Student inclusion/survey

• College Health Model (CAPS, VAC, Wellness, and Academic Assistance) to remain under OSA

• Long term planning for sustainability: fees/ insurance/safety net
Additional Resources


- **Kaiser Family Foundation**: Florida Medicaid eligibility and coverage

- **Lookout Mountain Group**: non partisan study group that advocate for College Student Health

- **American College Health Association**: standards for Student Health Insurance coverage
FIU-HEALTH ANALYSIS OF:

6 PUBLIC UNIVERSITIES:

- College of Medicine co-located on main campus
- Student Health Services reports to College of Medicine, University Hospital or to other Academic Medical Center Department

(Universities obtained from HBC/SLBA report dated 2/28/14)

Highlighted areas represent duplication with services offered by FIU-Health

<table>
<thead>
<tr>
<th>Michigan State University</th>
<th>Texas Tech University</th>
<th>University of Florida</th>
<th>University of Iowa</th>
<th>University of Toledo</th>
<th>University of Washington</th>
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<tr>
<td>Director</td>
<td>Glynda M. Moorer, MD</td>
<td>Evelyn McPherson</td>
<td>Guy Nicolette, MD</td>
<td>Jim Kellogg</td>
<td>William Neighbor, Jr., MD</td>
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<tr>
<td>College of Medicine founded</td>
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Insurance Requirement

International students, medical students and veterinary students only required

Require all enrolled students in any non-immigrant status (not U.S. citizens, not Permanent Residents, not Refugees) to

Effective Summer B 2014, all newly admitted or re-admitted students meeting certain criteria will be required to show

Mandatory health insurance policy that indicates that domestic students registered for 6 or more on campus hours

International students are required to enroll in the student insurance plan while attending the University of Washington.
<table>
<thead>
<tr>
<th>Student Health Insurance</th>
<th>Voluntary through Aetna</th>
<th>Required through BCBS of Texas</th>
<th>SHIP through United Healthcare</th>
<th>SHIP through Medical Mutual</th>
<th>Eliminating optional SHIP September 2014</th>
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<tr>
<td>Accredited</td>
<td>JCAHO</td>
<td>Texas Tech University Health Sciences Center is accredited by the Southern Association of Colleges and Schools Commission on Colleges</td>
<td>AAAHC</td>
<td>AAAHC</td>
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### Health Fee

- Enrolled students will not be charged for the first 3 medical office visits of each academic year. Additionally, there is no charge for the first three lifetime Psychiatry visits. This does not include services such as laboratory tests, prescriptions, X-rays, physical therapy, surgical procedures, and medical supplies.

- All students who pay the medical service fee get:
  - Discounted visit fees for all students
  - Visit copayments are waived for insured students
  - Discounts for provider services by 70% for students without insurance
  - Discounted Laboratory fees
  - Discounted Radiology services fees
  - Limited Psychiatry Services (with referral from a Student Health Services primary care physician)
  - Triage Nurse services
  - Nurse Clinic services

- The $514/semester fee covers:
  - Patient financial responsibility associated with most SHCC office visits (for example, when a medical provider evaluates a sick patient but does not order any tests, procedures or prescriptions)
  - Telephone or online services initiated by the patient

- Patients are financially responsible for items not covered by the health fee; these include, but are not limited to:
  - Health insurance
  - Hospital visits
  - External community providers/facilities

- $118.50/semester - Students enrolled for more than 4 semester hrs pay fee, supports:
  - Unlimited student office visits with a healthcare provider for illness or injury at no cost
  - Subsidizes the costs associated with other services
  - Public health initiatives on campus
  - NurseLine (phone access to a registered nurse for health information and advice)
  - Health education and promotion across campus and visits made to Westlawn and the CRWC for health promotion services such as the

