



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

**Board of Governors
Health Initiatives Committee**

Work Plan

Background

In August 2013 Board of Governors Chair Dean Colson established a Health Initiatives Committee to provide leadership for the development of system-level policy regarding health initiatives. The Committee is charged with being responsible for all issues associated with medical education in the State University System including evaluation of the opportunities and challenges for the System's medical schools and other key health-related academic disciplines. The work of the Committee will result in a strategic plan that will guide the State University System in both the foreseeable future as well as in the important longer-term years when Florida is expected to experience an even more substantial stress on its health care delivery system.

Purpose of the Initiative

The purpose of the Committee and the initiative undertaken by the Committee is to provide leadership in the development of system-level policy and potential actions regarding health-related education, health care delivery impacted by the health care academic experience, and health-related research. The guiding tenants of this leadership of State University System health-related activity are efficiency, effectiveness, and accountability. The activity of the Health Initiatives Committee will result in a health initiatives strategic plan which will, in turn, inform an action plan.

Problem Statement

The future of healthcare is changing. This is especially the case in Florida where "baby boomer" in-migration contributes to an increasing number of people with health care needs in the nation's soon-to-be third largest state, with over 19 million persons in an area that covers more than 800 miles from Pensacola to Key West, encompassing

huge urban areas such as Miami and sparsely populated rural areas such as Liberty County in North Florida.

But even though Florida's proportion of residents over age 65 is the largest among all 50 states, seniors are not fueling the demand for health care all by themselves. Those over 65 account for less than 10 percent of new Florida residents in the last several years. In fact, more than half of the new arrivals were between 25 and 64 years old, according to an AP analysis of data from the U.S. Census' American Community Survey. Almost two-fifths of them were under age 25. Anticipating the need to better align higher education's health programs with changing demographic, geographic, and environmental factors, the Board of Governors of the State University System of Florida created the Health Initiatives Committee.

At the same time, the State University System has a wide array of instructional programs offered at the bachelor's, master's, doctoral, and professional degree levels in order to prepare health care practitioners, researchers, and administrators. At the two-digit Classification of Instruction level, these programs include general health services, communication sciences, dentistry, health care administration, allied health professionals, laboratory science professionals, medicine, mental health professions, pharmaceutical science, public health, rehabilitation and therapeutic professions, medical informatics, nutrition sciences, ethics and nursing. The State University System and the Board of Governors need to have a better understanding as to the general status, efficiency, and effectiveness of these programs.

Scope of Initiative and Study Questions

The purpose of the Committee is to provide leadership in the development of system-level policy regarding health initiatives. Two goals shall guide the initial work of the Committee: an *environmental scan* and, subsequently, a *health initiatives strategic plan*.

The first goal is to conduct an environmental scan that identifies emerging and evolving program needs and assesses the status of existing programs. The second goal is to develop a strategic plan for advancing the quality and coordination of health programs and initiatives across the State University System.

The environmental scan and the plan will focus on three major areas of activity – (1) health education, (2) health delivery and (3) university-related health research.

For the first year's goal--the environmental scan--three major questions will guide the Committee's work:

1. Health Education. Does Florida's current bachelor's and graduate degree production of the health care workforce align with the estimated need (quantity and quality) to the year 2030 given pending changes in population and practice?

1a. What will the population of Florida look like in 2020, 2030 and 2040?

- *Data Source: Florida Office of Economic and Demographic Research*

1b. What are the current ratios of various healthcare workers to population? Are the current ratios of healthcare workers to the population going to hold or should they be adjusted due to evolving and emerging trends in healthcare delivery?

- *Data Sources: Florida Department of Economic Opportunity; US Department of Labor; US Health Resources and Services Administration; Health Initiatives Committee Advisory Group*

1c. What percentage of healthcare workers in Florida were educated in Florida's universities? What percentage of Florida prepared healthcare workers leave the state shortly after graduating from Florida's universities?

- *Data Sources: SUS Data System; Florida Education & Training Placement Information Program*

1d. Given the ratio of healthcare workers to the population and percentage of healthcare workers from Florida's universities, will Florida's universities prepare enough graduates to meet the pending demand?

- *Data Sources: SUS Data System; Florida Education & Training Placement Information Program; Independent Colleges and Universities of Florida, Florida College System and Commission for Independent Education Data*

1e. What is the cost to produce graduates from the State University System health-related programs?

- *Data Sources: SUS Expenditure Analysis; SUS Medical School Cost Study; Professional Associations*

1f. What are the regional and national reputations of State University System health-related programs?

