

**PROS AND CONS:
BIG IDEAS PERTAINING TO NEOUCOM**

**NORTHEAST OHIO REGIONAL MEDICAL AND
HEALTH PROFESSIONS EDUCATION WORKGROUP**

**SUBMITTED TO THE
NORTHEAST OHIO COLLABORATION
AND INNOVATION STUDY COMMISSION**

SEPTEMBER 26, 2007

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
*BIG IDEAS PERTAINING TO NEOUCOM***

TABLE OF CONTENTS

COMMENTS FOR THE COMMISSION’S CONSIDERATION AND GUIDING PRINCIPLES	1
BASIC FINANCIAL ASSUMPTIONS AND A CAVEAT	2
IDEA I: EXPAND THE EDUCATIONAL CONSORTIUM OF NEOUCOM TO INCLUDE CLEVELAND STATE UNIVERSITY <i>(SUBMITTED BY DR. MICHAEL SCHWARTZ)</i>	3
IDEA II: NEOUCOM EXPANDS ADMINISTRATIVE COORDINATION, SIMILAR TO THE MPH PROGRAM, TO THE ALLIED HEALTH PROGRAMS <i>(SUBMITTED BY DR. MICHAEL SCHWARTZ)</i>	5
IDEA III: OTHER COLLABORATIVE UNITS HOUSED AT NEOUCOM COULD EXPAND TO INCLUDE FACULTY AT ALL FIVE PUBLIC INSTITUTIONS <i>(SUBMITTED BY DR. MICHAEL SCHWARTZ)</i>	6
IDEA IV: NEOUCOM SHOULD HAVE A PHYSICAL PRESENCE IN CLEVELAND, PARTNERING WITH CLEVELAND STATE UNIVERSITY <i>(SUBMITTED BY DR. MICHAEL SCHWARTZ)</i>	7
IDEA V: ATTACH NEOUCOM TO ONE OF ITS CONSTITUENT GOVERNING INSTITUTIONS AND RELOCATING NEOUCOM TO A MAJOR CITY <i>(SUBMITTED BY MR. RICHARD POGUE)</i>	9
IDEA VI: CREATION OF AN ACADEMIC HEALTH CENTER IN AKRON <i>(SUBMITTED BY DR. WILLIAM DEMAS)</i>	11
IDEA VII: KENT STATE UNIVERSITY ACADEMIC HEALTH CENTER <i>(SUBMITTED BY DR. LESTER LEFTON)</i>	13
IDEA VIII: NORTHEAST OHIO ACADEMIC HEALTH SYSTEM MODEL 2: ONE UNIVERSITY AS LEAD HEALTH PROFESSIONS EDUCATION AND RELATED RESEARCH INSTITUTION <i>(SUBMITTED BY DR. LOIS NORA)</i>	15
IDEA IX: NORTHEAST OHIO ACADEMIC HEALTH SYSTEM MODEL 1: INDEPENDENT, CONSORTIAL INSTITUTION <i>(SUBMITTED BY DR. LOIS NORA)</i>	16
IDEA X: NORTHEAST OHIO ACADEMIC HEALTH SYSTEM MODEL 3: NEOUCOM DESIGNATED AS THE ACADEMIC HEALTH SYSTEM <i>(SUBMITTED BY DR. LOIS NORA)</i>	18

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
*BIG IDEAS PERTAINING TO NEOUCOM***

TABLE OF CONTENTS

IDEA XI:	CHANGE NEOUCOM’S GOVERNANCE STRUCTURE	20
	<i>(SUBMITTED BY DR. WILLIAM DEMAS)</i>	
IDEA XII:	ACADEMIC HEALTH CENTER WITH A CENTER OF EXCELLENCE IN ORTHOPEDICS	21
	<i>(SUBMITTED BY DR. LUIS PROENZA)</i>	
WORKGROUP MEMBERS		23

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
*BIG IDEAS PERTAINING TO NEOUCOM***

COMMENTS FOR THE COMMISSION'S CONSIDERATION AND GUIDING PRINCIPLES

The charge to the Workgroup was to review each of the Big Ideas and to develop Pros and Cons and a range of costs for each idea. During the course of the workgroup's discussion, several themes emerged that were applicable to all of the Big Ideas and were important to the university, hospital, and regional constituencies represented in the Workgroup.

