

ABSTRACT: 2013 ELAM Institutional Action Project Poster Symposium

Project Title: Establishing a Medical Education and Research Facility on the Las Vegas Campus of the University of Nevada School of Medicine: Defining the Process and Plan

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Background, Challenge or Opportunity: The Nevada System of Higher Education (NSHE) member organizations include the University of Nevada Reno (UNR) and the University of Nevada Las Vegas (UNLV). The University of Nevada School of Medicine (UNSOM) is part of the UNR and is the only public medical school in Nevada, with a four year campus in Reno and a two year campus in Las Vegas (LV), separated by 450 miles. Nevada ranks 46 in primary care physicians per capita population. UNSOM has a class size of 69 with planned expansion to 100 over 15 years. The first two years of medical education occur in Reno. During the third year approximately two-thirds of the students are in Las Vegas. While Graduate Medical Education (GME) occurs on both campuses, the number of training positions is scheduled to double to 450 over five years in LV. Faculty, administrative, teaching and research space are inadequate in LV and are rented. A Memorandum of Understanding (MOU) has been signed, donating land adjacent to our teaching hospital to build the first UNSOM building in LV.

Purpose/Objectives: The purpose of this project is to define the phased process and plan for a medical education and research facility in Las Vegas.

Methods/Approach: A Phased Approach, guided by a Building Steering Committee is utilized. **Phase 1** defines the initial justification for a medical education and research building at our LV campus. This phase includes an analysis of space requirements for medical education, research and faculty. **Phase 2** establishes a Building Steering Committee that oversees securing funds for a detailed building plan, conducting an analysis of comparable campuses, conducting a detailed assessment of essential needs, identifying opportunities for collaborative space utilization with other NSHE organizations, and outlining funding options and recommendations. **Phase 3** will begin when funding is secured and will conclude with move-in. **Phase 4** will evaluate the building and process.

Outcomes and Evaluation:

Phase 1: Draft building plan and presentation to the Board of Regents, completed November, 2012. **Phase 2:** Steering committee, funding for detailed building plan, identification of collaborative space utilization, and comparison with similar campuses. **Phase 3:** funding selection, secure funding, contract award, erection of building. **Phase 4:** evaluation of the process regardless of outcome, as well as evaluation of the building itself and comparison to detailed essential needs analysis in Phase 2.



University of Nevada
School of Medicine

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Background on Governance

Nevada System of Higher Education (NSHE) has 8 organizations

- Governed by Board of Regents (BOR)
- University of Nevada Reno (UNR)
- University of Nevada Las Vegas (UNLV)
- University of Nevada School of Medicine (UNSOM) is part of UNR
- UNSOM is only public medical school in state

UNSOM History and Nevada (NV) Growth

- **Founded** in 1969 as a 2-year school in Reno
- Became a **4-year school** in 1977; LV campus was established. Student clerkships and residency programs were established in Reno and LV
- **Population Reno:** 225,221; **Las Vegas (LV) Metropolitan:** 1.9 million

Residency programs

- **Reno:** 3 residency and 4 fellowship programs: 84 residents and fellows
- **LV:** 9 residency and 9 fellowship programs: 224 residents and fellows

Medical school has grown to 69 students

- First 2 years of medical school on Reno campus
- Third year clerkships offered on 3 campuses: Reno, LV and Elko
- Surgery (12 weeks) and OB/GYN (6 weeks) offered only in LV
- 2/3 of third year students are in LV at any given time

Leadership

- 2000-2011: multiple Deans and Interim Deans, failed searches
- 2011: Dean Thomas Schwenk; 2 Dean residences

Mission: To improve the health of all Nevadans and their communities

- Excellence in medical student education and postgraduate training
- Excellence in clinical care
- Excellence in biomedical and behavioral research

NV Health Needs and Workforce Plan

- NV ranks very low on physician workforce; high on trainee retention
- NV ranks very low on health outcome measures
- Planned significant expansion of residency and fellowship programs
- AAMC and others urge increase in number of US physician graduates

UNSOM Facility Challenge

- UNSOM LV growth to 300 faculty and staff
- Inadequate teaching, research and administrative spaces in LV
- Unsuccessful past efforts to increase space

Proposed Building Site Identified

- Memorandum of Understanding (MOU): Clark County and BOR
- Donated land adjacent to UNSOM LV's major community partner
- UNSOM LV Medical Education and Research Building
- JMA architectural firm contracted for Phase I Planning

Purpose and Objectives

- **Define phased process and plan to build a medical education and research facility**
- **Objectives defined for each phase**

Methods: Phased Approach

- **Phase 1:** Provide justification for Medical Education and Research Building
- Define internal stakeholders, projected space needs at building completion
- Guided by ad hoc LV Building Committee chaired by ADAA
- **Outcome Measure:** Building Draft Plan completed for November 2012 BOR Meeting

Phase I Results

UNSOM LV Medical Education and Research Building Draft Plan - Completed

- 270,000 square feet, six floors and basement; adjacent parking structure
- Projected cost: \$230 million
- **Teaching spaces:** auditorium, classrooms, library, lounges and cadaver lab.... **43.2%**
- **Clinical departments**..... **22.3%**
- **Administrative and other spaces**..... **19.7%**
- **Research space:** basic science, vivarium, clinical translational research..... **14.8%**



Phase 2 Goals, Current Status & Next Steps

1. Establish Building Steering Committee and charge - **Completed**
2. Define city, county and state building requirements— **Completed**
 - Proposed building is well positioned in LV medical corridor
3. Initial analysis of traditional funding mechanisms; Capital Campaign
 - Completed by UNR Vice President Administration and Finance
 - UNSOM LV Building included in UNR Capital Campaign
4. Oversee detailed needs and opportunity analysis for collaborative space planning and utilization among NSHE healthcare organizations in LV medical corridor – Initial Findings:
 - Initial meeting with Nursing School – auditorium, library, possibly research
 - Initial meeting with Dental School – auditorium, library
 - Next steps: meet with Physical Therapy – likely cadaver and other spaces, schedule follow up meetings
5. Analyze past efforts to increase space to identify lessons learned:
 - Initial analysis: Leadership and political factors

6. Define all stakeholders; define stakeholder needs that relate to UNSOM Mission; define the role and positioning of UNSOM LV in meeting stakeholder needs
 - Draft planning proposal due June 2013
7. Define implications for accreditation, space, operational budget, infrastructure and organizational structure within NSHE and UNSOM
 - Analysis of 4-year campus underway
 - Schools with 4-year campuses identified by Group on Regional Medical Campuses (GRMC) of the AAMC
 - Comparison group: New medical schools
 - Report due to Dean September 2012
8. Secure funding for detailed building plan, an elaboration and update of the draft building plan
 - Dean and Development Director – In process
9. Final recommendations on all aspects of Phase 2 to BOR for approval; pending BOR approval, proceed with detailed building plan
10. Detailed building plan will be presented to BOR for approval
11. Final financing recommendations to BOR for approval/direction
12. Obtain legislative approval for state funding as required

Phase 3 & 4 Overview and Impact Study

Phase 3

- Approval detailed building plan and funding; establish timeline
- RFQ and Award or alternate process
- Design documents complete; bid and award to contractor
- Other deliverables as defined in Phase 2
- Define impact study and collect baseline data
- Construction; inspections; move-in

Phase 4

- Debrief and evaluate the building and building process
- Opportunities for improvement, unintended consequences, unmet needs.
- Collect and analyze data for impact study; present to Dean

Discussion and Summary

- Importance of leadership and political environment
- Importance of establishing mission and serving needs of communities
- Collaboration within and across institutions
- Important to define outcome measures for all phases