- $126/quarter covers:
  - One visit per quarter for medical concerns (this excludes comprehensive physicals, specialty visits, and procedures)
  - Unlimited visits with Health Counseling Nurses
  - Advice about concerns for HIV & STD exposures
  - Reproductive health counseling for women (Women's Clinic) and men (Primary Care Clinic)
  - Unlimited access to the Wellness Resource Center
  - Blood pressure screening and consultation
  - Smoking cessation assistance
  - Preventive counseling
<table>
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<tr>
<th>Health Services</th>
<th>Services Offered</th>
<th>Consultations</th>
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<tbody>
<tr>
<td></td>
<td>(EXCLUDING cost of immunizations, medications or labs)</td>
<td>following consultations:</td>
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<tr>
<td>Dietician/Nutritional Counseling services</td>
<td>• physicals • procedures • X-rays • lab tests • medical equipment • vaccinations • massage • physical therapy</td>
<td>○ Fitness ○ Nutrition ○ Tobacco cessation ○ Stress management ○ Sexual health</td>
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<tr>
<td>Alcohol, tobacco and other drug assessment, education and referral program (including AlcoholEdu)</td>
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<td>* Information obtained from university health services’ websites April 2014</td>
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<td>and contraceptive advice</td>
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<td>• Crisis Intervention services</td>
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<td>• After-hours Consulting Nurse service for urgent medical problems</td>
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<td>• Brief Alcohol Screening and Intervention for College Students (BASICS), a service for students who want to explore their alcohol use</td>
</tr>
</tbody>
</table>
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Report 3.4:
FIU Health Fee
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### FLORIDA INTERNATIONAL UNIVERSITY

**ANALYSIS OF SYSTEM-WIDE FEES**

**DIVISION OF COLLEGES AND UNIVERSITIES**

**Effective Fall 2014**

8/19/14

#### STATE FEES: (average)

<table>
<thead>
<tr>
<th></th>
<th>Ugrad.</th>
<th>Grad.</th>
<th>Law</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State Matriculation</td>
<td>$103.32</td>
<td>$352.38</td>
<td>$557.02</td>
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<tr>
<td>Student Financial Aid Fee</td>
<td>$5.23</td>
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<td>Capital Improvement Fee</td>
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<td>$6.45</td>
<td>$6.45</td>
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<tr>
<td>Out-of-State (Non-Resid.) Tuition</td>
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<td>Non-Resident Financial Aid Fee</td>
<td>$29.57</td>
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* Main Campus

#### LOCAL FEES

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<tr>
<th></th>
<th>UF</th>
<th>FSU*</th>
<th>FAM</th>
<th>USF*</th>
<th>FAU</th>
<th>UWF</th>
<th>UCF</th>
<th>FIU</th>
<th>UNF</th>
<th>FGCU</th>
<th>NCF</th>
<th>AVG</th>
</tr>
</thead>
</table>

**BLOCK PER TERM FEE:**

- **Health Fee - Block per Term (head count):** $93.69

(1) UCF Health Fee charged to main campus and Rosen College courses only. (2) USF-T per credit includes fees for Marshall Center $1.50/hr. Does not include per credit Health Fee for USF-SP of $4.90 and USF-SM of $4.03.

#### Fall 2014 12 Cr. Hrs.

**HEALTH FEE ONLY**

<table>
<thead>
<tr>
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<tr>
<td>UF</td>
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**Information Items:**

- School of Integrated Science and Humanity Update
- Herbert Wertheim College of Medicine Update
- Nicole Wertheim College of Nursing and Health Sciences Update
- Robert Stempel College of Public Health and Social Work Update
- FIU Student Health Services Update
- Board of Governors Health Committee Meeting
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The School of Integrated Science and Humanity (SISH) was established in 2009 by the College of Arts and Sciences to provide a multi-disciplinary home for the study of health-themed sciences such as biochemistry, biophysics, behavioral science, cognitive and neurosciences. The following provides an update to the May, 2014, report on the health-related initiatives of the School.

**BIOMOLECULAR SCIENCES INSTITUTE (BSI)**
Director: Dr. Yuk Ching Tse-Dinh

The BSI was launched in May 2014 to conduct research in the areas of *biomolecular and biomedical science related to human health*. Since May, additional federal multi-year grants for a total of $750K have been awarded to BSI core faculty. Joint projects with the Torrey Pines Institute for Molecular Studies (supported by the Florida Drug Discovery Acceleration Program) and the Sanford Burnham Medical Research Institute (supported by the Florida Translational Research Program) were initiated.

