



Jefferson County Health Department

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www.jeffersoncountywi.gov

Agenda

Jefferson County Board of Health
1541 Annex Road, Jefferson, WI 53549
Health Department Conference Room

March 6, 2013

3 p.m.

Board Members

Ed Morse, Chair, Dick Schultz, Vice-Chair, Marie Wiesmann, RN, BSN, Secretary
John McKenzie, Don Williams, MD

1. Call to order
2. Roll Call/Establishment of a Quorum
3. Certification of Compliance with the Open Meetings Law
4. Review of the Agenda
5. Public Comment
6. Wisconsin College of Osteopathic Medicine Site in Jefferson
7. Consider County Board resolution to support Wisconsin College of Osteopathic Medicine in Jefferson
8. Status of Rock River Free Clinic and Community Dental Clinic
9. Next Meeting Date/Time/Agenda Items: March 20, May 8, July 17, September 18, November 20, 2013
10. Adjourn

The Board may discuss and/or take action on any item specifically listed on the agenda.

Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator at 920-674-7101 24 hours prior to the meeting so appropriate arrangements can be made.

RESOLUTION

Expressing Support and Pledge of Cooperation to the Wisconsin College of Osteopathic Medicine (WCOM) for Development of a College of Osteopathic Medicine at the Sanctuary Ridge Development Project

WHEREAS, the Wisconsin College of Osteopathic Medicine (WCOM) was created for the purpose of developing a new College of Osteopathic Medicine to train Doctors of Osteopathic Medicine needed to address an increasing critical shortage of physicians in the State of Wisconsin; and

WHEREAS, Osteopathic medicine is a system of medical practice, that in addition to conventional diagnostic and therapeutic measures, employs manipulative procedures to correct faulty physical structure and maintain normal body mechanics and functions. It is based on the concept that all body systems operate in unison and, when in correct alignment, are capable of acting against disease and other toxic conditions; and

WHEREAS, the Mission of the WCOM is to create an academic institution that will “educate excellent osteopathic physicians who are dedicated to serve first and foremost, the State of Wisconsin and the health care needs of its residents, emphasizing primary care in rural and underserved areas”; and

WHEREAS, the WCOM Board of Directors has selected the Sanctuary Ridge Development Project located in the City of Jefferson, Jefferson County, Wisconsin as the preferred location for the College of Osteopathic Medicine; and

WHEREAS, the parameters of the project include the combination of approximately 100,000 square feet of newly constructed facilities and the retrofit of existing building space located on approximately 20 acres of land; and

WHEREAS, the project is anticipated to have substantial direct economic impact and residual economic development impact which could annually exceed \$65,000,000 for the City of Jefferson, Jefferson County and surrounding region, including the creation of significant new construction jobs, permanent administrative, faculty and support staff positions and additional demand for new housing and commercial and retail business activity; and

WHEREAS, the WCOM has expressed interest in working with the Jefferson County Health Department, Rock River Free Clinic and the Community Dental Clinic in projects including increasing access to health care services; and

NOW, THEREFORE BE IT RESOLVED, by the Jefferson County Board of Health, Jefferson County, State of Wisconsin that it herein welcomes the Wisconsin College of Osteopathic Medicine to the community, enthusiastically endorses the development of a College of Osteopathic Medicine at Sanctuary Ridge, pledges its support and assistance toward the successful completion of the Project and pledges to work with the college to optimize health care opportunities for Jefferson County residents; and

BE IT FURTHER RESOLVED, by the Jefferson County Board of Health that it herein requests that the Jefferson County Board of Supervisors take steps necessary to assist the Wisconsin College of Osteopathic Medicine with planning, feasibility, and logistical issues as may relate to securing any local approvals required for the project to proceed and ultimately reach accreditation.



WISCONSIN COLLEGE
OF OSTEOPATHIC MEDICINE

Gregg S. Silberg, D.O., R.Ph., F.A.C.O.I., F.A.O.C.R.