The following comments are presented to the Commission for their consideration as Commission members discuss and deliberate the Big Ideas pertaining to NEOUCOM.

- ❖ Be consistent with NEOUCOM's mission;
- ❖ Expand and grow NEOUCOM;
- ❖ Having a regional focus and meeting the health care needs of the region is critical;
- ❖ Enhance collaboration and build environments that promote collaboration among universities, hospitals and NEOUCOM;
- ❖ Expand into Cleveland with the BS/MD program;
- ❖ Change NEOUCOM's board structure; and
- ❖ Allocate and use resources strategically.

NEOUCOM is a strong, vibrant institution and is in an excellent financial position. Any big idea recommendation should provide NEOUCOM with the opportunity to expand, grow and further meet the health care needs of the entire Northeast Ohio region including Akron, Canton, Cleveland and Youngstown.

GUIDING PRINCIPLES

The following guiding principles were used by the Workgroup when reviewing the Pros and Cons of each Big Idea.

- Increases student access to educational opportunities
- Builds a culture of research and innovation
- Promotes synergy among higher education institutions and health professions programs in Northeast Ohio
- Provides for an ability to develop a comprehensive strategy to address Northeast Ohio health care workforce development
- Produces more efficient and effective operations between health professions programs and hospital and other clinical providers
- Promotes the health and well-being of patients, families and communities

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
*BIG IDEAS PERTAINING TO NEOUCOM***

BASIC FINANCIAL ASSUMPTIONS AND A CAVEAT

BASIC FINANCIAL ASSUMPTIONS

The following financial assumptions were discussed and recommended by the financial subgroup of the Workgroup. The following workgroup members participated in the financial subgroup discussion:

F. John Case, University of Akron
David Creamer, Kent State University
Peter Kasvinsky, Youngstown State University
Edward Roth, Aultman Hospital
Kathleen Ruff, NEOUCOM
N. Margaret Wineman, University of Akron

Please note that due to the short timeframe, the Workgroup limited the analysis of range of costs to specifically reviewing costs from a broad perspective, and we chose to be more inclusive of potential overall costs. The Workgroup *did not discuss the source of funding* for the range of costs; however, we anticipate that multiple funding sources will be sought from public and private entities as well as from the State. In addition, some of the Big Ideas have the potential of creating new sources of revenue over the long term, but for the purposes of this analysis, *we did not estimate future revenues*. The Workgroup assumes the Commission understands that *many* financial and facility details would need to be resolved prior to implementation of any Big Idea.

When calculating space costs for new facilities, a cost of \$300 per square foot was used for all space except research laboratories; \$600 per square foot was used for new research laboratory space. When calculating the costs of moving a campus, we used

- \$300 per square foot for all space;
- Carrying costs of \$10,000 - \$15,000 per employee to move to Akron;
- Carrying costs of \$20,000 - \$25,000 per employee to move to Cleveland;
- A baseline number of 350 employees at NEOUCOM.

CAVEAT

Please note that the Workgroup recognizes that the Big Ideas submitted were short proposals without much detail. The Workgroup reviewed each Big Idea as it was presented with further comments added by Workgroup members. We expect that the Commission understands that the Pros and Cons were developed under this context. Further, it is anticipated that the Commission will define the next steps for further development of any Big Idea.

