



Expanding UNM's Role

Providing Access to
Health Care for
New Mexico



University Call to Action!

Strengthening Campus through Medical School Expansion



1. New Academic Pathways:

- Creates a direct pathway for undergraduates to pursue medical degrees.
- Expands options for dual degrees and interdisciplinary studies.



2. Enhanced Research Collaboration:

- Facilitates joint research between all campuses across all disciplines.
- Enables cross-campus initiatives that lead to innovative degree programs and research opportunities.



3. Increased Campus Connection:

- Create program connections across campus in cutting-edge medical research and education.
- Attracts top talent for undergraduate and graduate students and elevates the university's academic profile.

ONE UNIVERSITY:

Shaping the Future of Health Professions in New Mexico



Advancing Health Professions Education for New Mexico

1. This will be a One University initiative to unify efforts across campus, **enhancing service** to the **state and community**.
2. Strengthens health professions education, research, and service delivery, benefiting New Mexico's communities.
3. Supports a cohesive strategy to meet the evolving health professions workforce needs.

University of New Mexico Stats At a Glance: Leading the Way in Health Professions Education & Impact



Driving Research & Workforce Excellence:

- \$348 million in UNM research funding in FY23.
- In 2019, three SOM departments ranked in the Blue Ridge Top 20, one being in the top 10.



Diversity & Impact:

- Ranked top 5 for Most Diverse Medical Schools Nationwide.
- #2 for Most Graduates Serving Medically Underserved Areas.
- HSI/MSI for Pathway opportunities.



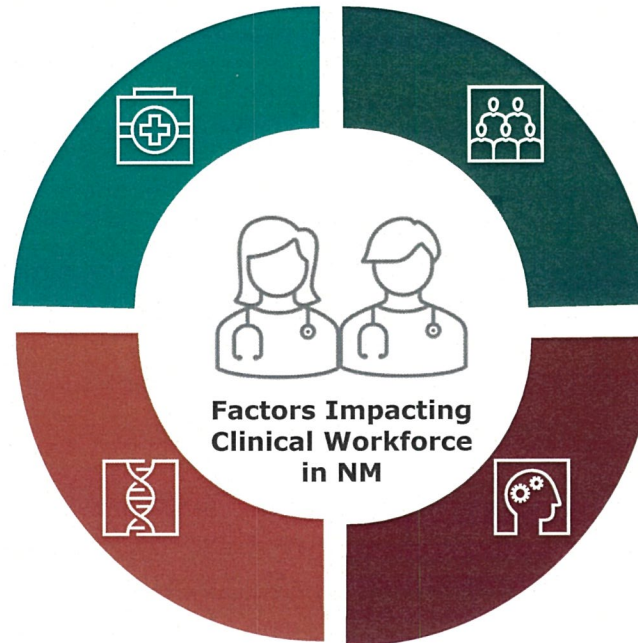
Expanding the Health Professions Reach:

- Over 1 million patient visits annually at UNM-affiliated facilities.
- 75,000+ emergency care visits and 21,000+ surgical procedures each year.

New Mexico's complex community needs, and a need for expansion of clinical education and research further compound challenges

Access to Care

- **32 of 33 counties**³ in New Mexico are designated **Health Professional Shortage Areas**
- Much of the Health Professions workforce is nearing retirement age⁴
- The **diverse population** in New Mexico requires **culturally competent care**⁵



Research and Innovation

- **Recruitment and retention of eminent faculty** will be influenced by growth in the biomedical research infrastructure and strategies for partnerships and collaborations
- **Research will need to expand with education programs** per curriculum requirements
- Strong research programs are also **essential for LCME accreditation** to produce physicians who provide state-of-the-art care

Community Needs

- **Aging population**¹ is leading to an **increasing demand** for health services
- About a quarter of the population is spread across **vast rural areas with limited access to care**
- **Birth rates are declining**² and the number of students in K-12 programs continuing to higher education is in decline
- Growing need for **substance abuse, mental and behavioral health** care in the community

Educational Delivery

- Program expansion is **limited by the clinical training slots**⁶ and the access to an adequate **clinical infrastructure**
- **School of Medicine does not have the physical capacity** to accommodate larger class sizes in its current facilities
- **Trained faculty in the basic and clinical sciences will be needed** to accommodate increased class sizes

