The GW Academic Medical Enterprise

Barbara Lee Bass MD, FACS
GW VP Health Affairs
Dean, SMHS
CEO, GW MFA
What is Academic Medicine?

Healthcare delivered to patients in a setting that includes the missions of education, research and community health.

– Physician-led interprofessional teams informed by latest advances in medical science.
– Faculty physicians who do research in collaboration with other scientists to advance human and community health.
– Culture of education – learners, teachers, heightened presence of science, professionalism and service.
– Culture of research – access to novel diagnostic and therapeutic agents, clinical trials, advancing care.
– Capable of delivering the highest complexity care, multispecialty teams, trainees, state-of-the-art technologies.
– Commitment to serve the health and wellness of our community to ensure equity in access, care delivery, and outcomes.
Missions

- Education
- Research
- Clinical Care
- Community Service and Engagement
Aspiration

• Top 30 Research Medical School Cohort
• Destination elite nationally recognized academic clinical enterprise
• Valued and essential partner to the District in improving health of all our citizens
• Healthy financial structures to deliver on missions
Education

• Programs
  – MD
  – PA
  – Physical Therapy
  – Occupational Therapy
  – Clinical Laboratory Sciences
  – PhD programs in biological and healthcare related sciences
  – Undergraduate, Masters programs in healthcare associated disciplines
12,917 MD completed applications

- 183 New Students
- 60% Female
- 53% Non-Caucasian
- Average age = 24
- Top decile in diversity of students
- 57% Science Majors
- 281 Colleges Represented
- 4 States, DC, Canada and China
- 29 Masters and 1 PhD
Graduate Medical Education

• ACGME-accredited programs: 45
• Residents and fellows: 457
• Highly rated, highly competitive
• Experiential learning
Clinical Public Health

**GOAL:** Craft clinician citizens with an *Expanded Scope of Practice* to include health policy and systems expertise, community health leadership and advocacy skills.

1. Patients, Populations and Systems
2. Clinical Sciences and Reasoning course
3. Clinical Public Health Summits
4. Streamlined Combined Degree Program MD/MPH or Certificate in PH
5. Clinical Public Health electives - Culinary Medicine, criminal justice health, experiential research and community health
SMHS Pipeline Programs

• Health Sciences Governor’s Academy at T.C. Williams High School, VA
• GW Summer Program Advancing Research on Cancer
• Upward Bound
• Medical Laboratory Sciences Summer Immersion
• DC Health and Academic Prep Program (DC HAPP)
• Mentored Experience to Expand Opportunities in Research (METEOR)
• Areas of excellence: discovery, translation, clinical research
  – Cancer biology
  – Neurosciences
  – Infectious disease/HIV/Vaccines
• SMHS Clinical Research Center
• Scientist Training programs
• Laboratory space and cores
  – GMP facility, cellular therapeutics
Continued growth in research activity

FY22 to FY22 Change:
- Total Expenditures: +19.7%
- Indirect Costs: +16.2%

FY22 to Three-Year Average Change:
- Total Expenditures: +17.6%
- Indirect Costs: +11.9%
## NIH T32 Training Grants

**Shared programming and commitment to mentorship**

<table>
<thead>
<tr>
<th>Program Directors</th>
<th>Training Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seto, E. Lee, N.</td>
<td>Cancer Biology Training Program</td>
</tr>
<tr>
<td></td>
<td><strong>Pre-doctoral &amp; postdoctoral</strong></td>
</tr>
<tr>
<td>Maggirwar, S. Bosque, A.</td>
<td>HIV Persistence, Comorbidities &amp; Therapeutics</td>
</tr>
<tr>
<td></td>
<td><strong>Pre-doctoral</strong></td>
</tr>
<tr>
<td>Bushardt, R. Mallinson, T.</td>
<td>Research in Primary Care</td>
</tr>
<tr>
<td></td>
<td><strong>Postdoctoral</strong></td>
</tr>
</tbody>
</table>

Alison K. Hall  
Research Workforce Development

*National training programs build reputation*
1997 - 2020 Structure

GWU

School of Medicine & Health Sciences

University Hospital

Medical Faculty Associates
Leadership
Shared Missions
Evolution: 2021

GWU

University Hospital

SMHS

Leadership
Shared missions

MFA
Our future state?

GW will be the destination worthy Academic Health Care system in the nation’s capitol
Clinical Care Mission
Clinical Care: Academic Healthcare Excellence

Requirements:

• Quality
• Safety
• Value
• Innovation and translation
• Equity
MFA clinical structures

• COE structure:
  – Dictated by burden of disease
    • Cancer, Cardiovascular, Neurological disorders
    • Chronic disease: Kidney, Digestive Disease,
      – Pulmonary, Metabolism/Endocrine
    • Quaternary care: Transplantation; Trauma
    • Women’s Health
  – UME
  – More GME and fellowship training
  – Research embedded
MFA clinical scope

- Strategic investment and growth in COE
  - Dictated by burden of disease
    - Cancer, Cardiovascular, Neurological disorders
    - Chronic disease: Kidney, Digestive Disease,
      - Pulmonary, Metabolism/Endocrine
    - Women’s Health
- Incremental addition of COE over time

Cancer
Liquid and Solid Tumors
Integrated Multi-D care
Screening and Prevention
Population Health
Discovery, translational, clinical research
Novel therapeutics: GMP
MFA clinical scope

• Strategic investment and growth in COE
  – Dictated by burden of disease
    • Cancer, Cardiovascular, Neurological disorders
    • Chronic disease: Kidney, Digestive Disease,
      – Pulmonary, Metabolism/Endocrine
    • Women’s Health

• Incremental addition of COE over time

Cardiovascular
Heart disease
  ASCVD, HTN, Structural, Lipids
Vascular disease
  PVD, Venous, Aorta
Diagnostics, interventions, therapies, prevention
COE Structure

Critical Departments
- Neuroradiology, Surgery, Medicine, OB/GYN

Cancer
- Surgery
- Medical Oncology
- Radiation Oncology
- Imaging
- Pathology
- Palliative Care

Cardiovascular
- Cardiology
- Cardiovascular Surgery
- Anesthesia
- Imaging

Neuroscience
- Neurology
- Neurosurgery
- Rehabilitation
- Neuropsychology

Women’s Health
- Gynecology
- Obstetrics
- Medicine

Digestive
- GI
- Surgery
- Colorectal
- HPB
- ENT

Orthopaedics
- Orthopaedics
- Imaging

Transplantation
- Nephrology
- Surgery

Kidney Center
- Nephrology
- Diabetes
- Transplantation

Trauma
- Surgery
- Specialty Care

Core Departments
- Critical Care, Imaging, Pathology, Anesthesia, Hospitalists
Academic Healthcare Excellence: Destination Care

Fuel: Clinical funds flow, extramural, philanthropy, tuition
• **Mission to serve SMHS education**

• Foundational work underway:
  • High performing EHR
  • Access improvements
  • Financial operations: revenue cycle and financial management
  • Mission based compensation plan: incentives: ART clarity; volume based incentive
  • Primary care
  • Team based care
  • St Elizabeths campus
  • Oversight of new hires requiring investment
  • Consolidation of academic mission in SMHS: Clinical research center, education admin
  • Rebranding campaign
2024: Cedar Hill Regional Medical Campus

Ward 7 and Ward 8
Family medicine residency
Expanded education and training
Interprofessional care teams
Health services research
Telehealth innovation platform
Community guidance