Three distinguished scientists have accepted invitations to serve on the BSI Advisory Board that will meet in Nov. 2014: Dr. Samuel H. Wilson, Principal Investigator at NIEHS; Dr. James J. Hickman, Founding Director of the NanoScience Technology Center at UCF; Dr. Philip Stahl, member of the Diabetes Research Center and Professor of Cell Biology & Physiology at Washington Univ. Professor Philip C. Hanawalt from Stanford University was the Distinguished Lecturer at the BSI Launch Event in May. A distinguished lecture will be delivered by Dr. Sean Mirkin, Professor and Department Chair, White Family Chair in Biology from Tufts University in Fall, 2014. Dr. Peter Cooper from NIH will conduct the NIH/NCBI Human Genome Workshop on Human Variation and Disease Genes in November 2014.

**COGNITIVE NEUROSCIENCE AND IMAGING CENTER (CNIC)**
Director: Dr. Angela Laird

The proposed Cognitive Neuroscience and Imaging Center (CNIC) is a multidisciplinary group of faculty focusing on mental processes in the healthy and diseased human brain across the lifespan. Since May, CNIC faculty received an additional $600K in new, multi-year commitments from federal agencies.

**Educational Programs.** The CNIC began an interdisciplinary Graduate Certificate program in Cognitive Neuroscience in spring 2013. Ten students are currently enrolled in this program, with one graduating in spring 2014. A new cognitive neuroscience doctoral track within psychology and three new tenure-track cognitive neuroscience faculty were hired to start the program in Fall 2014. This new group will overlap to some extent with the Center for Children and Families below. One graduate Ph.D. student has been accepted to start the program this fall, with several students from other Psychology programs applying to double major in Cognitive Neuroscience.
The Center for Children and Families is a multidisciplinary team of researchers and service providers committed to improving the lives of children suffering from mental health problems and their families. The center is the leading provider of evidence-based services for children with ADHD in Miami, already having served more than 2,500 families. The Summer Treatment Program (STP) served 242 South Florida children in the summer of 2014 and another 1086 Families during the academic 2013-2014 year, 776 of whom were enrolled in clinical research projects. For AY 2013-14, the CCF produced over 100 peer-reviewed articles. Grant expenditures exceeded $9.75M, mostly federal grants with full indirect costs.
THE USMLE STEP 1 SCORES
The USMLE Step 1 is the first part of the United States Medical Licensing Examination required for medical licensure in the U.S. The HWCOM Class of 2015 has a current 100% pass rate of this exam, the average national pass rate is 96%*. The pass score for the Step 1 is 192, the national mean (last released in 2013) is 228; our students’ average score is 236.6. This places our students’ performance at more than 8 points above the national mean, with 70% of our students scoring at or above the national mean. In addition, 27% of our students have scores equivalent to or greater than 1 standard deviation above the mean and one student has achieved a score equivalent to 2 standard deviations above the mean placing him in the top 2.5% of test takers nationally.

*77 of the 78 students in the Class of 2015 have passed the exam. The remaining student has taken the exam, but the score has yet to be released.

WHITE COAT CEREMONY
On August 8, 2014, the HWCOM officially welcomed the Class of 2018. The 120 matriculants were selected from a pool of more than 4,000 applicants. This is the HWCOM’s sixth class, and the first to comprise more female than male students (61 women, 59 men). This class also includes more FIU grads, 21, than any other prior class. Eighty-two percent of the students are Florida residents, but represent 20 different countries outside of the U.S.

