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Letter from Dean Stuart D. Flynn, M.D.

“Opportunities are like sunrises. If you wait too long, you miss them,”

William Arthur Ward

Boundless Opportunities!

The University of Arizona College of Medicine – Phoenix was born of opportunities. The first, to exist in a city that previously had no academic medical center and suffers from a shortage of health care providers. Additionally, clinical partners create new models to improve the quality, effectiveness and efficiency of patient care. Research partners provide opportunities to collectively advance the breadth and complexity of medicine. Community organizations and partners look to the College to lead efforts aimed at improving the health of our population.

As you read this strategic plan, I believe you will agree with me that we have an expansive vision for the future, valuing all of our resources and believing it is critical to meld with partners to form a collective force for health care in our country.

Our canvas is one of a young state, unencumbered by artificial boundaries in health care and science. This facile environment provides the opportunity to harness energies at our disposal to drive our economy, our national status, and critically, avail world—class health care to the citizens of our state.

We must ask ourselves the following questions: Can we be expansive enough in our dreams to empower a world—class academic medical center? Can we improve the health and healthcare for all Arizonans? Can we change the way health care is delivered, making it more accessible, more affordable and with better outcomes? Can we weave our singular threads of opportunity into a fabric of success that envelops the state?
As we accept these challenges, we must consider what it will take to make this dream a reality. Do we have the ability to collaborate and synergize into a profound health care network that values wellness, patient care, discovery, education and community? Do we want to be a health care destination for the country and the world due to our excellence? Do we appreciate that we have all of the parts needed to accomplish all we wish, something we should demand as the 6th largest city in the U.S.? Do we seize the moment, as it will be fleeting, and can we optimize all of the opportunities at our feet and start to build a foundation of excellence for the generations of the future to value and use? Do we appreciate the opportunities this moment in time affords us and can we dream big enough to accomplish great things?

With a collaborative and collegial spirit, we will drive new and improved health care delivery models. We will advantage health care data analytics to make “live time” and personal decisions on a patient’s care. Similarly, we will drive precision medicine in neurosciences, cardiovascular and childhood diseases, merging the world of “genomics” with technology.

And we will not lose sight of the primary reason the College was created -- to address the shortage of physicians in Arizona. To date, we have had immense success in training the next generation of physicians to be leaders in a rapidly transforming health care environment. With our partners, anchored by Banner Good Samaritan Hospital, we will advance Graduate Medical Education to address the doctor shortage. And critically, we will value the community and state in which we are embedded and we will be a valued resource and collaborator for all facets of our state’s persona, from K-12 education to addressing the needs of our underserved populations throughout our state.

Success depends on many factors and while the opportunities are boundless, they are not limitless. The opportunities are also open to others – if we don’t accept the challenges and opportunities – others gladly will.

The College of Medicine – Phoenix, with its collaborative spirit and all of the assets in Arizona, believes we can do great things for our state. It is imperative that we not accept the status quo,
but rather dream with a vision that is crystal clear and a passion that is palpable. It is time for all of us to seize this moment and accept nothing less than excellence!

Sincerely,

[Signature]

Stuart D. Flynn, MD
Dean, UA College of Medicine – Phoenix
Executive Summary

The University of Arizona College of Medicine – Phoenix proudly fulfills its mission to provide the next generation of health care leaders with an expanding and excelling student body, robust and talented faculty, innovative curriculum, leading edge research abilities and ever-increasing impact on the local community. Its highly collaborative nature, embodying its value and experience, is one of the most visible, substantial assets that the College will leverage as it becomes a full, independently accredited college of medicine, a model of excellence in health care.

The College developed its collaborative essence in part because it is a medical school that does not have its own clinical facilities. Powerful clinical partnerships empower and prepare students as independent, lifelong scholars armed with the skills to learn independently and as part of a team approach to best serve patients. The University of Arizona may soon enjoy a proposed relationship with nationally acclaimed Banner Health; Banner would fulfill the vital role as the College’s primary clinical partner. This partnership would provide the momentum to propel the College of Medicine – Phoenix onto a national stage of excellence and leadership.

There are currently more than 300 medical students training to become exemplary physicians, scientists and leaders at the College. This young medical school has graduated 153 physicians, and has grown from an inaugural class size of 24 in 2007 to currently 80 students per year. The separately accredited UA College of Medicine – Phoenix will graduate its own first class of students in 2017. The College boasts more than 1,100 faculty, both on-campus and volunteer community physicians, who provide their skills, expertise and time to training the next generation of physicians. This is accomplished with an annual budget of $62.3 million, increased 36.8% from FY14 to support an expanded student body, and its position as a fully separate college of medicine. Total funding is expected to reach $99.86 million in FY18, as a result of implementing the tenets of this strategic plan.

Foundational to the success of the College is its emphasis on three strategic goals: Resource Stewardship, Brand Championship and Growth. These three goals have been integrated across each of four strategic pillars that define and drive the accomplishment of the mission and vision...
of the College of Medicine – Phoenix. These four strategic pillars include: **Education** and its alignment of graduate medical education to meet the healthcare needs of Arizonans; **Research** and its three centers of excellence (big data healthcare analytics, precision medicine, neurosciences); **Clinical**, which is widely described herein with the proposed Banner Health partnership; and **Community Service**, which is a College hallmark. Strategies and plans for each of these pillars are described in detail throughout this plan.

**Education** – The UA College of Medicine – Phoenix is in the process of becoming an independently accredited medical school and increasing its class size. The College will leverage clinical partners to expand training opportunities, while expanding services to students, including the Professional Resource Office. Faculty will be prepared to teach the evolving curriculum, which will be supported through a state-of-the-art Curriculum Management System and other innovative technologies. Diversity will continue to be a focus with major gains in the numbers of diverse faculty and students, as well as support and growth of an inclusive culture on the campus. In addition, the College will focus with our community to improve and grow the Graduate Medical Education program.

**Research** – With excellent quality of education for medical students established, the College will expand its focus on the research enterprise and the development of multidisciplinary centers of excellence to translate new knowledge into improvements in patient care. Collaboration with community and industry partners will expand resources and maximize partnerships. In alignment with the University’s Never Settle strategic plan, the College will more than double its research by 2020 by hiring new faculty, increasing the productivity and grant funding for researchers and improving research support. In addition, many new opportunities will be created for students, both medical and graduate, to participate in the research enterprise. The College will create and grow core research labs that will advantage the College, as well as its many partners.

**Clinical** – A probable primary hospital partner has the potential to significantly advance the growth of this academic medical center in downtown Phoenix. Additionally, innovative partnerships with other hospitals in the region provide numerous opportunities to create synergies and transform healthcare. Clinical opportunities exist to advance care with partners in
areas such as traumatic brain injuries, cardiovascular disease, medication management and precision medicine. Additional opportunities for growth include the creation and implementation of new knowledge created through healthcare outcomes research and data.

Community Service – Community Service is woven throughout all aspects of the College and will continue to be an integral and unique characteristic of our identity. The College is strongly supported by the community and enthusiastically returns that support through programs such as STEM education in elementary schools, public education programs and community service projects that support the citizens. The College will continue collaborative efforts with hospital and community partners by modeling and encouraging students, faculty and staff to give back to the community and actively pursuing new opportunities.

As a positive overlay to all of our attributes, in the 2014 study by TrippUmbach, it is estimated that the College had an economic impact of $920 million in 2013 and with its present trajectory the impact is expected to grow to $2.1 billion annually by 2025.

The future of the College is strong – we have successfully established the undergraduate medical education program and we are now expanding our impact on health and health care in and beyond Arizona. We value our past, we are proud of our accomplishments to date, and we believe that collectively, our future is framed by how expansive our vision is and limited only by governors we place on these dreams.
Overview: College of Medicine – Phoenix

The University of Arizona College of Medicine – Phoenix is the only four‐year allopathic medical school in the Greater Phoenix area. During the last 23 years, the current campus has evolved from coordinating clinical teaching sites in Phoenix for the students of UA College of Medicine – Tucson to becoming a branch campus (2007) with a full four‐year program. Initiated and supported by the University, the College received its preliminary accreditation in 2012 as a separate medical school to accept students in the fall of 2013.

The College proudly incorporates innovation in the curriculum, preparing students to be the physicians of tomorrow, utilizing technology, simulation and rapid advances in medicine. There are currently 301 medical students training to become exemplary physicians, scientists and leaders. This young medical school has graduated 153 physicians and has grown from an inaugural class size of 24 to currently 80 new students per year. The separately accredited UA College of Medicine – Phoenix will graduate its first class in 2017. The College utilizes more than 1,100 faculty, both on‐campus and volunteer community physicians and scientists, who provide their skills, expertise and time to training the next generation of physicians.

Guiding Principles

VISION STATEMENT

The University of Arizona College of Medicine – Phoenix will serve as the nationally recognized, collaborative model of how to recruit, develop and retain students, researchers, innovators and
health care leaders who catalyze transformational health care outcomes. In doing so, the College will facilitate Arizona’s realization of being a world-class health care and research state.

MISSION STATEMENT
The University of Arizona College of Medicine – Phoenix inspires and trains exemplary physicians, scientists and leaders to optimize health and health care in Arizona and beyond. We are uniquely positioned to accelerate the biomedical and economic engines in Phoenix and the state by leveraging our vital relationships with key clinical and community partners.

CORE VALUES
Collaboration, Community, Diversity, Excellence, Innovation, Integrity, Servant Leadership.