Improving Health Professions Access & Outcomes for the State of New Mexico

Excellence in Health Education:

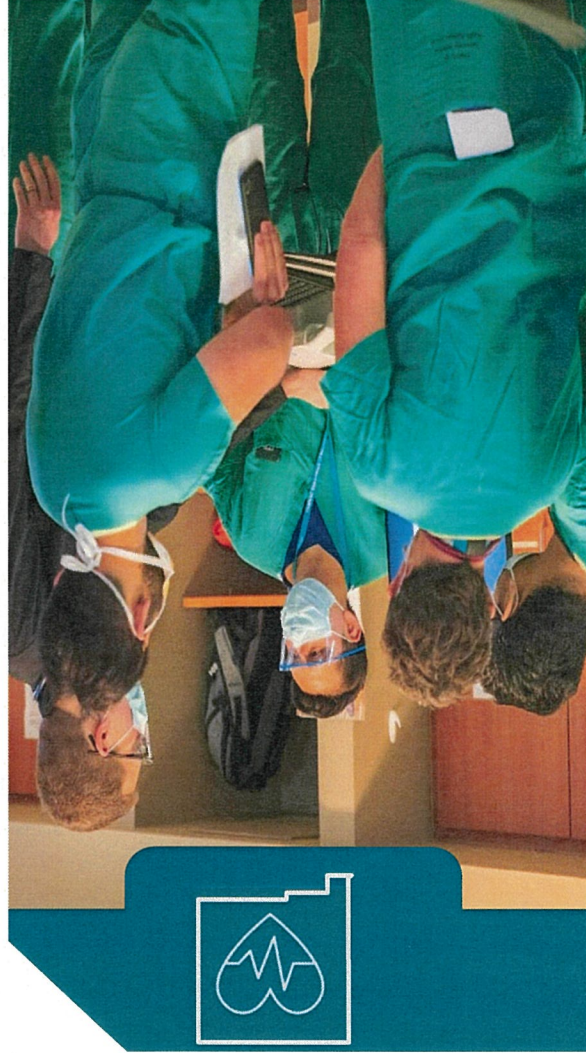
- Known for fostering a diverse and inclusive environment.
- Features a forward-thinking curriculum that integrates experiential learning, early clinical practice, and modern technology to effectively train future health professions leaders.

Driving Innovation Through Research:

- Faculty members are actively involved in groundbreaking research across multiple disciplines including medicine, public health, and environmental sciences.
- Encourages cross-disciplinary partnerships to improve health outcomes on a local, national, and global scale.

Strengthening the Health Professions Workforce:

- Alumni contribute significantly to the health professions workforce of New Mexico, highlighting the institution's impact on professional development.
- Initiatives aimed at training health professions providers for underserved and rural communities to enhance access to quality care everywhere.





Shortages in New Mexico by Profession

Health Profession	Practitioners Needed (2024)	Practitioners Needed (2035) ¹
Physicians	522	1,680
Nurses	5,952	10,520
Dental Hygienists	88	350
Physician Assistant	281	<i>Data Not Available</i>
Physical Therapists	526	1,590
Occupational Therapists	114	610
Pharmacists & related roles*	482 ²	700
Public Health Professionals	480 ³	960 ³
Total	8,445	16,410

*Includes pharmacists, pharmacy aides, pharmacy technicians



¹ HRSA data used, which goes beyond population extrapolation to consider attrition, socioeconomic factors, geographical needs, etc. i. These represent Admission numbers, 2. From Board of Regents deck, 3. Provided from College of Population Health



Current & Future Landscape of the Health Professions Delivery System

Health Professions Landscape

National Challenge & NM Comparison

- 320 MD/100K – *Same as National Average*
- Family & Community Medicine
 - 93% Adequacy 2022
 - 82% Adequacy 2035
- The rural nature of New Mexico increases this disparity
- 32/33 Counties are medically underserved
- Demographics
 - Aging population
 - 2023 Births < Deaths
- Health Care Infrastructure
 - Hospital Beds 2.35/1000
 - NM Beds 1.74 beds/1000 – Rank 48th, 31% Below Benchmark



Existing Physician Workforce

- **Significant Increase in Employment**
 - 41.8% in 2012 to 77.6% in 2024
 - Significant post 2020 trend

- **Shift Away from Private Practice**

- 25% decrease since 2012
- Economic, administrative, and regulatory pressures contributing to this shift.

