

FOR INFORMATIONAL PURPOSES  
March 2, 2018



PROPOSED COLORADO  
**COLLEGE OF OSTEOPATHIC MEDICINE**

AT THE UNIVERSITY OF  
NORTHERN COLORADO  
(applicant status seeking accreditation)



Public | Private Partnership  
Expanding medical education to train tomorrow's doctors  
Improving access to quality primary care

# The proposed Colorado College of Osteopathic Medicine

*(applicant status -- seeking accreditation)*



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**COLLEGE OF OSTEOPATHIC MEDICINE**  
AT THE UNIVERSITY OF  
NORTHERN COLORADO

*The proposed Colorado College of Osteopathic Medicine at the University of Northern Colorado (COLCOM) is in **Applicant Status** (seeking accreditation) with the American Osteopathic Association's Commission on Osteopathic College Accreditation (COCA). The next step in the accreditation path is **Candidate Status**, followed by **Pre-Accreditation Status**. The timeline and goal to begin the inaugural cohort of students will be fall of 2020.*

***Please note that the planned, proposed COLCOM is not accepting applications or recruiting students and this project is expressly not intended as a recruiting tool for COLCOM or UNC.***

# Overview

## **PROBLEM: PHYSICIAN SHORTAGE**

- Shortage of 125,000 projected by 2030 (particularly primary care physicians)
- Existing medical schools only growing 2.5% per year (insufficient to meet demand)
- Significant, growing need in secondary/rural areas

## **SOLUTION: BUILD CAPACITY**

- **University Partnership**
  - Co-locate new college of osteopathic medicine at the University of Northern Colorado to build on its existing health sciences degrees and complementary programs (i.e. Business & Healthcare Administration)
  - Already have established student services and infrastructure to support doctoral students
  - Leverage capacity & ability to utilize existing faculty and facilities
  - Make significant investment in people and capital to build new simulation center and medical school on university campus
  - Research opportunities across COLCOM, UNC and regional healthcare institutions
- **Regional Health System Partnerships**
  - Strategic advantage for health system to have access to 3<sup>rd</sup>/4<sup>th</sup> year students at clinical sites as a recruiting tool
  - Expansion opportunities for residencies and federal funding that supports graduate medical education
  - Ability to leverage medical school research, faculty and simulation center for health professional CEUs
- **Economic and Social Impact**
  - Medical schools create significant economic impact on their communities > \$50 million per year
  - The increase in physicians helps to improve access to quality healthcare in rural and secondary markets

# HELP WANTED: 125,000 Doctors

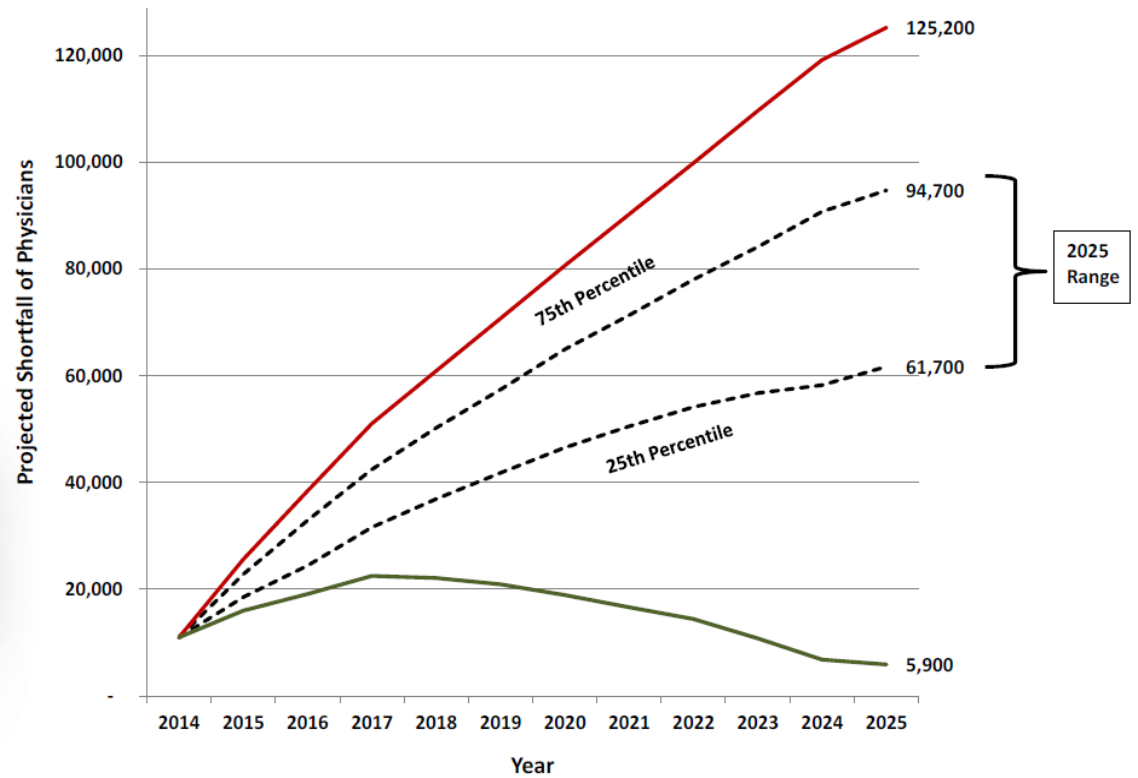
Physician training can take up to a decade,  
a physician shortage in 2030 is a problem  
that needs to be addressed now

