



**Conversation with:  
Thomas Jeitschko,  
Interim Provost and Executive  
Vice President for Academic  
Affairs &**

**Norman J. Beauchamp Jr.,  
Executive Vice President  
for Health Sciences**

March 22, 2023

Ramadan Mubarak

# Connected Community, Collective Impact

## MSU Health Sciences



Office of Health Sciences  
MICHIGAN STATE UNIVERSITY



College of  
Osteopathic Medicine  
MICHIGAN STATE UNIVERSITY



College of Human Medicine  
MICHIGAN STATE UNIVERSITY



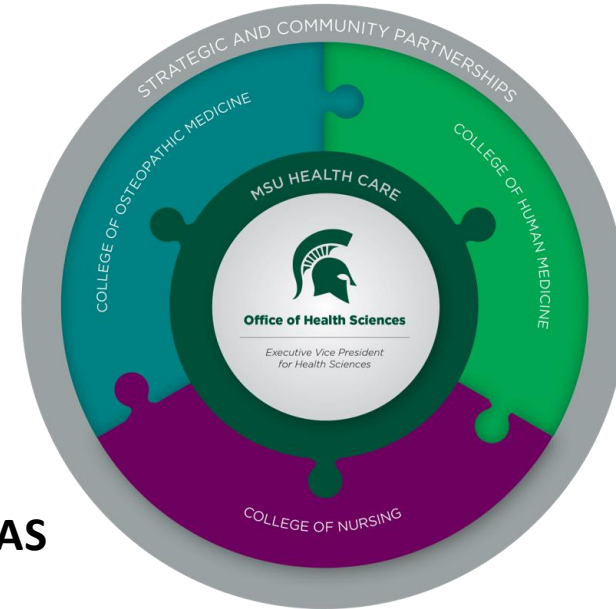
College of Nursing  
MICHIGAN STATE UNIVERSITY



MSU Health Care



**HENRY FORD  
HEALTH +  
MICHIGAN STATE  
UNIVERSITY**  
Health Sciences



### OTHER OVERSIGHT AREAS

- Student Athlete Health
- Statewide Partnerships
- Industry Partnerships
- Community and Government Partnerships

\*Office of Health Sciences est. 2019





Office of Health Sciences  
MICHIGAN STATE UNIVERSITY



## VISION

A health sciences ecosystem that is innovative and collaborative, where all people feel heard, engaged, empowered and recognized for their contributions.



## MISSION

Office of Health Sciences catalyzes the efforts of the health sciences in bringing health, hope and healing for all through patient care, education, research and partnership.



## VALUES

Inclusion  
Innovation  
Discovery

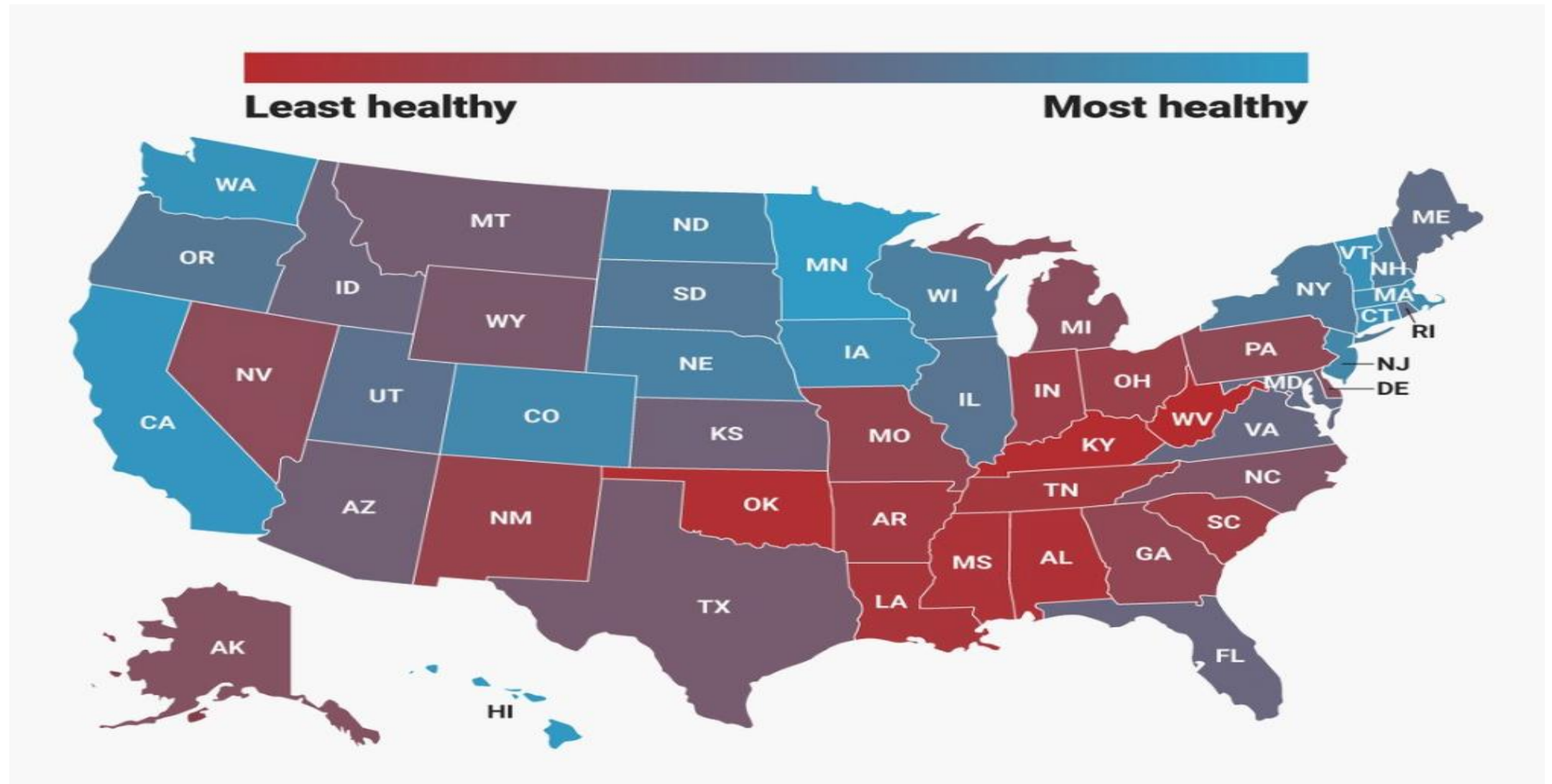
Connection  
Curiosity  
Excellence

Collaboration  
Community  
Equity

Trust  
Empathy







# Health in Michigan



- Disparities in patient access to care
- Variation in health care quality
- Inefficiency and waste
- Fragmented delivery systems
- Social Determinants of Health - unhealthy environments where people are born, live, learn, work, play, worship, and age

- No needless deaths
- No unnecessary pain and suffering
- No helplessness in those serving or being served
- No unwanted waiting
- No one left out
- No waste

Don Berwick

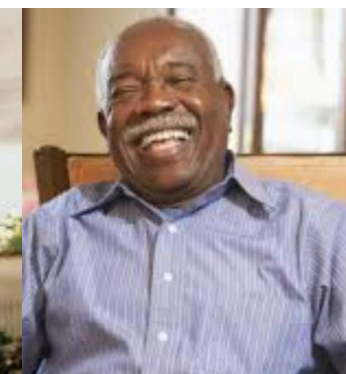
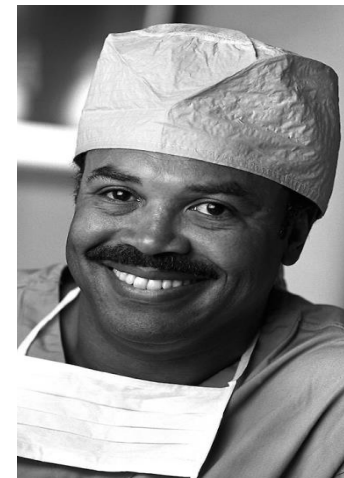


