



ORGANIZATIONAL UNIT PROPOSAL FORM

DIRECTIONS: *Use this form when proposing a new organizational unit, center, institute, department, school, or college.*

DATE OF REQUEST: 10/24//16

Date of AAC Approval:

October 25, 2016

INSTITUTION: University of Nevada, Reno School of Medicine/UNR

NAME OF PROPOSED UNIT: Department of Surgery

Date of Board Approval:

DATE OF IMPLEMENTATION: 07/01/17

PART 1

A. Action requested

Approval of formation of a new clinical department in the University of Nevada, Reno School of Medicine.

B. Brief description and purpose of proposed unit

In 2015, the University of Nevada, Reno School of Medicine ("UNR Med") entered a process of transformation. This process includes our new name, a transition of the School of Medicine's Las Vegas campus to UNLV in 2017 and the integration of SOM physician clinical services in pediatrics and internal medicine with our primary hospital partner in Northern Nevada, Renown Health. The School of Medicine and Renown Health entered into an affiliation agreement effective 7.1.15 and the collaborative relationship continues to evolve with new opportunities and partnership activities. At this time, the School of Medicine has made significant advances in expanding our educational programs in partnership with Renown Health. Other regional hospitals such as the VA Hospital are also strong partners in medical education.

Over the last year, a new strategic plan was developed to guide the School of Medicine's transformation. The 2016 strategic plan features expansion of graduate medical education (residencies), a new Physician Assistant program and expansion of the medical student curriculum in Northern Nevada. Our plan also includes building a clinical research enterprise.

The purpose of the proposed unit is to develop a full clinical and academic Department of Surgery in the School of Medicine. Such a department does not now exist in Northern Nevada. Surgery is a core discipline of medicine with substantial teaching and research opportunities, and for which UNR Med students have career interests. We currently lack an academic structure within which to develop teaching and research activities in Surgery.

We propose to develop a new Department of Surgery in collaboration with our primary clinical partner, Renown Health. This department will offer a number of academic experiences for medical students, residents and faculty in teaching and clinical research. All physicians in the new Department of Surgery will have academic faculty appointments through the University of Nevada, Reno. The Department of Surgery will also function as a unit of Renown Health, from which a significant majority of support will flow. The Department's faculty members will receive a small amount of financial support from the School of Medicine to reflect their academic contributions. As part of creating a new department, we will conduct a competitive national search for an academic department chair with strong leadership credentials, a strong funding history, experience in working with communities to improve care outcomes and demonstrated success in building a clinical and clinical research enterprise.

The following is an overview of how the development of a Department of Surgery and two other new departments (Obstetrics and Gynecology and Emergency Medicine) contribute to the expansion of medical education in Northern Nevada. Surgery will be the second of the three new departments. These new departments will fulfill a number of core academic functions for UNR Med in their specialty areas:

Medical Students (70 per class) and Physician Assistant Students (24 per class):

1. All three departments : Preclinical (classroom and lab) teaching regarding the anatomy, physiology, pathology and clinical skills for the first- and second-year classes
2. Surgery and Obstetrics and Gynecology: Clinical clerkship rotations in Obstetrics and Gynecology (6 weeks), Surgery (8 weeks) for third-year students (anticipate 60 of our class of 70)
3. All three departments: Elective rotations for 30-40 fourth year students
4. Mentoring student clinical research projects
5. Career advisement for students years 1-4 (these three specialties attract a high number of students into residencies)
6. Participation in curriculum, student progress and other UNR Med medical student committees
7. Participation in student recruitment and admissions activities

Resident Training Programs:

1. Clinical rotations in Surgery, Obstetrics and Gynecology and Emergency Medicine to support required and elective training resident requirements in Internal Medicine and Family Med, Geriatric, Sports Medicine and Hospice-Palliative Care Medicine fellows
2. Mentoring resident clinical research projects
3. Participation in curriculum, resident progress, faculty and other UNR Med Graduate Medical Education committees
4. Participation in resident recruitment and admissions activities

Other Contributions:

1. Participation in UNR Med faculty governance committees
2. Participation in the development of clinical research at UNR Med
3. Participation in faculty recruitment/ development activities
4. Participation in the UNR academic culture and community with interdisciplinary and interprofessional collaborations and events.