- **Consolidation Trends (as 2024)**

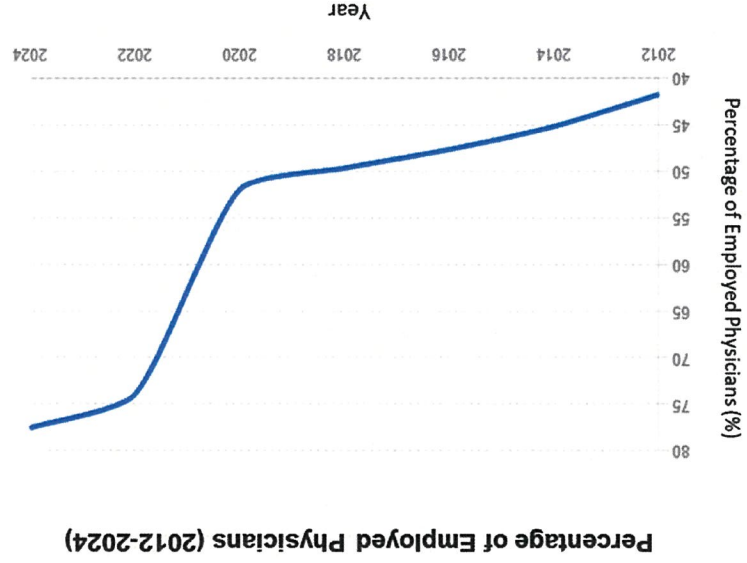
- Health systems (55.1%)
- Corporate entities (22.5%).
- Driven by the need for better negotiation with payers, access to resources, and management of regulatory requirements.

- **Impact of the COVID-19 Pandemic**



Need a facility or infrastructure to practice

American Medical Association (AMA), 2023: Analysis of the changes in physician practice ownership and organization over the last decade (American Medical Association).



Education Opportunity

Additional Challenges

- Health Professional Education requires a clinical practice location
- Current physical plant is saturated with learners
- Sometimes patient demographics are limiting factor