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
BIG IDEAS PERTAINING TO NEOUCOM
PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA I	EXPAND THE EDUCATIONAL CONSORTIUM OF NEOUCOM TO INCLUDE CLEVELAND STATE UNIVERSITY <i>(SUBMITTED BY DR. MICHAEL SCHWARTZ)</i>
PROS	
<ul style="list-style-type: none"> • Improve access for students • Increase clinical offerings • Partner with the Lerner Institute and Cleveland Clinic for clinical sites • Cleveland is viewed as a medical center from Cleveland area perspective • Opportunities for urban medicine • Opportunities to increase diversity • Have hospitals with clinical capacity • Ability to expand the medical class and meet the need for physicians • CSU has a long-standing biomedical research Ph.D. program • Builds on current model • Builds on current mission 	
CONS	
<ul style="list-style-type: none"> • Possible changes for current hospital relationships • Changing regional clinical relationships • Increase in funding from the state for State Investment in Instruction (SII) and clinical teaching • Substantial costs associated with proposal 	

BIG IDEA I	EXPAND THE EDUCATIONAL CONSORTIUM OF NEOUCOM TO INCLUDE CLEVELAND STATE UNIVERSITY <i>(SUBMITTED BY DR. MICHAEL SCHWARTZ)</i>	
RANGE OF COSTS		
Total Capital Investment	\$25,800,000 - \$38,200,000	
<p>Campus Expansion in Rootstown: NEOUCOM's Rootstown Campus does not have the lecture hall space to educate a medical class of 150 and a pharmacy class of 75-100. The Rootstown Campus is also in need of additional classrooms, faculty offices and laboratory space. A 76,000 sq.ft. building is a projected need.</p> <p>Campus Expansion in Akron: NEOUCOM's Wasson Center for Clinical Skills Training, Assessment and Scholarship is reaching full capacity. The need for clinical skills assessment and simulation is continuing to grow, and the additional medical students will only increase this need. Due to the large number of clinical partners in the Akron-Canton corridor and to meet the needs of the students coming from Cleveland, developing a 10,000 sq. ft. clinical skills and simulation center in Akron is necessary.</p>	<p>\$22,800,000 - \$34,200,000</p> <p>\$3,000,000 - \$4,000,000</p>	
Annual Operating Expenses	\$9,516,000 - \$11,602,000	
<p>NEOUCOM Academic Operating Support:</p> <p>CSU Academic Operating Support:</p> <p>Annual Operating for New Facilities:</p>	<p>\$8,000,000 - \$10,000,000</p> <p>\$1,000,000</p> <p>\$516,000 - \$602,000</p>	

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
BIG IDEAS PERTAINING TO NEOUCOM
PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA II	NEOUCOM EXPANDS ADMINISTRATIVE COORDINATION, SIMILAR TO THE MPH PROGRAM, TO THE ALLIED HEALTH PROFESSIONS (SUBMITTED BY DR. MICHAEL SCHWARTZ)
PROS	
<ul style="list-style-type: none"> • Enhances cooperation between allied health programs • Allows bringing together expertise from multiple campuses • Possible calendar coordination • Could be viable if NEOUCOM had true oversight/authority for the programs • Good opportunity for collaboration • Could be combined with another Big Idea 	
CONS	
<ul style="list-style-type: none"> • Current back-office administrative processes should not be duplicated • Question whether it creates more bureaucracy • Administrative access is problematic from consortium school perspective • Student access is problematic from consortium school perspective • Control separate from students from consortium school perspective 	
RANGE OF COSTS	
Total Annual Operating Expenses	\$2,500,000 - \$5,000,000
Expansion of administrative coordination would create a new level of administrative oversight for nursing, physical therapy and occupational therapy that currently does not exist. Additional staff would need to be hired at NEOUCOM to handle the coordination and administrative services needed. In addition, it could be expected that revenues could be redistributed between the campuses.	