Planning for the new departments of Obstetrics and Gynecology, Surgery and Emergency Medicine will occur over the next three years. The planning budgets included in each of the proposal forms reflect funding through a combination of sources: reallocation of state dollars from Las Vegas departments that are closing 6.30.17, enhancement dollars that will be carried forward to departmental budgets in Surgery and Obstetrics-Gynecology, grant funds for the Department of

Obstetrics-Gynecology and clinical revenue through collaboration with our primary clinical partner, Renown Health.

C. Outline plans for the success of the proposed unit

- The Department of Surgery will recruit faculty members with a high level of expertise in Surgery and surgical sub-specialties, providing strong role models and high standards of clinical practice for residents and students.
- The Department of Surgery will develop a clinical research program and will participate in a school-wide clinical research infrastructure, offering clinical research opportunities to students and residents.
- The Department of Surgery may offer synergy with the University of Nevada, Reno Sanford Center on Aging, the Office of Statewide Initiatives and Project ECHO Nevada.
- Faculty recruitment for the Department of Surgery will offer opportunities to recruit new faculty from underrepresented groups, enhancing the diversity mission of the School of Medicine.
- The creation of the Department of Surgery will follow the model of leadership integration in the School of Medicine's Department of Pediatrics. This model combines leadership of the Renown Clinical Director and the academic Department Chair.

The goals of the new Department of Surgery:

1. Work closely with medical education and basic science leaders to develop a pre-clinical curriculum that provides medical students with the foundations of surgical care and their clinical relevance.
2. Develop and implement, in collaboration with relevant members of the School of Medicine administration, clerkship and elective/selective experiences in Surgery that provide medical and physician assistant students with a high-quality, broad exposure to the assessment and treatment of the most common surgical patient presentations.
3. Work with representatives of the other clinical departments and residency programs at the School of Medicine to establish opportunities for didactic and clinical training for physician assistant students, interns, residents and other health professional trainees, including nursing students.
4. Recruit faculty who will serve as mentors for students and postgraduate trainees who desire exposure to clinical and population health research in Surgery.
5. Foster relationships with campus-based researchers, including faculty in the School of Community Health Sciences, and collaborate on new population health research projects.
6. Assist in promoting both effective patient management and a collegial working relationship among all clinical departments at Renown and the School of Medicine in the care of patients.
7. Provide advisement to premedical students, medical students, residents and other trainees regarding careers in the surgical specialties.

PART II

A. Mission statement

The Department of Surgery will serve as the School of Medicine's organizational and academic structure for high-quality student and resident clinical teaching and substantial population health and clinical research programs in the field of Surgery.

B. Goals and objectives

i. Teaching

The Department of Surgery will fulfill critical teaching roles. With medical students, the Department will provide faculty leadership and expertise for the preclinical curricula in related to surgical specialties. In addition, the Department will provide leadership, faculty instruction/supervision and clinical teaching sites for clinical rotations in Surgery for third and fourth year medical students. The Department of Surgery will supervise residents in existing training programs for rotations at clinical sites. The Department will also contribute to resident teaching at didactic conferences for residents and students. In the longer term, the Department of Surgery may explore the possibility of a Surgery residency training program based at Renown Medical Center. This initiative aligns directly with strategic planning and collaborative efforts to improve the physician workforce in Northern Nevada, with expansion of resident numbers and specialties as a high priority.

These objectives will be accomplished in part with the following programs:

1. Didactic lectures and presentations involving live or videotaped patients, to introduce clinical content into the medical students' preclinical courses.
2. The Surgery clerkship and electives to provide all medical students with a broad exposure to the common diagnoses and patient presentations in surgical care, with student participation in clinical rotations and scheduled conferences.
3. A similar clinical rotation for physician assistant students, as desired by the director of the program.
4. A Surgery rotation for residents from other residency programs to provide those trainees with specialty experience.
5. Explore building a program for established nurse practitioners and physician assistants who wish to obtain additional clinical training in Surgery or one of the subspecialties.
6. Explore future accredited Surgery residency training program.

ii. Research

In collaboration with the Renown Office of Research, the Department of Surgery will develop a portfolio of clinical research programs in collaboration with University of Nevada, Reno and UNR Med scientists. The Department of Surgery will develop dedicated mentors who will guide students, residents and junior faculty in clinical research.

