



HEALTH & HEALTH SCIENCES

# LEGISLATIVE HEALTH AND HUMAN SERVICES COMMITTEE

## PRESENTATION ON UNM HEALTH & HEALTH SCIENCES

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Executive Vice President, UNM Health Sciences and  
Chief Executive Officer, UNM Health System

**AUGUST 30, 2023**



We are **GRATEFUL** for you and your support of our UNM Health and Health Sciences patients, faculty, staff, and students / learners

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# Together we are making a difference

College of Nursing

**#1**

Nursing School in NM

**#3**

MSN Program in Mountain West

College of Pharmacy

**7:1**

Student to faculty ratio

**#8**

NIH Funding in Research

College of Population Health

**1<sup>st</sup>**

BS in Population Health in US

**\$2.3M+**

Research funding awarded

School of Medicine

**5**

Top 5 most diverse Medical Schools



UNM Hospital



STROKE



HIP FRACTURE



HEART FAILURE



COLON CANCER SURGERY

**900,000+**

Outpatient patient clinic visits yearly



UTERINE CANCER SURGERY



LEUKEMIA, LYMPHOMA & MYELOMA



HEART ATTACK

UNM Sandoval Regional Medical Center



PNEUMONIA



UNM Comprehensive Cancer Center

**15,000+**

Radiation Treatments

**38,900**

Infusions

# Agenda

1. **Strategic Plan & Implementation Teams Update**
  1. \* RPSP requests this year
2. **Workforce Expansion** (Recruitment, Retention, and Compensation)
  - \* Pathways programs to support and retain our NM students
3. **Behavioral Health** (Across all health care providers & partners across NM, including Metropolitan Detention Center /MDC, capital, & planning)
4. **Health Equity** - link between healthy communities and healthy economies
5. **Public Health**, including Environmental Science / Health
6. **Research & Economic Development**
7. **Thanks for your help, advice, and support**

# We need your help: Partnering for a Healthier NM

We welcome any questions and feedback from the Legislature and the Executive:

## • Workforce Expansion (students and faculty)

- Expand faculty, students, and learners (including GME):
  - recruit, retain, and support (clinical placements, preceptors, capital, etc)
- SOM, College of Nursing, College of Pharmacy, College of Population Health, Social Workers, Health Professions

## • School of Medicine (SOM) clinical faculty compensation

- Need to increase Instructional and General Funding (I&G) for SOM
  - \$46M for the academic salary support gap
- We appreciate the state's goal to optimize Medicaid funding to help all state providers

• Public Health Expansion needs I&G funding to support the new faculty hired (eventually a SPH building)

## • Health Equity, Behavioral Health, and Research & Economic Development

- Center for Hispanic Health & Center for Rural Health



# ALIGNING WITH OUR WHOLE STATE

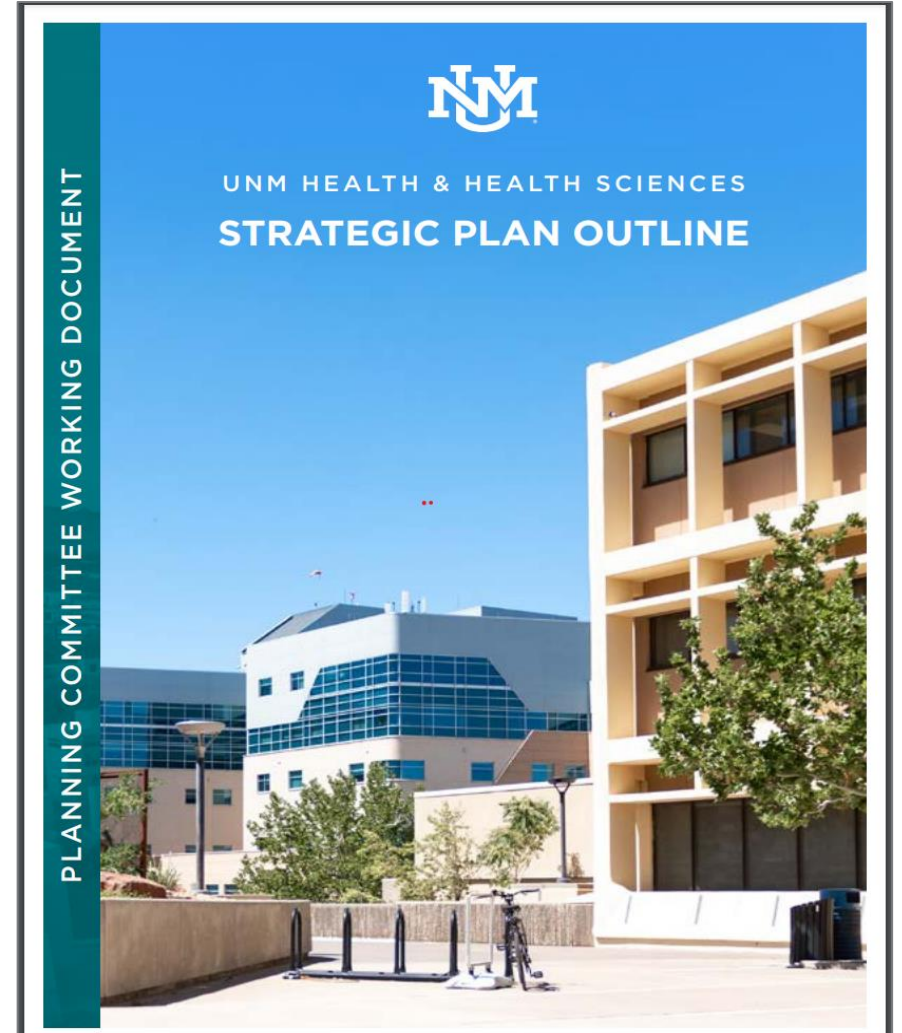
## STATE HEALTH IMPROVEMENT PLAN ALIGNMENT

Current state insights guided the identification of these six high-level priorities, which represent areas of greatest impact and need for UNM Health and Health Sciences and the state of New Mexico more broadly. Each priority is further developed into strategic objectives and tactics, alongside points of integration between the priorities.