Executive Vice President and Dean

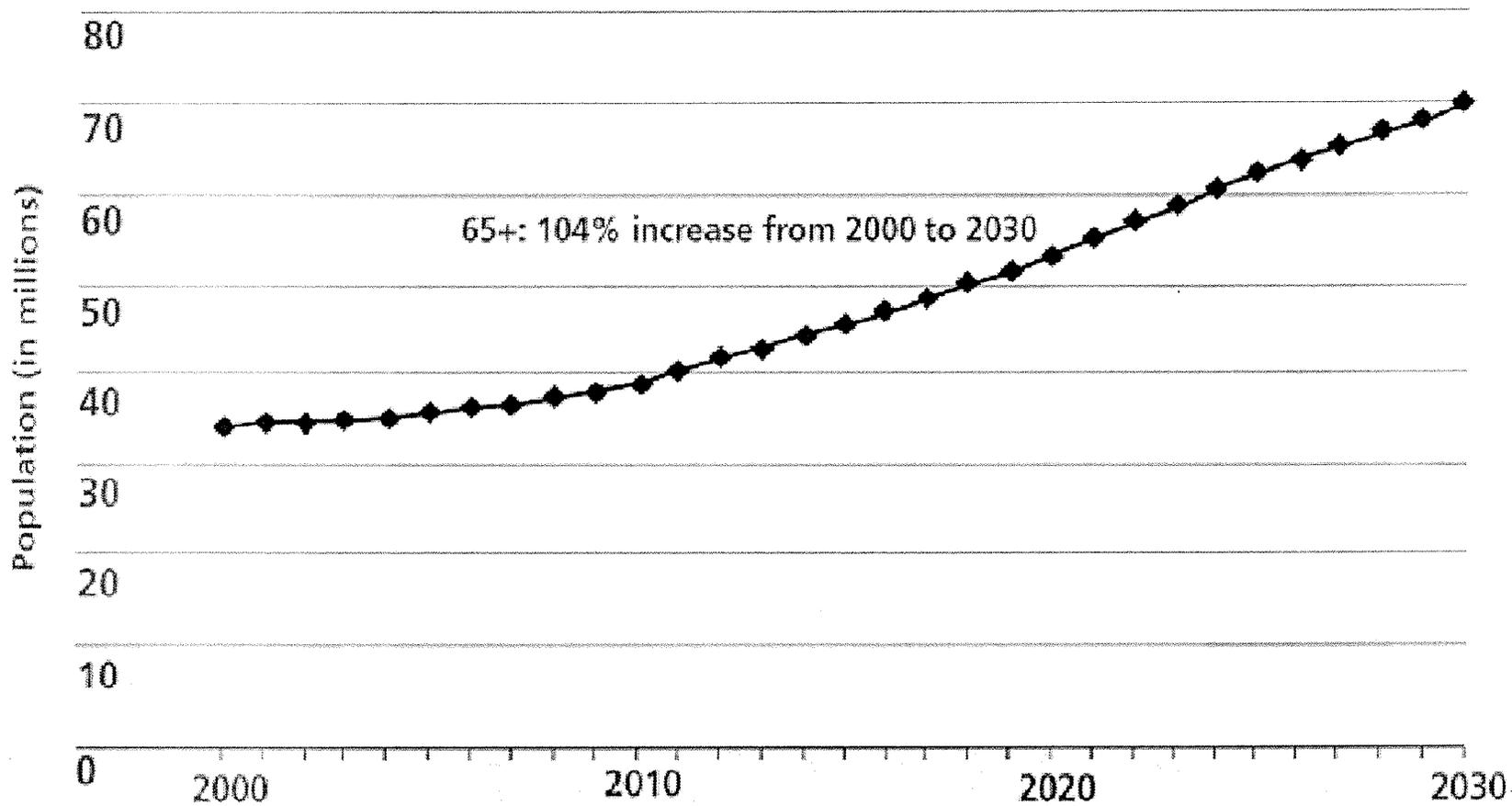
Professor of Medicine and Radiology

Wisconsin College of Osteopathic Medicine



**Why is the creation of a new College of
Osteopathic Medicine so important to
Wisconsin?**

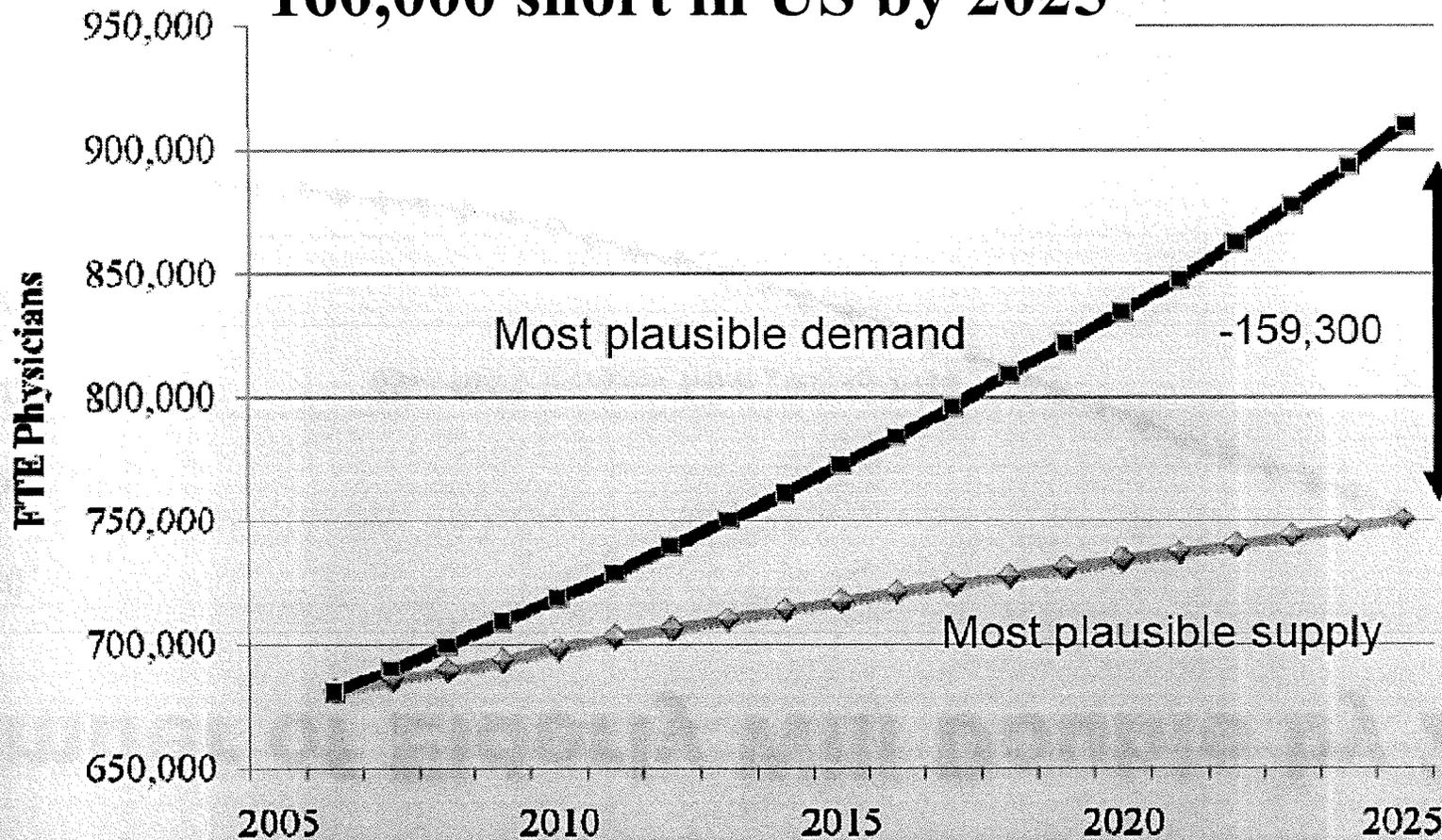
Number of Elderly Will Double by 2030



Source: U.S. Census

Most Plausible Scenario of U.S. Physician Shortage

160,000 short in US by 2025



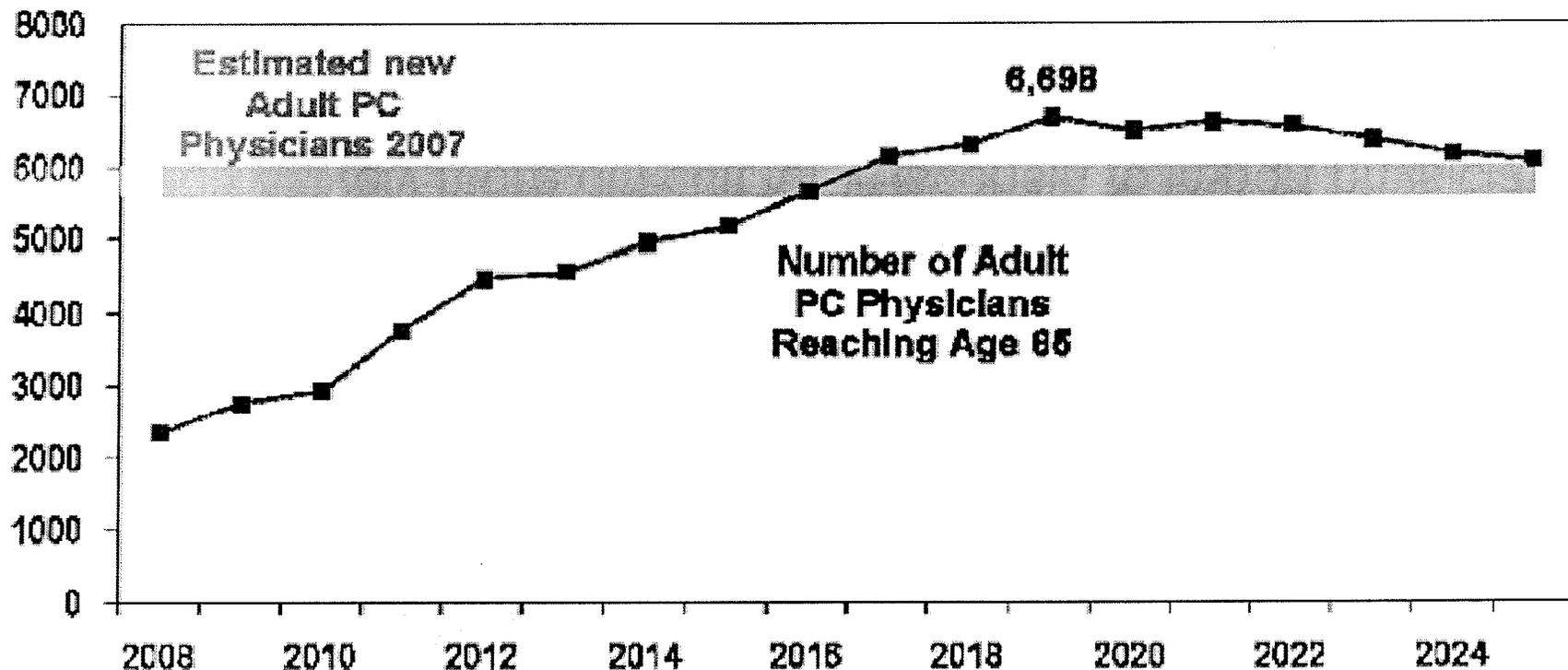
Adapted from AAMC Workforce Projections 2008.

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AMERICAN ASSOCIATION OF
COLLEGES OF OSTEOPATHIC MEDICINE

Adult PC Physicians Retiring Are Likely to Exceed # Entering Within Next Few Years



Note: Primary care numbers include hospitalists. Adult primary care includes family medicine and internal medicine. Includes both MDs and DOs.



Why Wisconsin? (Cont.)

- Wisconsin currently needs approximately 850-900 new physicians per year
- Wisconsin currently imports approximately 720 new physicians per year
- With the increasing national shortage, it will become progressively more difficult for Wisconsin to import physicians from outside of the state
- In November 2011 the Wisconsin Hospital Association (WHA) projected that Wisconsin will need 100 additional new physicians per year for the next 20 years
 - Primary care physicians will account for about 80% of the projected shortfall
- If the Wisconsin College of Osteopathic Medicine takes its first class in 2014, it will not have an effect on the physician shortage on until 2021...**NEED TO START PIPELINE NOW!**



Osteopathic Medicine



What is a D.O.?

- The D.O. part stands for Doctor of Osteopathic Medicine. We are known as Osteopathic Physicians
- A D.O. is a fully licensed physician who can practice all aspects of medicine, perform all types of surgery and prescribe medication
- D.O.'s get extra medical training so they can use their hands to help diagnose and treat you. We also focus on really getting to know your home and family life...so they can treat you as a whole person.



Important Facts About Osteopathic Medicine

- Higher percentage of primary care
 - 41% Family Medicine
 - 10% General Internal Medicine
 - 5% General Pediatrics
 - 4% Obstetrics/Gynecology
- Higher percentage of practice in rural and underserved areas
- Higher percentage of practicing physicians