Strategic Approach
The College of Medicine – Phoenix is committed to four pillars that empower its mission and vision for the future. The Education Pillar, Research Pillar, Clinical Pillar and Community Service Pillar converge in many areas and synergistically form the foundation of the College.

The College, its partners and its community are proactively embracing opportunities to become a beacon of excellence in all four pillars. The curriculum has been lauded, and success can be seen in the students who go into the field prepared, challenged and accepted into top residency programs in the country. The base of partners for the College is broad and truly engaged in its success. This heritage of collaboration, critical in a college that does not have its own clinical facilities, is one of the most visible, substantial assets of the College and the University. It is this collaborative value and experience in partnering that the College will leverage as it grows from a newly accredited college into a model of excellence in healthcare.
Early in its growth, the College initially focused on the education and community service pillars to advantage assets of the region and work within its means. This focus was essential due to the evolution of the school’s growth. First, the College evolved and grew as a branch campus of The University of Arizona College of Medicine – Tucson and has subsequently evolved to become a separately accredited medical school. The College now has expanded its focus to grow the research and clinical pillars. With the potential Banner Health partnership, the clinical pillar will see accelerated growth during the next few years, while maintaining the distributed model of clinical training. Research has been limited and was initially driven by a faculty who was recruited both for their science prowess and potential, but also to design and deliver curriculum for the medical school. Construction has begun on the Bioscience Partnership Building and research leaders and teams can now be recruited to produce the scientific, economic and health benefits expected of an academic medical center.

**Four Foundational Pillars of the College**

**EDUCATION PILLAR**

The College is committed to providing an environment that motivates and encourages excellence – one where every student can thrive. Innovations in curriculum prepare a growing body of diverse students to be physicians for tomorrow, utilizing technology, simulation and advances in medicine. The educational emphasis is on preparing students for professional service as physicians in any specialty they choose. Students are trained to work in teams with other health-care providers, leaders training future leaders to yield more and better physicians using new educational models that provide excellent outcomes. The College offers students a rich, varied experience working in a distributed clinical partnership model.

**RESEARCH PILLAR**

The College’s collaborative experience is strongly supported by its success in cutting-edge basic and clinical research partnerships. The Research Pillar expansion is augmented by a beautiful, new 245,000 square foot Bioscience Partnership Building (BPB) that will be completed in 2016. The new building will provide the College with much needed wet laboratory space and specialized cores to assist the growth of current faculty and the recruitment of new faculty in
the pursuit of developing multidisciplinary centers of excellence with affiliated institutions. This will position the College to increase the quality and depth of its research, thereby enhancing the opportunity for funding, patents, local impact and spin-off companies.

**CLINICAL PILLAR**

The College is expanding its reach and impact in health care delivery with the proposed establishment of a primary clinical partner, the nationally acclaimed Banner Health System. The tenets of this greatly enhanced relationship will change the model in a very positive way. In addition, the College will continue to work with a broad base of clinical partners who enable students to benefit from increased clinical exposure and experiences.

**COMMUNITY SERVICE PILLAR**

The College of Medicine – Phoenix is without boundaries. The College was built as a result of extraordinary collaboration within the community, and so it aspires to continually give back by making a real difference as an exceptional servant and partner. From relationships with the Arizona Science Center on science programs for underserved children to students serving patients at Wesley Health Center and as mentors for students at the Bioscience High School, public programs allow students, staff, faculty and fellows to share knowledge and nurture all aspects of its diverse community.

**Leadership Team**

**Stuart D. Flynn, MD** – Dean

**Jacqueline Ann Chadwick, MD, MA** – Vice Dean, Academic Affairs

**Joan Rankin Shapiro, PhD** – Associate Dean, Research

**Judy Bernas** – Associate Vice President, University Relations

**Matthew Lester, MBA, MHA** – Deputy Dean, Finance and Administration

**Lorna Malcolm** – Senior Director of Development
A Story of Innovation, Collaboration and Growth

The mission and vision of the College have undergone significant changes since its formal inception as a two-year branch campus for the UA College of Medicine – Tucson. During that time, students would complete their first two years of medical school on the Tucson campus, and a number would then complete their “clinical” two years in Phoenix, spending time with the College’s many clinical affiliates. Up to a third of any given Tucson admitted class completed their training in Phoenix for the clinical years, representing both value to the University of Arizona and to students for training spots, creating a fertile platform for activities in Phoenix. In 2012, the College received accreditation as a four-year medical school to support Arizona’s goals of increasing physicians in the state and to advantage immense opportunities in the largest city in the country that did not have an academic medical center. The College is in the process of becoming fully accredited by the Liaison Committee on Medical Education (LCME) in 2017.

Development Milestones

1974 – Medical students at the UA College of Medicine – Tucson were taking required clerkships in the Phoenix area.

1992 – A Phoenix program was formally established, allowing third- and fourth-year UA medical students to complete rotations at affiliated hospitals in Phoenix.

2004 – 2006 – The Arizona Board of Regents (ABOR) approved an agreement to expand the operations of the College to a four-year program – an unprecedented statewide collaboration of the ABOR, the three state universities, the City of Phoenix, the Translational Genomics Research Institute (TGen) and Phoenix-area teaching hospitals. Guided by a governor-appointed commission, this led to the establishment of the Phoenix Biomedical Campus (PBC) in downtown Phoenix. The property was provided by the City of Phoenix, and historic buildings were extensively renovated, ultimately becoming home to the College and its PBC partners.

2007 – The College opened its doors as a four-year branch campus, admitting its first class.
2012 – The Arizona Legislature approved expansion plans for the campus in June 2012. In July 2012, the Health Sciences Education Building opened. This state-of-the-art building is a 268,000 square-foot, six-story facility with lecture halls, a simulation center, clinical education suites, an anatomy lab, offices and various flexible classrooms.

2013 – The College became a separately accredited medical school in 2012 and as such, admitted its first class of students in July 2013. The College currently accepts 80 students per year.

2014 – In August 2014, the Arizona Board of Regents voted to authorize discussions to combine The University of Arizona Health Network and Banner Health to create a long-time partnership with the UA Colleges of Medicine. This primary clinical partnership represents a powerful opportunity for the UA College of Medicine – Phoenix to expand and enhance its education, research and patient care.

2015 – The University of Arizona Cancer Center at Dignity Health’s St. Joseph’s Hospital and Medical Center, is under construction and is planned to open in spring of 2015. This facility is an extension of the only NIH-designated comprehensive cancer center based in Arizona.

2016 – The new 245,000 square foot research facility will open on the PBC campus with wet laboratories specialized for cell biology, molecular and biochemical investigations, cores to include flow cytometry/Immunology, microscopy, histology, biorepository/tissue culture in support of funded research and new projects.

2017 – The College of Medicine – Phoenix plans to receive its full LCME accreditation.

Clinical Partners

One of the key strengths of the College is its multi-institutional collaborations with health care providers across the state. These range from primary clinical partners to a dozen other teaching sites. Despite the highly competitive nature of the clinical partners, the College has established very strong working relationships in the education arena and expanded research affiliations.
beyond its primary clinical partners. Some key initiatives for 2015 and beyond include: expansion and optimization of Graduate Medical Education (GME) training, participation in a Phoenix area collaborative for an Institutional Review Board (IRB) and clinical trials services and expansion of focused areas of translational research/personalized medicine.

**Staff and Faculty**

The College currently consists of approximately 490 employees, translating to almost 200 full-time equivalent employees. Through its clinical affiliates, more than 75 faculty provide key leadership to the educational and research mission; the clinical affiliates serve as the paymasters to ensure continuity of benefits and employment. Additionally, the College is reliant on 1,100 faculty who provide educational experiences, mentorship and guidance to students, as well as serve in College mission roles.

**Additional Points of Distinction**

- Students at the College get the opportunity to practice procedures and decision-making skills in the Arizona Center for Simulation and Innovation – a center using groundbreaking technology. Recent expansions make this one of the largest simulation centers nationally housed in a medical school.
- The College is one of only two medical schools in the country that requires every student to design and successfully complete a four-year Scholarly Project. This research project prepares students for lifelong learning, critical thinking and problem solving.
• The Pathway Scholars Program supports the College’s strong commitment to diversity. This program is intended for Arizona residents who are under-resourced due to a variety of reasons, such as: socioeconomic status, educational opportunities and geography or as a first-generation college attendee. The program will serve as a “reverse pipeline” of student candidates who are offered guaranteed admission to the College when benchmarks are met.

• The College offers dual-degree programs, including a MD/MPH (Masters in Public Health) and MD/MBA (Masters in Business Administration).

• The College also has certificates of distinction in rural health, service learning and global health.

**Campus Facilities**

The College resides on the beautiful Phoenix Biomedical Campus. This 28-acre urban medical and bioscience campus is planned to include more than 6 million square feet of biomedical-related research, academic and clinical facilities. The PBC is home to a number of organizations, including five UA Colleges of (Medicine – Phoenix, Pharmacy, Management, Public Health and Nursing), as well as Northern Arizona University, Barrow Neurological Institute, National Institute of Diabetes and Digestive and Kidney Diseases (NIDDK), Translational Genomics Research Institute (TGen), International Genomics Consortium (IGC), Phoenix Bioscience High School, Arizona State University, biotech startups and other community partners.