3D MOBILE MAMMOGRAPHY CENTER
Studies have found that 3-D mammography detects more breast cancers with fewer “false alarms” than standard or digital mammograms alone. It is expected to outperform standard digital mammography in detecting small invasive breast cancers and lobular cancers, which can be the most lethal. The HWCOM recently purchased a 3-D Mobile Mammography Center that will make this state-of-the-art cancer screening available to South Florida’s most needy and most vulnerable communities as part of our Green Family NeighborhoodHELP™ initiative. Some of the communities we serve through NHELP™ have the highest rates in the nation of breast cancer detected in late stages: 46-59%. The national average is 39%, the average for the rest of Florida is 35%. In addition to free 3-D mammograms, women will have access to examinations, diagnosis and treatment. By increasing access to breast cancer screening to our NHELP™ members we anticipate that we will see a reduction in the incidence of advanced breast cancer, and thus mortality.

FIU EMBRACE (Embracing Comprehensive Health Care for Adults with Autism Spectrum Disorder and other Neurodevelopmental Disorders)
The FIU Herbert Wertheim College of Medicine has created a comprehensive, integrated care model, FIU EMBRACE, to provide medical and behavioral health care to adults with autism spectrum disorder and other neurodevelopmental disorders. Our services and treatment involve interdisciplinary collaboration and integration of lifelong care among various providers. Services are provided one Saturday a month at the FIU Health-Modesto A. Maidique location and include: primary care, gynecology, psychiatry, laboratory and other ancillary tests. A key feature of EMBRACE is that during office visits, all patient care and laboratory services are provided in the same examination room, minimizing the number of changes and transitions to ensure a more positive patient experience and improved health outcomes.

RESEARCH
Despite the ongoing challenges of shrinking federal funding and greater competition for NIH and other grants, the HWCOM expects a nearly $2 million increase in research funding for 2014-15. This is a dramatic funding growth over the past three years, and a result of strategic initiatives, investment, and collaboration within the College of Medicine and with other colleges at FIU (e.g. Engineering).
Nicole Wertheim College of Nursing and Health Sciences
Health Affairs Task Force
September 10, 2014
Page 1

NICHOLE WERTHEIM COLLEGE OF NURSING AND HEALTH SCIENCES
Report to the FIU Board of Trustees Health Affairs Task Force

Nicole Wertheim College of Nursing and Health Sciences is Selected for the Veterans Administration Nursing Academic Partnership Program

The Nicole Wertheim College of Nursing and Health Sciences (NWCNHS) and the Miami Veterans Administration Healthcare System are to become VA nurse academic partners. The Miami-based partners were awarded $8.2 million in support from the Department of Veterans Affairs. Only three VA nurse academic partners were selected from across the nation. The Department of Veterans Affairs Nursing Academic Partnerships (VANAP) program is designed to foster the development of closer relationships between VA facilities and schools of nursing (SON) with baccalaureate degree programs. This program provides the financial and consultative resources to enable substantive change in VA/nursing school relationships and promote innovation in nursing education and practice. It is a requirement that sites develop and implement a post-baccalaureate nurse residency (PBNR) program for accreditation. The VANAP will leverage academic and clinical resources to increase student enrollment, enhance VANAP faculty competencies and professional scholarship, develop the school’s academic curriculum to include Veteran specific health problems, expand its emphasis on interprofessional education, develop Veteran-centric practice and education initiatives and increase the recruitment and retention of VA nurses. The majority of clinical training in this program will occur within the VA healthcare system. Other universities awarded VANAP grants in addition to FIU included the University of San Francisco, and Texas Women’s University.

Nicole Wertheim College of Nursing and Health Sciences Receives Second $1 Million Veterans Grant