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
BIG IDEAS PERTAINING TO NEOUCOM
PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA III	OTHER COLLABORATIVE UNITS HOUSED AT NEOUCOM COULD EXPAND TO INCLUDE FACULTY AT ALL FIVE PUBLIC INSTITUTIONS <i>(SUBMITTED BY DR. MICHAEL SCHWARTZ)</i>
PROS	
<ul style="list-style-type: none"> • Allows participation from CSU • Allows other institutions to participate with CSU programs • Builds more collaboration • Could provide opportunities for joint appointment of faculty to build research base • Enhance the utilization of technology for better collaboration 	
CONS	
<ul style="list-style-type: none"> • Possible detriment to current collaborative partnerships • Differential pay scales in different regions could impede any joint appointments • Does it challenge the current mission • Unclear how this would work – would funding flow change both revenue and expense 	
RANGE OF COSTS	
Total Annual Operating Expenses	Minimal Cost, if any
Expansion of collaboration would enhance education, research and scholarship activities. No substantial costs would be associated with this activity, unless collaborative ventures sought to recruit jointly-appointed faculty.	

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
BIG IDEAS PERTAINING TO NEOUCOM
PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA IV	NEOUCOM SHOULD HAVE A PHYSICAL PRESENCE IN CLEVELAND, PARTNERING WITH CLEVELAND STATE UNIVERSITY (SUBMITTED BY DR. MICHAEL SCHWARTZ)
PROS	
<ul style="list-style-type: none"> • Could lead to a center of excellence from the Cleveland perspective • Builds on the economic driver of Cleveland which is health care • Potential for research connectivity • Potential to serve an urban population • Economies of scale with another university • Could relocate over time • Would create interprofessional education experiences with other health professions programs at the single institution • Possible investment from local businesses and the community 	
CONS	
<ul style="list-style-type: none"> • Disingenuous to those institutions who have worked 30 years to build NEOUCOM and are dedicated to it • Regionalization would be fragmented • Would polarize discussions • Decrease regional student access • Doesn't fit guiding principles • Negative impact on resources • Harder to attract students back to other areas of region • Possible detriment to primary care • Biggest employers in Akron are health care related • Moving campus would be very expensive • Different administrative system (Peoplesoft vs. Banner) 	

BIG IDEA IV	NEOUCOM SHOULD HAVE A PHYSICAL PRESENCE IN CLEVELAND, PARTNERING WITH CLEVELAND STATE UNIVERSITY (SUBMITTED BY DR. MICHAEL SCHWARTZ)
RANGE OF COSTS	
Total Capital Investment	\$145,300,000 - \$148,050,000
<p>Move of the Rootstown Campus to Cleveland: \$142,300,000 - \$144,050,000 NEOUCOM’s current campus is 400,000 sq.ft. including the Conference Center (approximately 25,000 sq.ft.). We do not expect to duplicate the Conference Center facility in Cleveland. The investment amount identified includes creating a 451,000 sq.ft. facility to accommodate both current (375,000 sq.ft.) and future (additional 76,000 sq.ft.) needs and carrying costs of \$20,000 to \$25,000 per employee for 350 employees.</p>	
<p>Campus Expansion in Akron: \$3,000,000 - \$4,000,000 NEOUCOM’s Wasson Center for Clinical Skills Training, Assessment and Scholarship is reaching full capacity. The need for clinical skills assessment and simulation is continuing to grow, and the additional medical students will only increase this need. Due to the large number of clinical partners in the Akron-Canton corridor and to meet the needs of the students coming from Cleveland, developing a 10,000 sq. ft. clinical skills and simulation center in Akron is necessary.</p>	
Annual Additional Operating Expenses	\$12,816,000 - \$14,902,000
<p>NEOUCOM Academic Operating Support: \$8,000,000 - \$10,000,000 CSU Academic Operating Support: \$1,000,000 Annual Operating for additional facilities: \$516,000 - \$602,000 Annual Operating to maintain current Rootstown facility: \$3,300,000</p>	
NOTES ON ECONOMIC IMPACT AND IMPACT ON OTHER RELATED AREAS	
<ul style="list-style-type: none"> • Positive economic impact for Cleveland • Negative economic impact for Rootstown, Portage County, Youngstown, and Canton • Negative student impact due to moving to a possibly more expensive real estate market 	

