AMC 21: The Preferred Academic Medical Center of the 21st Century

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Senior Vice President and Dean
AMC 21: Overview

- Future Landscape
- Readiness Assessment
- Advancement of Knowledge
- Signature Programs, an example
- Research Leadership
AMC 21 Reload: Future Landscape
AMC 21 Reload: Future Landscape

Successful Academic Medical Enterprises will:

• Recognize the interdependence of each aspect of the enterprise
• Hold a shared vision across all mission areas
• Be able to evolve in response to the changing environment
• Continually evolve to meet the needs of the next generational learner
• Provide more hands-on, team learning
Successful Academic Medical Enterprises will:

• Leverage funding in era of diminished resources
• Invest in new technology
• Focus on areas of excellence, bridging bench to bedside
• Be ahead of the curve
• Develop enterprise-wide programs integrated across all three mission areas
AMC 21 Reload: UAB Medicine Readiness Assessment
AMC 21: Readiness Assessment

**Education - Where We Excel:**

- Outstanding performance in the recent LCME review
- Strong quality of curriculum and learning environment
- Leadership alignment: EVD, SADD, SADR, and ADSP
Education - Where We Have Opportunity:

- Opportunity for strategic innovation in our education programming and delivery to meet the needs of the new learner
  - More active learning and independent study
  - Broader and coordinated use of simulation
  - Health team learning through interprofessional education
  - Execute on diversity mission

*Constantly evolving to meet the needs of the next generation learner*
Research - Where We Excel:

• Collaborative environment
• Strength in particular programs that are some of the best in the country in their specific area
• Legacy of a strong research reputation
AMC 21: Readiness Assessment

Research - Where We Have Opportunity:

- Investment in technology (cores)
- Sustainability and improved production and growth
- Development of enterprise-wide signature programs that span all mission areas
- Risk and opportunity assessment SADCTR and SADPD

Leverage our areas of current excellence, grow in areas where we should be excellent and develop the infrastructure and technology to support innovation, growth and sustainability
AMC 21: Readiness Assessment

UAB SOM NIH Principal Investigator Number

15 funded offers – 7 recruited
AMC 21: Readiness Assessment

UAB SOM NIH Grant $ Awarded

The gain above FY13 February value is due in large part to the Whitley award

CTSA – RFA out Aug/Sept
AMC 21: Readiness Assessment

UAB SOM Proposals Submitted (all types)

Number of Proposals Submitted FYTD

- FY13
- FY14

Oct Nov Dec Jan Feb March April May June July Aug Sept

1280
1176
AMC 21: Advancement of Knowledge
AMC 21: 2015-2018 Blueprint

We strive to…

By being…

Which we can achieve through…

But not without…

Signature Programs
Population Health
System Development
Alignment & Integration / Innovation / Reaching

AMC21
Create the Preferred Academic Medical Center of the 21st Century
Preferred For:
- Delivery of Outstanding Patient Care
- Scientific Discovery & Biomedical Research
- Teaching & Training Professionals

SATISFACTION
QUALITY
FINANCIAL
ADVANCEMENT OF KNOWLEDGE
AMC 21: Operational Initiatives

For Research specifically -

• Annual Research day/Annual lecturer
• Pittman Scholars/Innovation Awards
• Department reviews: SOM/UABHS/HSF-culture shift
• **Academic Enrichment Fund**
  – Clinical Support to the School of Medicine
  – Enhancing the research mission of the SOM
    o Supporting AMC 21 programmatic and operational initiatives
    o Infrastructure
  – Annual reporting/Business analytics
Current State:
- 9 thematic priority areas:
  - Cancer
  - Cardiovascular Diseases
  - Diabetes, Obesity & Metabolism
  - Immunology & Autoimmunity
  - Neurosciences
  - Transplantation
  - Infectious Diseases & Global Health
  - Primary Care
  - Medical Education
Current State:

- Undergirded by 7 cross-cutting research infrastructure and technology platforms:
  - Biorepositories
  - Genomics & Proteomics
  - Biomedical Informatics
  - Imaging
  - Graduate & Postdoctoral Education
  - Outcomes & Health Disparities
  - Clinical & Translational Science
Future State:

• Natural narrowing to 5 over-arching areas of Advancement of Knowledge:
  1. Personalized Medicine / Genomics
     **UAB Medicine AMC 21 Signature Program**
     1. Informatics/CCTS
     2. Outcomes
     3. Bioenergetics
     4. Foundations of Basic Science Discovery
Signature Programs: An Example – Personalized Medicine
AMC 21: 2015-2018 Blueprint

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AMC21
Create the Preferred Academic Medical Center of the 21st Century

Preferred For:

- Delivery of Outstanding Patient Care
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Satisfaction
Quality
Financial
Advancement of Knowledge

Signature Programs

Population Health
System Development

Alignment & Integration / Innovation / Reaching
Personalized Medicine:

- **Clinical Care**: to “personalize” or identify the preferred treatment options for individual patients
- **Education**: training the next generation of informaticians and geneticists, educating providers, engaging the general public, informing social/ethical/regulatory/legal policy
- **Research**: identifying genetic variants that improve the efficacy of particular therapeutics and/or impact a person’s risk of disease and advanced informatics capabilities to support patient care decision-making and scientific innovation
Personalized Medicine

• Cardiovascular Care
  – CYP2C19 and clopidogrel (Plavix) → determines effectiveness

• Transplantation
  – CYP3A5*1 and Tacrolimus → needs increasing dose

• Diabetes
  – rs11212617 and Metformin → predicts treatment success

• Cancer
  – BRAF mutation in melanoma and colon cancer
The Personalized Medicine Institute will create a visible focal point to align and integrate UAB researchers and clinicians to build collaboration between clinical and research domains that are involved with genetics, genomics and clinical medicine.