- *Data Sources: Accrediting Agencies; Various Ranking Sources*

1g. What factors contribute to the inadequate number of medical residencies in Florida?

- *Data Sources: OPPAGA's 2014 Report; Professional Associations; Council of Florida Medical School Deans*

2. Health Care Delivery. What are the emerging and evolving trends in health care delivery? How will they affect the State University System?

2a. What health care delivery is currently provided within the State University System? What factors affect that delivery?

- *Data Sources: SUS Inventory of Academic Programs; Council of Medical School Deans; Health Initiatives Committee Advisory Group*

2b. How is the delivery of health care emerging and evolving in ways that will have an impact on the preparation of health care workers by Florida universities?

- *Data Sources: Professional Associations; Accrediting Agencies; Florida Agency for Health Care Administration; Institute of Medicine; US Agency for Healthcare Research and Quality; US Health Resources and Services Administration; Health Initiatives Council Advisory Group; Literature Review*

2c. How, if at all, are accrediting bodies for health care programs altering their standards to align with emerging and evolving changes to health care delivery?

- *Data Sources: Professional Associations; Accrediting Agencies*

2d. Given that health care delivery is changing, should the current mix of didactic versus clinical in health-related curricula be modified?

- *Data Sources: Council of Florida Medical School Deans; Accrediting Agencies; Health Initiatives Committee Advisory Group; Literature Review*

2e. What technological changes in health care delivery will require concomitant changes in health care education?

- *Data Sources: Council of Florida Medical School Deans; Professional Associations; Accrediting Agencies; Literature Review*

3. Research. What are the specialized areas of health care research conducted by Florida's universities? Are there critical areas of research that are not being addressed?
- 3a. What are the areas of specialized health care research conducted by Florida's universities by specific institutions? What are the top areas by funding?
- *Data Sources: SUS Vice Presidents for Research; ExpertNet; National Science Foundation Database*
- 3b. How can we expand university research opportunities through greater collaboration or partnership?
- *Data Sources: SUS Vice Presidents for Research; Health Initiatives Committee Advisory Group*
- 3c. Are there critical areas of research in the health care field that are not currently addressed by Florida universities and should be supported?
- *Data Sources: SUS Vice Presidents for Research; Florida Council of 100; Federal Funding Sources; University Technology Transfer, Licensing, Grants and Contracts Offices; Health Initiatives Committee Advisory Group; Benchmarking and Literature Review*
- 3d. What is the contribution of the State University System to translational research and can it be expanded?
- *Data Sources: SUS Vice Presidents for Research; Clinical Research Network*
- 3e. What are the various returns on investment of State University System research to Florida, including social returns on investment (e.g. improved life expectancy, decreases in infant mortality, and so forth)?
- *Data Sources: SUS Vice Presidents for Research; SUS Annual Accountability Report; National Science Foundation Database; Association of University Technology Managers Report*

The results of the environmental scan will inform the second year of the Committee's work, that is, to develop the health initiatives strategic plan. The strategic plan will include recommendations, and specific goals and performance indicators to the year 2030, that

1. close identified gaps in the production of the health care workforce,

2. develop new curricula and mechanisms to address emerging and evolving trends in health care delivery, and
3. address gaps and new opportunities in health care research.

Following the process to develop an environmental scan and a strategic plan, future work of the Committee will examine information from both the environmental scan and the strategic plan to support the development of an implementation plan. The implementation plan will identify activities, potential resources, and a timeline to accomplish the goals of the strategic plan.

Additional Reports, Data Sources, and Other Elements of Analysis

In addition to the data sources referenced above, the Health Initiatives Committee will avail itself of a number of reports and data sources to accomplish its work. These include but are not limited to:

- Graham Center Footprint Maps
- Georgetown Center on Education and Workforce
- National Center for Education Statistics
- National Center for Health Statistics
- National Council of State Boards of Nursing
- US Department of Commerce, Bureau of Economic Analysis
- Professional Exam Pass Rate Sources
- Board Certification Entities

Creation of a Health Initiatives Committee Advisory Group

The Board of Governors Health Initiatives Committee will seek the advice, council, and expertise of a diverse group of experts and stakeholders in the health care community to inform its work. Members of this Advisory Group will include representatives from the following entities:

- Council of Florida Medical School Deans
- Florida Center for Nursing
- Florida Hospital Association
- Florida Department of Health
- United States Department of Veterans Affairs
- State University System Vice Presidents for Research
- Florida Medical Association