**"Of all the forms of inequality, injustice in health is the most shocking and inhuman."**





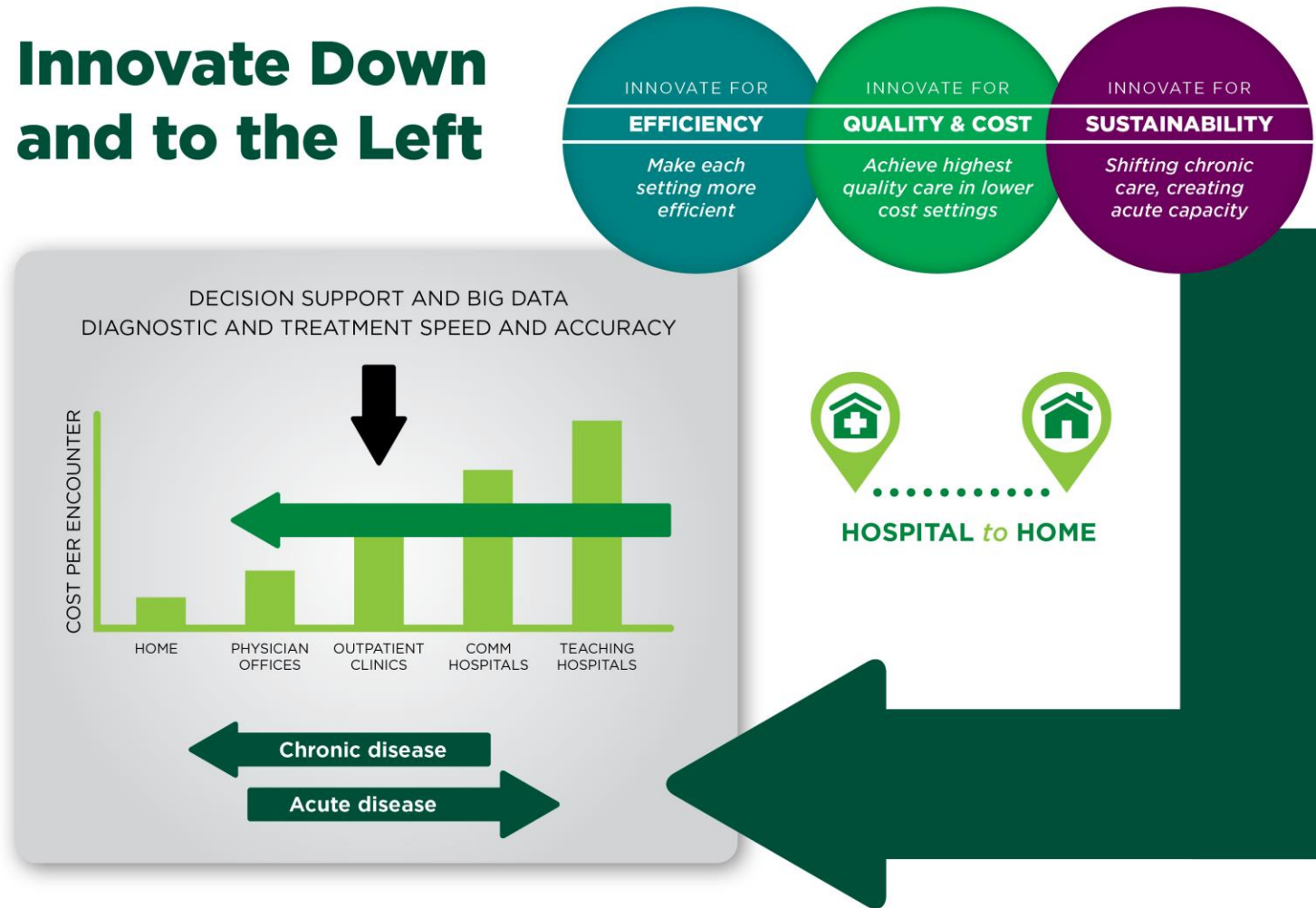
License  
Patent  
Partner  
Manufacture  
Distribute



- Safe Campus
- Affordable, Accessible Education for ALL
- Sustainable Financial Model
  - Clinical Practice
  - Diversification of Income
  - Governmental Support
  - Philanthropic Support
- Campus convergence: Sustainable Health, Staff and Faculty Success, DEI
- Learning from and partnering with Communities
- Addressing AAU Vulnerability –Dramatically Increase NIH Funded Research
- Consolidation in Healthcare – Preserving mission

# Universities Exist to Take on Societies Greatest Challenges

## Innovate Down and to the Left



## Health, Hope, and Healing



"I have had dreams and I have had nightmares,  
but I have conquered my nightmares because of  
my dreams."

~Dr. Jonas Salk

# Gun violence victimization and mere exposure to gun violence leads to:

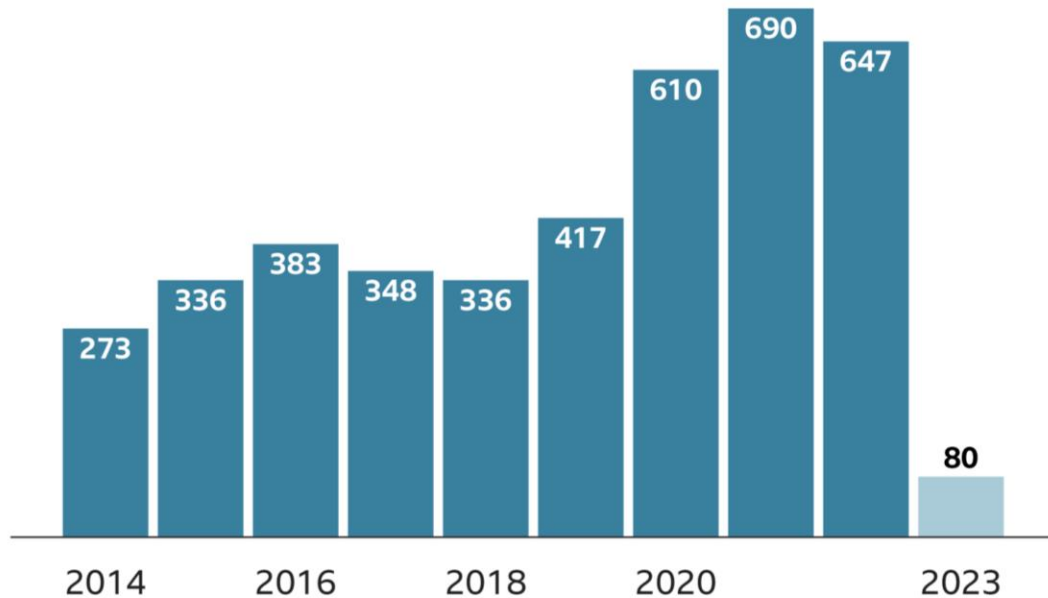
- The physical danger
- Poor academic performance
- Disruptions at school or work
- Relationship problems
- Lasting emotional distress

Source: <http://www.nycrimecommission.org/pdfs/CCC-Aiming-At-Students-College-Shootings-Oct2016.pdf>

# Increase in Mass Shootings

## Mass shootings in the US are on the rise

Incidents in which four or more people were killed or injured



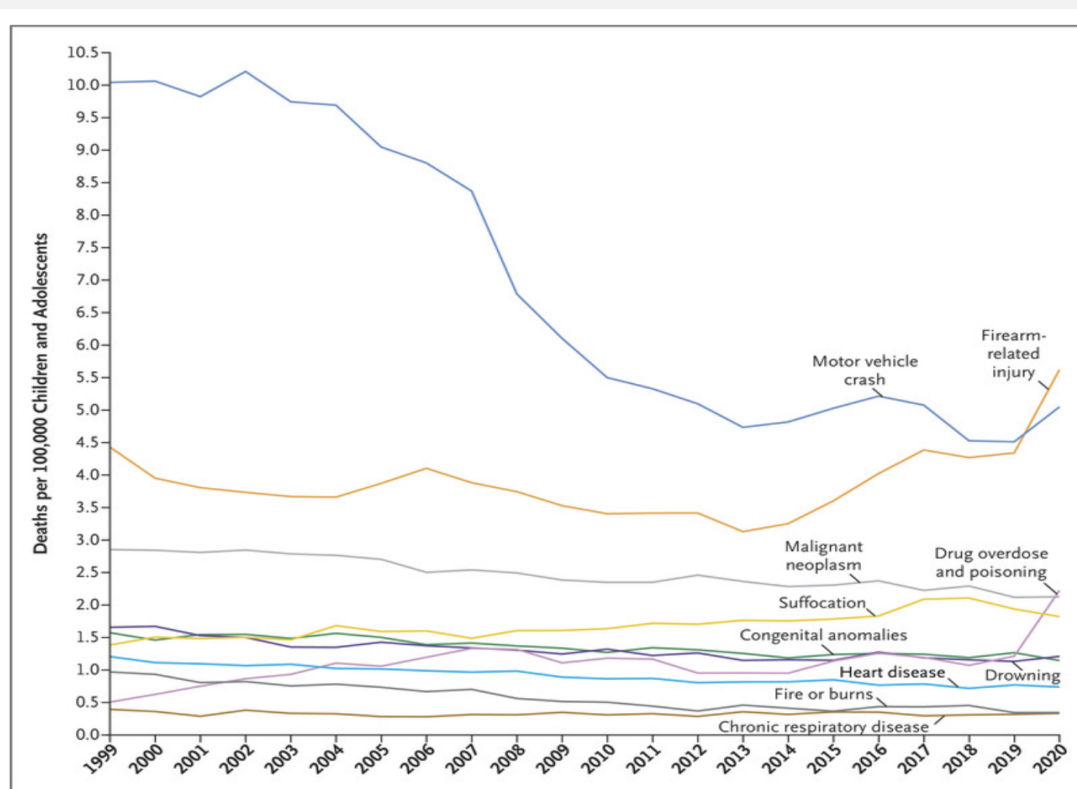
Source: Gun Violence Archive, 20 Feb 2023

B B C

While the US does not have a single definition for "mass shootings", the Gun Violence Archive defines a mass shooting as an incident in which four or more people are injured or killed. Their figure includes shootings that happen both in homes and in public places.



# Leading Cause of Death among Children & Adolescents



Leading Causes of Death among Children and Adolescents in the United States, 1999 through 2020.





“The future depends on what you do today....”

Mahatma Gandhi



MSU's Alyse Ley, D.O., appointed by governor to new School Safety and Mental Health Commission



12-member School Safety and Mental Health Commission is tasked with providing recommendations to reduce youth suicide and strengthen the mental health of school-aged children, adolescents and their families with a comprehensive statewide approach. The commission will collaborate with the Michigan Suicide Prevention Commission, as well as educators, mental health professionals and other organizations to identify and support students who are at-risk across the state.

Aug. 11, 2022

## 'Michigan Model' national pilot program to help curb acts of mass violence

**\$15 million state grant will support Center for Targeted Violence Prevention**

During a critical time in U.S. history, and in a year that has seen more than 350 mass shootings, Michigan State University's Department of Psychiatry is launching a pilot program – with a \$15 million grant from the state of Michigan – to help curb acts of violence and spare families from unthinkable trauma before it's too late.

