Strategy for a Downtown USF Health Morsani College of Medicine-Heart Institute



Executive Summary for Board of Governors February 19, 2015



Advancing the Downtown Strategy

Collaborative and Transparent Process

- The initial MCOM request for PECO funds for a new medical school facility occurred 8 years ago, but planning has accelerated over the past 2 years
- High level of engagement & feedback obtained from:
 - Students, Trustees, Faculty, Legal Counsel (interviews, surveys, presentations and approvals)
 - Outside experts
 - HOK (Space Programming)
 - Hammes Company (Healthcare Strategy)
 - Skanska (Cost Estimating)
 - Board of Governors
 - Extensive conversations with BOG Staff
 - Site visits with 8 BOG members
 - Phone conversations with 9 additional BOG members
 - Conversations with numerous elected officials
- Resulted in unanimous approval by USF BOT, and many letters of support from students, faculty, government and community leadership groups





USF Health Downtown Strategy: Co-locating MCOM and Heart Institute

Current State <u>"The Opportunity"</u>

•Morsani College of Medicine (MCOM) occupies a 40yr old 192,000 sf facility rated "Poor" by NACUBO¹

•USF Main Campus is 25+ minutes from MCOM's teaching hospital. No other medical school in the top-100 medical schools² is located as far away

•MCOM ranks 63rd in NIH funding among US medical schools

 Challenging recruiting environment due to facility condition and location

 Interprofessional strategy is effective and competitive advantage despite distance from teaching hospital

Future State <u> "Solution Based"</u>

- State-of-the-art, 319,000 sf facility to support technology based learning
- Downtown location improves proximity to Tampa General Hospital (5 min vs. 25+ min)
- Increased NIH funding moves MCOM into top quartile of US medical schools
- New facility and vibrant downtown environment will enhance recruitment of highly competitive students and faculty
- Interprofessional advantage improved with expansion opportunities for Pharmacy and proximity to TGH/CAMLS

The result is achievement of an important SUS BOG goal: <u>Improve the quality and relevance</u> of the System's institutions with regard to state, national, and international preeminence

USF Health Downtown Strategy

Aspirational Goal: Top Quartile Medical School¹

<u>Current State</u> MCOM ranked 63rd (\$43 Million in NIH Funding)

2014 NIH Funding Rank / Total Funding ("000s)	Medical School / Teaching Hospital	Teaching Hospital Proximity to Medical School	
42 [\$96,318]	UNIVERSITY OF MIAMI Jackson Memorial Hospital	<10 Min	
43 [\$88,080]	UNIVERSITY OF FLORIDA UF Health Shands	<10 Min	
63 [\$48,019]	UNIVERSITY OF SOUTH FLORIDA Tampa General Hospital	>25 Min	5 years
118 [\$4,872]	UNIVERSITY OF CENTRAL FLORIDA Florida Hospital - Kissimmee	10-25 Min	
119 [\$4,860]	FLORIDA STATE UNIVERSITY Tallahassee Memorial HC	<10 Min	
126 [\$3,090]	FLORIDA INTERNATIONAL UNIV Baptist Health System	10-25 Min	
130 [\$1,300]	FLORIDA ATLANTIC UNIVERSITY Boca Raton Community Hospital	<10 Min	

¹ Top quartile as determined by NIH Funding and US News Ranking ² Based on 2014 rankings and funding amounts

Impact of Downtown MCOM moves into top quartile In NIH Funding

•Heart Institute's projected \$28 million in NIH funding provides momentum by delivering 40% of the funding growth MCOM needs to become top quartile

Student Success:

- Improved student desirability; 88% of accepted, but non-matriculating applicants listed facility quality and teaching hospital proximity as reasons for selecting a school
- New physician scientists expand student research opportunities

 Proximity of MCOM/Heart Institute will support mutual success and TGH's aspiration to become US News "Honor Roll" Hospital