The NWCNHS was recently notified that their proposal to offer an accelerated BSN program for military veterans was funded for $1,050,000 over three years. The Veterans BSN (VBSN) program is aimed at improvement of health outcomes, i.e., obesity, selected chronic illnesses, and HIV/AIDS, of the increasingly diverse South Florida population through relieving the shortage of RNs in the South Florida region. The program is designed to reduce health disparities through improvement of healthcare access and improvement of quality of nursing care by providing a program that prepares diverse bachelor’s prepared veteran RNs. These veteran RNs will provide culturally/linguistically competent care in culturally diverse healthcare facilities and communities. The VBSN program was planned by the FIU nursing faculty with input from current students, recent alumni, Reserve Officers’ Training Corps (ROTC), and community and faculty military veterans including some who have served as both medics and nurses. The curriculum emphasizes global nursing, emerging health systems, genomics, ethics, evidence-based nursing practice, and use of technology in clinical practice. Increasing student experiences in interprofessional collaboration, team and clinical experiences in community settings with underserved populations are also emphasized. The curriculum presents a reasonable balance between didactic, clinical, and simulation teaching strategies.
Nicole Wertheim College of Nursing and Health Sciences
Health Affairs Task Force
September 10, 2014
Page 2

Nicole Wertheim College of Nursing and Health Sciences Establishes Dual Enrollment Program for Nurses to Obtain MSN and DNP Concurrently

Nursing graduate students will be able to receive MSN and DNP degrees concurrently during this academic year. This new program option will allow graduate nursing students to become nurse practitioners while also studying to receive their doctorate of nursing practice degrees. Students will be able to complete both degrees in three years, and will be able to specialize to become adult gerontology, child, family or psychiatric/mental health nurse practitioners. The first group of students to pursue this option will include 15 students who will enroll fall 2014. Nurse anesthesia students will begin this option in January 2015. The College plans to move all nursing graduate students to this plan in academic year 2015-16. Students who not desire to complete the DNP can receive a MSN when all master’s degree requirements are completed. This new graduate option is consistent with the profession’s recommendation to have all nurse practitioners prepared at the doctoral level by 2020.

Dr. JoAnne Youngblut Receives Herbert and Nicole Wertheim Endowed Chair in Prevention and Family Health

Dr. JoAnne Youngblut is the first professor in NWCNHS to be named to an endowed professorship – the Herbert and Nicole Wertheim Endowed Chair in Prevention and Family Health. Dr. Youngblut is an internationally distinguished researcher whose leadership in nursing spans 25 years. Her research on how child critical illness and death affect the health of family members and family functioning has been funded with more than $8 million by the National Institutes of Health (NIH). She was a co-investigator on other research grants for over $6 million and headed training grants to improve family and child health for $1 million. In 2013, findings from her NIH-funded study, “Death in the PICU/NICU: Parent & Family Functioning,” were published in the prestigious journal, Pediatrics. She has more than 80 peer-reviewed articles in prestigious research journals.

Dr. Youngblut has served on three major NIH research grant review panels and was a grant reviewer for the Canadian Institutes of Health Research and several major foundations. She assisted university faculties in South Korea, China, Thailand, Italy, Egypt, and Zimbabwe with their research. Her awards include the Distinguished Research Award from Southern Nursing Research Society, Werley New Investigator Award from the Midwest Nursing Research Society, Excellence in Research Awards from the Florida and Ohio Nurses Associations and FIU, and a University Distinguished Alumna award from Indiana University of Pennsylvania.
The Robert Stempel College of Public Health and Social Work has several active cross-disciplinary research groups focusing on public health and social welfare. The following narrative expands on the report provided to the Board of Trustees’ Health Affairs Task Force at the May, 2014 meeting.

**Integrated Biostatistics Center**
O. Dale Williams, Director
The Integrated Biostatistics Center (IBC) was developed in 2012 with the arrival of O. Dale Williams as the chair of the Department of Biostatistics. IBC provides support to investigators preparing proposals, study designs, data collection and management plans, statistical analyses, and manuscripts. To date, the IBC has worked with 94 FIU faculty and 67 programs in 20 departments from 10 FIU colleges and schools. The IBC has also participates in research with Baptist Health South Florida, Camillus House, Miami Children’s Hospital, Monroe County Health Department, and other community-based organizations in South Florida.