- Association of American Medical Colleges

# Undersupply + Growing Need

## Projected Physician Shortfall Range (2014-2025 for the U.S.)

SOURCE: American Association of Medical Colleges



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# Key Drivers of Physician Shortage

## Supply Constraints

- Physicians retiring
- U.S. accreditors control supply of new physicians
- Federal government controls supply of medical residencies

## Demand Drivers

- U.S. population growing
- U.S. population aging
- Government programs expanding access and participation in the insurance market

# Needed: Additional Medical Schools

## Projected Annual Enrollment Growth only 2.5%

Projected MD and DO Enrollment Growth through 2021

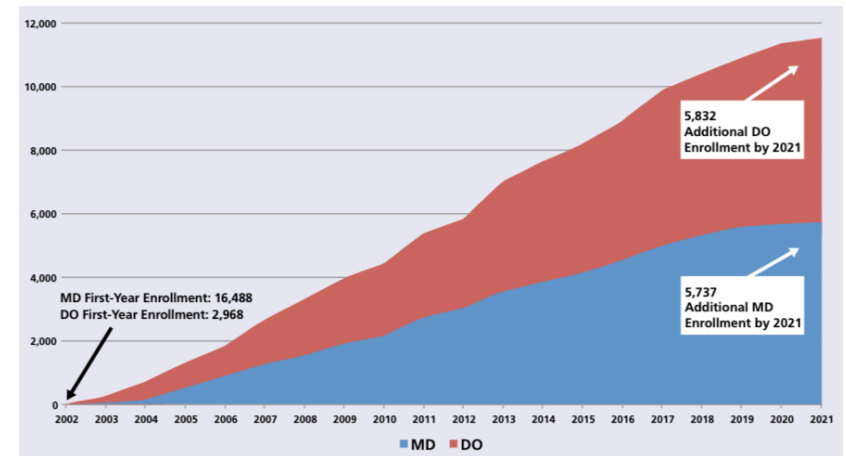
	2002 Base	2016 (Actual)			2021 (Projected)		
	Enrollment	Enrollment	# Increase	% Increase	Enrollment	# Increase	% Increase
MD	16,488	21,030	4,542	28%	22,225	5,737	35%
DO	2,968	7,369	4,401	148%	8,800	5,832	196%
<b>TOTAL</b>	<b>19,456</b>	<b>28,399</b>	<b>8,943</b>	<b>46%</b>	<b>31,025</b>	<b>11,569</b>	<b>59%</b>

Average Growth  
CAGR Growth Rate

639 students/yr	609 students/yr
2.7%	2.5%

**“Enrollment expansion alone will not resolve the expected shortage of between 40,800 and 104,900 physicians by 2030.”**

SOURCE: Association of American Medical Schools (AAMC) 2016 Medical School Enrollment Survey  
<https://members.aamc.org/web/upload/Results%20of%20the%202016%20Medical%20School%20Enrollment%20Survey.pdf>