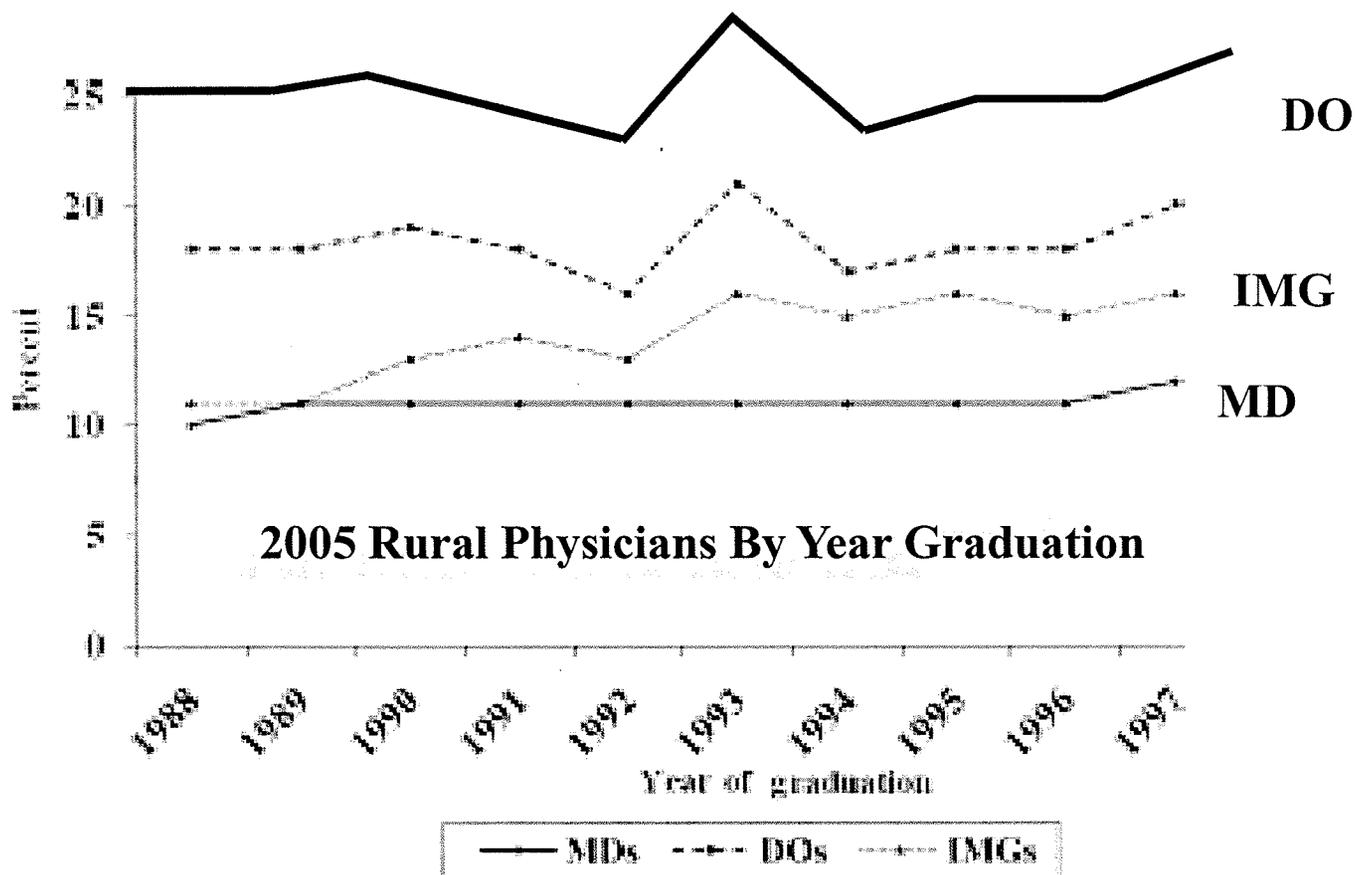


Figure 1 Percentage of MD and DO physicians practicing in a rural area in 2005, by year of graduation. The percentage of international medical graduate (IMG) physicians practicing in rural areas is also shown.

Osteopathic Colleges Produce Highest Percentage Rural Physicians - All Doctors

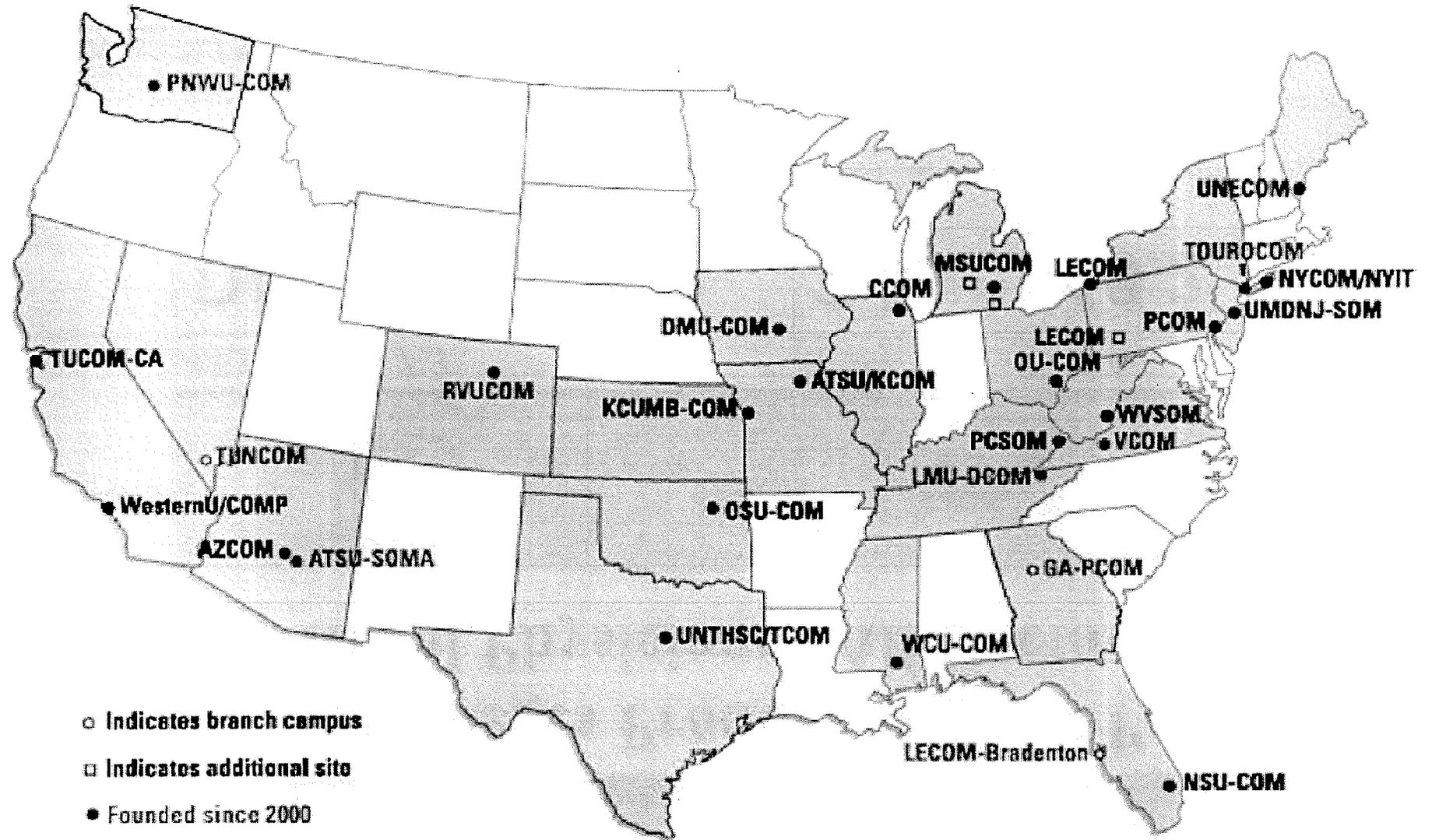
	% large rural	% small rural	% isolated rural	Total %
MD	7.3	2.6	1.1	11.0
DO	10.4	5.3	2.5	18.2
IMG	7.9	3.7	1.7	13.3