The Center for Targeted Violence Prevention is a collaborative program between the MSU Department of Psychiatry — a shared department in the Colleges of Osteopathic Medicine and Human Medicine at MSU — and the National Policing Institute, or NPI. Beginning this fall in five Michigan regions, the five-year pilot program will establish a research-to-practice hub to provide guidance, training and consultation in the regions, and will also assign intensive support teams to provide case management and mentoring services to high-risk/high-need adolescents and their caregivers. The regions are yet to be determined.

<https://npfcmvrs.org>



**MSU professor to  
help lead new  
\$15M suicide  
prevention  
research center**



Jennifer Johnson, a C.S. Mott endowed professor of public health at Michigan State University College of Human Medicine, will serve as one of three primary investigators at the center. Two other primary investigators, from Detroit's Henry Ford Health and Brown University in Rhode Island, are also leading the program, which involves more than 100 stakeholders, 30 investigators and more than a dozen institutions, including several in Michigan.

# Priorities for Coming Year

- Develop working groups to assess collaboration opportunities and implementation plans

Proposals Being Advanced for Funding Consideration		
Objective	Proposal Number & Title	Potential Collaboration
1	93 - The Spartan Be Well Initiative	
2	60 - Establish the MSU Transgender Medicine Center (TGMC)	
2	21 - Advance Sustainable Health in Michigan with a Center for Health Equity	
2	27 - MSU Lactation Educational Pathway to Diversify the Lactation Workforce and Reduce Breastfeeding Racial Disparities	
2	33 - MSU Center for the Promotion of Food as Medicine	
2	43 - <i>Maawanjivewin—Promoting Family Health and Well-Being to Meet Needs Defined by Indigenous Communities*</i>	
3	13 - Center of Excellence for Imaging and Image-Guided Therapies (CI2)	
3	35 - Center for Symbiotic Research	
3	88 - Michigan State University One Health Alliance (MSU OHA)	
3	92 - Reimagining Well-Being and Optimal Aging in Long-Term Care for Older Adults in Michigan	
4	52 - Expanding the CHM Research to Reduce Disparities in Disease (R2D2) Program to include COM, CON, and Honors College students	
4	78 - Innovative educational pathways through community-engaged learning strategies to motivate high school students...	
4	91 - Clinical Simulation: An Innovative Path to Sustainable Health	
4	95 - Creation of an Advanced Practice Provider (APP) Neuroscience Fellowship	
5	5 - Michigan Implementation Science Center (MISC)	
5	9 - Increasing the Odds of Success: Aligning Accreditation Mandates to Accomplish Educational and Institutional Goals	
5	15 - Addiction Consortium On Research and Education (ACORN)	
5	54 - Addressing Health Disparities of Underserved Older Adults: Virtual and Mobile Geriatric Assessment and Training...	
Proposals with Identified Collaborations/Commonalities with Other Submitters Being Advanced for Funding Consideration (Nested Proposals)		
Objective	Proposal Number & Title	Potential Collaboration
1	67 - Public Health (One Health)	
1	103 - Foundational Sustainable Health and Well-being Strategy**	
2	6 - Expansion of a successful pediatric fruit and vegetable prescription program statewide	
2	20 - Michigan Center for Sustainable Maternal and Infant Health Equity	
2	42 - Center for Cancer Research focused on Disparities and Health Equity	
2	106 - Reducing Michigan Health Disparities by Connecting Research to Policy	
4	1 - Innovative educational pathways to careers in health	
4	41 - Developing a unified model for STEM programming in Detroit K-12 Schools to focus on increasing number of minority students...	

\* Proposal was also Chaired to Advance Through the Office of the Provost. Office of the Provost will take lead on this proposal.

\*\* Proposal submitted via Academic Strategic Plan Virtual Proposal Summit process.

# Proposals for Review and Connecting Recovery/Healing, Prevention and Support

Objective Number	Proposal Number	Proposal Title	Key Words or Relevant areas
2b	90	Violence Prevention in Secondary and Higher Education	gun violence, mental health, safety and campus safety
1	104	A Scalable Approach for Assessing and Improving Mental Health of MSU Community	mental health
5	26	Expanding Coordinated Specialty Care (CSC) for First Episode Psychosis (FEP) Across Michigan	mental health
5	69	The MSU Institutes of Pediatric Mental Health	mental health, suicide prevention
5	79	Surviving and Thriving: improving neuropsychological outcomes for people surviving diseases and exposures that effect the brain	mental health, PTSD and trauma
2a	46	Establish the Institute for Health Policy Center for Veterans' Health	mental health, PTSD and trauma-informed culture



# Synergy Symposium Example

*(using Sustainable Health Pillar  
for Illustrative Purposes)*

Brief Overview

Agenda:

Time	Topic
0 – 60 min	Welcome, Introduction, Explanation of the process, and Proposal Summaries
0 – 10 mins	Welcome, Introduction, Explanation of the process
10 – 45 min	Summaries of Advancing Proposals (PI has ~2 min summary per proposal)
45 – 60 min	Summaries of Nesting Proposals (PI has ~2 min summary per proposal)
60 – 90 min	Breakout Sessions
60 – 90 min	Six Breakout Rooms (5 Pillar Objectives & Mental Health) – PIs with proposals not advancing at this time can present their work and identify collaborative opportunities.

Next Steps:

- Following the Symposium, OHS will gather all the info collected from the whiteboard submissions (or submitted Qualtrics surveys) and send them out.
- It will be up to the lead PIs to connect and work together to develop a more robust, impactful proposal.
- We anticipate that we would like the revised proposal submitted 4 to 6 weeks after the symposium. An exact date is TBD.
- The Sustainable Health Steering Committee will evaluate the new proposals to determine which will be advanced in this next round.

## Symposium Objective

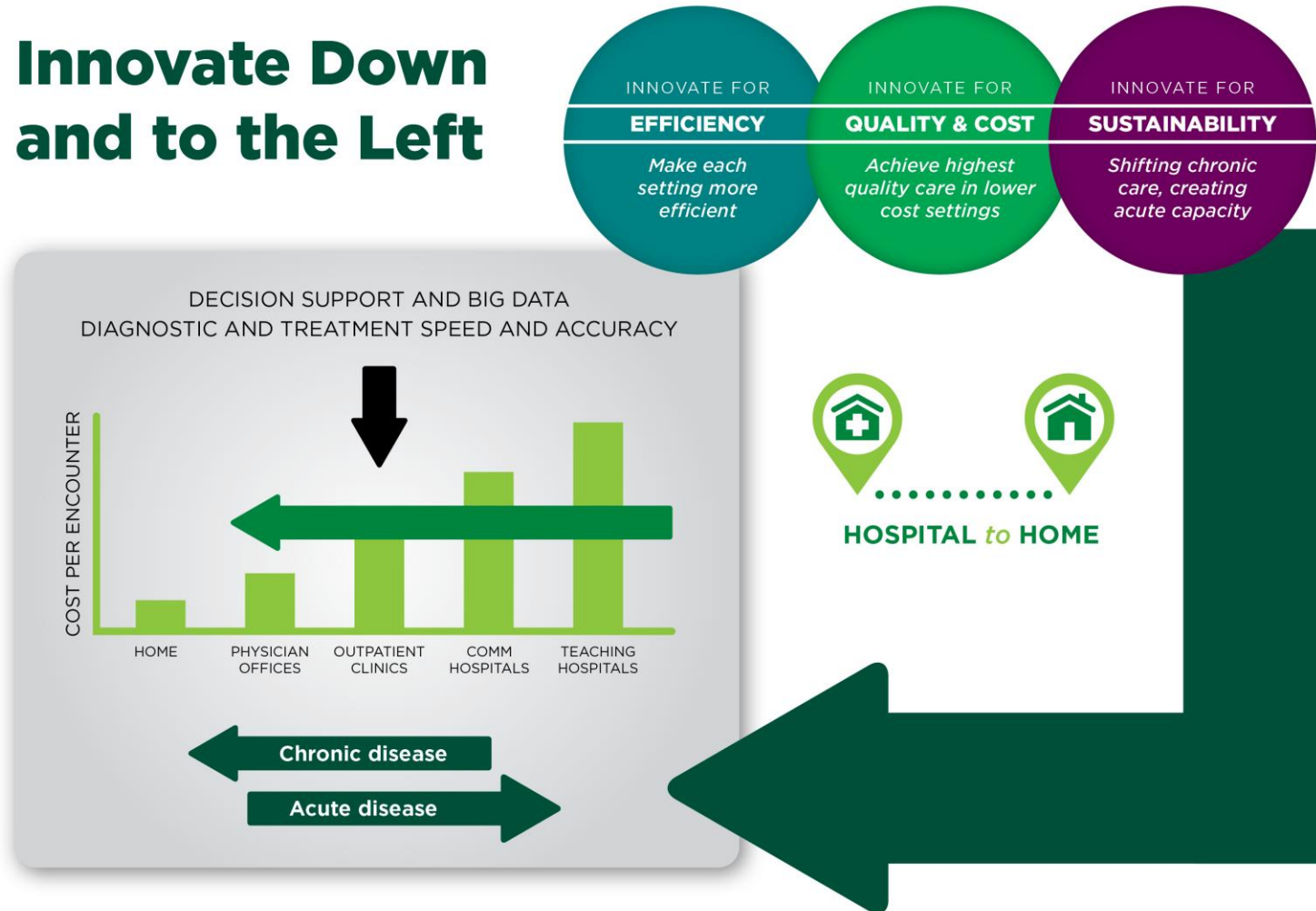
Collaborative Virtual Opportunity (90 mins) to hear about the Sustainable Health Proposals / Proposals from all pillars (themes) that are advancing and determine if your proposals could be combined/nested to enhance the impact.

