

Dean's Faculty Advisory Committee
University of Tennessee, College of Medicine

September 11, 2018

Call to Order

The meeting was called to order by the president, Dr. Lawrence Pfeffer, at 12:03 PM on September 11, 2018, in the Coleman building, Room A101.

Attendance

The following members were present:

Julio F. Cordero-Morales, PhD, Martin A. Croce, MD, Terry Cooper, PhD, Denis DiAngelo, PhD, Ian Gray, MD, Rod Hori, PhD, Rebecca Anne Krukowski, PhD, Haavi Morreim, JD, PhD, Lawrence Pfeffer, PhD, Larry Reiter, PhD, Reese Scroggs, PhD, Burt Sharp, MD, Laura Sprabery, MD, Jerome Thompson, MD, MBA

The following guest(s) was (were) present:

Steve Schwab, MD, Susan Senogles, PhD

Approval of minutes

The minutes of the previous meeting were approved as written. Minutes had previously been distributed by electronic means.

Business

Business

Chancellor Schwab updated the DFAC on status of Dr. Scott Strome, incoming Dean of the CoM. He will assume the deanship on October 1. Dr. Paul Hauptman, a renowned heart surgeon, will become dean of the Knoxville campus also on the same day. Dr. Strome will launch search committees for selecting the new chairs of the Dept of Medicine and for Dept of Preventive Medicine as soon as possible, beginning with announcing search firms. Six new department chairs have already been chosen this year. As a cancer immunologist Dr. Strome will bring his research lab to the cancer research building. He will also take over supervision of all the practice groups, as chair or co-chair.

The CoM is financially healthy and has strong financial reserves. Dr. Schwab indicated that 2018 will likely be our best clinical and research year. Once the deanship candidates reviewed the CoM's financial information, they became more enthusiastic about the position of the CoM. Dr. Strome's biggest challenges will likely be managing the clinical process wisely, as UTHSC gains market share, so that it can continue to generate revenue to partially support the research mission.

A question arose concerning changes in the financial underpinnings of healthcare, increasingly away from FFS (fee for service) model, and how UT's clinical arrangements will change in response. Dr. Schwab noted that the US and the state of TN have made less progress toward population health (essentially,

capitated financing), than one might have expected. "Jumping" too soon, or too late, can lead to bankruptcy. That is, moving away from FFS before the market actually moves, can lead to bankruptcy. So UTHSC is building the enterprises that grow revenue based on the FFS model. For instance, cardiovascular and cardiothoracic services are still major sources of revenue, and UT is investing in it as Methodist is hiring new heads for cardiology and cardiac surgery.

The merger between West Clinic and Methodist is unlikely to occur at this point, but cancer care and research are still an important focus for the university as UTHSC will continue to support initiatives on cancer in collaboration with Methodist. Faculty recruitment going forward, particularly for oncology, will emphasize clinician-scientists. Recruiting had been hesitant so long as a merger with West was anticipated but, now that that likely will not occur, UTHSC CoM will very actively recruit cancer clinicians/researchers.

The new CoM building is our #1 building priority. It will cost around \$90M, with anticipated funding by the legislature three years hence, after two other projects: next year will see the plant science building at UTK. The following year will be a building at UTC, which will involve some partnership with UTHSC. The Quad and the Dental building are moving ahead, so in any event it would likely be challenging to begin any new building projects until they are completed.

Regional One Health is an an important CoM partner, but it faces a key challenge. ROH is able to fulfill its mission, but it needs a new facility – likely costing well over \$400m that will be hard to come by, whether this project is supported locally or from the state. Alternatively, it may be wiser to think of a premier women's and infants' hospital, rather than a new medical-surgical hospital.

UTHSC's CoM is paired with financially viable partners, each of whom is also carving their own way forward, hence the CoM is in a strong position. A major challenge will be to manage relationships with our various partners for mutual benefit. UTHSC physicians are 100% of ROH and LeBonheur, and 70% of Methodist. The VA is now doing considerably better in terms of management and quality of care. Still, the various institutions' goals and cultures do not always align well with each other, which is a challenge for the CoM .

Next Meeting

The next meeting of the committee will be held on October 1, 2018, at 12:00 Noon in the Coleman building, Room A101.

Adjournment

There being no further business, the meeting was adjourned at 12:59 PM.

Respectfully submitted,

E. Haavi Morreim, JD, PhD
Secretary