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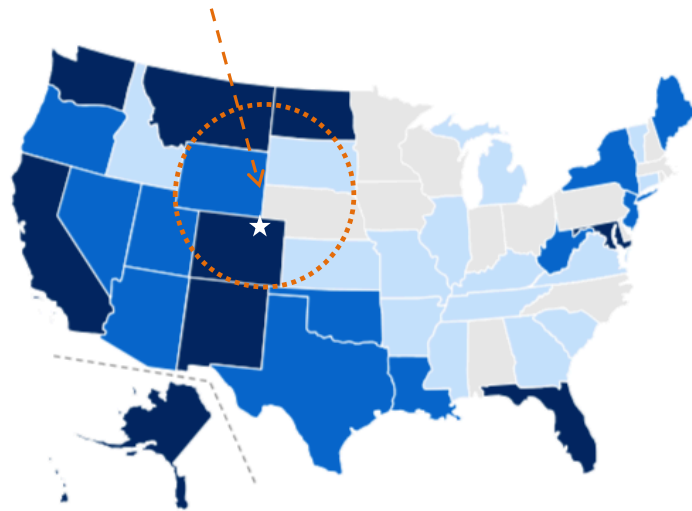
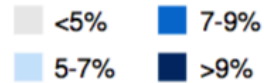
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# National and Regional Need

## Physician shortage<sup>1</sup> by state, 2016

The proposed Colorado College of Medicine at UNC will place students into clinical rotations in secondary and rural markets, primarily in Colorado and also in surrounding states.

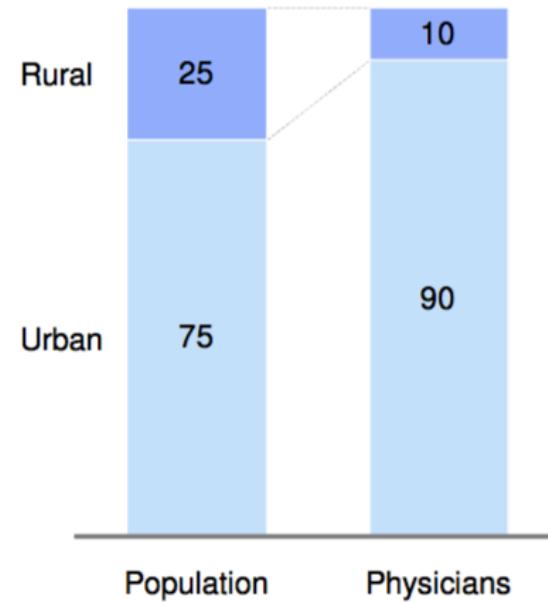
### % Physician Shortage



1) Value based on current levels of health care utilization and physician productivity

## Location of physicians relative to population

### % of total



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# Colorado Needs Physicians

A new medical school will increase supply



1 rural physician's employment creates approximately 23 additional jobs and \$889,000 in secondary revenue

***The healthcare industry is one of the top 3 industries in rural Colorado.***



## *Recruiting Rural Providers*

- Recruitment for an advanced practice nurse or physician assistant is six months

*The need will continue to be significant, as less than 40% of rural primary care providers remain in the same rural community for 5 consecutive years.*

- 82 additional rural primary care preceptors are needed annually to train new Colorado medical school graduates

On Average, how long does it take to recruit a physician for rural Colorado?

1 to 3  
years



Colorado Rural Health Center | *The State Office of Rural Health*

# Foundation & Social Impact

## Mission

- The proposed Colorado College of Osteopathic Medicine (COLCOM - applicant status seeking accreditation) is a community of teachers and scholars convened to provide programs of medical education and research that meet the highest standards, prepare our students for a lifetime of service to humankind, and disseminate knowledge in the interest of the common good.

## Vision

- We will be a leading center of medical education and research that contributes to the common good through a rigorous and demonstrable focus on superior outcomes in teaching, research and service.

## Values

- We are a community that values humility, cooperation, transparency, dedication to excellence, and the joy of purposeful engagement in a common pursuit.