**Note:** *timeline of the symposium could be adjusted depending on whether pillars (themes) will host a joint symposium or if each pillar (theme) stages individual collaborative events.*



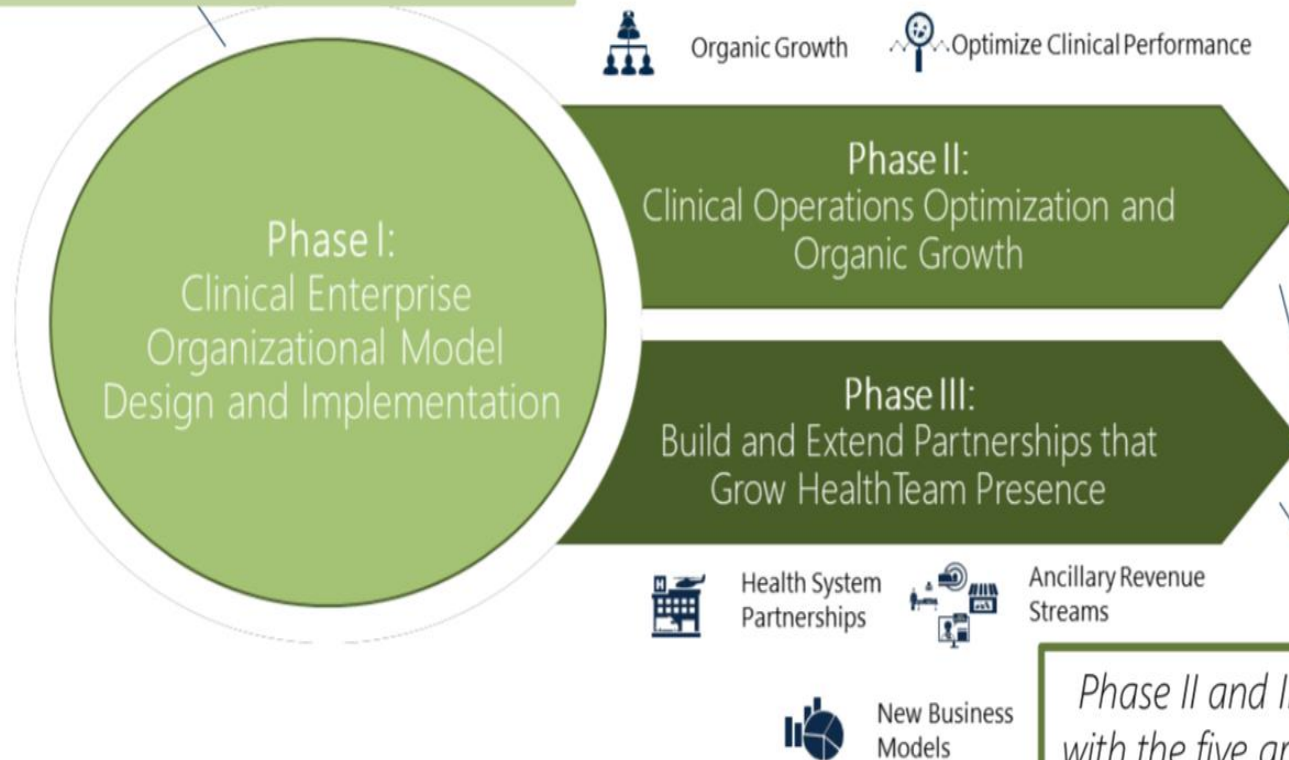
# Universities Exist to Take on Societies Greatest Challenges

## Innovate Down and to the Left



## Health, Hope, and Healing

*Phase I is a focused effort designed to establish the organizational structures and base requirements that will enable HealthTeam to actively pursue future growth*

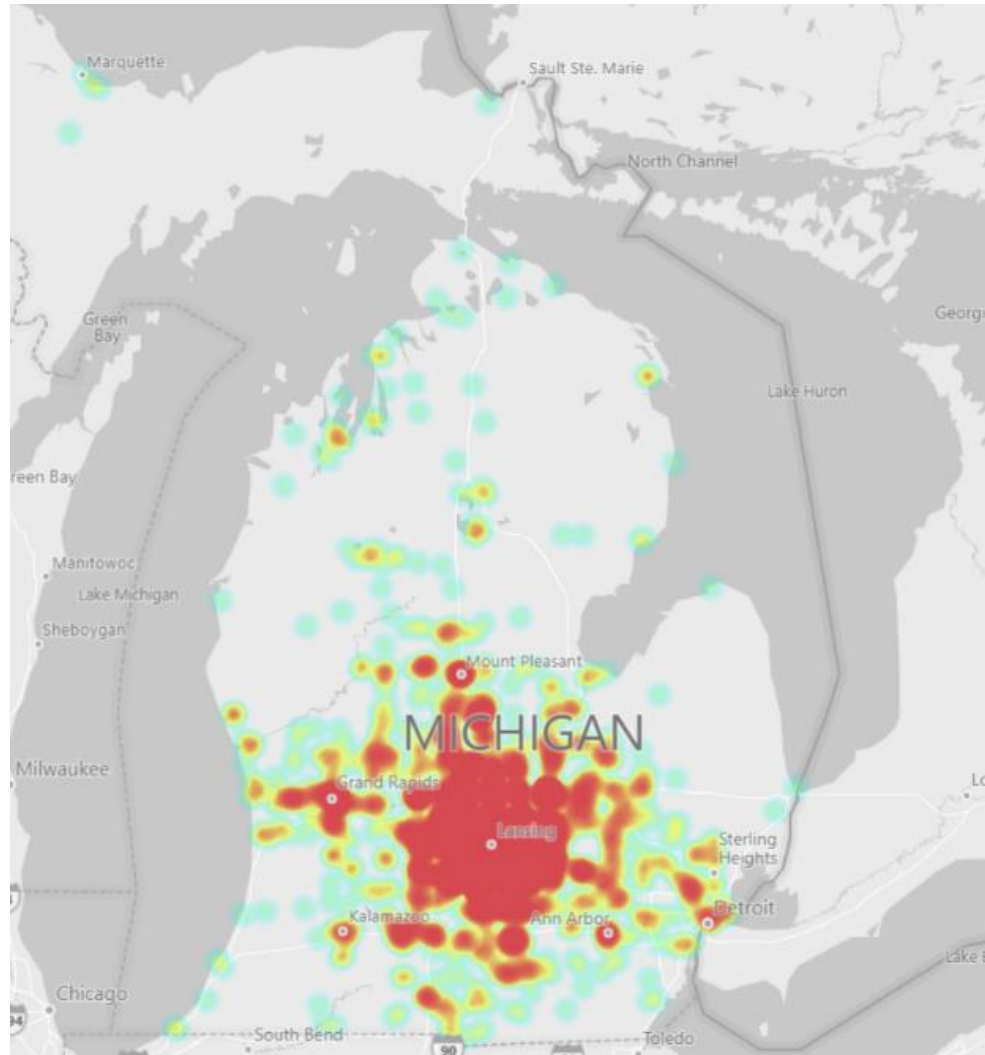


*Phase II and III's strategies are aligned with the five growth dimensions in order to effectively drive growth through internal organizational improvements and external market opportunities*

## Statewide Reach

### MSU Health Care

84,000 patients seen within the last three years at one of our MSU Health Care facilities.



# \$600 MILLION HEALTH CARE CAMPUS

- 240-bed, 500,000-square-foot acute care hospital
- Cutting-edge medical services building (MSB)
- State-of-the-art cancer center