### SYSTEMATICALLY ALIGNING PLANNING EFFORTS



- Community Health Assessments
- State Health Assessments
- Health Equity Report
- Performance Management System
- Quality Improvement Implementation Plan
- Workforce Development Plan
- Public Health Accreditation Reqs.



<https://hsc.unm.edu/leadership/unm-healthsciences-2040-report-06272023.pdf>

# Seven Strategic Priorities to Improve the Health of All New Mexicans

Over 3,000 engaged. Aligns with UNM 2040 Five Strategic Priorities. Capital Requests align.

**Prioritize Workforce Development, Recruitment and Retention**

**Expand Impact through Research**

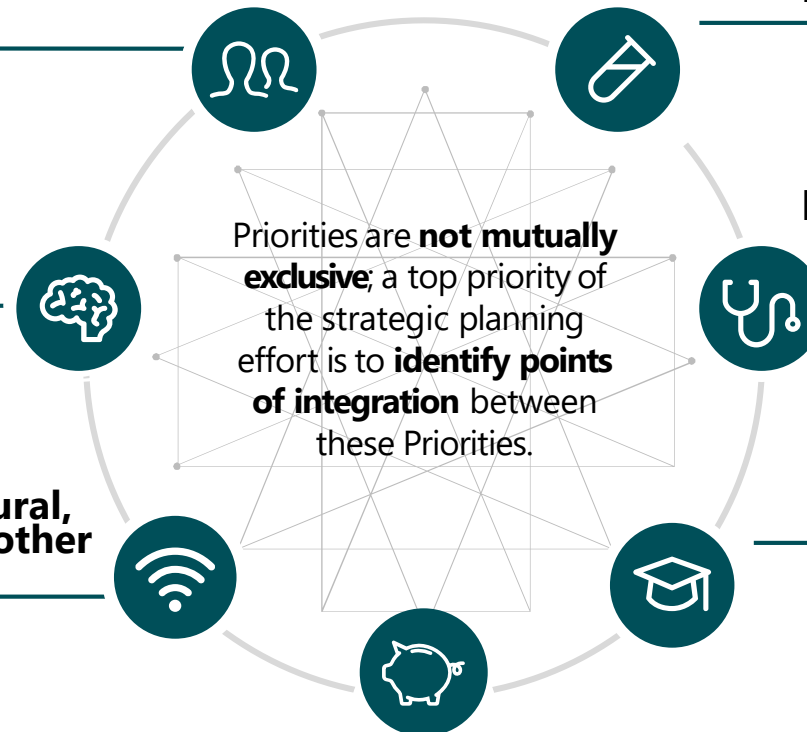
**Elevate Behavioral Health: Address Mental Health & Substance Misuse**

**Enhance Access, Quality and Safety of Clinical Care**

**Enhance Health Equity, including for Rural, Hispanic/Latino, Native American and other Underserved Groups**

**Enrich Student Experience, Educational Innovation, and Outcomes**

**Advance New Mexico's Economic Development in Biosciences and Health Care Services and Technology**



# 7 Strategic Priorities and 7 Accelerators that work across priorities

Strategic Priorities

<b>Prioritize Workforce Development, Recruitment and Retention</b> 	<b>Elevate Behavioral Health: Address Mental Health &amp; Substance Misuse</b> 	<b>Enhance Health Equity for Underserved Groups</b> 	<b>Expand Impact through Research</b> 	<b>Enhance Access, Quality and Safety of Clinical Care</b> 	<b>Enrich Student Experience, Educational Innovation and Outcomes</b> 	<b>Advance New Mexico's Economic Development</b> 
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Accelerators

<b>Leadership, Career Development &amp; Organizational Structure</b>
<b>Communications &amp; Messaging</b>
<b>Technology, Including Project ECHO</b>
<b>Community Engagement/Support &amp; Strategic Partnerships</b>
<b>Sustainable Infrastructure (Environmental, Financial, Workforce, Safety and Facilities)</b>
<b>One University</b>
<b>Inclusive Excellence &amp; Belonging</b>



# Research & Public Service Projects (RPSPs): 3 Health/Health Science Expansion Requests

**UNM Comprehensive Cancer Center:** University of New Mexico Comprehensive Cancer Center requests expansion funding in the amount of \$1,340,000 - for a FY25 total of \$8,022,200

**New Mexico Poison and Drug Information Center:** New Mexico Poison and Drug Information Center requests expansion funding in the amount of \$692,201 - for a FY25 total of \$2,712,501

## **Nursing Expansions (Undergraduate and Graduate):**

- **Undergraduate Nursing Education - Accelerated Bachelor of Science in Nursing Program:** Undergraduate Nursing Education - Accelerated Bachelor of Science in Nursing Program requests expansion funding in the amount of \$325,900 - for a FY25 total of \$1,500,000
- **Graduate Nursing Education: Increase Nurse Practitioner / Physician Assistant Funding to Increase Advanced Practice Registered Nursing Graduates (all concentrations) - Adult Gerontology Acute Care, Family Nurse Practitioner, Pediatric, Psychiatric Mental Health Nurse Practitioners, and Certified Nurse Midwives:** UNM College of Nursing requests expansion funding in the amount of \$1,203,300 - for a FY25 total of \$3,200,000