Table 1

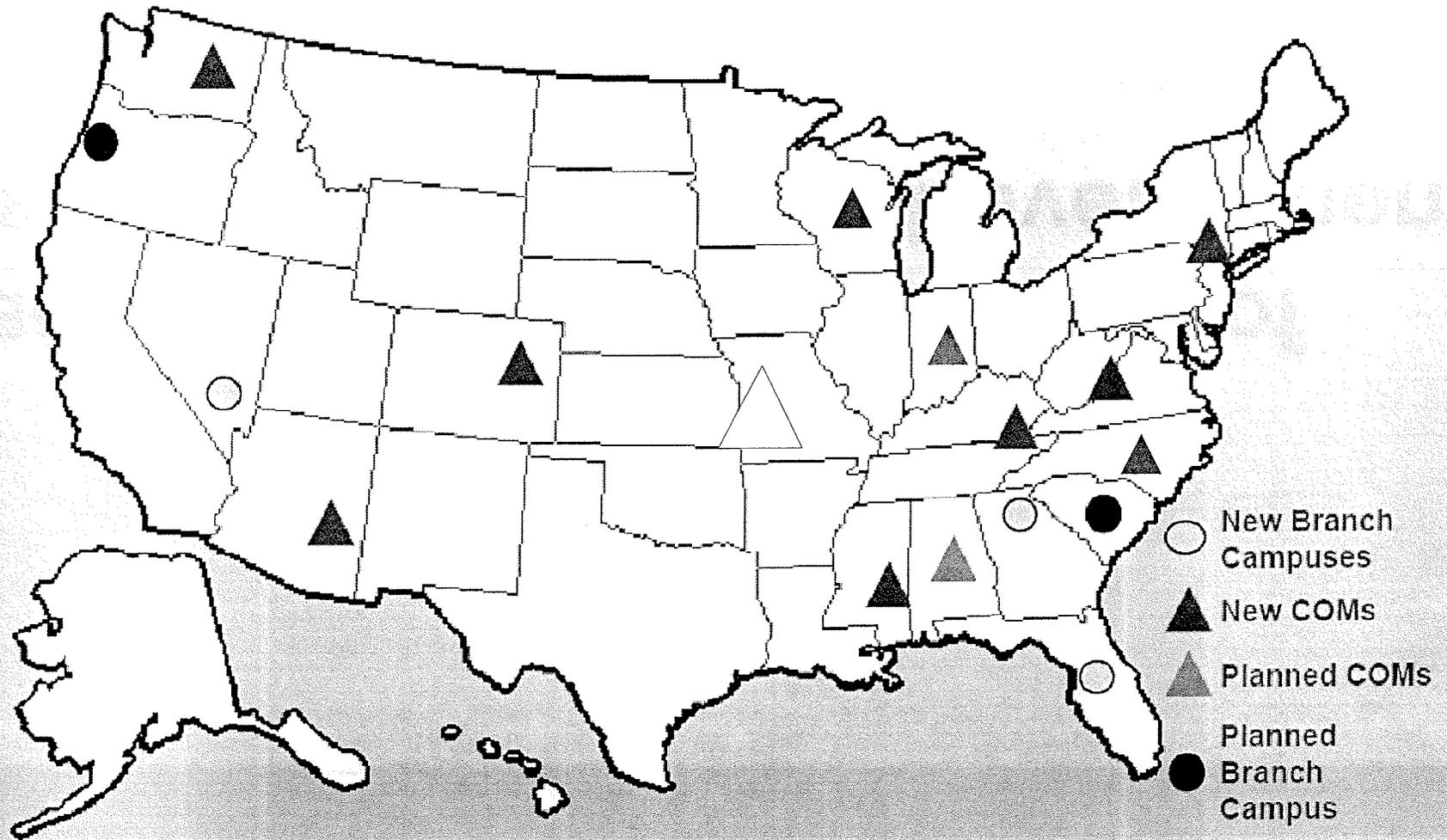
Number (%) of all MD, DO, and International Medical Graduate (IMG) Physicians Who Graduated From Medical School From 1988 to 1997 and Were Practicing in Rural Areas* in 2005

Physician type	No. (%) in urban areas	No. (%) in large rural areas	No. (%) in small rural areas	No. (%) in isolated small rural areas	Total no. (%) in rural areas
MD (n = 164,375)	146,383 (89.1)	11,953 (7.3)	4,284 (2.6)	1,755 (1.1)	17,992 (11.0)
DO (n = 11,262)	9,217 (81.8)	1,172 (10.4)	594 (5.3)	279 (2.5)	2,045 (18.2)
IMG (n = 26,393)	22,880 (86.7)	2,089 (7.9)	984 (3.7)	440 (1.7)	3,513 (13.3)

* The urban and rural categories are defined using Rural-Urban Commuting Area codes.