Specifically, the Advisory Group will be charged with the following:

- Assisting in the gathering and interpretation of data.
- Assisting Board of Governors staff as it conducts an initial environmental scan of Florida's health-related and health education landscape that assesses the status of existing programs and identifies emerging and evolving program needs.
- Providing expertise and making recommendations as to the identification of gaps in the production of the health care workforce.
- Providing expertise and making recommendations for new curricula that may address emerging and evolving trends in health care delivery in accordance with program accreditation standards.
- Providing expertise and making recommendations with respect to gaps, new opportunities, and potential areas for collaboration in State University System health-related research.
- Making recommendations with regard to the Health Initiatives Committee's strategic plan and subsequent implementation plan.

The Advisory Group may elect or designate a chair and any other officers as it deems appropriate. The Advisory Group is expected to meet on a regular basis, either face-to-face, telephonically, or both over the course of the next two years. Board of Governors staff will facilitate the functioning of the Advisory Group.

Staffing

To assist in the accomplishment of the action items outlined in this Work Outline, the Board of Governors of the State University System of Florida announces the addition of two staff members: Dr. Alma Littles and Amy Beaven.

Dr. Littles serves as the special advisor for STEM and health initiatives and will collaborate with academic leadership at the State University System's 12 member institutions to oversee the development of a strategic plan. Dr. Littles is currently the senior associate dean for medical education and academic affairs at Florida State University's College of Medicine. She joined the College of Medicine in 2002 as the founding chair of the Department of Family Medicine and Rural Health and was appointed as associate dean for academic affairs in 2003, where she led development of the college's curriculum, including development of its six regional campuses and rural educational programs for clinical training. Prior to that she joined the faculty of the Family Medicine Residency Program at Tallahassee Memorial Healthcare in 1996, and became director in 1999. A former president of the Florida Academy of Family Physicians, Dr. Littles is a leader in organized medicine and a longtime patient

advocate. She earned her MD degree from the University of Florida, College of Medicine.

Amy Beaven serves as the director of STEM and health initiatives and will work closely with the Special Advisor for STEM and Health Initiatives and other Board of Governors staff in the development of a strategic plan. Previously, Ms. Beaven served as a policy and research associate at the University of Texas School of Public Health, Institute for Health Policy. She earned a bachelor's of science in agricultural biotechnology from the University of Kentucky and a master's of public administration from Virginia Commonwealth University.

Timeline for 2014 and 2015

March 2014	<ul style="list-style-type: none">• Present a two year Health Initiatives Committee Work Plan overview.• Hold Committee discussion regarding Work Plan overview to solicit feedback and make any revisions.• Approve Work Plan overview, pending changes per Committee discussion and direction.
(Through November 2014)	<ul style="list-style-type: none">• Staff conduct research to answer Environmental Scan guiding questions. Staff solicit direction from Committee and Advisory Group.
September 2014	<ul style="list-style-type: none">• <u>State University System Medical Schools</u>: a review of current and projected enrollments, missions, admissions qualifications, costs per graduate, and national and regional rankings of curricular offerings and research agendas.• <u>Medical residencies in Florida</u>: a review of the 2014 report on medical residencies by the Office of Program Policy and Analysis and Governmental Accountability.
November 2014	<ul style="list-style-type: none">• <u>Nursing</u>: Presentation and discussion with the Florida Center for Nursing - nursing supply and demand in Florida, status of the nursing curriculum.
January 2015	<ul style="list-style-type: none">• Present a draft of the Environmental Scan Report.
March 2015	<ul style="list-style-type: none">• Review and approve final draft of the Environmental Scan Report.• <u>Strategic Plan</u>: Identify membership of taskforce and present charge to taskforce. Taskforce will provide further advice, counsel, and recommendations to the Health Initiatives Committee based on findings of the Environmental Scan.

By May 2015	<ul style="list-style-type: none"> • Hold Taskforce meetings with Committee member participation to consider Strategic Plan goals and performance indicators in light of Environmental Scan findings.
June 2015	<ul style="list-style-type: none"> • Refine and finalize Strategic Plan goals and performance indicators.
September 2015	<ul style="list-style-type: none"> • Develop draft of Strategic Plan.
November 2015	<ul style="list-style-type: none"> • Approve the Strategic Plan.
January 2016	<ul style="list-style-type: none"> • Identify and draft activities for Implementation Plan based on Strategic Plan.
March 2016	<ul style="list-style-type: none"> • Finalize activities for Implementation Plan based on Strategic Plan.