# Research & Public Service Projects (RPSP): New Requests (5 Health/Health Science & 1 of 5 Main Campus)

**Health Equity for All New Mexicans: Growing our Health Workforce and Aligning Resources to Serve Diverse Counties** requests new funding in the amount of \$5,617,300 to support the creation of a comprehensive and innovative Office of Health Equity (OHE) and five new Regional Health Equity Hubs

**Improving Health for New Mexicans: Incorporating Artificial Intelligence in the Training and Practice of Medicine** requests new funding in the amount of \$2,400,000

**Learning Environment Office (LEO)** requests new funding in the amount of \$575,000. The mission of the Learning Environment Office (LEO) is to foster an inclusive learning environment where teachers, staff and learners thrive and form respectful and beneficial relationships.

**Special Needs Dental Clinic** requests new funding in the amount of \$500,000. There is currently only one state-funded Special Needs Dental Clinic in Albuquerque which currently has a two-year wait-list for patients to be seen.

**HEALTH SCIENCES LEAD: Enhancing and Evaluating Primary and Secondary Education-** A major social determinant of health, pathway barriers, and a key driver of economic development in NM (partnership College of Education and Project ECHO – One University) requests new funding in the amount of \$5,592,823

**MAIN CAMPUS LEAD: Centers for Excellence to Reduce Opioid and Substance Use Related Harm** \$4,622,000. This initiative would enhance education, research, and clinical services (tele-consult services)

# Workforce Expansion: Recruitment, Retention & Compensation

## Two Lenses: (1) across New Mexico & (2) UNM Health and Health Sciences

### Need Clinical Faculty expansion (recruitment; retention; & competitive compensation)

- Recruit from outside of New Mexico, workforce culture
- Support all health professionals to practice at the top of their education (including expansion of clinical pharmacy practice opportunities, as well as nursing and other disciplines).
- Research Faculty also needed

### Need Student and Learner expansion and support (ultimately increases workforce)

- Expand Clinical training sites & preceptor growth
- Recruit from inside and outside of New Mexico
- Training in a team environment
- HSLIC renovation to support student learning and wellness
- Learning Environment Office (LEO)—workforce culture support
- Social Work Program (partnership with NMSU)
- Graduate Medical Education (GME)

### Need to coordinate Faculty and Student growth, including Capital improvements (more space, equipment, etc.)

# Specific to Clinical SOM Faculty Recruitment, Retention, & Compensation

## (1) Clinical Faculty don't get I&G funds proportional to their academic time

- Clinical Faculty work at least 20% of their time teaching students (some up to 50% effort for academic time), yet ....
- I&G covers only 4% of SOM clinical faculty salaries (usual is 70% coverage for other University faculty)
- Clinical revenues can't cover this academic compensation gap. Optimizing Medicaid funding would help all state providers
- We need your help to increase I&G by \$46M to cover this academic salary support gap (other funds would be needed to raise salaries to a more competitive level)

## (2) Low Salaries in SOM Impacts Recruitment and Retention

- Low salary is the number one reason for SOM faculty leaving
- Our salary is less than the 25<sup>th</sup> percentile for critical primary care departments and psychiatry
- Compensation Goal: Close Salary Gap to reach 50<sup>th</sup> percentile to help recruit and retain talent in New Mexico

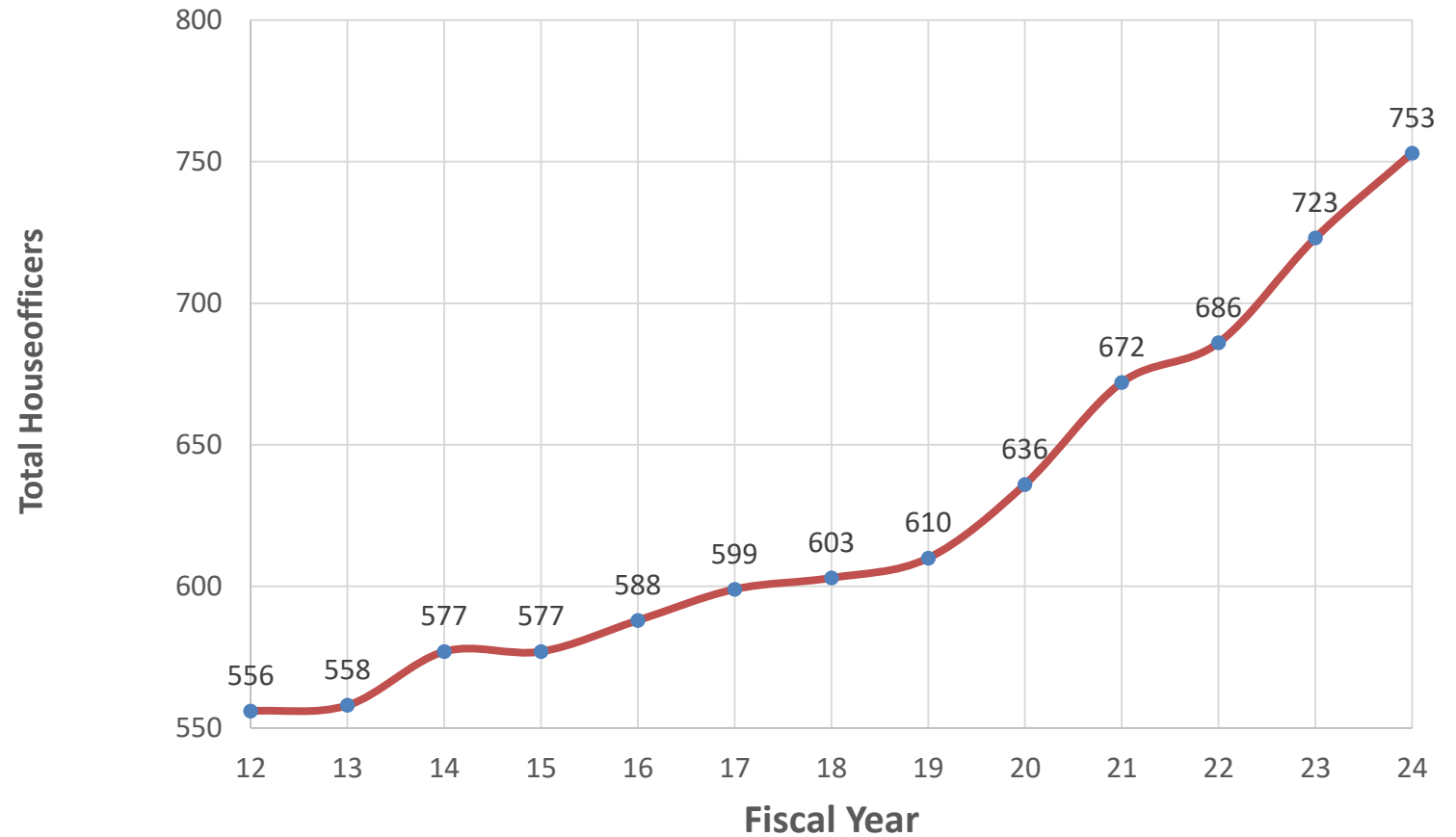
## (3) SOM faculty did not get a raise in FY23