**Center for Research on U.S. Latino HIV/AIDS and Drug Abuse**
Mario De La Rosa, Director
The primary mission of the Center for Research on U.S. Latino HIV/AIDS and Drug Abuse (CRUSADA) is to advance collective knowledge and understanding of the social and behavioral factors influencing the spread of HIV and substance abuse in Latino populations. CRUSADA doctoral and postdoctoral research training and mentoring programs include faculty and students from the RSCPHSW, the College of Education, and the HWCoM. The Center also has ongoing collaborations with faculty from the University of Miami Miller Schools of Medicine and Nursing & Health Studies, and the Morehouse School of Medicine.

**Community-Based Intervention Research Group**
Eric Wagner, Director
The Community-Based Intervention Research Group (C-BIRG), is a comprehensive, multidisciplinary research group devoted to the design, implementation, and evaluation of community-based interventions for problems facing multicultural urban populations. C-BIRG collaborates with SISH, HWCoM, and Department of Psychology faculty. C-BIRG’s community partners include the Miami Children’s Hospital, Miami-Dade Public Defender’s Office, Miami-Dade Public Schools, Miami Music Project, Broward County Public Schools, and the Choctaw Nation and the United Keetoowah Band of the Cherokee Indians.

**FIU-Health Economics and Strategic Solutions**
Benjamin Amick, Lead
The mission of FIU-Health Economics & Strategic Solutions (FIU-HESS) is to assist government, business, and community-based organizations to reach critical health policy and economic strategy goals. Faculty associated with FIU-HESS conduct health services research, provide data resources for government and business, develop program and strategic designs, and provide applied training for post-
doctoral and graduate students. Faculty in FIU-HESS are from the Academic Health Center’s five
collages and the College of Business. FIU-HESS is also involving leaders in the South Florida business
community.

**Cardiovascular Research Group**
Wasim Maziak, Lead
One of the most exciting collaborative developments in RSCPHSW is the Cardiovascular Research
Group (CVRG). The CVRG has participating faculty from the Department of Epidemiology and Baptist
Health South Florida. This collaboration has resulted in more than 40 peer reviewed publications in top-tier journals. The work of those in the CVRG is laying the ground work for the Miami Health Study that
will provide new insights into risk factors for cardiovascular disease in South Florida’s diverse
population.

**Virtual Group for Community Health**
Pedro Greer and O. Dale Williams, Leads
The Virtual Group for Community Health (VGCH) is a cooperative effort between faculty in the
RSCPHSW, the HWCoM, and the College of Law. The VGCH promotes community health through
innovative research, training, and service. It provides a setting for communication and collaboration
across the AHC colleges and programs, and brings interdisciplinary expertise and resources together to
address the health and healthcare needs in South Florida. The goal of the VGCH in the coming year is to
build its data collection and management capacity.
OSA, FIU, and FIU Health leaders are meeting regularly to develop a transition plan for SHS clinical services from OSA to FIU Health as mandated by the Health Affairs Task Force.

To date, leadership has worked together to understand the current funding model and the regulatory requirements around the Student Health Fee including Florida Statutes, BOG, SAACS, and other accreditation standards.

Currently facilities, personnel, business functions, and clinical services are being inventoried. Victim Advocacy, Behavioral Health, Wellness, and Student Learning will remain under OSA.

Dr. Hernandez Suarez met with Trustee Alexis Calatayud who will help communicate with the student body as this plan rolls out.

The transition plan will be presented to the Health Affairs Task Force in January with a target of implementation by July 1, 2015 to coincide with the new fiscal year.
AGENDA
Health Initiatives Committee Workshop
Dining Room, 2nd Floor, CAMLS
University of South Florida
Tampa, Florida
July 21, 2014
12:00 p.m. – 4:00 p.m. (or upon adjournment)

Conference Dial-In Number, 888-670-3525
Participant Passcode, 4122150353 then #

Chair: Ed Morton; Vice Chair: Elizabeth Webster
Members: Beard, Carter, Chopra, Levine, Doyle

Purpose of the Meeting
• Review key points from the Health Initiatives Committee Advisory Group meeting
• Update the Committee on information gathered for the Work Plan
• Discuss health-related workforce gaps
• Present SUS examples of curriculum innovation in medicine, nursing, and physician assistant programs prompted by changes in health care delivery