State-of-the-art  
Breast Care Center

Partnership with  
Michigan State University and  
integrated oncology care

Easy access to dedicated  
urgent care center for  
cancer patients

Flexible infusion areas  
offering patients the choice  
of community or privacy



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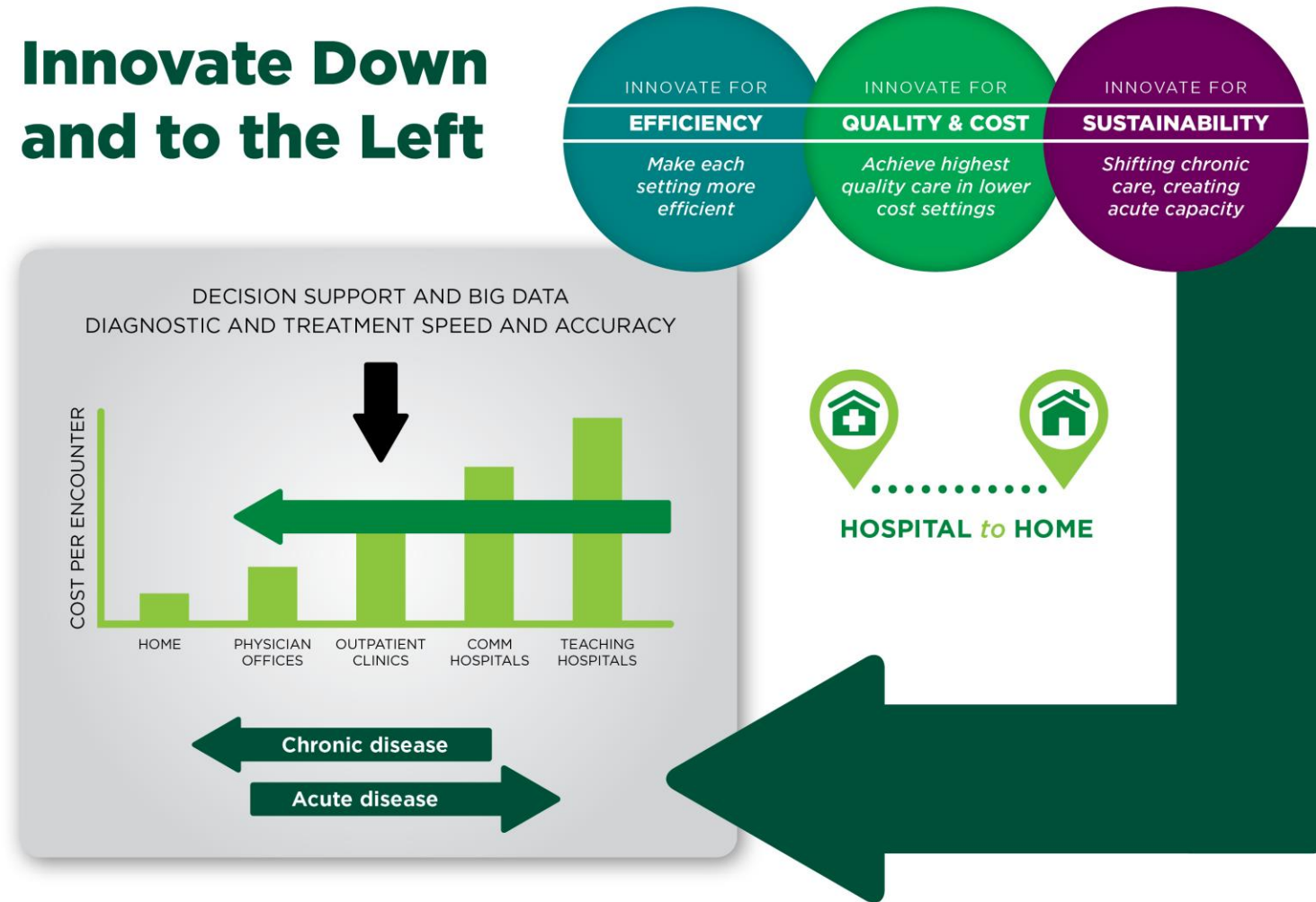
Oncology and Patient Care  
MSB2 and McLaren Building,  
further building our oncologic  
imaging and theranostics.



## OUTPATIENT IMAGING CENTER

# Universities Exist to Take on Societies Greatest Challenges

## Innovate Down and to the Left



## Health, Hope, and Healing



# MSU Grand Rapids Facilities

## **Secchia Center**

Opened September 2010

\$90M, 180,000sf

\$50M Spectrum Health/\$40M Philanthropy  
Headquarters of the College of Human Medicine



## **MSU Grand Rapids Research Center**

Opened September 2017

\$82M, 163,000sf

\$30M Philanthropy  
Basic & Translational Science Research



Health Sciences  
MICHIGAN STATE UNIVERSITY



# Grand Rapids Innovation Park



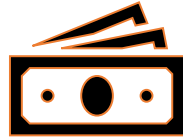
- **P3 Development 330,000sf**
- **Tenants include industry and health care partners**
  - BAMF Health
  - Perrigo North American HQ
  - Spectrum Health
  - Trinity Health Innovations
  - Michigan State University
    - MSU College of Human Medicine research faculty (Big Data/AI)
    - MSU Department of Biomedical Engineering (Digital Health)
    - Spartan Innovations/Business Connect
    - Red Cedar Ventures/Michigan Rise
  - twistHealth
  - twisthink
  - SZ Incubator space for Start-up Health Care Companies
  - Venture Capital Funds
  - Direct Primary Care Clinic
  - Higi



# Social Determinants



MSU's four Medical Mile research and health science buildings are expected to yield annual direct economic activity of \$203 million



\$339 million annual economic impact



2,107 jobs  
Local Annual Earnings  
Increase of \$142M



\$3.39 billion over 10 years

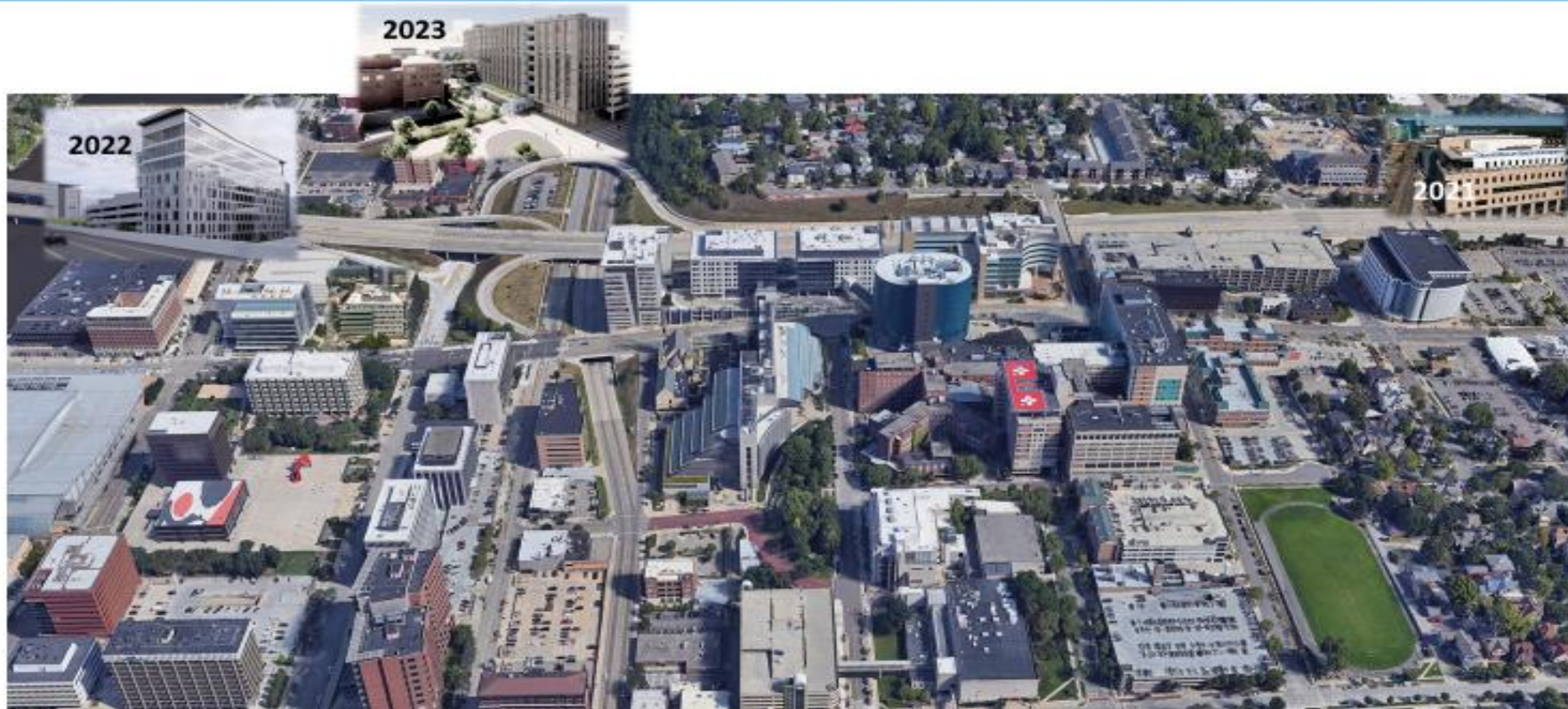


\*Glupker, Christian and Isely, Paul: **GVSU Economic Impact Study, 2021**: Secchia Center, Grand Rapids Research Center, Doug Meijer Medical Innovation Building, Liner Building - Perrigo Company plc North American Corporate Headquarters



# Medical Mile in Grand Rapids

Medical Mile 2019/2023  
Over \$3 Billion & Growing in Philanthropy and Capital Investments



Health Sciences  
MICHIGAN STATE UNIVERSITY



# *American Universities Group Votes to Expel Nebraska*



Give this article



By **Tamar Lewin**

May 2, 2011

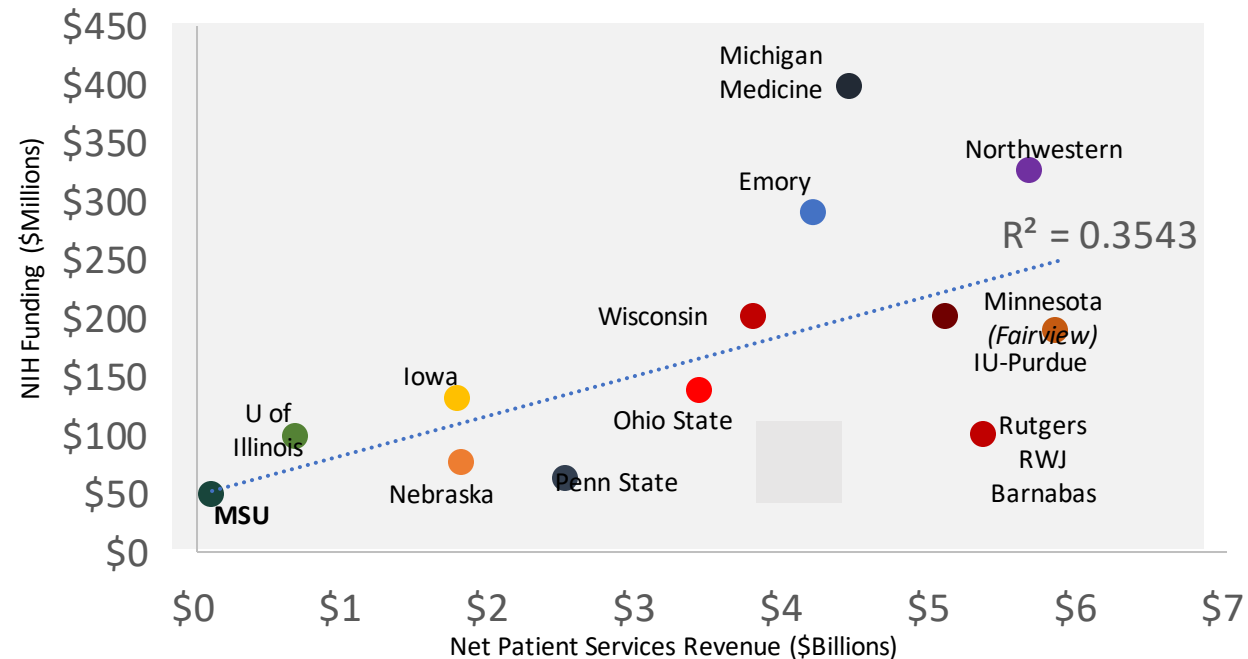
For the first time in its 111-year history, an organization made up of the nation's leading research universities has voted to oust one of its members, the University of Nebraska at Lincoln.