The current campus consists of eight buildings, including TGen and the UA Cancer Center at St. Joseph’s Hospital and Medical Center. The master plan for the PBC includes a number of new buildings, including research and clinical structures. Summary presentations, including the master plan for PBC and its new buildings, may be found at:

The Arizona Legislature has supported expansion plans for the campus, including the new Health Sciences Education Building, which opened in July 2012. This state-of-the-art building is a 268,000 square-foot, six-story facility with lecture halls, a simulation center, clinical education suites, an anatomy lab, offices and various flexible classrooms.

**Students on the PBC Campus**

The FY15 student headcount for the PBC is approximately 669, of which 301 are students of the College. During the next three years, the number of students on the PBC is expected to exceed 1,000 (in FY18) and reach almost 1,200 in FY2021 (see Table 1). The following chart illustrates the projected student headcount by year across the various programs that exist today.

**Table 1 – Student Headcount by Program**

<table>
<thead>
<tr>
<th>Program</th>
<th>FY15</th>
<th>FY18</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Students</td>
<td>301</td>
<td>320</td>
<td>320</td>
</tr>
<tr>
<td>Graduate Students</td>
<td>8</td>
<td>22</td>
<td>40</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>31</td>
<td>76</td>
<td>100</td>
</tr>
<tr>
<td>Physical Therapy (NAU)</td>
<td>106</td>
<td>106</td>
<td>106</td>
</tr>
<tr>
<td>Physician Assistant (NAU)</td>
<td>75</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Occupational Therapy (NAU)</td>
<td>24</td>
<td>96</td>
<td>96</td>
</tr>
<tr>
<td>Public Health</td>
<td>24</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Nursing</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Eller</td>
<td>80</td>
<td>200</td>
<td>220</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>669</td>
<td>964</td>
<td>1,126</td>
</tr>
</tbody>
</table>

**Table 2 – Projected COM-P Medical School Student Headcount Projection**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PHOENIX</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MS1</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>MS2</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
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</tr>
<tr>
<td>MS3</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
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<tr>
<td>MS4</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td><strong>Total Phoenix</strong></td>
<td>80</td>
<td>160</td>
<td>240</td>
<td>320</td>
<td>320</td>
<td>320</td>
<td>320</td>
<td>320</td>
</tr>
</tbody>
</table>
The College is currently matriculating 80 students per class, quickly building capacity toward its 2017 goal of 320 students per year of which 80 students are new matriculates annually. Note that the chart shows 80 new first-year medical students in FY14 (2013), its first year of accreditation. By the time these students complete their four-year program in FY17, the College will be educating approximately 320 students per year.
Market Overview

The College of Medicine – Phoenix is an integral part of the growing health care industry and contributes more than $900 million in economic impact to the Arizona economy. Since the College is impacted by the local, state, national and worldwide health care and biosciences markets, this profile provides a background on state and national market size, trends and summarizes the impacts and opportunities these present to the College.

Health Care – The World’s Largest Market Sector

Health care is the largest, fastest growing and most complex industry in the world\(^1\). The U.S. health care system accounts for more than $2.5 trillion in annual expenditures, which is nearly 20% of our nation’s GDP and 18% or $9.5 billion of Arizona’s GDP. According to economists in the Office of the Actuary at the Centers for Medicare and Medicaid Services (CMS), spending is projected to grow at an annual average rate of 5.8% through 2020, which is 1.1% higher than our nation’s projected GDP growth. By 2020, health care spending is projected to exceed $4.5 trillion.

Drivers of health care spending\(^2\) include implications from the Affordable Care Act (relating to issues with cost and quality of care and also access to care), an aging population, chronic diseases and advances in technology. Health spending growth through 2013 was expected to remain just under 4% due to the sluggish economic recovery, continued increases in cost—sharing requirements for the privately insured and low growth for Medicare and Medicaid.

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\(^1\) [http://www.triple-tree.com/research/healthcare/](http://www.triple-tree.com/research/healthcare/)
One of the drivers to the future of health care is an ever-expanding shortage of physicians. According to AAMC estimates, the United States is facing a shortage of more than 130,000 doctors by 2025. In October 2013, a CNN report warned that doctor shortages and increased demand could crash the entire health care system. The Affordable Care Act alone brought 13,000,000 previously uninsured individuals into the system, and when coupled with other demand drivers, many U.S. cities are at risk for severe doctor shortages.

Some key drivers for this shortage include:

- 36% increase in the number of Americans over the age of 65
- An aging physician population, such that one-third of all physicians will retire in the next decade.

Another consideration is that the impact of this shortfall will be, “most severe on vulnerable and underserved populations. These groups include the approximately 20% of Americans who live in rural or inner-city locations designated as health professional shortage areas.”

**The BetterDoctor Health Opportunity Index** compared the latest U.S. Census data against the number of primary care doctors in every American city and found a few startling results. Key to the College and to Arizona is that Phoenix ranks seventh on the list of 25 cities most impacted by the doctor shortages. Phoenix is shown as having 353 people per primary care doctor.

A comprehensive study addressing Arizona’s physician shortage estimated that Arizona would need to increase the present GME allotment of 1,500 positions by another 1,000 new positions just to reach the national median of physician workforce per population. This study was

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4. Ibid.
6. Creating an Effective Physician Workforce in Arizona, Michael Whithcomb, M.D., Flinn Medical Innovation Visiting Scholar, University of Arizona College of Medicine—Phoenix, 2012
completed in 2012 and focused on the need to expand GME in Arizona, one of a handful of states that had dramatic population growth following the 1997 cap on the number of federally funded GME slots per institution. The study did not take into account the rapid population growth in Arizona that exceeded the national growth, further stressing the need to train and retain significantly more physicians in the state.

**Arizona’s Investment in Health Care Leadership**

Arizona has uniquely positioned itself to become a national health care leader in the next 10 years by leveraging its expertise in educating physicians, conducting research and providing world-class clinical care and other public/private collaborations. As a central part of the Phoenix Biomedical Campus consortium, the College is central to the successful implementation of this strategy. Critical community partners include: Arizona Bioindustry Association, Arizona Chamber of Commerce and Industry, Arizona Commerce Authority, Arizona Community Foundation, Arizona Department of Health Services, Arizona State University, City of Phoenix, Downtown Phoenix Partnership, Greater Phoenix Economic Council, International Genomics Consortium, Maricopa Community College District, Northern Arizona University, Phoenix Community Alliance, TGen, Wesley Health Center, Arizona Biomedical Research Commission (ARBC) and others.

The most significant health care and economic impacts for Arizona and beyond will occur during the next several years, when the biomedical campus, in concert with Tucson’s health sciences campus, significantly starts to show its return on investment. Maturation of the PBC will create a powerful economic engine that would include all aspects of a robust health care community, including teaching, research, outpatient care and business spinoffs.
Economic Impact of the Phoenix Biomedical Campus

Based on a forthcoming analysis completed by an external economic analysis firm, as an update to the 2005 economic analysis of the PBC, the estimated 2013 economic impact for the Phoenix Biomedical Campus was approximately $1.2 billion or the equivalent of two Super Bowls every year! The following table provides the current and future (expected) economic impact.

<table>
<thead>
<tr>
<th>Overall PBC Impact</th>
<th>2013</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Impact</td>
<td>$1.2 billion</td>
<td>$3.2 billion</td>
</tr>
<tr>
<td>Employment Impact</td>
<td>9,300 jobs</td>
<td>22,300 jobs</td>
</tr>
<tr>
<td>Government Revenue</td>
<td>$56 million</td>
<td>$137 million</td>
</tr>
</tbody>
</table>

Healthy Return on Investment for Arizona from PBC and the College

In addition to the overall impact of the PBC to the Arizona economy, The University of Arizona’s presence through the College of Medicine – Phoenix and its sister colleges has contributed to the vast majority of the current economic impact and will continue that trend into 2025. Based on the forthcoming economic analysis, the Colleges’ economic impacts are:

<table>
<thead>
<tr>
<th>Overall UA---Phoenix Impact</th>
<th>2013</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Impact</td>
<td>$920 million</td>
<td>$2.1 billion</td>
</tr>
<tr>
<td>Employment Impact</td>
<td>7,000 jobs</td>
<td>15,000 jobs</td>
</tr>
<tr>
<td>Government Revenue</td>
<td>$44 million</td>
<td>$90 million</td>
</tr>
</tbody>
</table>

This means that the College of Medicine – Phoenix, the other UA colleges and clinical and research partners have contributed to more than three quarters of the PBC’s economic impact.

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7 TrippUmbach 2014 Economic Quantification Study: Phoenix Biomedical Campus, unless otherwise noted for all economic data (Study not yet published)
Based on dollars received by the State of Arizona to the UA’s College of Medicine – Phoenix, the return on each dollar appropriated is $40 to $1. Additionally, the University produces more in government revenues than those appropriated to the College of Medicine – Phoenix and helps contribute to more than 7,000 jobs in the area.

**Market Profile: Arizona’s Teaching Service Providers**

The Phoenix health care system is advantaged by the distributed delivery model utilized by the College. Phoenix is the sixth largest metropolitan area in the United States, and as such, has a wide and deep health care market. Within 25 miles of the PBC campus, the College has strong primary and affiliate relationships with teaching hospitals and other partners. Key partners are profiled in the Addendum to this plan and include the following organizations:

- Banner Good Samaritan Medical Center
- Maricopa Integrated Health System
- Phoenix Children’s Hospital
- Carl T. Hayden Veterans Affairs Medical Center
- St. Joseph’s Hospital and Medical Center
- Barrow Neurological Institute
- Mayo Clinic
- Phoenix Baptist Hospital
- Scottsdale Healthcare
- Hospice of the Valley
The University of Arizona College of Medicine - Phoenix

Teaching Service Providers
Market Opportunity for College of Medicine -- Phoenix

The College of Medicine – Phoenix is well positioned to continue its growth and market impact. As one of the newest medical schools in the country, the College has quickly become one of the most innovative and collaborative institutions in the U.S. By leveraging The University of Arizona’s well---respected reputation and becoming a newly distributed and separately accredited institution, the College and its leadership have been able to build a new, integrated and collaborative organization for the future. It is poised to optimize its effectiveness across all four pillars – Education, Research, Clinical and Community Service – and accelerate the success of its physicians, residents, researchers, faculty and staff along with all its partners across the city, state and country.