In collaboration with Renown Health, the Department of Surgery will participate in the development and implementation of research related to population health.

iii. Service

The Department of Surgery will be based at Renown Health and the associated hospitals will be the primary platform for the clinical education provided by the department.

Faculty in the Department of Surgery will serve the University of Nevada, Reno, School of Medicine and Renown Health through participation and leadership in faculty governance, educational committees, hospital committees and other institutional service.

C. Major participants or collaborators

i. Internal to campus

Collaborators include all current academic and administrative departments in the UNR Med and faculty in other health science schools and centers.

ii. External to campus

Renown Health physicians, physicians at other regional hospitals, private physicians in Nevada, academic and research partners in other medical schools and academic institutions across the country.

D. Evidence of contact within and between affected academic units

Medical students in Northern Nevada now regularly participate in clerkships and electives in surgery. This is administered through the Office of Medical Education. The development of a Department of Surgery will allow for academic expertise and collaboration with other academic units such as the Departments of Pharmacology, Family Medicine and Community Health Science.

E. Proposed physical location

The administrative offices and clinics will be located within Renown Regional and South Meadows Medical Centers in Reno, Nevada.

F. Proposed organizational structure (include organizational structure within the campus)

The Department of Surgery will be part of the organizational structure of UNR Med as an academic clinical department. The academic leadership role will be integrated with leadership roles at Renown Health. The department chair and the faculty members will function within UNR Med as do all clinical department chairs and academic faculty physicians, including representation in department chair and clinical leadership groups, involvement in relevant medical education and university committees, and membership in appropriate faculty governance committees.

G. Activities to be sponsored (e.g. courses, seminars, research, and outreach) – indicate if courses or seminars will be offered through the proposed unit. Please specify if they will be offered for academic credit and applicable to a degree program. Give estimated enrollment.

As described above, the Department will contribute to a wide range of pre-clinical and clinical credit courses at the UNR Med for degree programs for medical students and physician assistant students, clinical experiences for residents, consideration of a new Surgery residency program, and the creation of new clinical and population health research projects and collaborations. In total, these programs contribute to the education and training of a total of 280 medical students (70/year), physician assistant students (24/ year), future residents and a large number of practicing physicians, as well as graduate students in health science schools at University of Nevada, Reno.

H. Resource Analysis – source of funds necessary for the proposed change (enrollment-generated state funds, reallocation of existing funds, grants, other state funds)

This proposal is based on the integration of the Department of Surgery within Renown Health, as part of a high level affiliation agreement between the Nevada Board of Regents and Renown Health to create a full academic medical center in Reno. The Department of Surgery will function as a unit of Renown Regional Medical Center, from which a significant majority of support will continue to flow. The Department of Surgery faculty members will receive small amounts of financial support from state and UNR Med funds according to their academic contributions.

The amount of required financial support will depend on the size of the department, its development of clinical activities and the plans for graduate medical education programs. No University of Nevada, Reno funds are requested for this initiative. Support of a future residency training program in Surgery would be part of the larger relationship with Renown Health and federal programs and would not come from University of Nevada, Reno.

The development of a new Department of Surgery will follow the development of the Department of Obstetrics and Gynecology. The build of this department will begin six months after the Obstetrics

and Gynecology department begins in order to take advantage of the lessons learned from the community needs assessment and negotiations with clinical partners.

In 2016 UNR Med started a new surgery clerkship in Northern Nevada with enhancement funding to support a clerkship director and administrative staff (\$126,065). When a new Department of Surgery is in place, these funds will be included in the department budget and will continue to support the clerkship.

The reallocation of state dollars and Renown contributions in FY18-19 will support recruitment, salary and start up for a new Chair of Surgery. In FY19-20, these funding sources will support recruitment and salary of additional faculty and administrative staff. Renown's support of the new department will be negotiated.

I. Projected Budget – identify portions of costs which will require state resources, grants, gifts and/or contracts

The financial support described above will come from a combination of state support derived from the Las Vegas campus transition, grants, gifts and clinical revenue

Department of Surgery Proposed Budget:

	FY17	FY18	FY19	FY20
Reallocation State Dollars		60,000	750,000	1,000,000
Enhancement	126,065	126,065	126,065	126,065

Renown contributions to be negotiated .

Please attach any supporting documentation (i.e. support letters from community, industry).