- In FY23, SOM received \$7.4M of \$30.5M needed to cover a 7% raise - SOM staff raises were provided, not faculty
- A 5% raise in FY24 would require \$26M (this is just for raise, not to reach the 50<sup>th</sup>)

# Increasing UNM Residencies and Fellowships (GME)

- **71** Accreditation Council for Graduate Medical Education (ACGME) accredited programs
- Primarily funded through Medicare and Medicaid, with additional state RPSP support

UNM Residents and Fellows per Year





# Graduate Medical Education (GME)

- Grateful for state support from Medicaid, some unique NM opportunities
- We highly value our residents – faculty come to UNM to be able to teach students and learners.
- We did achieve 50<sup>th</sup> Percentile (mean national average – AAMC benchmarks) Resident Compensation Goal FY23 — Currently in union negotiations for FY24
- We dramatically expanded our GME numbers, including by 25% in last 5 years (603 > 753)
  - Added 17 new accredited residency and fellowship programs in past 5 years
    - Addiction Medicine, Family Medicine, Pediatric Child Abuse & Pediatric Hospital Medicine
- Many of our residents and fellows stay in New Mexico, directly increasing the number of physicians practicing in our state.

# Examples of Supports for UNM Residents & Fellows

## Financial:

1. Salaries at AAMC national mean and regional mean surveys (ABQ cost of living 7% lower)
2. Annual education stipend \$750
3. Ample funds for meals on call
4. Reimbursement for Step 3 exam and licensure
5. Leave benefits on par with other institutions

## Education & Quality Improvement:

1. Residents as Educators two-day seminar
2. QIPS Symposium to provide a scholarly opportunity for posters and oral presentations
3. Qualitative study to assess feedback practices
4. Created a QI resource for learners to improve access to QI and patient safety training and resources
5. GME covers the fee for all GME learners to have access to the Institute for Healthcare Improvement (IHI) Quality Improvement modules for all
6. Each resident receives educational funds annually to support their own professional development, travel to conferences, study materials purchases, etc.
7. Each resident has access to a question bank for USMLE Step 3 studying, and GME pays their exam fees
8. GME is hiring a Learning Specialist

## Wellness:

1. In-house psychiatric and counseling services, crisis connections and other mental health resources
2. Wellness half days continue to be encouraged for residents to use for personal care/wellbeing needs
3. Meditation Room on the Second floor of the hospital
4. Improving learner access to food (including for on-call physicians) in our various work areas
5. Monthly well-being newsletter for residents and fellows
6. Opportunities for resident group debriefing sessions in times of need (grief, adverse outcomes)
7. Wellness discussions at Resident/Fellow council and during intern and new resident/fellow orientation
8. Family in Medicine group for interested residents/fellows

