

BOARD OF REGENTS  
BRIEFING PAPER

1. Agenda Item Title: UNSON Affiliation Agreement with Renown Health

Meeting Date: June 5-6, 2014

**2. BACKGROUND & POLICY CONTEXT OF ISSUE:**

The University of Nevada School of Medicine intends to expand its teaching capacity in Reno so as to create a full four-year campus that can accommodate all medical students who wish to train primarily in Reno, with a continued presence in Las Vegas as a sponsor of current and planned residency and fellowship training programs and clinical teaching for additional 3<sup>rd</sup> and 4<sup>th</sup> year students. The creation of a full campus in Reno requires a substantial expansion of partnerships with community physicians and hospital partners, of which Renown Health is the largest potential such partner.

**3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:**

President Marc Johnson presents for information an affiliation agreement between the University of Nevada School of Medicine and Renown Health.

**4. IMPETUS (WHY NOW?):**

The decision by the Nevada System of Higher Education to expand public medical education to full four-year campuses in Las Vegas and Reno, sponsored respectively by the University of Nevada, Las Vegas and the University of Nevada, Reno, requires the development of a full campus in Reno with a significant expansion of physician and hospital partnerships.

**5. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:**

Attachment 1 summarizes in considerable detail the nature and scope of the affiliation between UNSOM and Renown Health.

**6. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:**

None known.

**7. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:**

Alternative partnerships can be explored, and are in fact being explored, but none is sufficiently large to support a full campus.

**8. COMPLIANCE WITH BOARD POLICY:**

<input type="checkbox"/> Consistent With Current Board Policy: Title #_____ Chapter #_____ Section #_____
<input type="checkbox"/> Amends Current Board Policy: Title #_____ Chapter #_____ Section #_____
<input type="checkbox"/> Amends Current Procedures & Guidelines Manual: Chapter #_____ Section #_____
<input type="checkbox"/> Other:_____
xFiscal Impact: Yes _____ No_X_____
Explain:_____

Affiliation Agreement Between the University of Nevada School of Medicine  
and Renown Health

May 2014

A committee composed of leaders from the Nevada System of Higher Education (NSHE), Renown Health (RH), and the University of Nevada School of Medicine (UNSOM) and community physicians and business leaders has unanimously endorsed an agreement to be recommended to the RH Board of Trustees for approval. It is presented here for information to the NSHE Board of Regents. The agreement specifies the goals and strategies and describes the platform for UNSOM to develop a full four-year campus and expanded residency training in Reno.

The agreement specifies long-term (five-year plus) strategies that carry the partnership into the expansion and development of new educational, research and clinical programs. It further specifies more explicit and immediate two-year strategies to guide an intense phase of development by UNSOM and RH leaders. Finally, it describes the general features of a new non-profit organizational structure that will serve as the vehicle for managing these many complex relationships. This new organizational structure has yet to be fully specified. It will serve as an organizational structure for accomplishing the goals of this partnership but will not hold assets or employees.

The committee was guided by the overarching goal of developing the platform by which UNSOM can expand to a full campus with full teaching capacity in the third and fourth years and expanded residency capacity. As part of the committee's work, the cost of this expansion was calculated in detail and sources of support were explored, including a budget enhancement request to the state, private philanthropy and RH commitments. The key commitment to be made by RH and UNSOM is not to a specific funding requirement, but to a close and respectful partnership in which funding decisions will be made jointly based on available revenue, and strategic decisions will be flexed as needed by practical financial realities.

The new organizational entity will be led by a dyadic partnership of senior clinical and administrative leaders recruited by RH and UNSOM, one from each organization. They will be employed by their respective organizations but will have the responsibility of managing the intricacies of this academic and clinical integration. The new structure will also serve as a single point of contact for potential philanthropy that can benefit the academic enterprise.

The near-term, two-year strategies and deliverables include the following:

- Build clinical and academic infrastructure to support years 3 and 4 of the undergraduate medical education curriculum to include:
  - ✓ New clerkships in OB-GYN, Neurology, Emergency Medicine and Surgery.
  - ✓ Expanded clerkships in Internal Medicine, Family Medicine, Pediatrics and Psychiatry
  - ✓ 4<sup>th</sup> year electives to be developed.
- Expand residency recruitment to fill all 56 currently-funded CMS residency slots.
- Jointly recruit and appoint a single academic physician to serve as Chair of the Department of Pediatrics and Chief Clinical Officer of Renown Children's Hospital.
- Prepare for a pediatric residency with an application to be submitted in year three.

## Attachment 1

- Establish the Department of Neurology, to be proposed to the Board of Regents at their June meeting, and appoint the founding chair and faculty members from the Renown Institute of Neurosciences.
- Prepare and submit an application for a neurology residency training program.
- Create a new position at RH of Director of Medical Education.
- Add community physician faculty members to support the creation of full third-year clerkships for all students who wish to train in Reno.
- Recruit the dyadic leadership team to guide the affiliation.
- Secure capital and operating funds for a joint Clinical Simulation Center housed on the Renown Regional Medical Center campus.
- Plan for the construction of an UNSOM faculty office and educational building on the Renown Regional Medical Center campus.
- Explore mechanisms for clinical integration that will enhance the clinical operations and clinical productivity of the UNSOM faculty practice plan, and offer new teaching opportunities to employed physicians in the Renown Medical Group.

The committee noted at its last meeting on April 30, at which this plan was unanimously approved, that they were acutely aware of the extraordinary opportunity to transform medical care and medical education in Northern Nevada provided by this affiliation, and were committed to proceeding in a way that is ambitious, strategic and responsible.