“The downtown Phoenix landscape has forever changed with the arrival of The University of Arizona College of Medicine – Phoenix," said Mayor Greg Stanton, who led the effort to create the city's first biomedical campus. "We are now producing the best doctors in the country and the campus and city are growing together to become bioscience leaders. This partnership with the university has produced tangible results that will pay long---term dividends for the people of our city and state."
Strategies and Goals: 2015 – 2018

The College of Medicine – Phoenix will substantially move toward its vision for the future with rigorous focus on the following strategies and goals for the planning period:

1. **Resource Stewardship Strategies**
   Optimize the totality of our medical school environment (the people, money, space, technology and collaborative partnerships) in an intentional and sustainable manner.
   
   1.1 **Management** – Finalize and implement operational plans to transparently allocate and optimize existing resources for each of the four pillars: Education, Research, Clinical and Community Service. Plans will be implemented by June 30, 2015.
   
   1.2 **Performance** – Develop and implement benchmarks across the organization that demonstrate return on value by June 30, 2015.

2. **Brand Championship Strategies**
   Engage and empower internal and external constituents to value our excellence by clearly living out our vision, mission, values and goals.
   
   2.1 **Stakeholder Relations** – Communicate Vision Statement, Mission Statement, Values and Goals to the top internal and external constituencies by June 30, 2015.
   
   2.2 **Partner Plans** – Develop and implement action plans with the top partners by Dec. 31, 2015, to manage and maximize the attainment of the strategic goals for all parties. Fully leverage these key relationships internally and externally, across all pillars and with Arizona Health Sciences Center peers.

3. **Growth Strategies**
   Develop and implement top initiatives that will significantly cultivate and amplify our brand, community value and funding base.
Education Pillar

The University of Arizona College of Medicine – Phoenix is focused on becoming a full, independently accredited college of medicine. The College will fulfill this mission by engaging medical students, residents, fellows and graduate students in the delivery of its evidence-based, integrated educational model. The unique collaborative, distributed model gives students diverse exposure in an interdisciplinary and integrated manner. The innovative curriculum develops creative and facile students, using new technologies in a culture of inquiry. Powerful clinical partnerships empower and prepare students as independent, lifelong scholars, armed with the skills to learn independently and as part of a team approach to best serve patients.

Education Mission Statement

To prepare graduates for excellence in health care delivery in an ever-changing environment.

LCME Accreditation

The College is in the process of becoming an independently accredited medical school. The initial phase of accreditation was awarded in June 2012 and the College admitted its first class of medical students under separate accreditation in July 2013. Presently, third- and fourth-year medical students are functioning under the accreditation of the Tucson College (admitted while Phoenix was a branch campus), and the first- and second-year students are functioning under the separate accreditation.

Thus, the College is operating under two separate accreditations at this point in time. This duality will end with the graduation of the 2016 class. The College faculty are presently writing the data base and self-assessment to submit to the

Education Pillar

College Facts

- 301 Students
- 1,100 Faculty
- 10 Major Clinical Partners
- 1st class graduates May 2017

“The faculty is just incredible. They are so inspirational. This school really embodies what a physician means to me. They focus on patients and clinical care and really taking care of people. That’s something that’s really important to me as I pursue medicine as a career.”

Alicia Taase
Med Student
Class of 2018
LCME in November 2014 and will have the next LCME site visit in February 2015. The College expects provisional accreditation when the school is successful in this review from the LCME. The LCME cycle will be repeated in two years with another submission and site visit (looking at the first admitted class at the time of their graduation), anticipating the granting of full LCME accreditation.

The College has and continues to address all of the immense complexities of starting and running a new medical school, including designing a contemporary curriculum, developing its faculty and growing financial sustainability while working across 10 clinical partners. Addressing opportunities and challenges have made the College stronger. With the collaboration of the leadership team, the faculty, staff, clinical partners and support from the City of Phoenix for the college and the Phoenix Biomedical Campus, the success of the College is on a positive trajectory. At the time of full accreditation, in two years, the College anticipates being a national exemplar among all medical schools and will be of immense value to the University, the City of Phoenix, the Valley and the State.

**Education Strategies and Actions**

1. **Resource Stewardship**

1.1 **Management**

a) **Students – Actions**: 1) Plan and leverage clinical partner relationships to expand clinical training opportunities, career advising and student wellness programs, including their families, by April 1, 2015. 2) Expand hours and exposure of Professional Resource Office by July 1, 2015.

b) **Faculty and Staff – Actions**: 1) Train existing faculty to prepare and present the evolving curriculum that is less dependent on lecturing by July 1, 2015. 2) Evaluate salary
structure and metrics for key part-time physicians by January 1, 2015. 3) Hire a Director of Faculty Development and Training by January 1, 2015. 4) Plan and leverage clinical partner relationships to expand research opportunities, faculty productivity and mentorship by April 1, 2015.

c) **Technology – Actions:** 1) Identify, define, fund and implement a state-of-the-art Curriculum Management System (CMS) by April 1, 2015. This will reduce labor costs, systemize curriculum and optimize analysis and reporting for accreditation compliance and on-going quality improvement. 2) Optimize student and resident educational and clinical tools via state-of-the-art information technology tools that support independent learning and clinical decision making by December 31, 2015.

**1.2 Performance**

a) **People Benchmarks**

- **Faculty Recruitment, Development and Retention – Actions:** 1) Complete faculty survey and identify optimal resources needed to enable and encourage promotion and retention by April 1, 2015.

- **Residents/Fellows Recruitment and Retention – Actions:** 1) During the next three years, significantly increase the number of residency and fellowship slots (PGY1), advantaging the Banner Health affiliation 2) Increase retention of Banner Health graduates of their residency programs to practice in Maricopa County from 50% to 75% by 2018.

- **Staff Recruitment and Retention – Actions:** 1) Identify issues important for job satisfaction and improve retention in all staff sectors by July 1, 2015. 2) Implement performance-based strategies and recognition that address compensation and scheduling flexibility by April 1, 2015.

- **Student Benchmarks – Maintain or improve 98% graduation rate for medical students in five years. Actions:** 1) Enhance resources to optimize performance in Step 1, Step 2, match rates and competencies.

- **Diversity – Administer Diversity survey to measure the Campus climate. Actions:** 1) Based on survey results, build and improve programs and initiatives to encourage an inclusive culture by April 1, 2015. 2) Expand the overall campus composition to reflect Arizona’s demographics and to enhance educational environment to nurture cultural competence.
b) **Graduate Medical Education Program Benchmarks** – Improve quality of residency programs by measuring and managing scholarly productivity, match results, board certification and retention rates.

c) **Financial Benchmarks – Actions**: 1) Improve donor—raised funds earmarked for scholarships from $87,000 in 2014 to $2 million by 2018. 2) Fiscal Responsibility – Continue to encourage physician faculty to volunteer through collaborative relationships for education and research purposes.

d) **Simulation Center** – Create and implement vision and business plan for Simulation Center by December 31, 2014.

2. **Brand Championship**

2.1 **Stakeholder Relations** – Communicate Vision Statement, Mission Statement, Values and Goals to the top internal and external constituencies by June 30, 2015. **Actions**: 1) Host a town hall for all students, staff and faculty by January 31, 2015. 2) Conduct interactive presentations with key partners, affiliates, residents, fellows and future student outreach activities by June 30, 2015.

2.2 **Partner Plans** – Develop and implement action plans with the top partners by December 31, 2015, to manage and maximize the attainment of the strategic goals for all parties. Fully leverage these key relationships internally and externally, across all pillars and with Arizona Health Sciences Center (AHSC) peers. (Top partners will include Banner Health, Barrow Neurological Institute, City of Phoenix, MIHS, NAU, ASU, PCH, St. Joseph’s Hospital, Mayo, TGen, VA and others).

   a) **Banner Health Partner Plan** – Within three months of the time of the potential Banner Health agreement, appoint Associate Dean for GME, move the GME Office to the College campus, include sponsorship of GME programs, integrate functionality and staffing of Simulation Centers (College and Banner Health).

   b) **Other Partner Plans** – Within three months after the signing of the potential Banner Health agreement, implement partner plans. **Actions**: 1) Assign point people for each partner. 2) Identify partner goals that are critical to optimizing our ongoing partnerships. 3) Develop positive strategies to keep the faculty at all of our partners engaged with the College.
3. **Growth Strategies**

3.1 **Graduate Medical**

**Education** – Obtain institutional accreditation for sponsorship of GME by July 1, 2015. Convert Banner Health sponsorship to the College. **Actions:** 1) Identify potential city-wide residency and fellowship programs with other partners.

3.2 **PhD Graduate Students**

Increase the number of graduate students by four per year, starting with four in 2014. This supports the long-term vision of having an optimal ratio of graduate students per faculty member.