## Resident & Fellow Council:

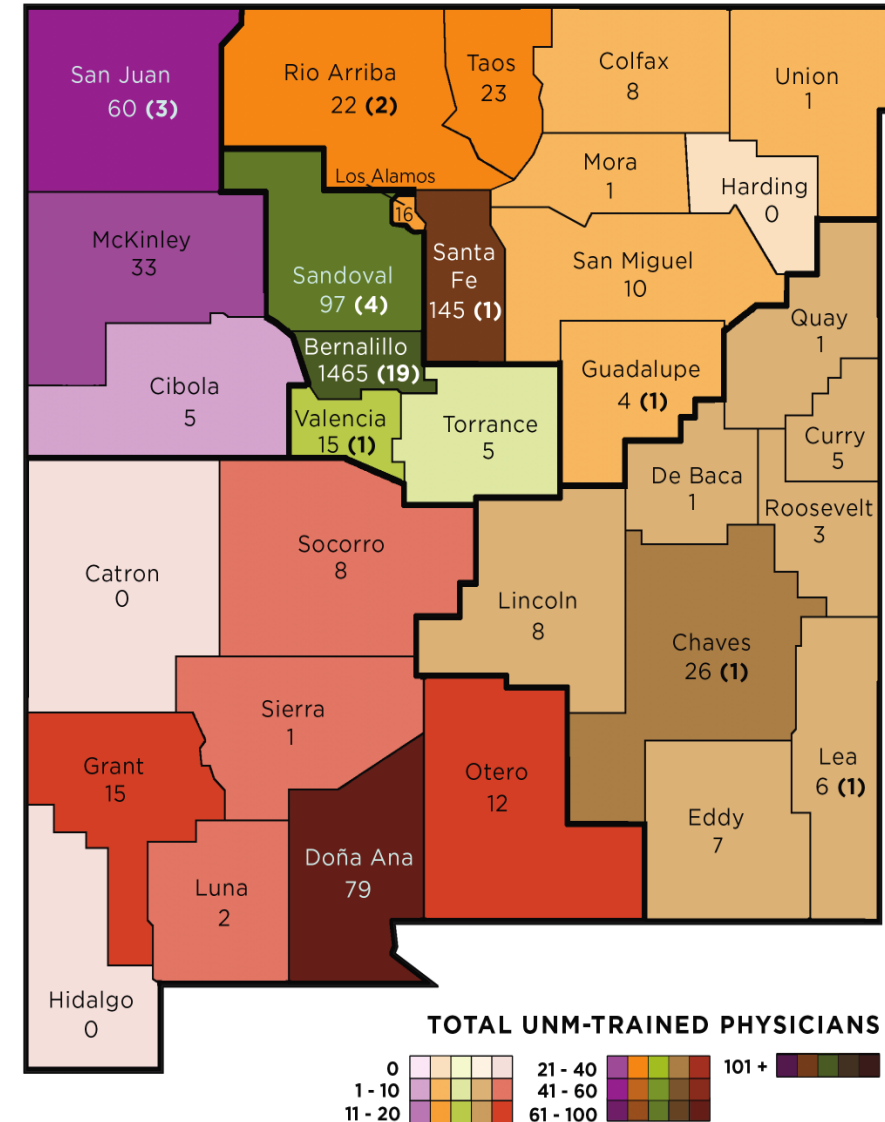
1. GME leadership attends and facilitates sessions that residents/fellows want updates on
2. Recent meetings include the laboratory update on challenges, improvement efforts, committees, etc.,
3. CMO listening session, facilitating Chief Resident survey of responsibilities and support

## Other efforts:

1. Learning Environment Office (LEO): continued collaboration and support of their efforts to improve the learning environment
2. Work Hours monitoring and advocacy
3. GME JEDI (Justice, Equity, Diversity, and Inclusion) Council addresses diverse recruitment/retention, curriculum, and learning environment.
4. DEI Curricular development director to assist in GME education activities and to consult on program specific DEI curriculum development
5. QI support/1:1 project consultation; increased FTE support for this effort
6. Alignment and advertising of clinical librarian support: involved at orientation, seminars, operations meetings to share opportunities and resources
7. Research Office Support

# UNM-Trained Physicians Practicing Statewide by County

- Expanded our workforce through NM pathways programs, tailored approaches for individuals with lived experiences as part of Native American, Hispanic, Rural, and other diverse underrepresented groups in medicine
- BA/MD program successes
- NM Center of Excellence – new program to strengthen our diverse workforce at UNM and in community settings
- Extensive efforts to recruit and retain residents/fellows who are from NM and trained at UNM to become faculty



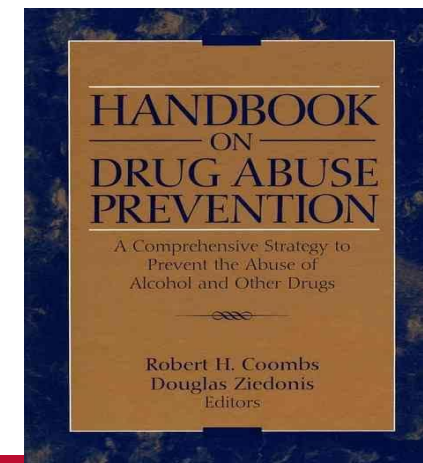
\*The (#) indicates BA/MD graduates practicing in that county.

# Behavioral Health (Mental Health and Substance Use, Misuse & Addiction)

- Critical area for State Health Improvement Plan
- Current New Activities (Behavioral Health is one of 7 key priorities in our strategic plan):
  - Metropolitan Detention Center (MDC)
  - 3 Capital Projects: Child Psychiatry Campus (Jan 2026), Crisis Triage (Feb 2024), and Primary Care – integrated Behavioral Health Programs.
  - Focus Across the Life-Span – SRMC, UNM Hospital, Medical Group, etc.
- Prevention/Public Health, Crisis and Clinical Treatment, and Long-term Recovery, including integrated care
- Employ all members of the healthcare team to behavioral health and substance use issues
- Health Disparity: High medical co-morbidity and life discrepancies

# Substance Use, Misuse & Addiction

- Nicotine & Tobacco still are the Gateway Drug
  - Explosion of vaping (open and closed devices)
    - Tobacco and many other substances
    - Leading cause of morbidity, mortality, and other acute impacts
- Need to increase access to outpatient **addiction** services
  - \* Increase Use and Addiction in COVID
- Residential services (age and gender considerations)
- Expand in School, College, and University Settings
  - Addiction Prevention & Treatment Services
  - Freshman Year risks
  - Recovery Dorms



