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
- College of Osteopathic Medicine
- College of Human Medicine
- College of Nursing

**OTHER OVERSIGHT AREAS**
- Student Athlete Health
- Statewide Partnerships
- Industry Partnerships
- Community and Government Partnerships

*Office of Health Sciences est. 2019*
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  Connection  Collaboration  Trust
Innovation  Curiosity  Community  Empathy
Discovery  Excellence  Equity

MSU HEALTH SCIENCES
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
Of all the forms of inequality, injustice in health is the most shocking and inhuman.

- 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
- 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

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

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.
“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.

'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.
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 for Review and Connecting Recovery/Healing, Prevention and Support

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

(using Sustainable Health Pillar for Illustrative Purposes)

Brief Overview

Agenda:

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
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</thead>
<tbody>
<tr>
<td>0 – 60 min</td>
<td>Welcome, Introduction, Explanation of the process, and Proposal Summaries</td>
</tr>
<tr>
<td>0 – 10 mins</td>
<td>Welcome, Introduction, Explanation of the process</td>
</tr>
<tr>
<td>10 – 45 min</td>
<td>Summaries of Advancing Proposals (PI has ~2 min summary per proposal)</td>
</tr>
<tr>
<td>45 – 60 min</td>
<td>Summaries of Nesting Proposals (PI has ~2 min summary per proposal)</td>
</tr>
<tr>
<td>60 – 90 min</td>
<td>Breakout Sessions</td>
</tr>
<tr>
<td>60 – 90 min</td>
<td>Six Breakout Rooms (5 Pillar Objectives &amp; Mental Health)</td>
</tr>
</tbody>
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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

DECISION SUPPORT AND BIG DATA
DIAGNOSTIC AND TREATMENT SPEED AND ACCURACY

INNOVATE FOR
EFFICIENCY
Make each setting more efficient

INNOVATE FOR
QUALITY & COST
Achieve highest quality care in lower cost settings

INNOVATE FOR
SUSTAINABILITY
Shifting chronic care, creating acute capacity

HOSPITAL to HOME

COST PER ENCOUNTER

HOME
PHYSICIAN OFFICES
OUTPATIENT CLINICS
COMM HOSPITALS
TEACHING HOSPITALS

Chronic disease
Acute disease

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 I:
Clinical Enterprise Organizational Model Design and Implementation

Phase II:
Clinical Operations Optimization and Organic Growth

Phase III:
Build and Extend Partnerships that Grow HealthTeam Presence

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.
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
Oncology and Patient Care

MSB2 and McLaren Building, further building our oncologic imaging and theranostics.
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
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
  - twistthink
  - 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

$3.39 billion over 10 years

Local Annual Earnings Increase of $142M

*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
American Universities Group Votes to Expel Nebraska

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

- 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.

MSU brings leading health education and a sizeable basic & translational research:
- $700M+ in total research expenditures
- ~$550M total NIH funding across OHS colleges
- ~2K medical students, 2.5K residents and fellows trained per year
- 500+ nursing students across BSN, MSN/DNP, PHD
- 200+ allopathic and osteopathic physicians
- 50+ advanced practice nurses
- $100M+ net patient services revenue (NPSR)

HFHS brings scale through its large clinical operation and aligned clinical research:
- ~$86M in total research grants and contracts
- ~$40M total NIH funding
- Hosting ~1K medical students, ~900 nursing students
- 900+ residents and fellows trained per year
- 1,800+ HFMG physicians
- 6K+ nurses
- ~$4B NPSR
- ~$2B in health plan premium revenue

Source: MSU internal data & HFHS LFY2019 data, 2018 annual report, and website
Clinical & Research Relationship at AMCs

NPSR v. NIH Funding Amongst Select 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.

**Growth in NIH Funding ($M)**

- **MSU OHS** ~$50M
- **HFHS** ~$40M

Investments over 10 years in research building, expanding research, and recruiting PIs

- Near-term focus areas: NCI-designated Cancer Center, Precision Health/Medicine, Population and Public Health, Neuroscience, and Women’s Health

**MSU-HFHS Combined Impact**

- **Investigator access to wide range of facilities, expertise, data**
- **Partner with industry, joint philanthropy**
- **Engage a broader base of underrepresented communities in clinical research and identifying health disparities and potential interventions**
- **Achieve national distinction and elevated research rankings (Blue Ridge, USNWR)**
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.
West Side of Campus
Aligning program and design with project budget

East Side of Campus
Finalizing project structure between Henry Ford Health and Michigan State
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

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.

“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

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**Flint Public Health**

<table>
<thead>
<tr>
<th>Flint Registry (water crisis)</th>
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<tbody>
<tr>
<td>• Continued CDC funding, $17M 4-year grant</td>
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</tbody>
</table>

**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 |

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**Objective 3**
Engage the entire MSU campus in a comprehensive approach to improving health, leveraging expertise and elevating care, education and research activities

**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.
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.

Henry Ford Health and MSU 30-year partnership to transform life.