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
BIG IDEAS PERTAINING TO NEOUCOM
PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA V	ATTACH NEOUCOM TO ONE OF ITS CONSTITUENT GOVERNING INSTITUTIONS AND RELOCATING NEOUCOM TO A MAJOR CITY (SUBMITTED BY MR. RICHARD POGUE)
PROS	
<p>If in Akron:</p> <ul style="list-style-type: none"> • Inclusion of NEOUCOM in Akron Biomedical Research Corridor seen as positive • Large clinical infrastructure exists • Potential to serve an urban population • Closer to current physician faculty and other health professions educators • Wouldn't necessarily limit other clinical institutions and partners • Economies of scale with another university • Increases access between current physician faculty and basic scientists • Could attach and relocate over time • Would create interprofessional education experiences with other health professions programs at the single institution • Possible investment from local businesses and the community 	
CONS	
<ul style="list-style-type: none"> • Does not fit regional collaboration • Does not fit regional mission • Moving campus would be expensive • Question how much would actually be saved • If University of Akron, UA does not have strong biomedical faculty base. UA is seen as a science and engineering campus. • Different administrative system (Peoplesoft vs. Banner) 	

BIG IDEA V	ATTACH NEOUCOM TO ONE OF ITS CONSTITUENT GOVERNING INSTITUTIONS AND RELOCATING NEOUCOM TO A MAJOR CITY <i>(SUBMITTED BY MR. RICHARD POGUE)</i>
RANGE OF COSTS	
Total Capital Investment	\$141,800,000 - \$144,550,000
<p>Move of the Rootstown Campus to Akron: \$138,800,000 - \$140,550,000 NEOUCOM’s current campus is 400,000 sq.ft. including the Conference Center (approximately 25,000 sq.ft.). We do not expect to duplicate the Conference Center facility in Akron. The investment amount identified includes creating a 451,000 sq.ft. facility to accommodate both current (375,000 sq.ft.) and future (additional 76,000 sq.ft.) needs and carrying costs of \$10,000 to \$15,000 per employee for 350 employees.</p>	
<p>Campus Expansion in Akron: \$3,000,000 - \$4,000,000 NEOUCOM’s Wasson Center for Clinical Skills Training, Assessment and Scholarship is reaching full capacity. The need for clinical skills assessment and simulation is continuing to grow. Due to the large number of clinical partners in the Akron-Canton corridor, developing a 10,000 sq. ft. clinical skills and simulation center in Akron is necessary.</p>	
Annual Additional Operating Expenses	\$4,816,000 - \$5,902,000
NEOUCOM Academic Operating Support: \$1,000,000 - \$2,000,000 Annual Operating for additional facilities: \$516,000 - \$602,000 Annual Operating to maintain current Rootstown facility: \$3,300,000	
NOTES ON ECONOMIC IMPACT AND IMPACT ON OTHER RELATED AREAS	
<ul style="list-style-type: none"> • Positive economic impact for Akron • Negative economic impact for Rootstown, Portage County, and Youngstown 	

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
BIG IDEAS PERTAINING TO NEOUCOM
PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA VI	CREATION OF AN ACADEMIC HEALTH CENTER IN AKRON (SUBMITTED BY DR. WILLIAM DEMAS)
PROS	
<ul style="list-style-type: none"> • Inclusion of NEOUCOM in Akron Biomedical Research Corridor seen as positive • Large clinical infrastructure in Akron exists • Create enhanced links with physicians and other health professions educators • Potential to serve an urban population • Excellent opportunities in primary care in Akron • Enhances institution's mission in Akron • Creates more research collaboration with Akron hospital partners • Possible investment from local businesses and the community 	
CONS	
<ul style="list-style-type: none"> • Challenge to clinical partners not in Akron • Limit opportunities for students in Youngstown and Canton • Could have a detrimental effect on the recruitment and retention of new physicians in Youngstown or Canton • Negative impact on Youngstown and Canton communities • Negative impact on Kent 	