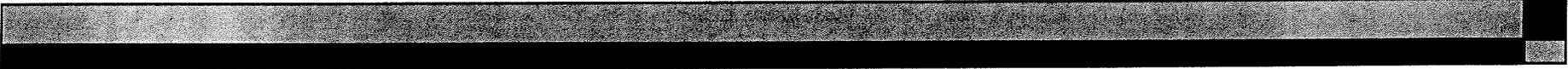


New and Planned Colleges of Osteopathic Medicine





Facts About Another College of Osteopathic Medicine Development



Marian University College of Osteopathic Medicine (MUCOM)

- Marian University is a small private non-profit liberal arts system in Indianapolis, Indiana
 - 2400+ students
- In January 2010, Marian University announced the creation of a new college of osteopathic medicine
 - Class size: 150 per year

MUCOM (Cont.)

- Affects of MUCOM on Marian University, Indianapolis and Indiana
 - Deliverables to Marian University
 - Number of students enrolling in math and science majors has doubled and SAT scores went up 80 points since announcement of MUCOM development
 - Job Creation at Marian University
 - Hiring faculty, staff (about 60 full and part time)
 - Economic development building project in Indianapolis
 - \$150 million plus in total impact
 - \$53.5 million construction
 - 318 direct jobs
 - 185 indirect jobs
 - If 50% of DO graduates stay in Indiana, then 75 new physicians per year starting in 2017



Wisconsin College of Osteopathic Medicine (WCOM)



Organization

- Wisconsin College of Osteopathic Medicine is incorporated as a 501(c) (3) with an 8 person Board of Directors
 - Chairman, CEO and President: Ibrahim Ahmed
 - Vice Chair: Jerry Yee, D.O.
 - Secretary, Executive Vice President and Dean: Gregg S, Silberg, D.O., R.Ph., F.A.C.O.I., F.A.O.C.R.



Mission

- To educate excellent osteopathic physicians who are dedicated to serve, first and foremost, the state of Wisconsin and the health care needs of its residents, emphasizing primary care in rural and underserved areas.



First Class

- Estimated start date of first class is August 2015



Class Size

- 100 students per year



Model

- Accept at least **85%** of students from Wisconsin
 - Focus on students from rural and underserved areas
- Mentoring program
 - Mentoring begins in junior high and continues throughout high school and college
 - Examples
 - Alabama Medical Education Consortium (AMEC)
 - A.T. Still University School of Osteopathic Medicine in Arizona (ATSU-SOMA)



Model (Cont.)

- Medical scholars program
 - 7 year undergraduate/medical education program
 - 3 year pre-med degree with guaranteed acceptance to WCOM
- Primary care scholars program
 - 3 year medical education program
 - Designed to attract more students into primary care and family medicine
 - 6 years total if combined with the medical scholars program



Model (Cont.)

- Develop and manage clinical and residencies training for all students
- If student is a state resident and does residency training in Wisconsin especially in the area they are from → Almost **90%** will remain to practice for their career



Curriculum

- Application and competency based
 - Clinical presentation curriculum
 - University of Calgary
- Longitudinal integration
- Team based teaching

	PCC	CPC
Organizing Focus	Case Studies in patient care	Clinical Presentations
Learning Activities (in order of time spent in activity)	<p>Small Groups:</p> <ul style="list-style-type: none"> • Three two-hour sessions per week <p>Problem Sets:</p> <ul style="list-style-type: none"> • Variable, 2-4 hours per week <p>Laboratories</p> <ul style="list-style-type: none"> • OMM: 2 hours per week • Clinical: 2-3 hours per week • Science: 2-8 hours per week <p>Clinical and Community Experience:</p> <ul style="list-style-type: none"> • 4 hours weekly 	<p>Lectures/Problem Sets/Panel Discussions:</p> <ul style="list-style-type: none"> • Variable – approximately 8 - 14 hours per week <p>Laboratories:</p> <ul style="list-style-type: none"> • OMM: 2 hours per week • Clinical: 2 hours per week • Science: 2 – 4 hours per week <p>Small Groups:</p> <ul style="list-style-type: none"> • Two two-hour sessions per week <p>Clinical and Community Experience:</p> <ul style="list-style-type: none"> • 12 hours per quarter
Learning Objectives	Identified by students	Developed by faculty
Assessment	<ul style="list-style-type: none"> • Quarterly content exams based on student-identified objectives (essay exams in Year 1, multiple choice in Year 2) • Clinical and Science Lab practical exams • Evaluation by Small Group facilitators 	<ul style="list-style-type: none"> • Multiple-choice content exams every 2-5 weeks based on learning activities and faculty-readings • Weekly self-assessment quizzes • Clinical and Science Lab practical exams
Learning Preferences of Students	<ul style="list-style-type: none"> • Learn best by interacting, discussing topics, applying knowledge • Prefer to establish own objectives and pace 	<ul style="list-style-type: none"> • Learn effectively via structured learning activities • Appreciate value of small group learning component • Prefer faculty-determined learning topics



Tuition

- \$40,000/first year with 4.4% per year inflation thereafter



Main Campus

- Location: Sanctuary Ridge in Jefferson, Wisconsin
- Size: ~10 – 25 acres



Building

- New construction versus lease of a renovated existing building
- Size: ~90,000 square feet



Employees

- Total: ~100
 - ~9-10 Administrators
 - ~36-38 Faculty
 - ~52-54 Staff



Salaries

- The salary range is from \$28,000 to \$400,000 with a breakdown as below.
 - \$400,000 - \$499,000: 1%
 - \$300,000 - \$399,000: 1%
 - \$200,000 - \$299,000: 4%
 - \$150,000 - \$199,000: 20%
 - \$100,000 - \$149,000: 7%
 - \$50,000 - \$99,000: 32%
 - \$28,000 - \$49,000: 35%



Educational Degree

- ~23 positions will be physicians
- ~18 of the positions will require a Ph.D.
- ~24 of the positions will require a bachelor degree or above
- ~32 of the remaining ~100 jobs requiring at least a technical degree or above.