The ouster by the prestigious and prominent group, the [Association of American Universities](#), was particularly painful to Nebraska since the university was one of its earliest members, admitted in 1909. But for several years, Nebraska has lagged behind most others on the criteria for membership — primarily

The university, the state's flagship, had several factors working against it. Its medical school is under a separate administrative structure, so the research dollars it brings in are not counted by the association.

# Clinical & Research Relationship at AMCs

**NPSR v. NIH Funding Amongst Select AMCs**



- MSU has the smallest clinical enterprise and lowest capture of NIH funding relative to its peer AMCs
- Taking our healthcare portfolio to the level of prestige we see at the broader university level will require significant growth, both organically and through strategic partnerships
- Our existing combined scale and planned growth in research within the HFHS-MSU partnership will position us to compete more effectively with AMCs regionally and nationally

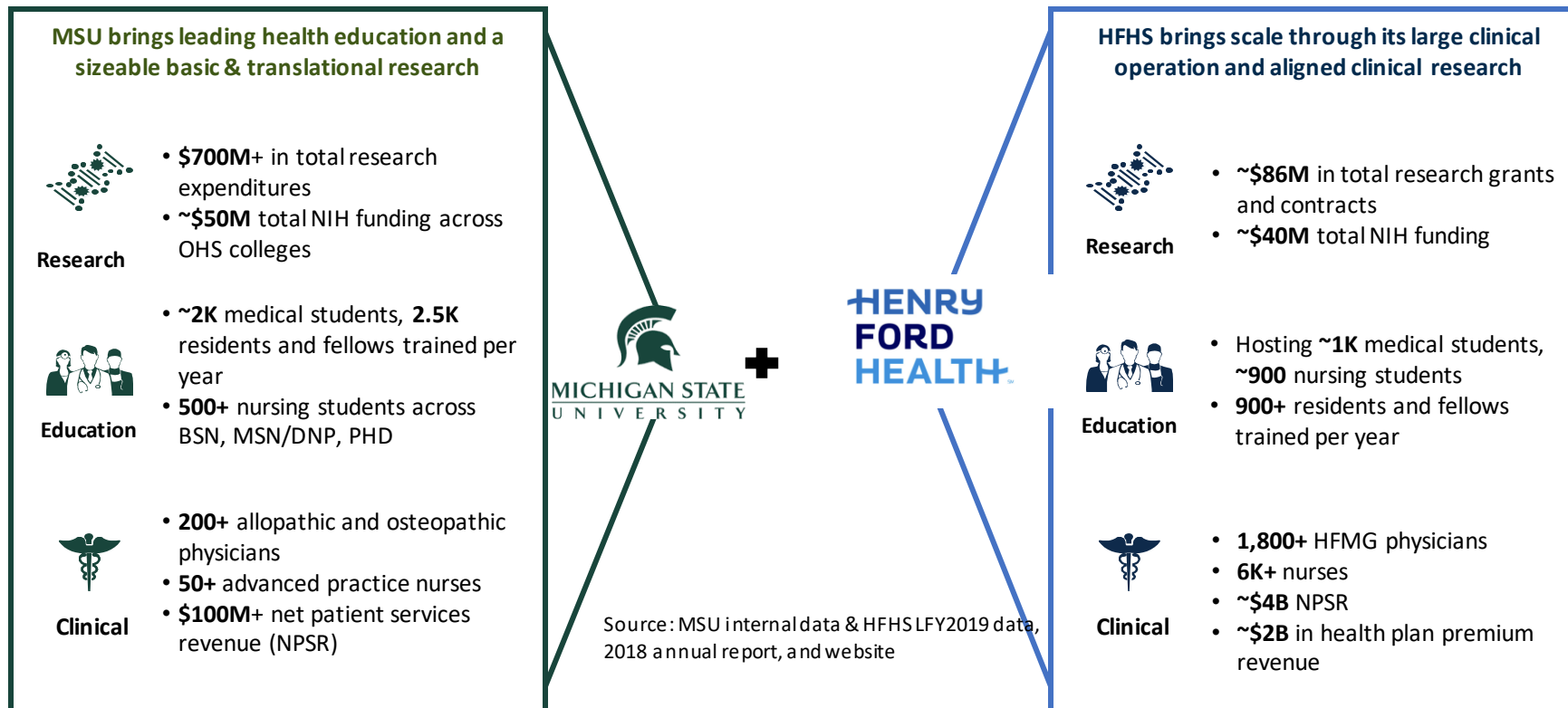
Source: 2019 Blue Ridge for NIH Funding by Medical School, FY18 & FY19 annual reports and financial statements used for health system NPSR



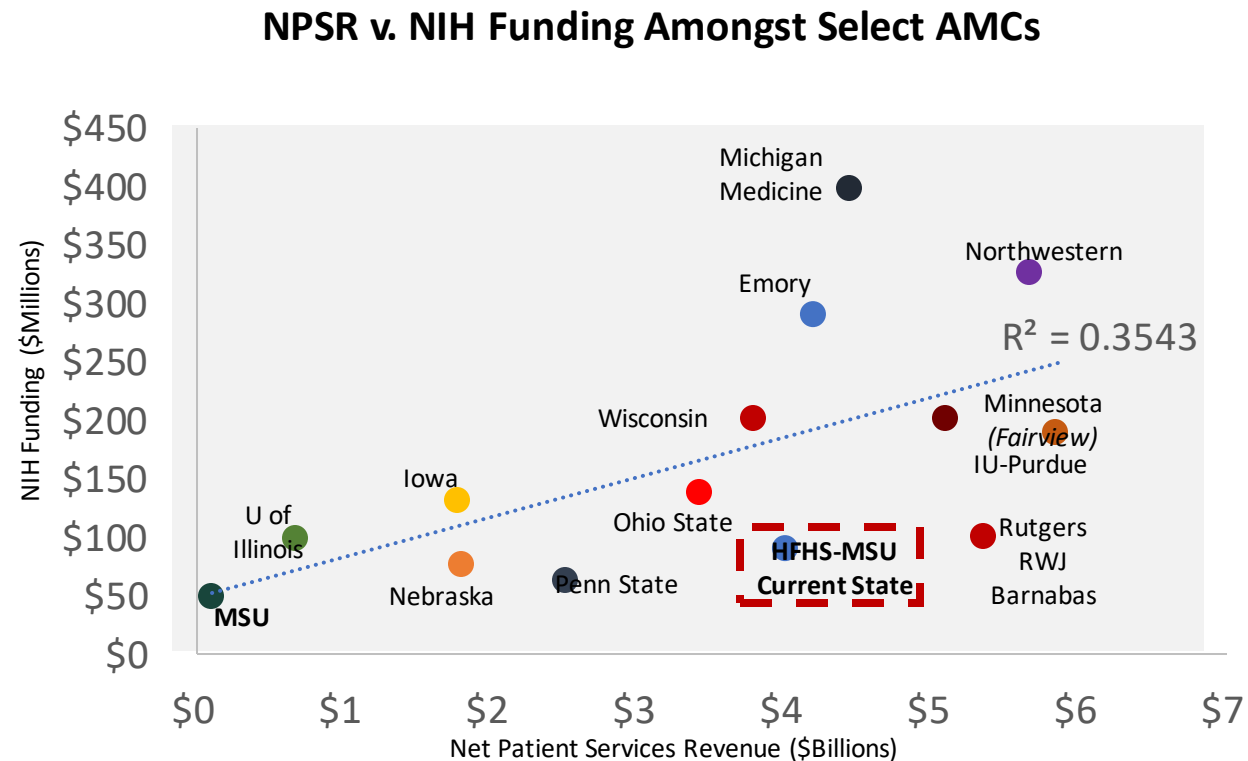
# Henry Ford Health + Michigan State University



The partnership between MSU and HFHS is highly complementary and presents a unique opportunity for our organizations and the communities we serve.