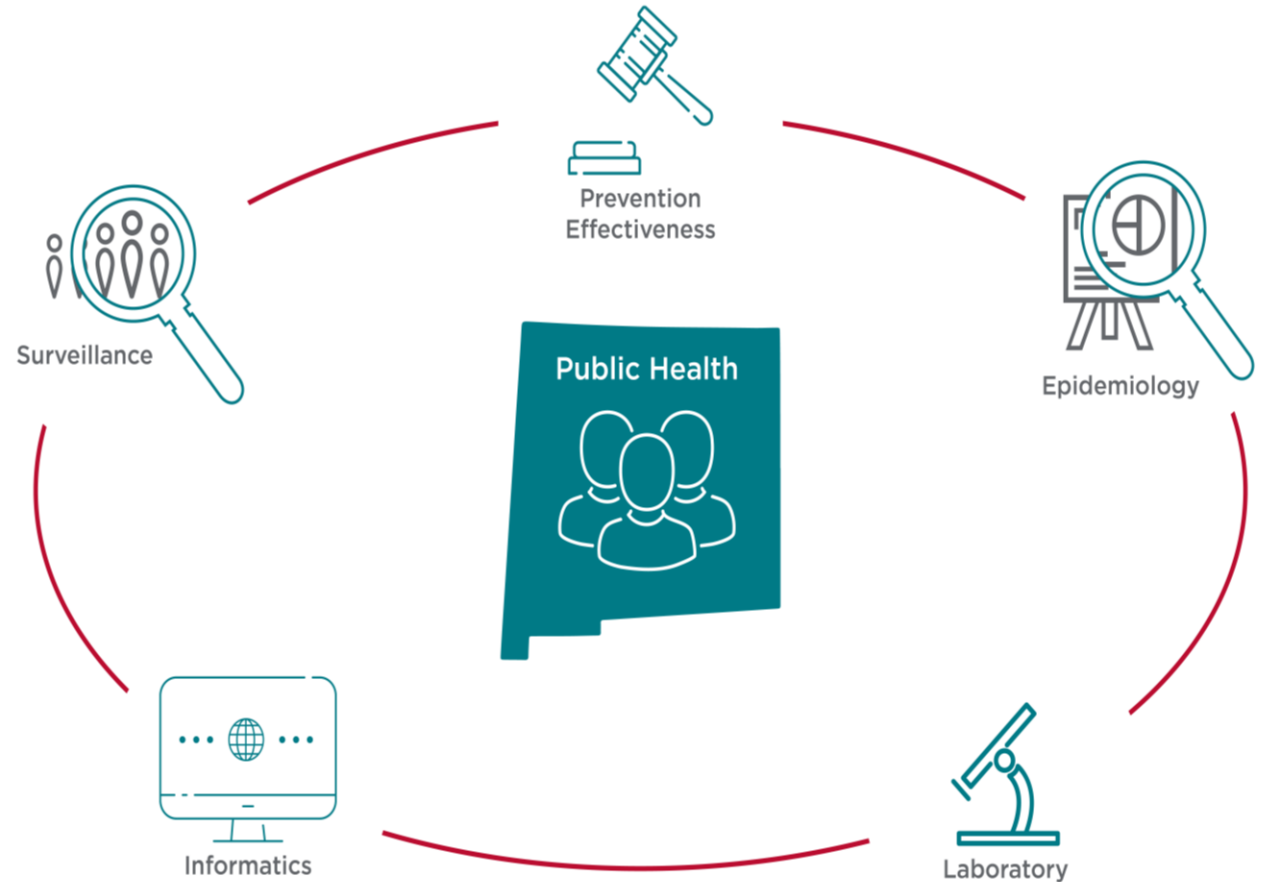


# Health Equity: Growing our Workforce & Aligning Resources to Serve Diverse Counties

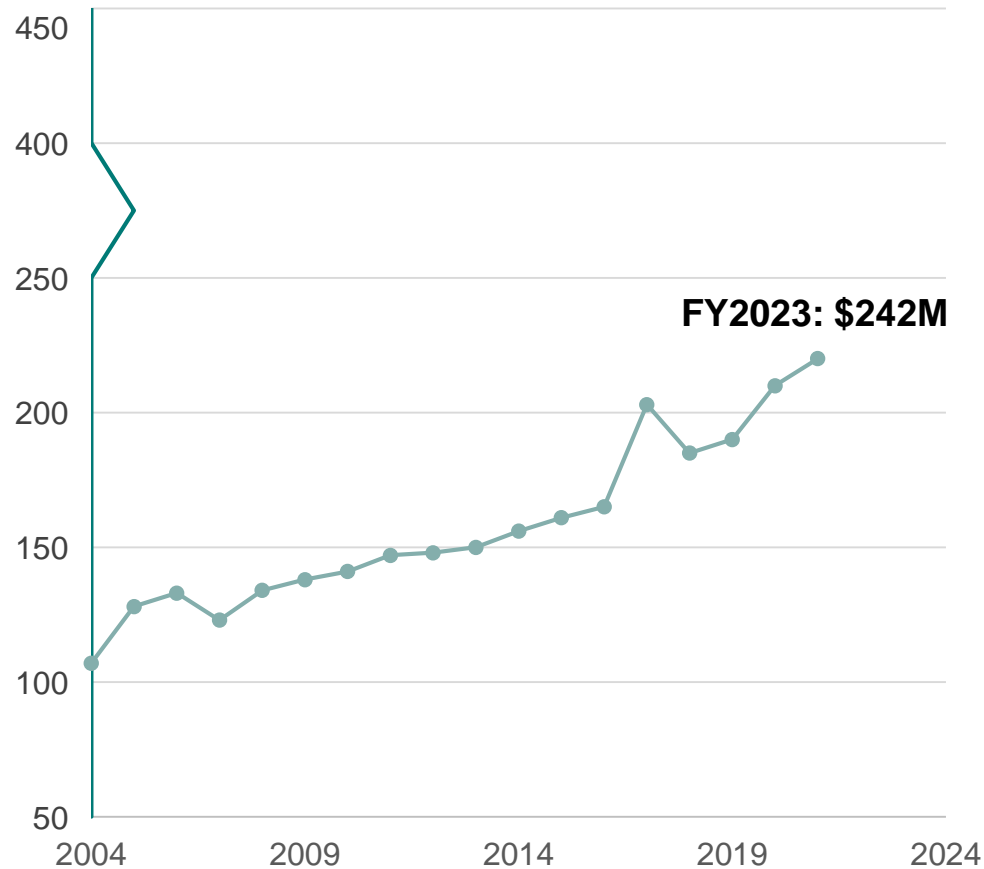
- Critical Part of the State Health Improvement Plan (and our strategic plan)
- RPSP: Health Equity for All New Mexicans
  - Creation of a new comprehensive and innovative Office of Health Equity (OHE)
    - New Center for Hispanic Health
    - New Center for Rural Health
    - Align with existing Center for Native American Health
- RPSP: Special Needs Dental Clinic(need to expand – DOH has 9 month waitlist; we have unique expertise in our clinic – need a director and more providers)
- RPSP: Enhancing and Evaluating Primary and Secondary Education by creating Outcomes-Based Educational Evaluation, (ECHO and College of Education)