Economic Impact



Economic Impact

- Local community: **~\$65,000,000** per year
- Surrounding communities with clinical and graduate training sites: At least **~\$5,000,000** per year depending on size of training site

Economic Impact Of A Primary Care Physician

- Physician Net Contribution (Years of Practice)

	New/Remote Location	Established Location
Year 1	\$525K	\$1.05M
Year 2	\$638K	\$1.3M
Year 3	\$750K	\$1.5M

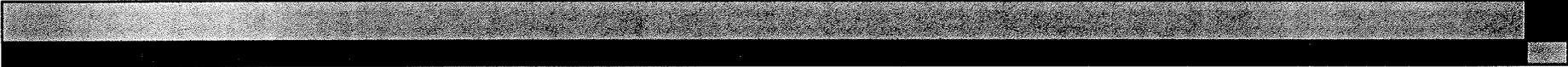


Just As Important Than Economic Impact and Job Creation

- Increased access to high quality health care at lower costs!!!



Sustainability



Sustainability

- 28 out of 34 Osteopathic schools sites are private and all of them have demonstrated sustainability
- Escrow funds released back to the COM or its parent institution upon graduation of first class
- Tuition
- Endowments
- Grants
- Research



Accreditation



Accreditation

- Accrediting Body: Commission on Osteopathic College Accreditation (COCA)
- Accreditation Timeline
 - Letter of intent: Completed in December 2011
 - Pre-accreditation: Late Summer to Early Fall of 2013
 - Provisional accreditation: Late Summer to Early Fall of 2014
 - Full Accreditation: Late May to Early June 2019 at time of graduation of the first class



Pre-Accreditation

- Pre-Accreditation status is the second step in seeking accreditation by an applicant school
- Feasibility Study
 - Required to apply for Pre-Accreditation status.



Procedures of Feasibility Study

- It is expected that a Dean, as the Chief Academic Officer (CAO) of the COM, will be hired at least 6 months prior to the submission of the feasibility study in the development of the COM.
- A feasibility study must be prepared and submitted by the Chief Executive Officer and the Dean/CAO of the applicant COM in order for a COM to be evaluated for the Pre-Accreditation status.



Procedures of Feasibility Study (Cont.)

- It is also expected that the Dean/CAO will hire qualified individuals at the Associate / Assistant Dean level to assist him/her in the development of the COM through the Pre-Accreditation status and into the Provisional Accreditation status and ultimately progress to accreditation.



Important Points of the Feasibility Study

- An assessment of the degree of support that the applicant has in the community, county, and state, and the respective osteopathic professional associations.
- Adequate staff support, including but not limited to the appointment of a Chief Executive Officer and a Dean/CAO to provide leadership during the development of the COM.



Important Points of the Feasibility Study (Cont.)

- Adequate financial support that includes sufficient operating, reserve, and necessary construction funds
 - The applicant will demonstrate that the level of funds described immediately above will be available for not less than four (4) years of instruction, i.e., until graduation of the first class of students.



Important Points of the Feasibility Study (Cont.)

- An applicant must demonstrate the existence of a minimum segregated, unencumbered reserve fund escrowed until graduation of the first class of students and equal to the *greater cash value of 1) \$12,000,000; or 2) tuition multiplied by the number of the students of the inaugural class multiplied by four years.*
- The escrowed reserve fund must not be borrowed funds and must be 100% wholly owned assets of the COM.

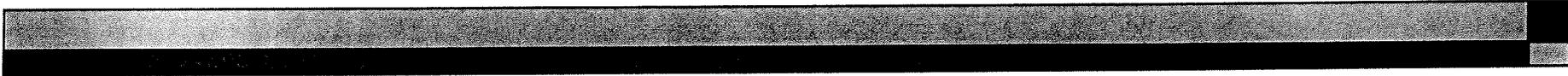


Important Points of the Feasibility Study (Cont.)

- An applicant must also demonstrate the existence of a minimum operating reserve fund equal to one-quarter (1/4) of the amount of the minimum segregated, unencumbered reserve fund. The minimum operating reserve fund must not be borrowed funds and must be 100% wholly owned assets of the COM.
- Except upon written approval of the COCA, the operating reserve fund must maintain its minimum value throughout the entire fiscal year of the COM.



Feasibility Study



Perform The Feasibility Study

- Develop Feasibility study with Concordia University and Lac du Flambeau Band Of Lake Superior Chippewa as primary partners
- Follow COCA procedures for the feasibility study
- Address important points in the COCA standards for the feasibility study
- Timeline operating costs for starting the feasibility study and submitting it for pre-accreditation...



Estimated Operating Costs At The Start Of The Feasibility Study

- ~\$840,000/year (~\$70,000/month)**



Breakdown Of The Estimated Operating Costs At The Start Of The Feasibility Study

- EVP/Dean(CAO) (Gregg Silberg, D.O., R.Ph.):
~\$30,000/month (Salary.com: Median salary for Dean of Medicine in Wisconsin is \$363,648)
- Executive Administrative Assistant: ~\$5,000/month
- Benefits (25%): ~\$9,000/month
- Operating Expenses (Office, Utilities, Supplies, Marketing, Legal, Travel, Relocation etc.): ~\$20,000/month
- Application Fee: \$32,000
- Certified Public Accounting Firm (BKD LLP CPAs & Advisors - Experience with doing COM feasibility studies): ~\$15,000 - \$30,000
- Certified Economic Impact Study (Important for Fundraising and Marketing): ~\$5,000 - \$10,000