3.3 **Other Graduate Students** – Maximize educational opportunities for leadership and service to society, including dual MD/MPH, MD/MBA degrees and certifications.
Research Pillar

The research enterprise in medical schools is being transformed by the complexity and rapid pace of technical advances in molecular medicine and health information technology, as well as the emergence of new fields at the interfaces of traditional disciplines and the emphasis on translational research (“bench to bedside”).

The College of Medicine – Phoenix is uniquely positioned with its affiliates to lead this transformation through the development of a limited number of multidisciplinary centers of research excellence that will focus on the integration of basic research with medical sciences. The goal is to identify and characterize the underlying pathology so that treatment can be improved or developed based on knowledge of understanding the disease. These centers of excellence will form the research hub that connects the network of basic and clinical partners throughout the state, nation and world.

In its distributed model, the College will maintain and grow collaborative research relationships locally, nationally and globally to accelerate discovery and to advance health and health care for all. The College will build a world-class team of basic and clinical scientists, whose research will focus on new discoveries in the basic medical sciences that can be translated into improving the lives of patients. The collaborative research model builds on expertise already developed by the various partners and combines them into centers of excellence capable of reducing the time it takes to advance health care for patients. This goal is achieved by building extensive collaborations with existing researchers and academic physicians in the state and by selectively recruiting outstanding basic, translational and clinical scientists to the College. The expansion of these teams will reflect the joint hires with existing hospital and industry partners.
**Research Mission Statement**

The College of Medicine – Phoenix conducts local and global collaborative research that is multidisciplinary and within our expertise that encompasses basic, translational and clinical research focused on advancing health, health care and education.

**Centers of Excellence**

For the next three years, the College has identified and narrowed its focus to health care data analytics (big data), neuroscience (e.g. traumatic brain injury and behavioral health) and precision medicine (e.g. biomarkers and medical devices) as its three centers of excellence.

**Research Strategies and Actions**

1. **Resource Stewardship Strategies**

1.1 **Management – Actions:** 1) Identify and inventory current resources (owned and shared), including areas of expertise by June 30, 2015. 2) Align resources with goals to maximize partnerships and take advantage of economies of scale and depth by June 30, 2015. 3) Find alignment among our current programs to synergize initiatives of the research enterprise by June 30, 2015. 4) Finalize individual research theme plans whereby the last plan is ready for implementation by June 30, 2016.

1.2 **Performance – Actions:** 1) Comprehensive benchmarks will be developed in the completed research plans (Management 1.1 above) by July 1, 2016, evaluating programs and individuals, reflecting success rates (year over year improvements and growth). Benchmarks will reflect performance in the following areas:
a) **Financial** – Volume, sources, success rate at securing funds, number and types of submissions, contracts awarded.

b) **People** – Number and quality of researchers, mentorship and research training programs.

c) **Productivity** – Quality/number of publications, patents, research findings.

d) **Infrastructure** – Space, administrative and core support, research assets.

2. **Brand Championship**

2.1 **Stakeholder Relations – Actions:**

1) Meet with internal stakeholders to communicate the research interests and desired outcomes among the College, Banner Health and Arizona Health Sciences Center in line with the agreement.

2) Host a town hall to communicate the Vision Statement, Mission Statement, Values and Goals prior to the Research Forum.

3) Host a Research Forum/Seminar for the community (modeled after the Alzheimer’s Consortium meeting) to communicate centers of excellence six months after completion of the 2016 plan.

2.2 **Partner Plans** – Develop and implement action plans with the top partners by Dec. 31, 2015, to manage and maximize the attainment of the strategic goals for all parties. Fully leverage these key relationships internally and externally, across all pillars and with Arizona Health Sciences Center peers. Top partners include: Banner Health, Barrow Neurological Institute, City of Phoenix, Maricopa Integrated Health Systems, Northern Arizona University, Arizona State University, Phoenix Children’s Hospital, Dignity Health --- St. Joseph’s Hospital and Medical Center, The Translational Genomics Research Institute, State of Arizona, The Veterans Health Administration, Indian Health Services, Scottsdale Healthcare, Midwestern University, Mayo Clinic, federal sponsors, industry partners, National Institute of Diabetes and Digestive and Kidney Diseases and Arizona sports teams (NFL, NCAA, NHL, NBA, MLB).

3. **Growth Strategies**

3.1 **Create and Systematize Recruitment, On-boarding, Development and Retention by June 30, 2015.**

   a) **Faculty** – Increase competitiveness of researchers through mentoring plans.
b) **Grants** – Create pilot grant programs among major partners to support new innovative programs and projects that involve collaborative research seeking to investigate local health care issues.

c) **Staff** – Provide paths and plans to achieve career success.

d) **Students** – Recruit candidates and graduate them into successful careers. Identify and mentor at least four medical students per year to pursue an academic career of research as an MD.

3.2 **Multidisciplinary Centers of Excellence** – Focus on launching and growing a consortium of excellence by integrating affiliate institutions with the three areas of focus that include **health care analytics** (big data), **neurosciences** and **precision health** by July 1, 2016.

3.3 **Cores** – Grow research core labs – the first being the flow cytometry diagnostic and translational laboratory, a collaboration with St. Joseph’s Hospital, Phoenix Children’s Hospital and College of Medicine – Phoenix, to generate revenue that is reinvested into new cores and research projects in support of investigators requiring specialized services. Develop and expand new cores with three goals that will accomplish the following: 1) Assist researchers, 2) Provide commercial services and 3) Provide educational opportunities for the workforce.

3.4 **Funding/Philanthropy** – Generate funding to sustain research projects. **Actions:** 1) Define and secure sustainable revenue streams to support the research goals within the centers of excellence. 2) Increase number of publications in major journals that highlight significant investigational findings. 3) Increase grant dollars to the College through development of collaborative research. 4) Increase extramural funding within our centers of excellence to meet or exceed national median per investigator. 5) Be a valued asset to the University’s mission to meet the ABOR goal of doubling research funding between 2012 and 2020. 6) Facilitate collaborative research relationships and funding opportunities with our affiliates.
Clinical Pillar

The College will potentially have a primary hospital partner, Banner Health, and be engaged in designing a clinical strategic plan for implementation within an academic environment. It is premature to know how this will manifest over time, but early clinical opportunities for synergies and success include traumatic brain injuries, Alzheimer’s, transplantation, cardiovascular disease, quality improvement in the drug‐patient interface and precision medicine. The process will be catalyzed by the Clinical Mission, enveloped by academic opportunities in research and teaching, valuing resources that exist, but also building new programs with hires of clinical scientists, etc., to support and grow excellence.

This relationship presents the partners with the opportunity to create an academic, multidisciplinary outpatient clinic that will exemplify the team care approach to health care. This will allow the College to deliver patient‐centric, cost‐effective, high‐value, state‐of‐the‐art health care in a transforming environment. This clinic will be the flagship foundation for Banner Health’s new approach to population management in the new health care economic environment.

Clinical Mission Statement

To leverage the assets and merge the clinical missions of the College and Banner Health, while advantaging the unique education and research distributed model, creating an innovative academic medical center for Arizona and beyond.

Clinical Strategies and Actions

1. Resource Stewardship
1.1 **Management – Actions:** 1) Joint governance of the academic clinical enterprise between the College and Banner Good Samaritan Medical Center. 2) Maximize resource allocation with other clinical education and research partners.

1.2 **Performance – Actions:** 1) Develop business plans for two new centers within four months of a Banner Health agreement. (Centers/Institutes\(^8\)). 2) Integrate educational and research expertise of the college into existing centers at Banner Health within six months of an agreement.

2. **Brand Championship**

2.1 **Stakeholder Relations – Actions:** 1) Hold two town hall meetings for College faculty, staff and students within six months of an agreement. 2) Visit all top partner leadership to communicate Vision Statement, Mission Statement, Values and Goals within three months of an agreement.

2.2 **Partner Plans – Actions:** 1) Identify opportunities for ongoing collaborative efforts with each partner within three months of an agreement. 2) Jointly create action plans with each partner including timelines and benchmarks for implementation within one year of an agreement. (Key partners include Banner Health, Barrow Neurological Institute, City of Phoenix, MIHS, PCH, St. Joseph’s Hospital, TGen, State of Arizona, Scottsdale Healthcare, Phoenix Baptist, Yuma Regional Medical Center, other rural health sites, Hospice of the Valley, Indian Health, VA, Mayo Clinic and Wesley Health Center).

3. **Growth Strategies**

**Within six months of the Banner Health Agreement, identify funding streams for joint efforts for new and existing centers including:**

3.1 **Resources** – 1) Collaborations. 2) Hires (faculty and staff). 3) Training programs. 4) Space. 5) Technology.

3.2 **Funding/Philanthropy** – Identify and assure funding to enhance academic medical center mission by increasing clinical revenue, mission support and philanthropy.

3.3 **Faculty Practice Plan** – Develop a faculty practice plan and department structure to optimize the Banner Health and the College relationship.

3.4 **GME** – Improve and grow the GME enterprise within two years of an agreement.

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\(^8\) COM-P refers to Centers of Excellence and Banner Health refers to them as Institutes.
Community Service Pillar

The College of Medicine – Phoenix has a profound culture of Community Service. The College believes it is essential to be an active, integral, embedded and highly valued leader in the community, in appreciation for those who do so much for the College and its students, staff, faculty and partners. The College proudly serves, reaches, touches and impacts diverse people and organizations in their valley-wide community that is 4.5 million people strong.