# Team

*Leading Higher Education, Medical, Operations & Regulatory Experts*



**David Figuli, JD**

Leading higher education investor. Co-founded University Ventures, an education focused PE investment fund. 3x medical school owner. 2x Public University System Administrator & General Counsel



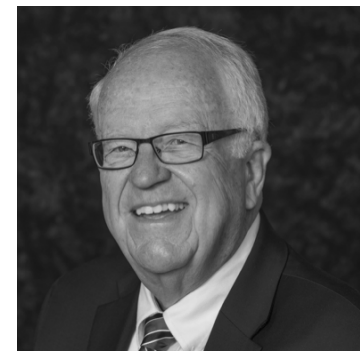
**Dave Mohr, MBA**

Higher education operations & finance leader. CEO & CFO of multiple college systems. Leads accreditation teams for a U.S. agency focused on healthcare education programs (ABHES) and higher education consultant



**Charlie Rose, JD**

Former General Counsel for the U.S. Department of Education (Secretary Duncan and President Obama Administration) & prominent Education and Regulatory Attorney



**Bob Dickeson, Ph.D**

Co-founder of the Lumina Foundation for Education, former CEO of Noel-Levitz Centers, former President of the University of Northern Colorado, author, policy advisor and higher education consultant



## University Partnership Benefits

- Improve national primary care health outcomes by preparing the next generation of physicians;
- Identify students with strong dedication to primary care and service in rural and underserved communities;
- Transform the student experience and outcomes through simulation, integrated curricula and inter-professional learning;
- COLCOM refurbishes Bishop-Lehr building
- COLCOM pays host fee/student to UNC
- UNC offers MS Medical Science degree to leverage first 2 years of COLCOM's curriculum
- Opportunity for future health science degrees to leverage UNC's accreditation and COLCOM's faculty and facilities
- Stronger ties with healthcare concerns in the state (Banner and SCL Health)
- Joint faculty appointments
- Research opportunities for students and faculty
- Joint-degree opportunities (MBA, MHS, Audiology, etc.)
- Articulation program to allow qualified UNC students early access to COLCOM

# Key Clinical Partnerships

## Osteopathic Medicine Four-Year Curriculum

### Clinical Partnerships in Place

Year 1	Year 2	Core Clinical Clerkships (Years 3 and 4)	Other Clinical Clerkships (Years 3 and 4)
Anatomy Physiology Clinical Skills Radiology Osteopathic Principles and Practices Microbiology and Immunology Neuroscience Histology Biochemistry Pathology Doctor/Patient Communication	Gerontology Cardiology Gastrointestinal System Hematopoietic System Osteopathic Principles and Practices Pharmacology Endocrinology Psychiatry Respiratory Ethics and Jurisprudence Family Medicine Genitourinary System Reproductive System Pediatrics/Growth and Development	Emergency Medicine Family Medicine Internal Medicine Obstetrics and Gynecology Osteopathic Principles and Practices Pediatrics Psychiatry and Behavioral Science Surgery	Anesthesiology Cardiology Dermatology Gastroenterology Laboratory Medicine Nephrology Neurology Oncology and Hematology Orthopedics Otorhinolaryngology Pediatric Subspecialties Public Health Pulmonary Medicine Radiology Rural Medicine Surgical Subspecialties Urology



- 28 hospitals in region (including Colorado, Wyoming & Nebraska)
- One of the largest nonprofit hospital systems in U.S.
- With more than 50,000 employees, third largest employer in the Northern Colorado front range area



- 11 hospitals and over 100 other related health entities and services primarily in Colorado and Montana
- One of the largest nonprofit, faith-based health systems
- SCL Health was founded in 1864 by the Sisters of Charity of Leavenworth

# Public | Private Partnership Benefits



- Ability to train 3<sup>rd</sup> and 4<sup>th</sup> year medical students in Banner, SCLH and other quality facilities throughout Colorado and secure long term access to future physicians
- Clinical Professor opportunities for preceptors at clinical partner facilities increasing capacity to train students including rotations from out of state medical schools
- State of the art laboratory and simulation investment to be built and offered to Banner and SCLH physicians and administrators needing CEUs
- Research collaboration with the proposed college of osteopathic medicine students and faculty.
- Significant \$25 million investment in obsolete and unused UNC campus building (Bishop-Lehr Hall)
- Host fee and long term land lease paid to UNC
- Co-learning opportunities for UNC students in nursing, healthcare administration, public health and business
- State of the art laboratory and simulation investment to be built and shared with other UNC healthcare programs
- Interprofessional research facilities and opportunities
- Cross-utilization & subsidizing of UNC faculty
- Scholarly activity and collaboration between UNC and COLCOM faculty