# Clinical & Research Relationship at AMCs

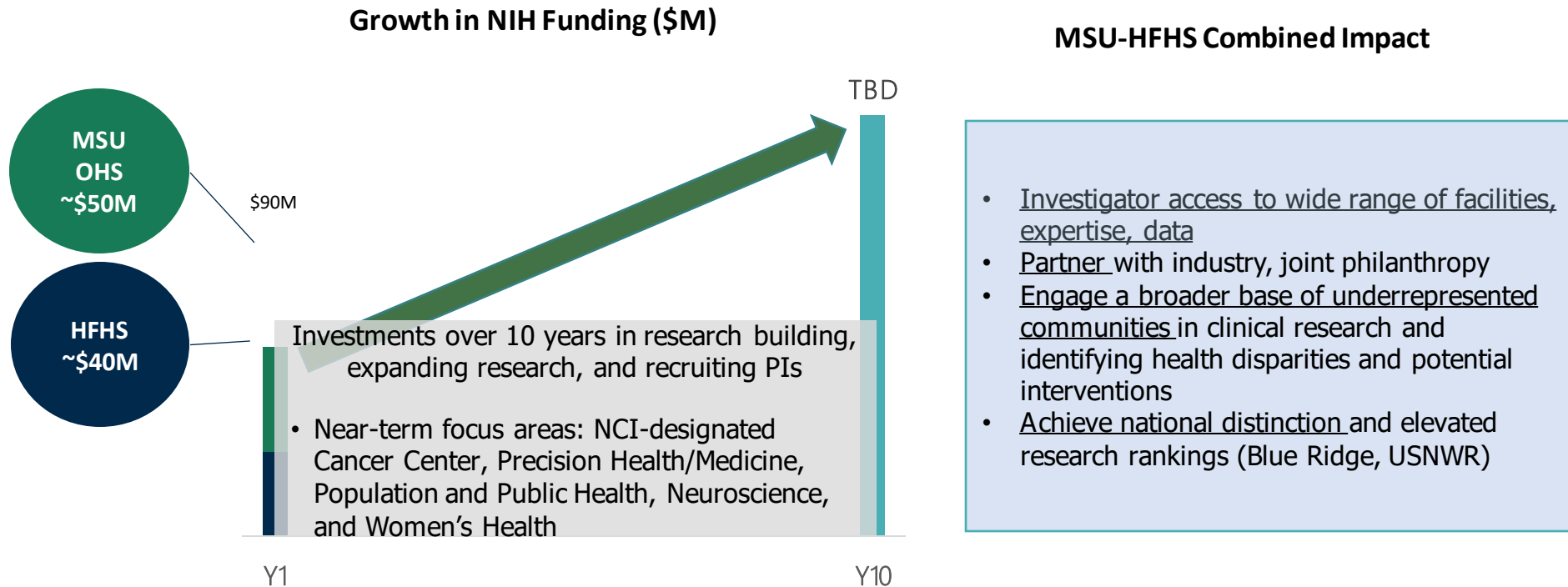


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Source: 2019 Blue Ridge for NIH Funding by Medical School, FY18 & FY19 annual reports and financial statements used for health system NPSR

# Research Partnership Value Proposition

Partnership Goal: Accelerate discovery and innovation through combining strengths in translational and clinical research and using a multidisciplinary approach.

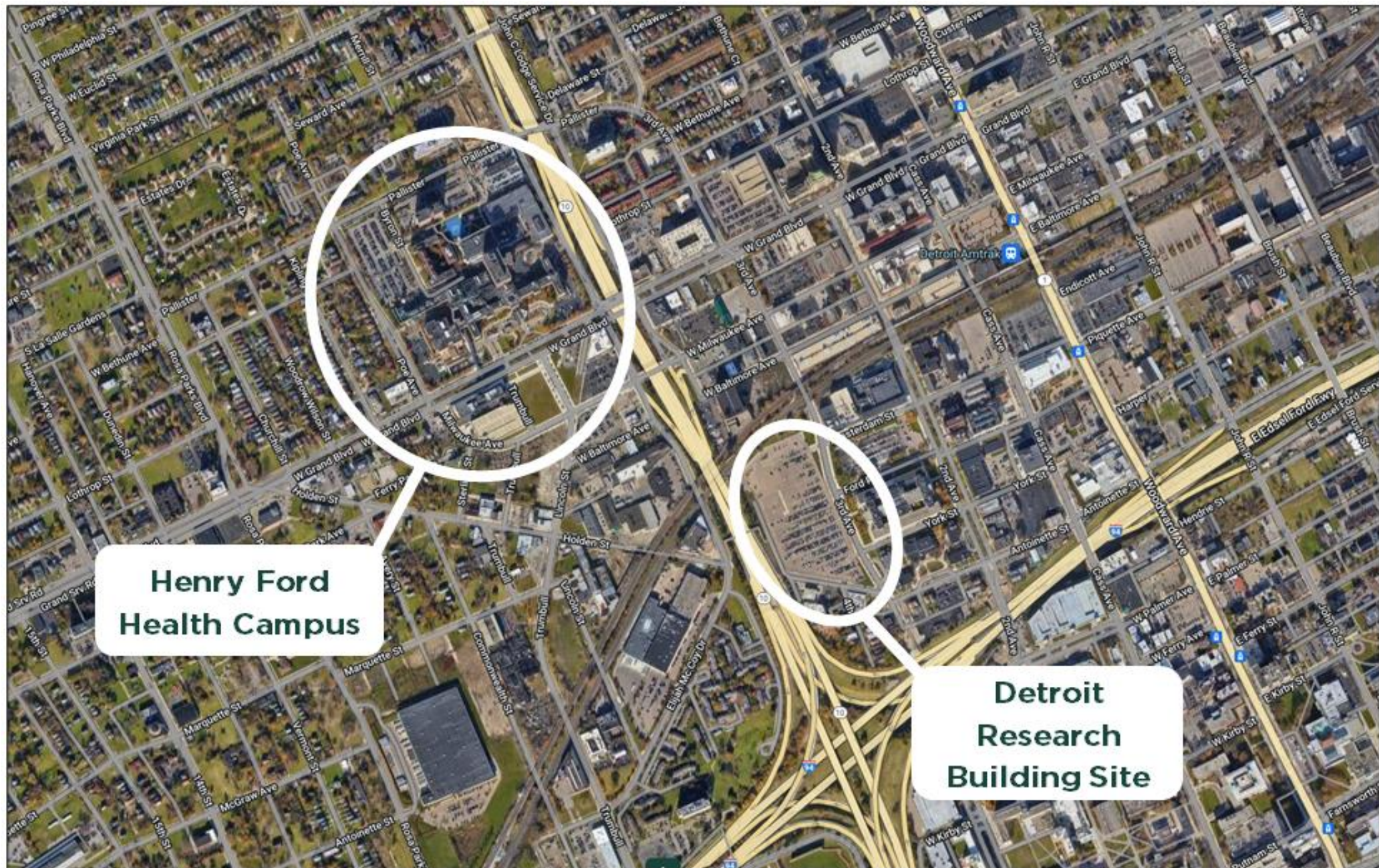




# Additional Research Committee Accomplishments

- 109 research faculty from HFH appointed at MSU, plus
  - 85 clinicians
  - 10 education-type faculty
  - 204 HFH faculty and clinician in total appointed at MSU
- Research Committee Space Working Group has held architect design sessions to review wet lab space needs and cores.