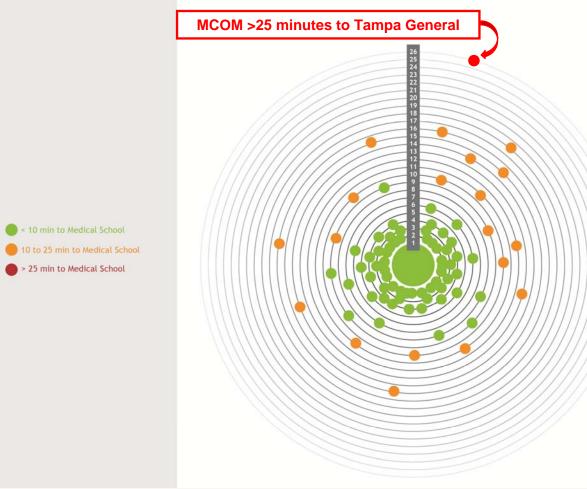
Top-100 Medical Schools by NIH Funding

MEDICAL SCHOOL PROXIMITY TO TEACHING HOSPITAL

UNIVERSITY OF CALIFORNIA, SAN FRANCISCO	 San Francisco Gen Hosp 	WAKE FOREST UNIVERSITY HEALTH SCIENCES	Wake Forest Baptist Med Ctr	
JOHNS HOPKINS UNIVERSITY	 John Hopkins Hospital 	UNIVERSITY OF TEXAS MEDICAL BR GALVESTON	 Univ of TX Med Branch 	
UNIVERSITY OF PENNSYLVANIA	Penn Hospitals	VIRGINIA COMMONWEALTH UNIVERSITY	 VCU Med Ctr 	
WASHINGTON UNIVERSITY	 Barnes Jewish Hospital 	UNIVERSITY OF TEXAS HLTH SCI CTR SAN ANTONIO	 Methodist Hosp/Univ Hosp 	
STANFORD UNIVERSITY	 Stanford Hospital 	PENNSYLVANIA STATE UNIV HERSHEY MED CTR	 Penn State Hershey Med Ctr 	
YALE UNIVERSITY	Yale-New Haven Hospital	UNIVERSITY OF KENTUCKY	 Univ of KY Albert Chandler Hospital 	
UNIVERSITY OF PITTSBURGH AT PITTSBURGH	 UPMC Presbyterian Hospital 	UNIVERSITY OF TEXAS HLTH SCI CTR HOUSTON	 Memorial Herman TX Med Ctr 	
UNIVERSITY OF WASHINGTON	 Univ of WA Med Ctr, etc. 	UNIVERSITY OF CINCINNATI	 University Hospital 	
UNIVERSITY OF CALIFORNIA SAN DIEGO	 UCSD Thornton Hosp 	UNIVERSITY OF CALIFORNIA IRVINE	 University of CA Irvine Med 	Ctr/CHOO
VANDERBILT UNIVERSITY	 Vanderbilt University Hospital 	UNIVERSITY OF KANSAS MEDICAL CENTER	 KU Medical Center 	
DUKE UNIVERSITY	 Duke University Hospital 	UNIVERSITY OF ARIZONA	University of AZ Med Ctr - Univ Campus	
UNIVERSITY OF MICHIGAN	 University of Michigan - UMHS 	UNIVERSITY OF VERMONT & ST AGRIC COLLEGE	 Fletcher Allen Healthcare 	
UNIV OF NORTH CAROLINA CHAPEL HILL 🔴	North Carolina Memorial Hospital	UNIVERSITY OF SOUTH FLORIDA		Tampa General Hospit
UNIVERSITY OF CALIFORNIA LOS ANGELES	 UCLA Med Ctr 	UNIVERSITY OF NEBRASKA MEDICAL CENTER	 Univ of NE Med Ctr 	USF MCOM is th
COLUMBIA UNIVERSITY HEALTH SCIENCES	 NYP Columbia 	THOMAS JEFFERSON UNIVERSITY	Thomas Jefferson Univ Hosp	only medical
NEW YORK UNIVERSITY SCHOOL OF MEDICINE	NYU Langone Medical Center	TEMPLE UNIV OF THE COMMONWEALTH	 Temple Univ Hospital 	school in the to
ICAHN SCHOOL OF MEDICINE AT MOUNT SINAI	 Mt Sinai Hospital 	RUSH UNIVERSITY MEDICAL CENTER	 RUSH University Med Ctr 	100 that is mor
EMORY UNIVERSITY	 Emory/Grady Memorial Hospital 	RBHS-NEW JERSEY MEDICAL SCHOOL	The University Hospital (campus)/HUMC	than 25 minute
MAYO CLINIC ROCHESTER	Mayo Clinic	WAYNE STATE UNIVERSITY	 DMC/Crittenton Hosp Med Ctr 	from its teachi
BAYLOR COLLEGE OF MEDICINE	 Baylor St. Lukes Med Ctr 	GEORGETOWN UNIVERSITY	MedStar Georgetown Univ Hosp	hospital.
HARVARD MEDICAL SCHOOL	MGH	UNIVERSITY OF CONNECTICUT SCH OF MED/DNT	 U of CT Health Center 	
NORTHWESTERN UNIVERSITY AT CHICAGO	 Northwestern Memorial 	UNIVERSITY OF NEW MEXICO HEALTH SCIS CTR	 University of NM Hospital 	
OREGON HEALTH & SCIENCE UNIVERSITY	OHSU	UNIVERSITY OF LOUISVILLE	 Univ of Louisville Hospital 	
UNIVERSITY OF COLORADO DENVER	 University of CO Hosp 	GEORGIA REGENTS UNIVERSITY	 Georgia Regents Univ Hosp 	