# Expanding the College of Population Health to School of Public Health

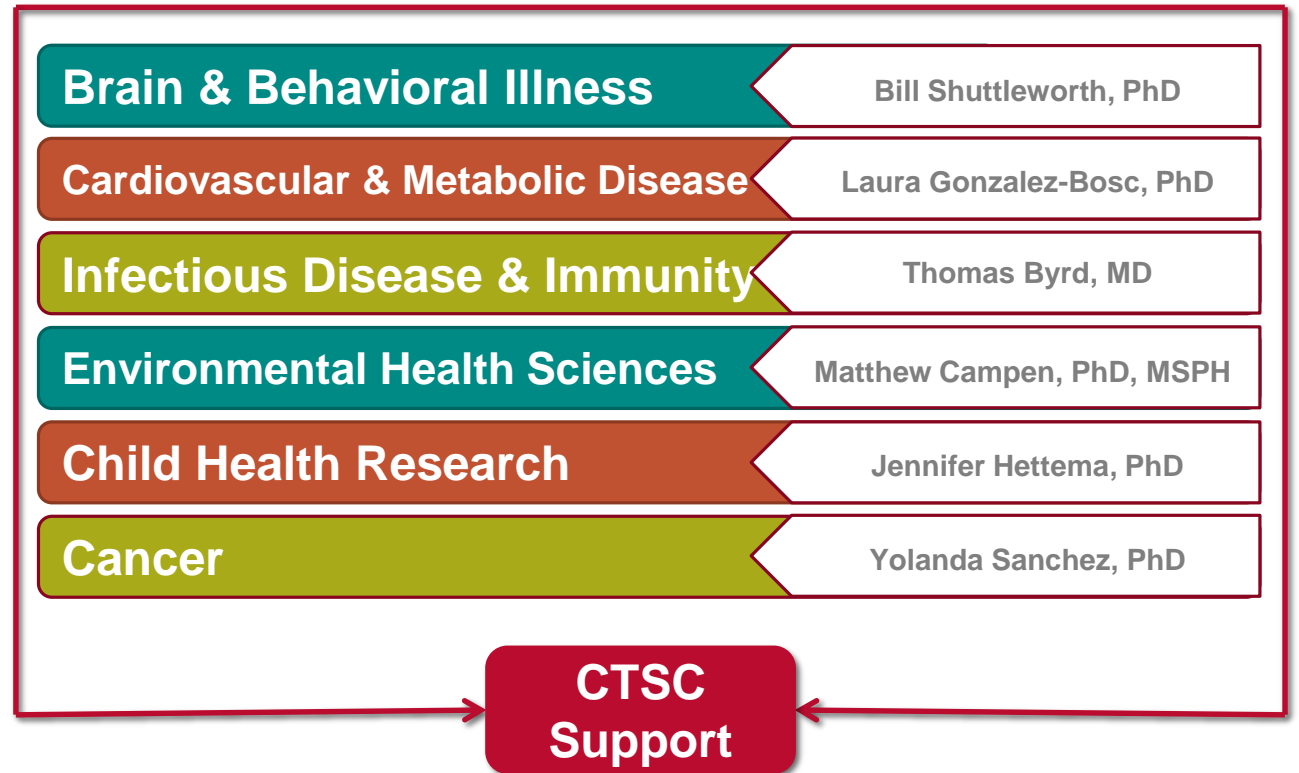
- Value to the State
  - SHIP, Public Health County Offices / Primary Care
- Thank You for your support
  - \$10M
  - Six Deliverables
- Next Steps
  - Need I&G support \$5.4M recurrent
  - New SPH building