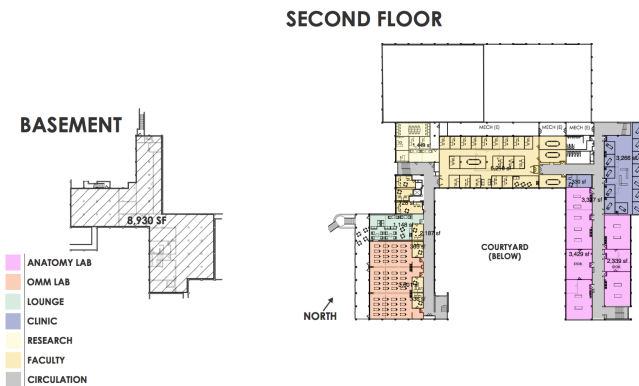
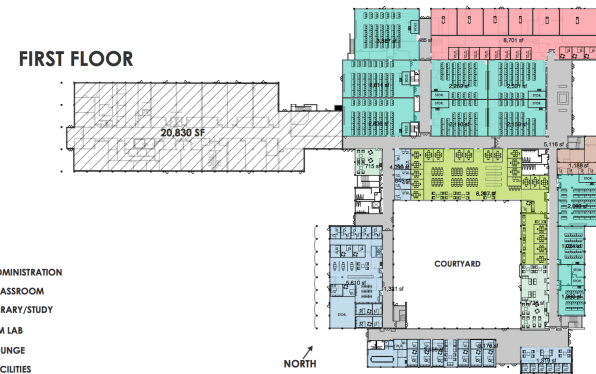
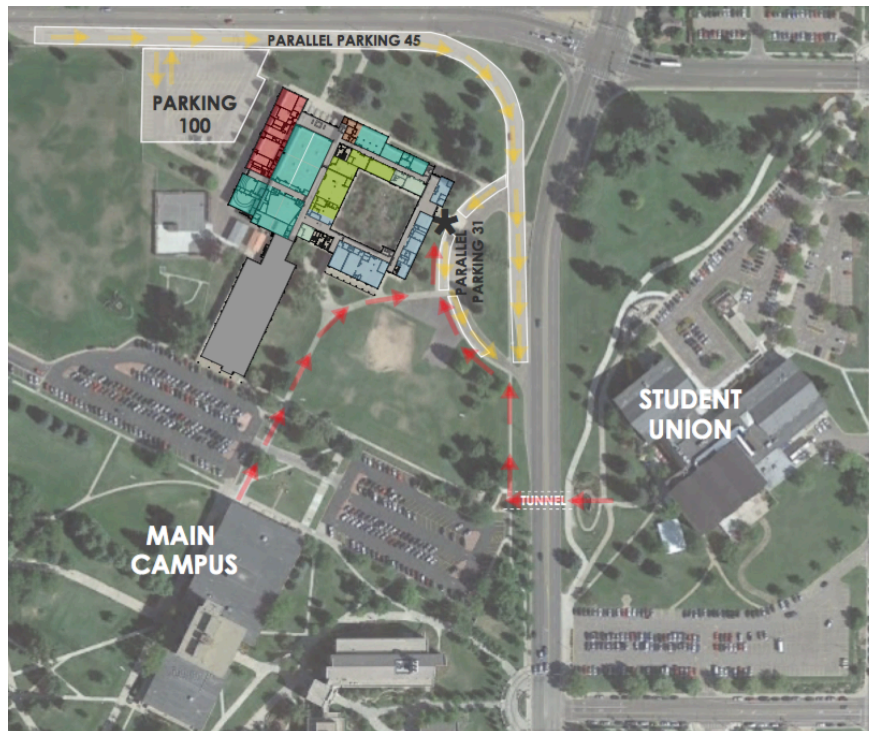