Need a facility or infrastructure for training



Growth of Clinical Delivery System: UNM Health System Inpatient Growth

Estimated 2034 Growth

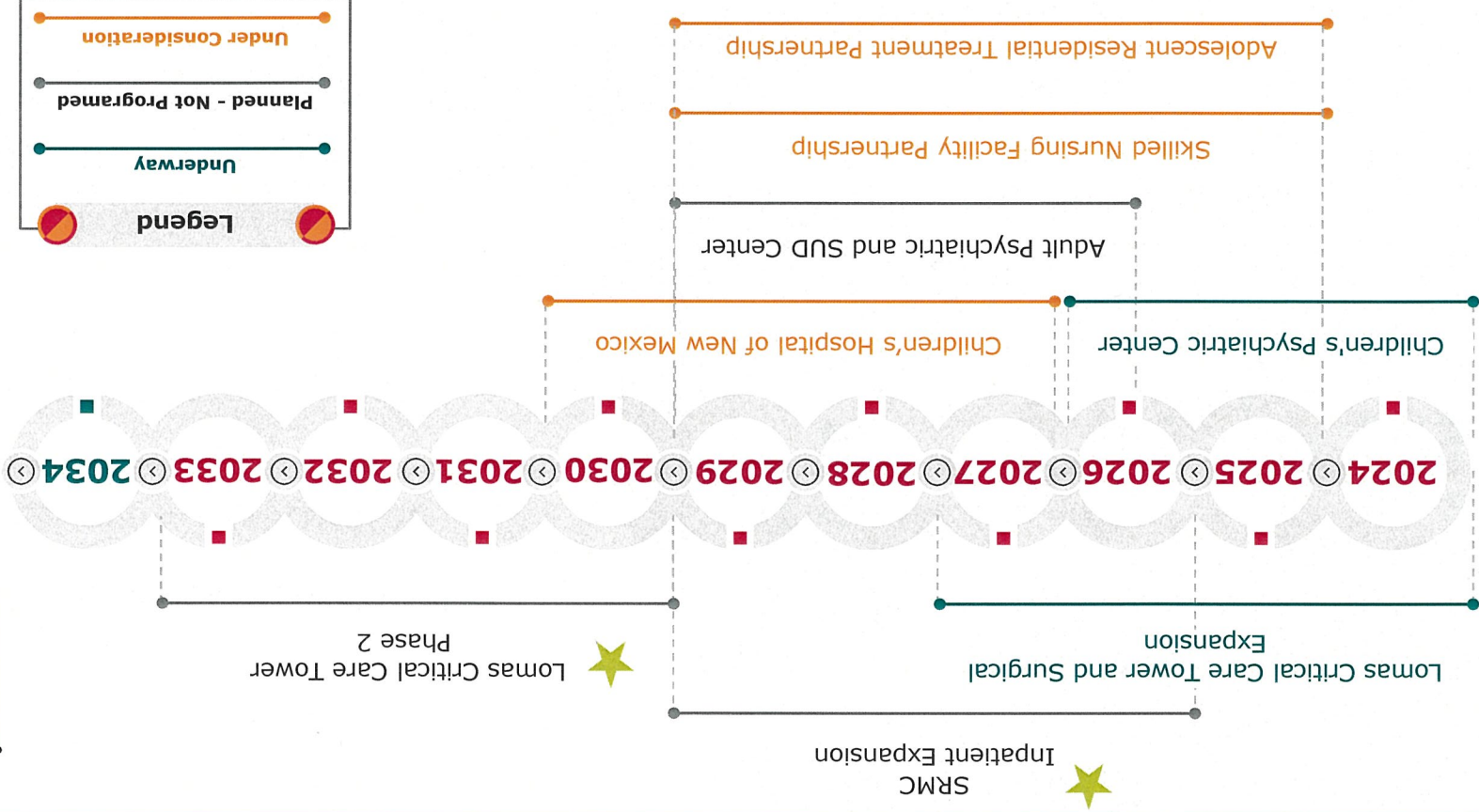
265
Inpatient Beds

20,000
Admissions Year

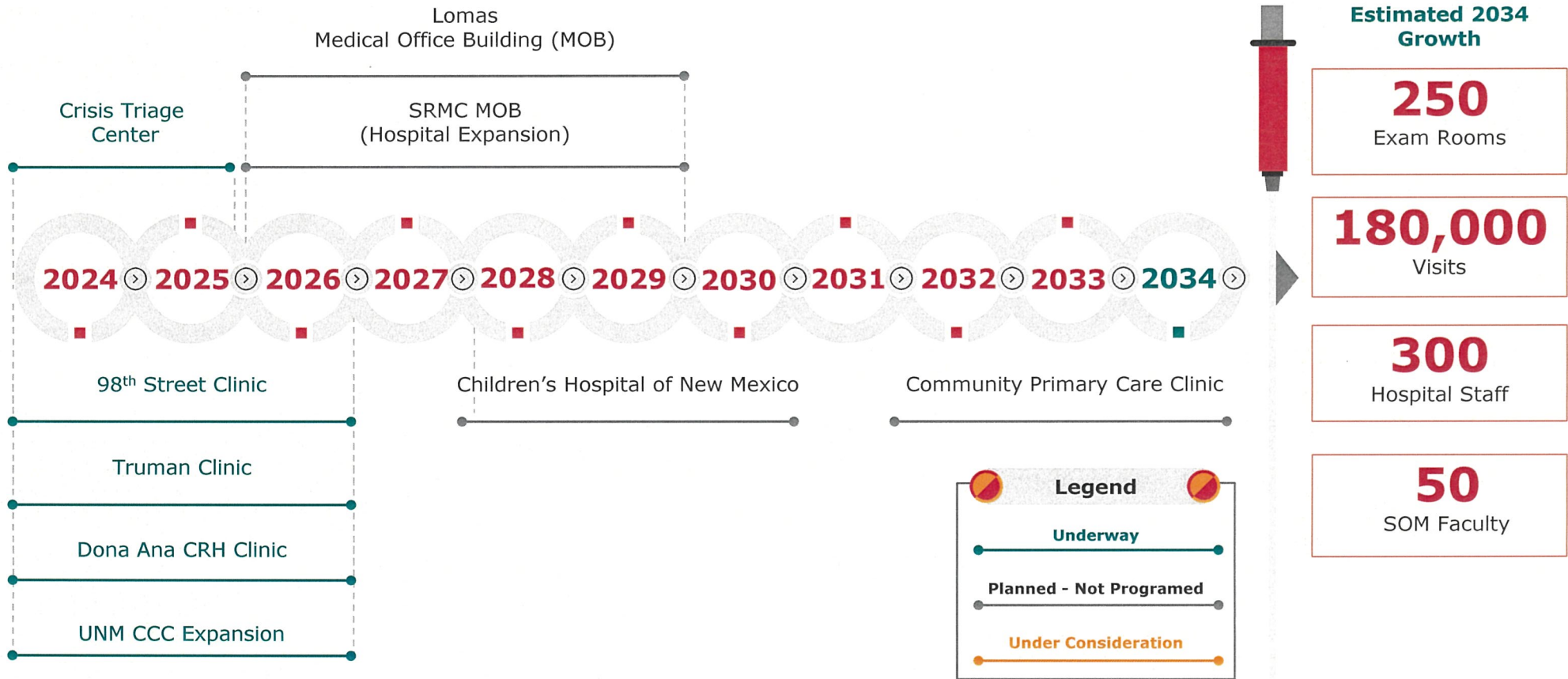
2,100
Hospital Staff

300
SOM Faculty

200
Residents/Fellow



Growth of Clinical Delivery System: UNM Health System Outpatient Growth



Health Professions Pathways

Communities to Careers and BA/MD Program

Growing Our Own Diverse Health Care Workforce

Facts and Figures

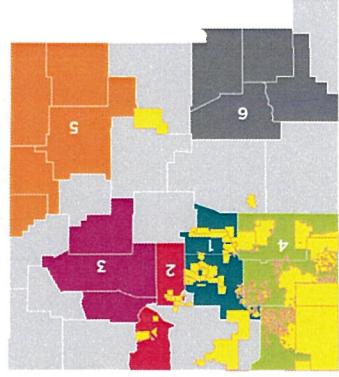
12	45	19	6	700+	3300+	50%	72%	74%
Programs	Locations	Counties and Tribal Nations	Regional Hubs	K-20 Students/Year	Participants	First Generation	Rural	Underrepresented in Health Care



81	65%	23	62%	67%
Practicing in 10 Different Towns	Practicing in NM in Different Towns	Doctors Working in Their Hometowns	From Minority Groups are in Primary Care	Practicing Alumni in Medicine

- Communities to Careers Cultivates Health Equity By:*
- Increasing Access to Health Career Pathways
 - Centering Identity & Cultural/Linguistic Strengths
 - Improving Distribution & Diversity of the Health Professions Workforce

Established Hubs Tribal Nations



To improve the health and well-being of New Mexicans: Designed to address the critical physician shortage in New Mexico by providing educational opportunities to a diverse group of students committed to serving New Mexico communities.

BA/MD Program Mission

- 321 students on track in the pathway

- 31 of 33 counties represented in admitted students



Admitted BA/MD Students 2006-2023

Current and forecasted Nursing shortages are significant, in line with national trends. The College of Nursing is exploring opportunities to both **expand** training programs and optimize current **workforce**

Facts and Figures

791¹	150¹	71	26	~50%	\$4M²
Undergraduate BSN (AY23)	Graduate Students (AY23)	Faculty	Vacancies	Retirement Eligible	Research grants & workforce Funding (FY25)
485	5,952	10,520			
Graduates (AY22)	Practitioners Needed for NM by 2024	Practitioners Needed for NM by 2035			



Capacity Plans & Strategy

Capacity Plans:

- Goal is to increase recruitment number of undergraduate students by ~153, and graduate students by ~107³ by AY24/25
- Nursing enrollment has increased by 25% from Fall 2018 to Fall 2024

Strategy Plans:

- Strategic Enrollment Management Plan has been developed to provide direction for strategies, events, and data analysis for recruitment and retention

Current Expansion Plans:

- Dean Rosario Medina hired June 2024 and will lead Health Professions Expansion for College of Nursing
- Transition to the newly built Nursing and Population Health Excellence building is underway (research and student services are still in process)
- Student body growth cannot be increased any further due to faculty constraints

Challenges & Opportunities

Challenges:

- Faculty shortage is the main bottleneck for expansion of College of Nursing
- Compensation in academia is significantly lower than clinician salaries
- Lack of clinical site infrastructure or qualified providers statewide for nursing practices (i.e., primary care pediatrics; 17% preceptor reduction)

Opportunities:

- Expand night shift and weekend rotation shifts for increased exposure
- Explore partnerships with clinical sites in rural locations (faculty supervision needed)
- Explore opportunities to evolve care models and optimize current staff through use of technology to unburden current nursing staff

Pharmacists in New Mexico have a unique opportunity to increase access to care and reduce Health Professions gaps; the College of Pharmacy is poised to **expand its training and research programs**

Facts and Figures

PharmD Students across 4 cohorts (AY23)	2121	Applications (AY24)	100*	Faculty	64	Research Funding	\$22.5M ²	Practicing NM pharmacists are COP alumni	81%
Graduates (AY23)	644	Practitioners Needed for NM	482 ³	Practitioners Needed for NM	700				

Capacity Plans & Strategy

- Capacity Plans:**
 - Phase 2 renovations of central pharmacy building to unite the college's personnel to strengthen collaboration
 - Strategy Plans:**
 - Eliminate out-of-state tuition and have one tuition for all PharmDs
 - Expand Early Assurance Programs
 - Current Expansion Plans:**
 - Pharmacy building phase one renovations are complete, with a phase 2 renovation planned
 - Class size and faculty expansion will be undertaken after 70-80 students are consistently enrolled (current: 44 students for class of 2027, 58 students incoming for class of 2028)

Challenges & Opportunities

- Challenges:**
 - Declining enrollment and limited resources
 - Challenges in research support and faculty retention
 - Declining applicant and recruitment challenges
 - Resistance to billing for clinical services
 - Succession planning
- Opportunities:**
 - Unique research opportunities and potential partnerships (clinical trials)
 - Increased utilization of advanced practice pharmacists to address gaps in care
 - Facility expansion
 - Hiring lecturers to free capacity for faculty to conduct research



1. Source provided by Deans (average matriculants across last 4 years) 2. Research at College of Pharmacy, 3. From Board of Regents deck 4. <https://news.unm.edu/news/unm-celebrates-2023-spring-commencement-ceremony-may-13>



College of Population Health provides public health workforce to **respond to health crisis**, especially in rural communities

Facts and Figures

130¹	59¹	40	26	\$4M²
Undergraduate Students (AY23)	Graduate Students (AY23)	Permanent Faculty	Faculty Vacancies	Research Funding
59³	100⁴	10,560 nationally⁵		
Graduates (AY23)	Practitioners Needed for NM by 2024	Practitioners Needed by 2035		



Capacity Plans & Strategy

Capacity Plans:

- Dedicated facility as the College of Population Health expands in faculty and students
- Ensure and maintain at least 21 faculty for accreditation purposes
- New joint Public Health and Nursing building is more modern, but 3,000 sq. ft shy of previous building space allocation (12,000 vs. 15,000 sq. ft)

Strategy Plans:

- Transition plans to an accredited school of public health

Current Expansion Plans:

- Transition to the newly built Nursing and Population Health Excellence building is underway, with 12,000 sq. ft allocated to the College of Population Health
- Short-term faculty hiring plans will be dependent on recurring budget (e.g., grants, salaries)

Challenges & Opportunities

Challenges:

- Limited opportunities to recruit trained public health professionals into core public health workforce impacts the capacity of the state to respond to health crises, especially in rural communities

Opportunities:

- Increase number of diverse students and faculty
- Increase non-state research dollars
- Create a public health education network statewide
- Expand statewide community health assessments
- Lead public health intervention initiatives

The School of Medicine is a key focal point for expansion of New Mexico's overall clinical delivery network, but the education building has reached end-of-usable life and class size expansion is needed

Facts and Figures

Enrolled Medical Students (avg. AY 20-23)	931	Out-of-state acceptances (avg. AY 20-23)	71	Residents and Fellows	722	Faculty	1284	Research Funding (FY23)	\$134M
Graduates (avg. AY19-22)	98	Practitioners Needed for NM	1,531	Practitioners Needed for NM by 2035	4,230				

Capacity Plans & Strategy

- Capacity Plans:**
 - Research-focused faculty retention and recruitment through grants, increased satisfaction, and post-doctoral pathway
 - Submitted a proposal to the legislative committee to incorporate AI training into the medical curriculum
- Current Expansion Plans:**
 - Proposal has been submitted to the legislative committee for curriculum expansion to encompass AI training
 - GME has expanded approximately 25% over the last 5 years in alignment with the state's directive towards clinical growth
 - Fitz Hall is approaching end-of-usable life as the forefront research and education building for the School of Medicine

Challenges & Opportunities

- Challenges:**
 - Need for additional faculty to support training requirements, space to support the clinical learning environment, community partners for continuity clinic sites or other specialty specific experiences
 - Increasing student / faculty diversity and recruiting and retention from out-of-state will need a compelling retention and incentive strategy
 - General expansion budget, including renovations of existing facilities (Fitz Hall)
- Opportunities:**
 - Grow educational program offerings for students (increased rotations in rural, underserved, UNM West, and VA)
 - Recruit more prospective medical students from out-of-state (3% acceptance rate)
 - Review faculty effort allocation and compensation to aid recruitment and retention of physician faculty within the system



School of Medicine





Programs Essential to the Health of New Mexico

\$743M Total Annual Budget

\$134M Research and Awards

**1,284 Faculty
1477 Staff**

745 Residents and Fellows

403 Medical Students

97 Doctoral Students

275 Graduate Students

UNM Medical Group

\$305M Operating Revenue

617 Employees

Key Educational Programs at UNM School of Medicine

- Anesthesiology Assistant
- Bio Medical Sciences- MS/PhD
- Occupational Therapy
- Medical Laboratory Sciences
- Dental Hygiene
- Physical Therapy
- Emergency Medical Services
- GME - Residents and Fellows
- Physician Assistant
- Radiologic Sciences
- UME - Medical Students
- MD/PhD Program



School of Medicine: Responding to State Needs



Clinical Growth

- Health professions delivery expansion underway
- Enhance statewide health professions workforce



Educational Growth & Need

- Increase MD graduation numbers
- Support educational program expansion

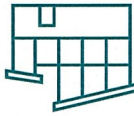


Research & Innovation

- Support, modern curriculum, simulation labs, and AI
- Meet high standards of medical education



A New SOM Facility is Needed



New Facility for School of Medicine

- UNM Clinical growth
- State workforce initiative
- Liaison Committee on Medical Education (LCME) Accreditation, 2026
- Existing facilities limit program growth



Fitz Remediation vs Replacement

- Fitz approaching end of useful life
- Not amenable to remodel/expansion
- No ideal swing space alternative
- Outdated/inefficient
- Continuity of operations



Prior Assessments

- Demolition of Fitz Hall Strongly Recommended



Recommendation

- Replacement of Fitz Hall
- Demolition of existing Fitz Hall



Fitz Hall, built 1967

Key Steps: 2024 – 2025

Business Plan

- LCME Accreditation (2026)
- Clinical Growth
- Workforce Needs
- Program Growth
- Fiscal Analysis and Funding
- Economic Impact

Facility Programming

- Align Facility Need to Program Growth
- Site Selection
- Refine Cost Estimate

Project Comparisons



Designated Peer Institutions



University of Utah

Spencer Fox School of Medicine

Completion in 2025



University of Texas MD Anderson

Cancer Center Research Building

Completion in 2026



University of California, Riverside

School of Medical Education Building II

Completion in 2023