1. Call to Order and Opening Remarks
   Governor Ed Morton

2. Summary of Committee’s Advisory Group
   April 28, 2014 Meeting
   Governor Ed Morton

3. Environmental Scan Research Questions and Progress to Date
   Health-related workforce gaps
   Amy Beaven
   Director, STEM/Health Initiatives
Nursing workforce gaps  
Mary Lou Brunnell, MSN, RN,  
Executive Director,  
Florida Center for Nursing

Issues in health care delivery  
Alma Littles, M.D.,  
Special Advisor, STEM/Health Initiatives

Break

4. University Curriculum and Training Presentations

Florida State University  
John P. Fogarty, M.D.,  
Dean, College of Medicine  
Chair, Florida Council of Medical School Deans

Florida International University  
John Rock, M.D.,  
Senior Vice President for Medical Affairs  
and Dean, College of Medicine

University of South Florida,  
Medicine Program  
And Physician Assistant Program  
Charles J. Lockwood, MD, MHCM,  
Senior Vice President  
and Dean, College of Medicine

Questions

Break

Florida Agricultural & Mechanical University  
Ruena Norman, PhD, RN,  
Dean, School of Nursing

University of Florida  
Anna M. McDaniel, PhD, RN, FAAN,  
Dean, College of Nursing

Questions

5. Discussion  
All Participants

6. Closing Remarks and Adjournment  
Governor Morton
Florida Board of Governors

Upcoming Meeting Information

Health Initiatives Committee Workshop

July 21, 2014
Executive Boardroom, 2nd Floor, CAMLS, 124 S. Franklin St., USF, Tampa, FL 33602

Health Initiatives Committee Workshop

Monday, July 21, 2014, 12:00 p.m. - 4:00 p.m.

1. **Call to Order and Opening Remarks:** - Governor Ed Morton

2. **Approval of Committee Meeting Minutes:** - Governor Morton

3. **Summary of Committee's Advisory Group:** - Governor Morton

4. **Environmental Scan Research Questions and Progress to Date:**
   - Health-related Workforce Gaps - Amy Beaven, Director, STEM/Health Initiatives
   - Nursing Workforce Gaps - Mary Lou Brunnell, MSN, RN, Executive Director, Florida Center for Nursing
   - Issues in Health Care Delivery - Alma Littles, M.D., Special Advisory, STEM/Health Initiatives

5. **University Curriculum and Training Presentations:**
   - Florida State University - John P. Fogarty, M.D., Dean, College of Medicine; Chair, Florida Council of Medical School Deans
   - University of Central Florida - Deborah German, M.D., Vice President for Medical Affairs and Dean, College of Medicine
   - Florida International University - John Rock, M.D., Senior Vice President for Medical Affairs and Dean, College of Medicine
   - Questions
   - Florida Agricultural & Mechanical University - Ruena Norman, Ph.D., RN, Dean, School of Nursing
   - University of Florida - Anna M. McDaniel, Ph.D., RN, FAAN, Dean, College of Nursing
   - University of South Florida, Physicians Assistant Program - Charles J. Lockwood, M.D., MHCM, Senior Vice President and Dean, College of Medicine
   - Questions

6. **Discussion:** - All Participants

7. **Closing Remarks and Adjournment:**

8. **Committee Packet:**
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Beyond Traditional Medical Education
Preparing Students for the Realities of the Future

John A. Rock, M.D.
FOUNDING DEAN AND SENIOR VICE PRESIDENT FOR HEALTH AFFAIRS
BACKGROUND

Created in 2007 to:

Address community healthcare challenges by educating physicians to be socially responsible and expertly trained

Prepare physicians for the new millennium where a national and regional physician shortage is projected
## Curriculum