The College’s desire is that the service flow emanates from the College to those in our community based on their needs and wishes. The return to the school is the knowledge that those involved have made a difference, as well as areas of success, such as going into underserved schools to infuse STEM experiences, where the College connects with kids who otherwise would not have pursued advanced education, thus elevating, improving and impacting individual lives and the community as a whole.

From its inception, the College has committed to Community Service – as its very existence is dependent on community support. The College is committed to providing opportunities and impetus for students, faculty and staff to serve the community through local and global clinics by providing health education, health care screenings, clinical service to the underserved and more. The operative sense is altruism because the College is privileged to serve, and chooses to model and emphasize service in the life of a physician.
Community Service Mission Statement

As a member of our community and a leader, The University of Arizona College of Medicine – Phoenix serves, in valuable and unifying ways, the community that created and supports us, recognizing our common humanity and the moral imperative to do good as we do well.

Community Strategies and Actions

1. Resource Stewardship
   1.1 Management – Actions: 1) Flagship Programs – Examples of present community efforts include Clinics – Wesley, Student Health Outreach for Wellness (SHOW); K–12 Education – Medstart, STEM, Arizona Science Center NIH–SEPA grant; Lecture Series – Buffmire, Mini–Medical School, Precision Medicine symposia. 2) Servant Leadership – Model and encourage the College to give back to the community with health services, information and prevention. Use the College to serve as a health information and education resource for the community. 3) Healthcare Outreach – Actively pursue and provide opportunities that are an impetus for students, faculty and staff to serve the community through local and global contributions.

1.2 Performance – Actions: 1) Very high levels of community participation and service among graduates, students, faculty and staff. 2) Strong event attendance. 3) Positive feedback from community.

2. Brand Championship
   2.1 Stakeholder Relations – Actions: 1) Awareness / Education – Increase awareness of community activities with the specific stakeholder groups that are served by an event or initiative. Proactively seek out and responsively reply to community requests.
2) **Engagement** – Connect with the community as thought-leaders, including participation on boards and other leadership positions. 3) **Advocacy** – Inspire and activate members of the community to further engage with the College and its community initiatives.

### 2.2 Community Partnerships and Engagement – Collaborate with partners on education, clinical care and outreach to serve the community. **Actions:**

1) Expand community outreach by serving current partners and seeking new partners. Partner with schools, groups, institutions and corporations to encourage youth to consider careers in health care and biomedical research and promote an interest in the STEM areas. Expand service area outside of metro Phoenix into rural and other areas of Arizona. Expand service to underserved populations.

2) Serve as the “go to” leader for key health care philanthropic partners to support College community efforts, issues and questions. Build and strengthen relationships with Flinn Foundation, Virginia G. Piper Charitable Trust, Arizona Community Foundation, etc.

### 3. Growth Strategies – Identify and implement top initiatives that will significantly cultivate and amplify our brand, community value and funding base. **Actions:**

1) Impact more people and organizations, including the underserved.

2) Increase efforts in K–12 education, most notably in STEM.

3) Identify new collaborative community health care opportunities with partners.

4) Expand programs such as MedStart, Mini-Medical School and partnerships with Arizona Science Center, among others.
Financial Summary

The future of the College of Medicine – Phoenix is bolstered by a host of new and diverse opportunities. The College has successfully established the undergraduate medical education portion of its medical school, and plans now turn to expanding its clinical role and the breadth and depth of its research enterprise.

A new medical school is an expensive proposition and requires excellence in managing, allocating, monitoring and growing all resources that contribute to fulfillment of the vision and mission for the College and its partners. Excellence is especially important in the 2015 – 2018 timeframe, as the College moves toward realizing its full role as a separately accredited medical school educating 80 new students, while growing its financial sustainability. Deans, students and residency directors across the country are taking note of the quality of the education and the physicians the College is producing, even though it is still too new to be considered in any national ranking systems.

One of the most meaningful new opportunities for the University of Arizona and particularly for the College is the potential partnership with Banner Health. Under this agreement, Banner Good Samaritan Hospital would become the College’s primary academic hospital, creating many new opportunities as this relationship is forged and expanded. This partnership would also have statewide implications whereby the University of Arizona Colleges of Medicine (Phoenix and Tucson) and nationally recognized Banner Health could lead the state and region in medical education, scientific discovery and advances in health. The strategic partnership with Banner Health, plus other key affiliate relationships currently established, will position the College to build world-class clinical programs as leaders in health care.

![Operating Revenues By Source FY18](image1)

![Operating Revenues By Source FY15](image2)
transformation. This also creates potential opportunity for participation in clinical revenue streams that could enhance the medical school’s sustenance and allow the College to grow and succeed at a pace governed by the University and its partners.

Resource stewardship and growth are essential priorities for the College, managing current resources with distinction while expanding and enhancing revenue streams and impact. One of the College’s key funding goals, in alignment with the Arizona Board of Regents (ABOR) and the University, is to double the research portfolio and funding by 2020.

Sources of Funds

The College has grown dramatically and diversified its financial portfolio. Currently, 2015 funding sources are 42% from state appropriations, 23% from mission support, 16% from research, 14% from tuition, 4% from other and 2% from gifts. Significant financial changes will occur during the planning period as the College implements new programs to target basic, translational and clinical research, health care delivery and philanthropic funding.

FY15 operating revenue for the College is projected to be $56.2 million, a 24% increase from FY14, and in FY18, it is projected to increase to $102.0 million, a 140% increase from FY14. The Strategic Plan and four-‐‐year Financial Projections assume full implementation of accreditation, as well as other initiatives that require significant overall annual funding growth. The College continues to work with various partners on financial activities so as not to rely so heavily on traditional funding sources, such as state appropriations and tuition for sustainability. The
College has uniquely funded many of the elements of the UA portion of the Phoenix Biomedical Campus (UA‐‐‐PBC), including O&M, debt‐‐‐service on infrastructure, support services, etc., valued at $7 million – $8 million per year.

**Operating Revenue Source Details (in $100,000)**

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**Source: State Appropriations**

State appropriations funding was $23.4 million in FY14 and is expected to continue at this amount into future years. The College received an $8 million increase in state appropriations in FY14 as part of its expansion as a separately accredited medical school.
Source: Tuition
Total tuition revenue was $6.4 million in FY13 and is expected to equal $7.8 million in FY15 and $10.6 million in FY18. The College receives tuition derived from medical students, less the required tuition set asides of 17%. The College will see a rise in tuition from populating all four years with 80 students (from 48) and an estimated 2% tuition increase each year. This is offset with the conversion of non-residents to residents. Using the historical conversion rates, the tuition revenue assumes approximately 60% of the non-residents will convert, resulting in approximate $600,000 to $700,000 annual revenue loss and a $1.5 million revenue loss at full student capacity.

Source: Mission Support
This program provides the creation of a jointly managed funding source with the primary clinical partners; whereby the use of the funds is jointly planned and funds are expended by the College and its clinical partner. Total mission support funding received in FY14 was $5.9 million and is projected to be $17.2 million by FY18.

Source: Research
Research faces a number of barriers in funding due to increasing competition for scarce dollars from funding agencies like the National Institutes of Health. In light of this and our partnerships, strategic growth is needed. With the exciting partnerships, new research facility and expanding research staff and expertise, there is a strategic imperative to proactively leverage all opportunities to increase research funding. In addition, UA through its Never Settle strategic plan has defined doubling of the University’s research a key objective for the future. Given the investments in new programs and planned investments, the research portfolio is projected to increase thru a combination of funding mechanisms, including sponsored programs, gifts/donations, service
contracts, core facilities and other funding avenues. Clinical trial opportunities and the requisite infrastructure for such will be valuable in reaching our goals. The total revenue for research was $8.8 million in FY15 and is expected to increase to $23.1 million in FY18.

**Source: Gifts and Philanthropy**

The College of Medicine has had a number of successes in the past in the area of development, but in the last three years, the total fund raising (unrestricted, grants, scholarships, etc.) has not exceeded $1 million per year. In the most recent year, the total fundraising was less than $500,000 and comprised of mostly small gifts. While the recent hiring of the new Senior Director of Development is one step in increasing gift revenue, the College has also established a fund-raising plan, which includes support from internal and external resources to enhance the fund-raising capabilities and revenues during the next three years. These efforts, along with a renewed philanthropy effort led by the Dean, are expected to increase cash gifts from $600,000 in 2014 to approximately $8.5 million by FY18. The FY2015/2016 Business Development strategy will emphasize major gifts, corporations and foundations, annual giving from four campaigns and events.

**Source: Other**

Other includes multiple revenue sources, including but not limited to the following:

- **PBC Occupants** – Used to offset the cost of the O&M at the PBC.
- **Service Revenue** – Generated from various College enterprises such as event support, food/vending services and other operations.
- **Indirect Cost Returns** – Represents the 25% of the collected indirects from sponsored programs the University returns to the Colleges.
- **Restricted Funds** – Funds from a variety of sources that require specific usages.

**Key Program Initiatives**

Following is a summary of the key initiatives for FY15:

- **CLIA—Approved Flow Cytometry Center** – The Flow Cytometry Center would expand upon our existing expertise in flow cytometry by collaborating with St. Joseph’s Hospital and Medical Center, the UA Cancer Center and Phoenix Children’s Hospital to provide a research-empowered clinical flow lab.
• **Center for Applied NanoBioscience and Medicine (ANBM)** – While the Center has been with the College a number of years, it is now poised to capitalize on several current grants and expand into new areas with opportunities such as the international consortium for particle beam research. The Center is currently working on a strategic business plan to outline the next 3 to 5 years.