Estimated Operating Costs At The Time Of Submission Of The Feasibility Study For Pre-Accreditation

- ~\$2,750,000/year (~\$229,667/month)**



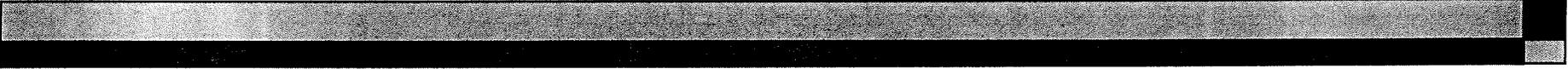
Breakdown Of Estimated Operating Costs At The Time Of Submission Of The Feasibility Study For Pre-Accreditation

- President and CEO: ~\$40,000/month
- Executive Vice President and Dean (CAO) (Gregg Silberg, D.O., R.Ph.): ~\$30,000/month
- Vice President and Chief Financial Officer: ~\$15,000/month
- Associate Dean of Clinical Affairs: ~\$18,000/month
- Associate Dean of Pre-Clinical Education: ~\$13,000/Month



Breakdown Of Estimated Operating Costs At The Time Of Submission Of The Feasibility Study For Pre-Accreditation (Cont.)

- Director of Fundraising and Grant Writing:
~\$10,000/month
- Two Executive Administrative Assistant:
~\$8,000/month
- Three Administrative Assistants: ~\$9,000/month
- Benefits (30%): ~\$43,000/month
- Operating Expenses (Office, Utilities, Supplies, Marketing, Legal, Travel etc.): ~\$30,000/month



Breakdown Of Estimated Operating Costs At The Time Of Submission Of The Feasibility Study For Pre-Accreditation (Cont.)

- Certified Public Accounting Firm (BKD LLP CPAs & Advisors - Experience with doing COM feasibility studies): ~\$50,000
- COCA Applicant Fee: \$32,000
- Certified Economic Impact Study: ~\$10,000



Total Development Costs



Estimated Total Costs To Complete Development Of The College Of Osteopathic Medicine

□ **~\$84,500,000**



Breakdown Of Estimated Total Costs To Complete Development Of The College Of Osteopathic Medicine

- Escrow Fund ($\$40,000$ Tuition x 100 students x 4 years which must not be borrowed or pledged funds and must be 100% wholly owned assets of the COM or its parent organization): $\$16,000,000$
- Reserve Operating Fund (25% of escrow fund which must not be borrowed or pledged funds and must be 100% wholly owned assets of the COM or its parent organization): $\$4,000,000$



Breakdown Of Estimated Total Costs To Complete Development Of The College Of Osteopathic Medicine (Cont.)

- Land (~10 acres x ~\$200,000 per acre): \$2,000,000
- Building (~90,000 square feet x ~\$250 per square foot): \$22,500,000
- Equipment: ~\$10,000,000
- Operating Costs: ~30,000,000



Reduce Development Costs With Partner/s

- Estimated Total Costs: Could be decreased significantly from ~\$84,500,000
 - Escrow Fund: Unchanged at \$16,000,000
 - Reserve Operating Fund: Unchanged at \$4,000,000
 - Land: Could be decreased significantly ~\$2,000,000 based on what partner/s have for land, is donated or as part of a lease
 - Building: Could be decreased significantly from ~\$22,500,000 based is donations or leases, partner/s has for facilities i.e. Cafeteria, Library, Fitness Center, Etc.
 - Equipment: Could be decreased significantly from ~\$10,000,000 based on what partner/s has for equipment i.e. Labs
 - Operating Loss Expenses: Could be decreased significantly from ~\$30,000,000 due to what partner/s already has for administration, faculty and staff i.e. President and CFO



Total Average Start Up Cost Of An MD Medical School

- Total Average Cost Of An MD Medical School: ~\$150,000,000

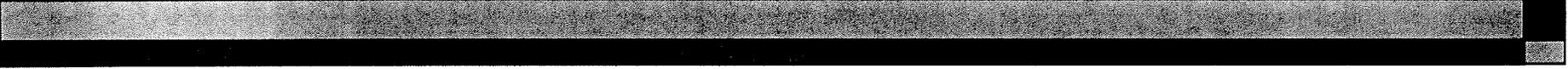


Funding



Funding

- Private donors
 - Foundations
 - Endowments
- Bonds
- City
- County
- State
- Federal
- Universities
- Health Systems
- American Indian/Alaska Native



Clinical and Graduate Training

Wisconsin

Northwest Region

Northern Region

Northeast Region

Central Region

Western Region

Southern Region





Statewide Regional Clinical and Residency (OPTI) Training Campus System

- Proposed regions:
 - Northwest: Superior, Ashland, Hudson, New Richmond, River Falls, Rice Lake, Chippewa Falls and Eau Claire
 - Northeast: Oshkosh, Neenah, Appleton, Green Bay and Sturgeon Bay
 - Central: Wausau, Stevens Point, Weston, Merrill and Antigo
 - Northern: Rhinelander, Woodruff, Eagle River, and Ironwood
 - Western: Tomah, La Crosse
 - Southern: Janesville, Beloit, Racine and Kenosha



Osteopathic Museum



Osteopathic Museum

- History of Osteopathic medicine
- Osteopathic medicine in Wisconsin
 - Wisconsin Association of Osteopathic Physicians and Surgeons (WAOPS)
- Tourism
- Partnerships
 - Fairgrounds
 - Library
- Location: Sanctuary Ridge...

References

- AACOM Website (aacom.org)
- AAMC Website (aamc.org)
- US Census report 2000
- CMS Proposal 2012
- AAMC Center for Workforce Studies
- Wisconsin Hospital Association (WHA) White Paper November, 2011
- Academic Medicine 85;4. April 2010
- National Ambulatory Medical Care Survey 2001-2007
- Physicians Practice Magazine January 2012
- Commission on Osteopathic College Accreditation (COCA) Revised Standards July, 2012
- Salaries.com

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