**Henry Ford  
Health Campus**

**Detroit  
Research  
Building Site**



**West Side of Campus**

**Aligning program and design  
with project budget**

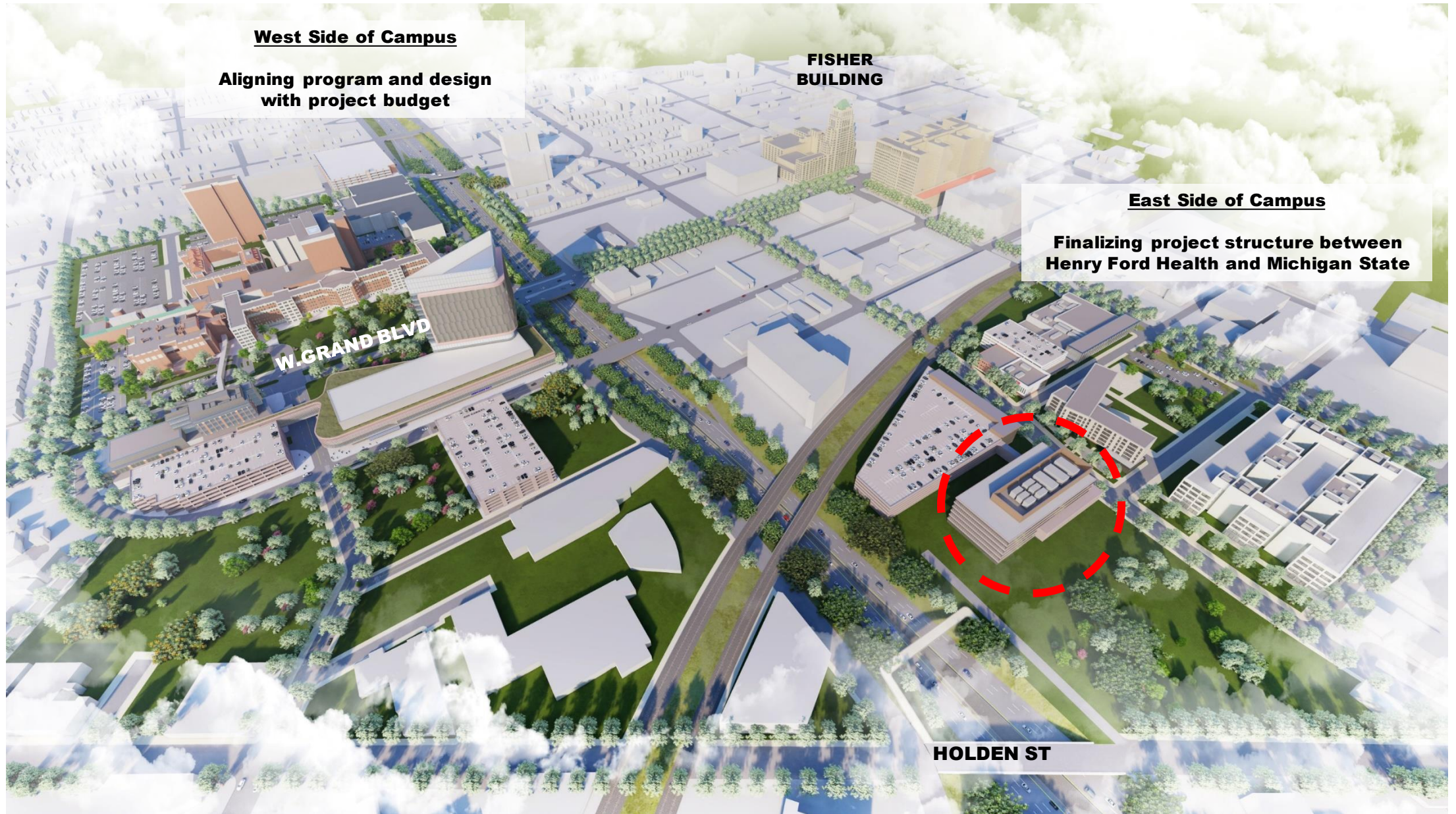
**FISHER  
BUILDING**

**East Side of Campus**

**Finalizing project structure between  
Henry Ford Health and Michigan State**

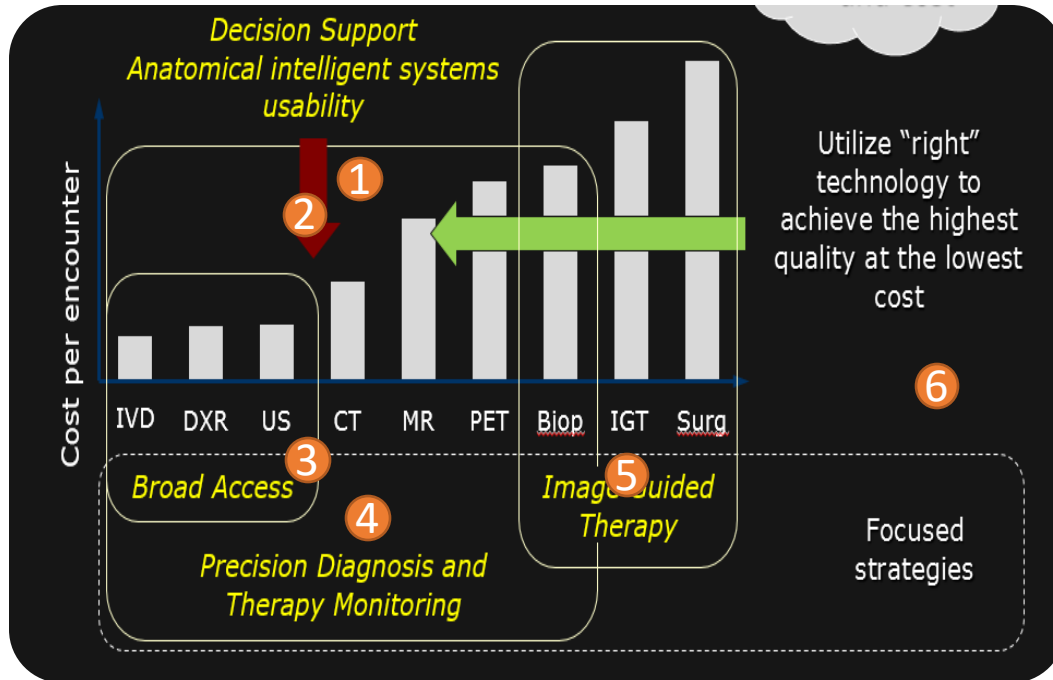
**W.GRAND BLVD**

**HOLDEN ST**





# Imaging Modalities and Costs: Opportunities to Increase Value



Research Area	Description	Improves:
1) Clinical Decision Support	Ensuring appropriate testing at the point of care	Cost / Quality
2) Anatomical Intelligent Systems	Improving accuracy & speed	Quality
3) Broad Access	Efficient workflows to improve throughput & access	Service
4) Precision Diagnosis & Therapy Monitoring	Predicting therapy effectiveness through scans; with lab, pathology	Quality
5) Image Guided Therapy	Cost-effective implementation of image-guided intervention	Cost / Quality
6) "Hospital to home"	Shifting technology toward people with less formal training (e.g., mobile u/s)	Cost / Service

## QUANTIFYING AND TRACKING VALUE



- **Research registration/launch:** Require documentation of hypothesized areas of the triple aim that will be addressed, and how so
- **Research findings:** Require specific findings to document impact on triple aim and quantify value created
- As a department, centrally catalog all of the above, plus:
  - (a) actual savings observed by implementation of research
  - (b) modeled projected savings if incorporated hospital-wide or UWM-wide

# Objective 1

Meet the physical and mental health needs of our students, faculty and staff

Spartans can  
save lives



The **Culture of Caring** uses trauma-informed principles to shape organizational change. It emphasizes physical, psychological and emotional safety of those within the university, as well as of those it serves. Aimed at dealing with all issues by creating a sense of safety, transparency and peer support.

The Quadruple Aim



“No helplessness in those serving or being served.”

## Objective 2

Partner with communities and organizations to reduce health disparities (racial, ethnic, gender, rural-urban) in Michigan by 2030

“Alone I can do so little, together we can do so much.”

Helen Keller

## Objective 3

Engage the entire MSU campus in a comprehensive approach to improving health, leveraging expertise and elevating care, education and research activities

### > Flint Public Health

#### Flint Registry (water crisis)

- Continued CDC funding, \$17M 4-year grant

#### Pediatric Public Health Initiative

- Multi-clinic fruit and vegetable prescription program; practice to policy: 2018 US Farm Bill national adoption

#### Master of Public Health Degree

- Accreditation anticipated 2022

#### Economic Impact

- \$76M in external funding
- \$135M economic impact over five years



MSU-Hurley Children's Hospital's Pediatric Public Health Initiative

### Pediatric Public Health Initiative

Brings together experts in pediatrics, child development, psychology, epidemiology, nutrition, toxicology, geography, communications and education, and includes the Genesee County Health Department, Michigan Department of Health and Human Services and MSU Extension.

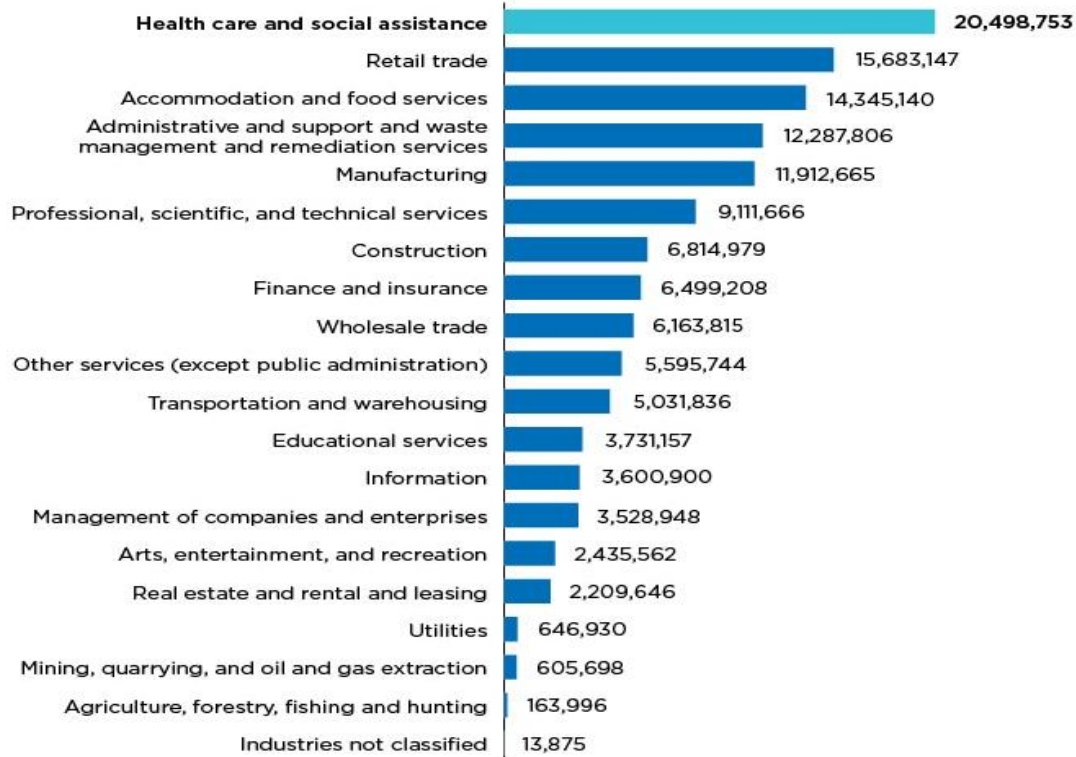
The intent is to provide the tools and resources for the assessment, continued research and monitoring, and interventions necessary for improving children's health and development.



## Objective 4

Lead nationally in devising innovative educational pathways to careers in health, supplementing existing health and premedical majors and evolve curriculum to incorporate commitment to an inclusive and healthy society

### Number of Employees: 2018



# Objective 5

Work with health and business partners across Michigan to ensure patients and families have access to equitable, high-quality, affordable and safe health care