• **Department of Biomedical Informatics (DBMI)** – The department has been established and will focus on development of an accredited fellowship in biomedical informatics and the Health Care Data Analytics Institute (see below). The DBMI has assembled a team of national experts to develop the fellowships and is engaging external parties in collaboration with the UA Eller College of Management to develop the Institute.

• **Department of Humanism and Bioethics** – This new department will require about $220,000 in first year start-up funds to hire staff and initiate the strategic initiatives per their strategic plan.

• **Development / Culture of Philanthropy** – Through the financial support from the State and clinical partners, the College has been able to focus on program development and LCME requirements. Given the financial needs, as well as the advancement in the next stage of maturity, the College’s philanthropy efforts will expand via the hiring of a new Senior Director of Development, the development of a fund-raising plan, by connecting key stakeholders in marketing/university relations, development, research, finance and college leadership to invigorate its culture of philanthropy and new opportunities. This will require a significant investment in development to create a more robust network, the engagement of internal/external stakeholders and the increase of funds flow from donors.

• **Endowments** – Through the financial support from external resources (individuals and corporate donors), restricted and unrestricted endowments are needed to advance the College’s mission to establish chairs, professorships and scholarships. Having endowments, where the corpuses are held inviolate and in perpetuity and invested well, will allow for the generation of new income that will help offset costs as the College continues to grow.
• **Expansion of the Biostatistical Support Office** – Through a collaboration with the College of Public Health, the College is expanding the biostatistical resources from one PhD biostatistician (0.7FTE) by adding two full-time, master level prepared biostatisticians in Phoenix to support study design and analysis for researchers, faculty and students.

• **Health Care Data Analytics Institute** – Through a collaboration with the UA Eller College of Management and Banner Health, the Institute would improve health care via predictive analytic tools that can increase insights into the future and develop tools / models for managing populations in the new health care financing world. The Institute would conduct research on new models and tools, as well as create an environment for educating/training a new workforce that could further leverage health care data. The new clinical informatics fellowship is expected to launch this fall, pending ACGME approval.

• **Liaison Committee on Medical Education (LCME)** – The LCME will be onsite to review progress toward accreditation. The College will be investing in new resources (personnel and information systems) to help ensure a timely, accurate and compelling submission.

• **New Research Faculty Hires** – With the maturation of the educational mission underway, in FY2015 the College will begin hiring new research faculty. Three to four new faculty hires are anticipated, focused in the areas of human health and building on the core strengths in the neurosciences, precision medicine and immunology. A key limitation to the hiring plan will be research space. There are limited opportunities to expand the research footprint without significant cost. The anticipated start-up packages would be $1.0 million to $1.5 million.
• **Pathways Scholars Program** – This program is designed to help Arizona residents from disadvantaged backgrounds achieve their dream of attending medical school. This will enhance cultural competence among students and the college in general and critically, forge a new pipeline of physicians with a higher probability than present to return to their community to enhance health care delivery. In FY14, the program was designed, and the first class of students was selected to start in FY15. Many of this inaugural cohort of students come from economically depressed areas and/or did not have access to quality educational programs. To mitigate their indebtedness and to ensure the College can matriculate the type of student to optimize this program, the 10 students will pay $2,500 representing approximately 10% of the yearlong cost of the course that results in a certificate and guaranteed admission to medical school. The program costs the College about $350,000 and is supported by gifts and internal funding.

• **Phoenix Institutional Review Board (IRB)** – While the final plans for the Valley-wide IRB are being worked out, the College will participate in a local IRB process based in Phoenix that will interface with researchers at a local level. With this base of operations, a Phoenix-specific IRB panel would be created that would be more responsive to the needs and customized for the multi-partner research environment in Phoenix.

• **Professional Resource Office** – The Professional Resource Office is a new resource supporting student professionalism. Learning and living the values of professionalism is at the heart of the College. It is a key educational program objective and is interwoven into all aspects of our curriculum and student learning experiences. The Office is one of many resources the College of Medicine – Phoenix provides to address and foster professionalism, including the Office of Student Affairs and the Student Advisors, student wellness programs and curricular debriefing sessions.

• **Regional Simulation Center** – With the completion of the build-out of the HSEB shell space, the College will go live with the plans for the Regional Simulation Center. The College is investing over $2.5 million in new equipment to support the expansion in educational needs
of the College and its partners, as well as providing simulation services to other health care providers and industry.

- **Translational Cardiovascular Research Center** – The Center, led by Dr. Nabil Dib, is a collaborative initiative between the International Society of Cardiovascular Translational Research (ISCTR), St. Joseph’s Hospital and Medical Center (Dignity Health) and the College to increase knowledge and output of translational cardiovascular research in Arizona. The Center would execute on four missions: 1) deliver an up-to-date and practical curriculum in translational cardiovascular research through fellowship, master and certificate programs, 2) conduct device development research with industry partners, 3) integrate a stem cell research program to further drive innovations in the cardiovascular arena and collaborate with existing stem cell research programs in Phoenix and 4) integrate new medical products into practice.
Addendum

Appendix I: College of Medicine – Phoenix Leadership Team
Appendix II: College of Medicine – Phoenix Clinical and Other Partners
Addendum I: Leadership Team

Stuart D. Flynn, MD – Dean

As the Dean of The University of Arizona College of Medicine – Phoenix, Dr. Flynn serves as dean and professor in the departments of pathology and basic medical sciences. He received his medical degree and did his residency training at The University of Michigan. He completed post-doctoral work in oncologic pathology at Stanford University. Dean Flynn came to Phoenix from Yale University School of Medicine, where he was a professor of pathology and surgery, an accomplished researcher, director of the residency program, director of the school’s medical studies, a leader in the design of the school’s four-year curriculum and founding member of The Society of Distinguished Teachers at Yale.

Dean Flynn was instrumental in developing and implementing the curriculum and lending leadership in the formative stages of the Phoenix campus. He teaches anatomic and clinical pathology and the translational interface between basic sciences and clinical medicine.

As the author of more than 100 articles, books and monographs, he has received numerous honors including America’s Top Physician’s Award from the Consumers’ Research Council of America, Teacher of the Year Award from Yale University School of Medicine and The Averill A. Liebow Award for excellence in the teaching of pathology residents from Yale University School of Medicine. He is presently a member of the National Board of Medical Examiners Pathology Test Committee and USMLE Step 1 Test Material Development Committee.
Jacqueline Ann Chadwick, MD, MA – Vice Dean, Academic Affairs

As Vice Dean, Academic Affairs, Dr. Chadwick is responsible for leading and implementing, with a team, the curriculum for the University of Arizona College of Medicine – Phoenix. Dr. Chadwick has more than 30 years of experience as an accomplished family practice physician in the Scottsdale and Phoenix communities and as an administrator guiding policy in the medical community.

In 1992, Dr. Chadwick was appointed the first associate dean for the Phoenix Campus of the University of Arizona College of Medicine. Since then, she has held several administrative positions. She has served as a liaison between the College of Medicine and Phoenix area physicians and hospitals.

Dr. Chadwick maintains an active presence in the local medical community. In 1992, she became the first female president of the Arizona Medical Association. She also has served as president of the Arizona Academy of Family Physicians, as vice president of the Maricopa Foundation for Medical Care and as assistant director of the residency in family medicine at Scottsdale Healthcare. Dr. Chadwick has also served on the Scottsdale Healthcare Board of Directors.

Dr. Chadwick has received numerous honors, including Arizona’s 1995 Family Physician of the year by the Arizona Academy of Family Physicians, University of Arizona College of Medicine Alumna of the Year in 2006, the Health Care Heroes Award presented by The Phoenix Business Journal in 2003 and many more. A zoology graduate from Arizona State University, Dr. Chadwick received her MD from The University of Arizona College of Medicine. In 2006, Dr. Chadwick received her Master of Arts in Bioethics from Trinity International University.
Dr. Joan Rankin Shapiro trained as a human geneticist and received her MD and PhD degrees from Cornell University Medical College in 1979. Her initial research was at Rockefeller University in human birth defects. She transitioned into her cancer career at Memorial Sloan–Kettering Cancer Center (MSKCC), New York. In September 1989, she relocated to the Barrow Neurological Institute (BNI) of St. Joseph’s Hospital and Medical Center, Phoenix, Arizona, as the Director of Neuro–Oncology Research. The primary focus both at MSKCC and at the BNI, concerned problems related to the treatment of brain cancer, i.e., cellular resistance to radiation and/or chemotherapy and local invasion of normal brain by tumor cells.

In 1981, she published an important paper describing the extensive genetic differences among patients’ tumors; and that as tumors evolve, they become uniquely different from each other. This finding showed a fundamental cause of why tumors responded differently to chemotherapeutic agents and/or radiation. She received NIH and foundation funding amounting to more than $16 million during 25 years of laboratory investigations.

In October of 2007, she received a Lifetime Achievement Award for her contributions to the field of neuro–oncology from the Society of Neuro–Oncology for having described the individual nature of brain tumors. This was the second such award ever presented by this society. Dr. Shapiro retired from the laboratory and assumed the role of V.P. of Clinical and Translational Research at St. Joseph’s Hospital and Medical Center until 2010, whereupon she joined the UA College of Medicine – Phoenix as the Associate Dean of Research.