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# UNC's Bishop-Lehr Hall

## Planned \$25 million private capital investment





# Estimated Regional Economic Impact

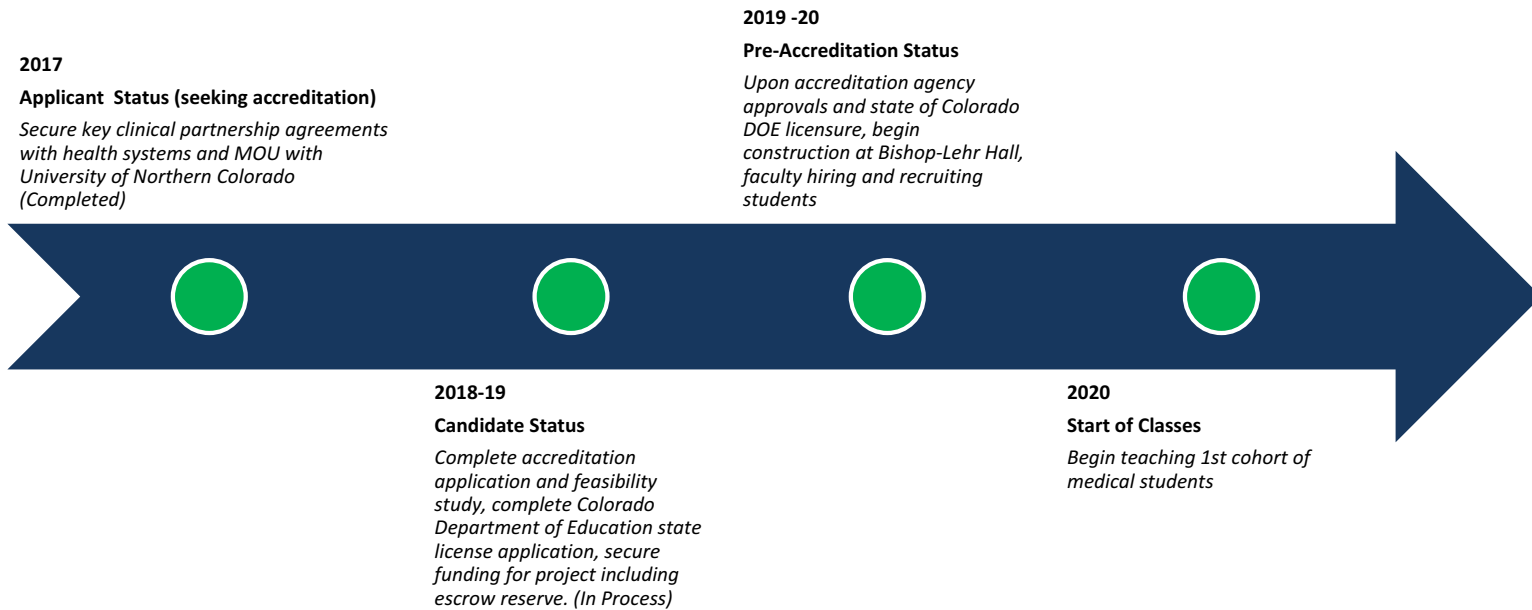
The proposed medical school in Greeley, CO will be a major driver of the regional economy, creating jobs and generating millions in annual net impact to the region. Salud Education estimates the following impacts of the medical school on the local community and state:

- The total (direct, indirect and induced) economic impact of the new osteopathic medical school during the start-up period (2018-20) is expected to be \$87.3 million (over the total start-up period of two and a half years) and create more than 390 new jobs (360 construction, 35 COM operations).
- Upon full operation, the new proposed COLCOM will support 200 jobs in the region and generate more than \$50M in total economic impact per year (direct, indirect and induced impacts).
- Address workforce needs by expanding numbers of highly qualified graduates in the health professions who have regional connections and interests.
- Accelerate expansion of an innovation economy whereby biomedical companies are launched in and attracted to the region, new jobs are created, and research sparks technology transfer, commercialization, and economic value through improvements in prevention, treatment, and practice. Reduce health care spending through community health improvements.
- Graduate medical education programs are also important drivers of health care quality, access, and economic development. Tripp Umbach (an authority on medical education) estimates that each resident (physician in training) in a community-based residency program generates \$200,000 in annual economic benefits to their community while in their program, and \$1.5 million in economic benefits every year when they remain in the area to practice after training.



# Projected Accreditation Timeline

## American Osteopathic Association's Commission on Osteopathic College Accreditation (AOA COCA)



# College of Osteopathic Medicine (COM) Expected Funding Requirements



*Reserve funds required by the accreditor (COCA) during the first 5 years of operations, after the graduation of the first class cohort. These funds protect students and insure that they receive an accredited degree.*



# Questions & Answers



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