ALBERT EINSTEIN COLLEGE OF MEDICINE	Montefiore Med Ctr	UNIVERSITY OF OKLAHOMA HLTH SCIENCES CTR	 OK Univ Med Ctr 	
UNIVERSITY OF ALABAMA AT BIRMINGHAM	UAB Hospital	TULANE UNIVERSITY OF LOUISIANA	 Tulane Medical Center 	
UNIVERSITY OF WISCONSIN-MADISON	 Univ of WI Hospital 	STATE UNIVERSITY NEW YORK STONY BROOK	Stony Brook Univ Hosp	
UNIVERSITY OF CHICAG	 Univ of Chicago Hospital 	BROWN UNIVERSITY	Rhode Island Hospital	
UT SOUTHWESTERN MEDICAL CENTER	Parkland Health & Hospital	TUFTS UNIVERSITY BOSTON	 Tufts Medical Center 	
UNIVERSITY OF MINNESOTA	 Univ of MN Med Ctr 	UNIVERSITY OF TENNESSEE HEALTH SCI CTR	Methodist University Hospital	
CASE WESTERN RESERVE UNIVERSITY	Univ Hospitals Case Med Ctr	MOREHOUSE SCHOOL OF MEDICINE	 Grady Memorial Hospital 	
UNIVERSITY OF CALIFORNIA AT DAVIS	UC Davis Med Ctr	UNIV OF ARKANSAS FOR MED SCIS	 UAMS Med Ctr 	
UNIVERSITY OF ROCHESTER	 Strong Memorial Hospital 	UNIVERSITY OF HAWAII AT MANOA	The Queens Medical Center	
UNIVERSITY OF SOUTHERN CALIFORNIA	Keck Hospital of USC	STATE UNIVERSITY OF NEW YORK AT BUFFALO	 Buffalo General Hospital 	
UNIVERSITY OF MARYLAND BALTIMORE	 University of Maryland 	RBHS-ROBERT WOOD JOHNSON MEDICAL SCHOOL	RWJ Univ Hosp	
WEILL MEDICAL COLL OF CORNELL UNIV	NYP Cornell	SUNY DOWNSTATE MEDICAL CENTER	SUNY Downstate Med Ctr	
INIV OF MASSACHUSETTS MED SCH WORCESTER	Umass Memorial Medical Center	LSU HEALTH SCIENCES CENTER	 Interim LSU Hospital 	
INDIANA UNIV-PURDUE UNIV AT INDIANAPOLIS	IU Health Univ Hosp	UNIVERSITY OF MISSISSIPPI MED CTR	 Univ of MS Med Ctr 	
UNIVERSITY OF VIRGINIA	Univ of VA Med Ctr	DREXEL UNIVERSITY	 Hospital of the Univ of Penn 	
UNIVERSITY OF UTAH	Univ Hosp in SLC	UNIVERSITY OF TX MD ANDERSON CAN CTR	MD Anderson	
UNIVERSITY OF IOWA	Univ of IA Hospitals & Clinics	UNIVERSITY OF MISSOURI-COLUMBIA	Univ of MO Hospital	
UNIVERSITY OF MIAMI SCHOOL OF MEDICINE	Jackson Memorial Hospital	LOYOLA UNIVERSITY CHICAGO	Loyola Univ Hospital	
UNIVERSITY OF MIAMI SCHOOL OF MEDICINE	UF Health Shands at U of FL	GEORGE WASHINGTON UNIVERSITY	George Wash Univ Hosp	
OHIO STATE UNIVERSITY	OSU Wexner Medical Center	UNIVERSITY OF PUERTO RICO MED SCIENCES	 Univ of Puerto Rico Hosp 	
	Boston Medical Center	MEHARRY MEDICAL COLLEGE	Nashville Gen Hosp at Meharry	
BOSTON UNIVERSITY MEDICAL CAMPUS	Boston Medical Center Cleveland Clinic	TEXAS A&M UNIVERSITY HEALTH SCIENCE CTR	St Joseph Reg Health Ctr	
	Froedtert Memorial Lutheran Hosp	UNIVERSITY OF NEVADA RENO	Renown Regional Med Ctr	
MEDICAL COLLEGE OF WISCONSIN		UNIVERSITY OF SOUTH CAROLINA AT COLUMBIA	Palmetto Health Richland	
MEDICAL UNIVERSITY OF SOUTH CAROLINA	MUSC Univ Hosp			
UNIVERSITY OF ILLINOIS AT CHICAGO	Mercy Hospital and Med Ctr	SAINT LOUIS UNIVERSITY	 SLU Hospital 	
DARTMOUTH COLLEGE	 Dartmouth-Jitchcock Med Ctr 	UPSTATE MEDICAL UNIVERSITY	 Upstate University Hospital 	