She is the past–president of the national organization Women in Cancer Research and continues to retain a strong commitment to education. She developed numerous laboratory enrichment programs and, in conjunction with the American Academy of Neurology, she conducted K–12 neuroscience workshops for physicians and scientists. Hundreds of students have benefited from her mentoring and most assumed careers in research and/or medicine. Nine of those students are now practicing physicians at St. Joseph’s Hospital and Medical Center, Mayo and in
local private practice groups, although many more are seeded throughout the nation as leading scientists and academic physicians.

At the College of Medicine – Phoenix her desire remains focused on educating the next generation of physicians and scientists, which is reflected in her mentoring, research collaborative interactions and compliance education.

Judy Bernas – Associate Vice President, University Relations

As Associate Vice President for External Relations, Ms. Bernas represents and coordinates many activities for The University of Arizona. Her role is to oversee and strategically enhance the University’s presence in Maricopa County, with a particular focus on the expansion of the Colleges of Medicine, Pharmacy and Public Health. Public relations, business and community relations, marketing, government relations and event planning fall within her responsibilities.

Ms. Bernas has 20 years of experience at The University of Arizona. She also earned her bachelor’s degree in journalism at The University of Arizona and is completing her master’s degree in public health, with an emphasis on administration and policy.

In addition, Ms. Bernas is past chair of the Arizona Sports and Tourism Authority Board, which oversees the operation of The University of Phoenix Stadium, home to the Arizona Cardinals and the Fiesta Bowl, as well as funding for the Cactus League, tourism and youth and amateur sports. She was appointed by the President of the Senate to this board. She now serves on the Fiesta Bowl Board of Directors.

She also serves as an appointed member of the City of Phoenix Industrial Development Authority, the Discovery Triangle Board of Directors, the Phoenix College Community Advisory Board, the Flinn Foundation Bioscience Roadmap Steering Committee, and works with the Boards of the Downtown Phoenix Partnership and the Phoenix Community Alliance (also serving on the executive committee).
In 2013, Ms. Bernas was named Woman of the Year by the Arizona Chapter of the Leukemia & Lymphoma Society. She co-chaired their annual Man and Woman of the Year event in 2014.

In previous roles at the University, Ms. Bernas was Associate Vice President for Federal Relations and was the primary liaison to the U.S. Congress and White House. She also served as Director of Government Relations for the Arizona Health Sciences Center, where she oversaw local, state and federal relations for the Colleges of Medicine, Nursing, Pharmacy and Public Health. She also served as Associate Director of the Office of Public Affairs, working on crisis communications, proactive and reactive media relations, publications and community relations.

Matthew Lester, MBA, MHA ----- Deputy Dean Finance and Administration

Mr. Lester joined the College in August 2013 and is currently responsible for the College’s business operations, supporting the advancement of the College’s and its missions and assisting the Dean with the development and implementation of joint initiatives with the College’s many partners. In his current role, he is responsible for the Offices of Finance, Human Resources, Facilities Management, Information Technology and Planning. These offices support the College, as well as support the overall Phoenix Biomedical Campus, which is home to the three Arizona Board of Regents universities and five University of Arizona colleges.

In his previous roles, Mr. Lester had 14 years in management consulting where he advised senior leaders at health care and research organizations on strategic, financial and operational improvements. He was a Managing Director at Huron Consulting Group (a publically traded consulting firm and one of the top five health care consultancies in the U.S.) and a Manager at PricewaterhouseCoopers, where he led transformational, financial and strategic projects.

Mr. Lester earned his Master in Business Administration and Master in Health Administration from The Pennsylvania State University, and his Bachelor of Business Administration from The University of Washington.
Lorna Malcolm -- Senior Director of Development

Lorna A. Malcolm is a 17-year veteran of fundraising for academic medical centers, higher education and non-profit organizations. Prior to joining the College in 2014, Ms. Malcolm served as senior development officer for the New York University School of Engineering in Brooklyn, N.Y. She has held development positions with the National Urban League, the University of Tennessee Health Science Center, Long Island University and Columbia University.

Ms. Malcolm holds a master of social science degree from Long Island University’s Brooklyn campus and a master of public administration from the City University of New York/Baruch College School of Public Affairs in New York City. She earned her bachelor’s degree at the State University of New York at Buffalo/Royal Imperial College in Kensington, London, England.
Addendum II: Clinical and Other Partners

**Banner Good Samaritan Medical Center**

http://www.bannerhealth.com/

The state’s largest hospital, part of the Banner Health system and with its breadth of faculty excellence, is an important clinical education site for The University of Arizona College of Medicine – Phoenix. Banner Health is headquartered in Phoenix, Arizona and operates 24 hospitals and other health related entities and services in seven states. It is one of the largest not-for-profit hospital systems in the country. Banner Good Samaritan Medical Center is a Level One Trauma hospital with 733 beds. Banner Good Samaritan has served the area for more than 100 years and is known as a top teaching hospital. Banner Good Samaritan has a recognized unit for high-risk obstetrics, the Cavanagh Heart Center, a renowned transplant team and specialty units, such as the Banner Alzheimer’s Institute on the central Phoenix campus.

**Barrow Neurological Institute**

http://www.thebarrow.org

Barrow Neurological Institute in Phoenix is internationally recognized as a leader in neurological research and patient care. Barrow treats patients with a wide range of neurological conditions, including brain and spinal tumors, cerebrovascular conditions, and neuromuscular disorders. Barrow’s clinicians and researchers are devoted to providing excellent patient care and finding better ways to treat neurological disorders.
Hospice of the Valley
http://www.hov.org/
Hospice of the Valley is recognized nationally as a leader in hospice care. Students are instructed on the facets of palliative care within the Hospice of the Valley system. Founded in 1977, Hospice of the Valley strives to bring comfort and dignity as life nears its end, working with patients and their families.

Maricopa Integrated Health System
http://www.mihs.org/
Maricopa Integrated Health System is a University of Arizona College of Medicine – Phoenix’s clinical affiliate. MIHS includes Maricopa Medical Center, the Arizona Burn Center, the Arizona Children’s Center, the Comprehensive Healthcare Center, the McDowell Healthcare Clinic, 10 community-oriented family health centers and an attendant care program. The providers that deliver care and education for MIHS, the District Medical Group (DMG), are key faculty for the College.

Mayo Clinic
http://www.mayoclinic.org/arizona/
Students are instructed and can choose elective rotations at the Scottsdale branch of the renowned Mayo Clinic. In Arizona, Mayo Clinic serves more than 90,000 patients each year with an integrated, team-based approach. The clinical practice is focused on adult specialty and surgical care in more than 65 medical and surgical disciplines, supported by outstanding programs in medical education and research. The Scottsdale campus, which opened in 1987, includes the Mayo Clinic Building, the Samuel C. Johnson Research Building and the Mayo Clinic Collaborative Research Building.
**Phoenix Baptist Hospital**

http://www.abrazohealth.com/home.aspx

For more than 40 years, Phoenix Baptist Hospital has been an acute care facility and teaching hospital, providing care to patients in the Phoenix community. The hospital is recognized for cardiovascular care, orthopedics, breast health, women’s services, radiology and 24-hour emergency services. Phoenix Baptist Hospital is part of the Abrazo Health Care group.

**Phoenix Children’s Hospital**

http://www.phoenixchildrens.com/

Phoenix Children’s Hospital is the primary pediatric affiliate for The University of Arizona College of Medicine – Phoenix. Phoenix Children’s Hospital is recognized as one of the country’s best destinations for pediatric medical care, innovative research and education for the next generation of pediatric specialists. Its new 11-story, 750,000-square-foot tower makes it the largest freestanding children’s hospital in the Southwest. Phoenix Children’s offers world-class care in more than 70 subspecialty fields of pediatric medicine, including six Centers of Excellence. It has 363 beds.

**Phoenix VA Health Care System**

http://www.phoenix.va.gov/

The Phoenix VA Health Care System is comprised of the Carl T. Hayden Veterans Affairs Medical Center and seven clinics, serving more than 80,000 veterans in central Arizona. The VA Medical Center provides acute medical, surgical and psychiatric inpatient care, as well as rehabilitation medicine and neurological care.
Scottsdale Healthcare
http://www.shc.org/
Founded in 1962, Scottsdale Healthcare has three campuses that offer outpatient surgery centers, home health services, a wide range of community health education and outreach services, clinical and research services. The Scottsdale Healthcare hospitals were recognized as high performers in orthopedics, gynecology, gastroenterology and other specialties in the U.S. News Best Hospital rankings for the greater Phoenix area. The group includes Scottsdale Healthcare Shea Medical Center, Scottsdale Healthcare Osborn Medical Center and Scottsdale Healthcare Thompson Peak Hospital.

St. Joseph’s Hospital and Medical Center (Dignity Health)
https://hospitals.dignityhealth.org/stjosephs/Pages/default.aspx
Founded in 1895, St. Joseph’s Hospital and Medical Center was the first hospital in the Phoenix area. It is part of Dignity Health, which operates more than 40 hospitals across Arizona, California and Nevada and is a Level One Trauma Center. St. Joe’s is a 607 bed, not-for-profit hospital that provides a wide range of health, social and support services with special advocacy for the poor and underserved. It includes the internationally renowned Barrow Neurological Institute®, the Heart & Lung Institute®, Adolescent Center and a Level I Trauma Center verified by the American College of Surgeons.

Other Community Partners
The University of Arizona College of Medicine — Phoenix is part of the Phoenix Biomedical Campus, a city initiative bringing bioresearch and education to downtown. The College has partnered with the city, business and industry groups in the development of the downtown campus. These groups are important supporters of the biosciences and education in the metropolitan area.