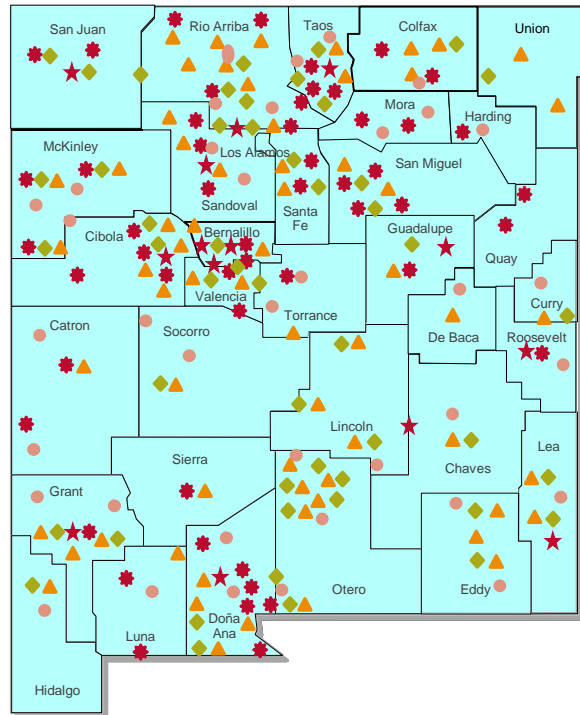
# Research Responding to Current & Emerging Health Care Needs of New Mexico



900 Active Awards & Research Projects  
6 Signature Research Focus Areas:



# Statewide Community Engagement in Research: NM Technology Enhancement Fund helps these efforts



- Research with EVERY county in NM
- Statewide support services for research
  - ★ CTSC Community Engagement Research Core
  - ◆ Investigator-led community-based programs
- Links to other research programs
  - ▲ Project ECHO
  - \* Practice-based research network
- Establish recruitment networks
  - CHS/CHW Network

# Health & Bioscience Economic Development

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## ASCEND Program Partnership

Business Accelerator at UNM (& NMSU)

Federally Funded to Train Faculty to Work with Startups

- New Innovation & Entrepreneurship Skills

Need community business partners



## Commercialization of UNM HSC Bioscience

Since 2004, **over 75 new bioscience start-up** companies have spun out of The University of New Mexico Health Sciences & UNM Rainforest.

Companies focused on drug development, cancer therapies, molecular imaging, medical diagnostics, software development, genetics and more.



# We need your help: Partnering for a Healthier NM

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## • Health Equity, Behavioral Health, and Research & Economic Development

- Center for Hispanic Health & Center for Rural Health

# Thank you and Questions

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Email with staff support: [HSC-EVP@salud.unm.edu](mailto:HSC-EVP@salud.unm.edu);

Direct email: [dziedonis@salud.unm.edu](mailto:dziedonis@salud.unm.edu)

# Appendix

# Capital Projects In-Progress and Planned

The below timeline highlights the major underway capital projects with the highest relevance to the strategic plan of UNM Health and Health Sciences as of March 2023.

## College of Nursing and Public Health Excellence Building (CON-PHE)

**Description:** Will help fill nursing shortages, providing classrooms, faculty office space, community hubs, and research wet lab  
**Status:** Estimated completion June 2024

## Cancer Center Vault Expansion

**Description:** Radiation Oncology and GMP Laboratory Expansion  
**Status:** Two-year build estimated to begin July/Aug 2023, Estimated completion July 2025

## South Valley Primary Care Clinic

**Description:** Located 20 miles SW of Albuquerque to address health care gaps  
**Status:** Acquiring land May 2023, estimated completed June 2025

## Replacement Child Psychiatric Center

**Description:** Will better enable providers to meet patients' mental and behavioral health needs  
**Status:** Estimated completion January 2026

## School of Public Health Building

**Description:** Dedicated to the School of Public Health  
**Status:** Estimated completion 2026 if funding (\$50M) secured

## New Tower (Rio Rancho)

**Description:** New 96-bed tower at the Rio Rancho Campus  
**Status:** Estimated completion FY28

## Bernalillo County Clinic Openings

**Description:** Building out clinics throughout Bernalillo County every-other-year for the next 5 years. In strategic plan, would be ideal community-based clinic.  
**Status:** Estimated buildout throughout 2023-2028

## Clinical Administrative Building

**Description:** Projected need for a 100-200K administrative building representing a \$53M development effort  
**Status:** Anticipate adding to capital plan 2028-2030

### Underway Projects (2023 - 2025)

## Critical Care Tower (CCT)

**Description:** Will have 96 new ICU beds, a new adult ED, and 18 new ORs  
**Status:** Estimated completion October 2024

## Truman Health Clinic

**Description:** \$18M clinic designed to predominantly provide HIV care  
**Status:** Land acquired, estimated completion December 2024

## Secondary Primary Care Clinic (Rio Rancho)

**Description:** UNMMG primary care clinic for Sandoval County  
**Status:** Land acquisition July 2023, estimated completion FY26

## Crisis Triage Center / Behavioral Health Crisis Center

**Description:** Will provide behavioral health services such as crisis stabilization with 16 single patient bedrooms with a peer support model  
**Status:** Estimated completion February 2024

## Pharmacy Building Renovation

**Description:** Renovation of existing Pharmacy Building  
**Status:** Estimated completion between 2026 and 2027

## UNMH Medical Office Building

**Description:** Medical Building will add an additional 250-300K sq ft. of medical office space  
**Status:** Estimated completion 2027

## Second Buildout of Critical Care Tower (CCT)

**Description:** Buildout will add an additional 96 beds  
**Status:** Estimated completion between FY28 and FY 29

## School of Medicine Building

**Description:** Additional SOM academic space to accommodate UME expansion.  
**Status:** Anticipate adding to capital plan for \$50M funding in 2027