Medical School Proximity to Teaching Hospitals

Of all 138 U.S. medical schools receiving NIH grant funding, MCOM is the *furthest* from its teaching hospital



- More than 88%¹ of medical school applicants view proximity to the teaching hospital as a crucial factor in their selection of a medical school
- The majority of interprofessional student interaction occurs in clinical settings primarily located at TGH



Student Success: A Guiding Principle

- Since 2013, US public medical school tuition has increased by approximately 20%, while MCOM has remained flat¹
- MCOM tuition and fees <u>will not increase</u> as a result of the downtown development
- At the downtown location, students will pay campus rates for parking and will have greater options for parking compared to the limited amount currently on the Main Campus. Per the agreement with the master developer, MCOM will have access to 100 spaces on site and another 900 nearby
- 84% of MCOM student survey respondents² believe that establishing the MCOM downtown will have a positive impact on student educational experiences
- More students currently live within 2 miles of the downtown site than live near the Main Campus
- BOG Performance-Based Funding: Increase number of STEM graduate degrees and postdoctoral appointees

¹ As determined by AAMC Tuition and Fees, Total Cost of Attendance Report

² January, 2015 survey of current MCOM students UNIVERSITY OF SOUTH FLORIDA



Student and Faculty Support

"We, the elected student leaders at the University of South Florida Morsani College of Medicine (USF MCOM), wish to formally convey our support for the USF Board of Trustees' plan to locate the new facility to house the College in downtown Tampa and respectfully request the approval of the Board of Governors for the Trustees' plan."

-January 20, 2015 letter to the Board of Governors

"Whereas, Dean Charles Lockwood has clearly outlined the academic advantages of locating the new facility within walking distance of the Morsani College of Medicine's primary teaching affiliate, Tampa General Hospital, as well as the advantages that the proposed new location would provide in recruiting faculty, staff, and prospective students." -University of South Florida Student Government Senate Resolution JB [R] 55-018



"The Executive Committee of the University of South Florida Morsani College of Medicine Faculty Council would like to express our strong support for the proposed expansion of USF MCOM to Downtown Tampa."

-January 12, 2015 letter to the Board of Governors



Innovation and Research Success: USF Health Heart Institute

Unique advantages of a downtown location include:

•Proximity to the USF Health Tampa Bay Research and Innovation Center (TBRIC) at CAMLS, which utilizes multidisciplinary teams of healthcare providers and engineers to assist medical device companies in the entire medical device lifecycle

•Enhanced *biotech collaboration* given USF/TGH's cardiac clinical volume, TBRIC and abundance of planned corporate space

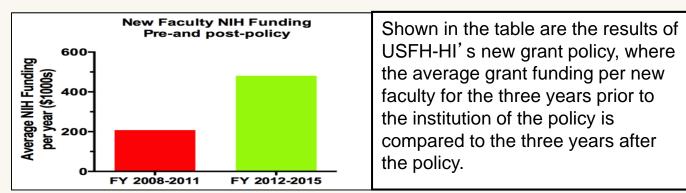
 Close proximity to CAMLS featuring world's most sophisticated cardiovascular simulation equipment to enhance training and serve as a platform for CME programs to improve Florida cardiac care





USF Health Heart Institute

 The USF Health research enterprise has experienced increasing success in the last three (3) years including strong growth in average NIH funding per new faculty



- These results have been used to guide projections for the Heart Institute:
 - \$28M/year in additional NIH research expenditures anticipated when at full capacity
 - Clinical income growth from physician-scientists is projected to increase \$1M/yr
- The downtown location is expected to accelerate program ramp-up to reach \$28 million in NIH funding from 12-15 years on the Main Campus to ~5 years at the downtown site
- The downtown site accelerates this curve because investigator access to funds is largely dependent on co-localization with TGH
- Without co-location with TGH, recruitment of investigators to the main campus could take longer