**Five thematic integrated strands in four years of study:**

<table>
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<th>Strand</th>
<th>Description</th>
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<tr>
<td>Human Biology</td>
<td>(Core sciences)</td>
</tr>
<tr>
<td>Disease, Illness and Injury</td>
<td>(Pathology)</td>
</tr>
<tr>
<td>Clinical Medicine</td>
<td>(Doctor-patient communication, physical exam)</td>
</tr>
<tr>
<td>Professional Development</td>
<td></td>
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<tr>
<td>Medicine and Society</td>
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### Medicine and Society Strand

<table>
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<tr>
<th>Period I:</th>
<th>Ethical Foundation</th>
<th>Socio-Economic and Cultural Aspects</th>
<th>Interdisciplinary Professional Approaches</th>
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<td>Period III:</td>
<td>Community Engaged Physician II</td>
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<tr>
<td>Period IV:</td>
<td>Community Engaged Physician III</td>
<td>Community Medicine Practicum</td>
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An obligation to address health concerns, which consists of seven competencies:

- Medical Knowledge
- Patient Care
- Interpersonal Communication Skills
- Professional Development
- System-Based Practice
- Practice-Based Learning and Improvement
- Social Responsibility
Designed a new structure and education model

**Green Family Foundation NeighborhoodHELP™:**
A community-based medical education program woven throughout the curriculum that trains 21st century health professionals and addresses health needs

**Panther Learning Communities:**
An educational and social structure that promotes a sense of community and unity within the medical school environment
Educational Objectives:

- Social Determinants of Health
- Cultural Diversity
- Interdisciplinary Team Skills
- Comprehensive Approach to Health Issues
- Framework to Manage Ethical Issues

Interdisciplinary teams connect to a household in the community for hands on learning about

Develop socially responsible, community engaged physicians and healthcare professionals
WHAT IS NEIGHBORHOODHELP?

An interdisciplinary health education learning model that:

✓ Educates future physicians while engaging them with the community

✓ Provides services to medically underserved communities

✓ Exposes students to social determinants of health

✓ Brings together teams of medical, nursing, social work and law students

✓ Develops collaborative solutions with the community and university partners

✓ Is long-term and sustainable, not episodic

✓ Is a signature program in the Medicine and Society strand of the curriculum
PANTHER LEARNING COMMUNITIES

Neighborhoods:
- Unincorporated NW Miami-Dade County
- Miami Gardens
- Opa-Locka
- NE Miami-Dade

Communities:
- Anderson
  - 120 Students
  - 30 from each class
  - Coordinator Assistant
  - 4 Faculty
  - Students from: Social Work, Nursing, Law

- Hippocrates
  - 120 Students
  - 30 from each class
  - Coordinator Assistant
  - 4 Faculty
  - Students from: Social Work, Nursing, Law

- Pasteur
  - 120 Students
  - 30 from each class
  - Coordinator Assistant
  - 4 Faculty
  - Students from: Social Work, Nursing, Law

- Semmelweis
  - 120 Students
  - 30 from each class
  - Coordinator Assistant
  - 4 Faculty
  - Students from: Social Work, Nursing, Law

Neighborhoods: Unincorporated NW Miami-Dade County
September 2010 – June 2014, 677 FIU medical, social, nursing, and law students conducted 3,255 visits to 512 households with 1202 household members.

Data showed a decrease in the use of emergency room visits as a regular place of care for household members, from 61% to 26%.

In a study completed by Trip-Umbach over the last two years, it was estimated that for every dollar invested in NeighborhoodHELP, the state receives eight dollars in return.
An innovative curriculum that prepares medical students to lead the delivery of healthcare in the new millennium and simultaneously improves health outcomes in communities and families.
INTEGRATING MEDICAL EDUCATION AND HEALTHCARE DELIVERY

Leverage what we have learned to:

- Educate future health professionals
- Implement interdisciplinary household-centered care
- Integrate with community-based services
- Improve health outcomes
- Lower healthcare costs
- Increase patient satisfaction

Develop a new health care delivery model that carves the path to the 21st century
Beyond Traditional Medical Education
Preparing Students for the Realities of the Future

John A. Rock, M.D.
FOUNDING DEAN AND SENIOR VICE PRESIDENT FOR HEALTH AFFAIRS