This will enable UAB faculty and researchers to fuel discovery through research, improve patient care through implementation of genomics into clinical care and educate and engage stakeholders in the science of personalized medicine.
Signature Programs

UAB Personalized Medicine Institute

• Interim Director (Dr. Nita Limdi)
  – Management of center infrastructure
  – Maintains connection to representative entities
  – Engagement of stakeholders and peer organizations

• Steering Committee
  – Chaired by the Dean
  – Provides oversight to the management of the center and a connection to the entities represented within the center
  – Meeting biweekly since November 2013
  – Reports to JOL
Research Leadership

UAB Medicine
Knowledge that will change your world
Splitting Senior Associate Dean for Research into two roles:

- Senior Associate Dean for Clinical and Translational Research
  - Dr. Bob Kimberly
- Senior Associate Dean for Research Administration and Development
  - Immediate needs: track recruitment and SOM research portfolio; conduct risk assessment; space utilization plan
  - Search: Internal search for interim (0.5 FTE), national search for permanent (1.0 FTE)
Research Leadership

• Senior Associate Dean for Research Administration and Development
  – Lead the School of Medicine’s effort to advance innovative, collaborative and interdisciplinary approaches to research across the school and its graduate programs in biological sciences with concentration in the following areas:
    o Collaborate with and serve as an important partner with the Senior Associate Dean for Clinical and Translational Research
    o Senior administrative oversight of research space utilization and management in the School of Medicine
    o Reporting and oversight of analysis of research data (submissions, awards, etc.) to provide necessary data points to Dean and other senior leaders
    o Coordinate and support school-wide research administration training initiatives aimed at building research administration capacity skills for faculty and staff
    o Oversee development, integration and continued operation of the UAB-HudsonAlpha Center for Genomic Medicine and the UAB Personalized Medicine Institute
    o Develop a strategy for execution of the School of Medicine strategic plan for research
    o Chair the Joint Health Sciences (JHS) Chairs Committee
Research Leadership

• Senior Associate Dean for Clinical and Translational Research
  – Lead the School of Medicine’s effort to advance innovative, collaborative and interdisciplinary clinical and translational research across the school with concentration in the following areas:
    o Promote T1-T4 research through leadership of the Center for Clinical and Translational Sciences (CCTS), specifically:
      ▪ Responsible for the overall planning and coordination of the CCTS and its activities
      ▪ Responsible for ensuring that the CCTS is integrated across university schools, departments, and centers that participate in clinical and translational research and across the Partner Network
      ▪ Oversight of all CCTS program directors through the Executive Committee
      ▪ Responsible for the implementation of all fiscal and management policies by working closely with the CCTS leadership and administrative teams
    o Serve as a local, national, international spokesperson for clinical and translational research
    o Oversee the development and growth of Clinical Trials Office
    o Onboarding of new translational research faculty
    o Oversight of UAB Informatics Institute
Research Leadership

• Together as a team they will:
  – Collaborate with the UAB Vice President for Research and Development, department chairs, center directors, other administrators, faculty, and staff to generate and implement strategies that will foster and support a strong research culture
  – Participate in the resolution of research related conflict of interest issues in the School of Medicine
  – Strengthen programs that support, encourage and recognize the research achievements of faculty
  – Represent School of Medicine research issues at the University level when requested
  – Lead strategic planning for research at the School of Medicine
  – Receive and review ad hoc requests for research support/investments through the year within an allocated budget
  – Provide research consultation services to faculty and staff
  – Provide senior administrative oversight of research activities within the School of Medicine
  – Make recommendations for the annual allotment of GEF scholarship awards by serving on the HSF/GEF Awards Committee
  – Facilitate UWIRC review for the School of Medicine
UAB-HudsonAlpha Center for Genomic Medicine

• The Center’s purpose is to create a long-term partnership from which each benefits and that promotes the development of complementary expertise and infrastructure so that the State of Alabama is enhanced for global competition.
  – Conduct research to elucidate the genetic and genomic basis of human disease and develop programs to translate new knowledge of genetics and genomics to clinical practice.
  – Support the clinical implementation of programs in genetics and genomics aimed to improve the health of people in the region.
  – Educate health providers, graduate students, and medical trainees on matters related to genetic and genomic medicine.
  – Nearly 30 projects
AMC 21: Programmatic Priorities

UAB-HudsonAlpha Center for Genomic Medicine

• Co-Directors (Drs. Bruce Korf and Rick Myers)

• Advisory Group
  – Co-Chaired by the Dean and HudsonAlpha Chair of the Board
  – Provides timely advice and counsel to the Center co-directors
  – Participates in prioritization of Center activities
  – Conducts annual performance evaluation of Center and its co-directors
UAB-HudsonAlpha Center for Genomic Medicine

- Current Activities:
  - Recruitment of a Scientific Coordinator (joint hire)
  - Weekly meeting of the co-directors
  - Development of CLIA lab
  - Seminal research projects
  - ELSI initiative
UAB Informatics Institute

- Approved by the UA Board of Trustees in June 2014
- Brings the 4 elements of clinical informatics, software development, research informatics and education together in a cohesive element
- National search for a director
  - Engaged Witt-Kieffer, a nationally recognized leader in the recruitment milieu of healthcare and informatics
  - On campus interviews to begin in September/October