USF Health Morsani College of Medicine, Heart Institute Facility

- MCOM and USFH-Heart Institute will collectively occupy a 319,000 sf facility located on donated land
- The developer, city and county will provide significant contributions in the form of donated land, structured parking, enhanced utilities, site infrastructure and roadway improvements

Program Assumptions	Design Target Average SF			
College of Medicine	97,585		net	usable
Heart Institute Labs	100,389		net	usable
Auditorium/Dining/Support	41,581		net	usable
Faculty Offices	29,610		net	usable
Clinical Trials/Care Unit	8,379		net	usable
Subtotal Net Usable	277,544			
Grossing Factor	41,632			
Total Gross Building Area	319,176			
			Cost/GSF	
Total Construction	\$	126,254,076	\$	395.56
Total Design, Engineering, Civil	\$	10,439,593	\$	32.71
Total FF&E	\$	15,958,800	\$	50.00
Total Project Cost	\$	152,652,469		

HEALT

Project Comparison: Main Campus and Downtown

	Downtown	Main Campus
Facility Size (GSF)	319,176	276,492
Total Project Cost (Construction, Design, FF&E)	\$152.6 M	\$149.3 M
Funding Received + Requested Funding	\$130.0 M	\$130.0 M
Additional Funding to be provided by Private Sources	\$22.6 M	\$19.3 M

- The square footage difference between the two options is the result of the downtown location requiring space for a library and dining facility; items that are already provided on the Main Campus
- While the downtown facility is a larger building, the overall project costs are similar. This is because the Main Campus has approximately \$16 million of infrastructure costs not required by the downtown option.



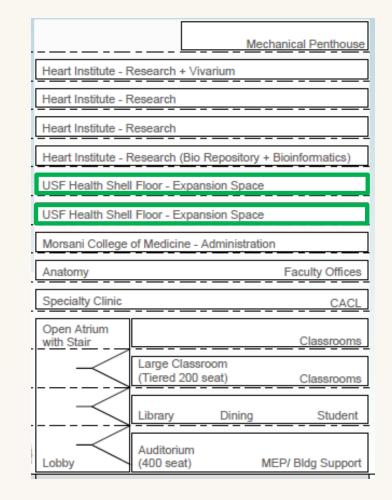
Project Comparison: Main Campus and Downtown

Included in the downtown facility cost is a minor expense to design and construct the building foundation to support two (2) additional floors

 This approach preserves the option of adding the College of Pharmacy program to the downtown building in the future

 USF is receiving substantial benefit at the downtown location via donated site (\$10 M) and a substantial proportion of infrastructure costs (parking structure, district water chiller, storm sewer improvements, utility lines, roadway improvements) estimated to total \$40 million.

In the downtown location, all funds can be utilized for program spaces.





USF Health Morsani College of Medicine, Heart Institute: Funding

• USF proposes funding the \$153 million project cost from the following sources:

Funding Sources			
Heart Institute	\$50 M		
COM from FLA	\$62 M		
Morsani Gift	\$18 M	٦	\$41 n
Addtl Private Support	\$23 M	\int	come
TOTAL Funding	\$153 M		300100

- The downtown plan does not represent an incremental PECO cost to the state.
- Over the next 18 months, USF will galvanize private support to provide 27% of the total project cost



Return on Investment

- Student Success: At no additional cost to MCOM students, the downtown location will
 - Enhance student training and education due to proximity to TGH/CAMLS;
 - Increase number of STEM graduate degrees and postdoctoral appointees
 - Provides students access to services and programs on par with leading medical schools in the country
- By leveraging private support, Florida gains a superior facility for its investment than would have been built otherwise
- The downtown strategy will increase NIH grant funding and will position MCOM to move from a current ranking of 63rd to become a top-quartile medical school
- The USF Health Heart Institute is projected to drive up to \$73 million annually in local economic activity¹
- Co-location of USF Heart Institute with TBRIC and TGH has the potential to attract new Biotech companies to Tampa
- Florida is a net exporter of medical graduates, but if we can retain them for both medical school and residency, there is a 65% chance of retention, helping to meet workforce needs

¹Based on economic impact study commissioned by AAMC which indicates that for every dollar of research funding, \$2.60 of local economic growth is generated



Before you today: BOG Funding Request

As the next step, following the initial \$5 M appropriated by the 2014 Legislature and approved by the Governor, USF requests \$17 M as part of a total \$62 M multiyear request to develop MCOM in downtown Tampa

Total PECO Funding Requests for MCOM Facility		
Year	Amount	
2014	\$ 5M	
2015	\$17 M	
2016	\$20 M	
2017	\$20 M	
TOTAL	\$62 M	



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