BIG IDEA VI	CREATION OF AN ACADEMIC HEALTH CENTER IN AKRON <i>(SUBMITTED BY DR. WILLIAM DEMAS)</i>
RANGE OF COSTS	
Total Capital Investment	\$77,000,000 - \$127,750,000
<p>Move of Part of the Rootstown Campus to Akron: \$36,500,000 - \$48,750,000 NEOUCOM’s presence in Akron would be expanded substantially. It is expected with the creation of an Academic Health Center that additional faculty and staff to support research, education and services are necessary. It is also expected that some of the current faculty and staff would move to Akron to support the enhanced relationships and provide services to students and residents. To support NEOUCOM’s enhanced presence in Akron, a 120,000 sq. ft. facility should be planned. For the purposes of this analysis, we will assume the move of 50 employees with carrying costs of \$10,000 to \$15,000 per employee.</p> <p>Orthopaedic Research Institute of Northeastern Ohio: \$37,500,000 - \$75,000,000 A planning and development process is underway to build the Orthopaedic Research Institute of Northeastern Ohio, one of the first initiatives in the Akron Biomedical Research Corridor. The site selection and program facilities working groups have developed preliminary plans for a 125,000 sq. ft. facility that will include research labs, practice labs, office and other large group space.</p> <p>Campus Expansion in Akron: \$3,000,000 - \$4,000,000 NEOUCOM’s Wasson Center for Clinical Skills Training, Assessment and Scholarship is reaching full capacity. The need for clinical skills assessment and simulation is continuing to grow. Due to the large number of clinical partners in the Akron-Canton corridor, developing a 10,000 sq. ft. clinical skills and simulation center in Akron is necessary.</p>	
Annual Additional Operating Expenses	\$22,030,000 - \$27,285,000
NEOUCOM Academic Operating Support: \$10,000,000 - \$15,000,000 Orthopaedic Research Institute Operating Support: \$2,500,000 Orthopaedic Research Institute Start-Up Support: \$8,000,000 Annual Operating for additional facilities: \$1,530,000 - \$1,785,000	
NOTES ON ECONOMIC IMPACT AND IMPACT ON OTHER RELATED AREAS	
<ul style="list-style-type: none"> • Positive economic impact for Akron • Possible negative economic impact for Rootstown, Portage County, and Youngstown 	

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
BIG IDEAS PERTAINING TO NEOUCOM
PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA VII	KENT STATE UNIVERSITY ACADEMIC HEALTH CENTER (SUBMITTED BY DR. LESTER LEFTON)
PROS	
<ul style="list-style-type: none"> • KSU is in a good financial position to invest in NEOUCOM • KSU's central location in the region provides better opportunities for regional collaboration • Has an existing biomedical sciences program with NEOUCOM • Has multiple regional collaborative programs • Main campus is closest to NEOUCOM geographically • Similar administrative systems (i.e. Banner) • Expansion into Cleveland with an emphasis on primary care • Economies of scale could be achieved • New board structure could allow expansion of NEOUCOM 	
CONS	
<ul style="list-style-type: none"> • Could limit growth of NEOUCOM if primary focus is in Cleveland • Does not address geographic proximity to clinicians • Does not address current clinical relationships • Unclear that we need a structural change between NEOUCOM and KSU to have an Academic Health Center • Does not address any collaboration with the University of Akron 	

BIG IDEA VII	KENT STATE UNIVERSITY ACADEMIC HEALTH CENTER <i>(SUBMITTED BY DR. LESTER LEFTON)</i>
RANGE OF COSTS	
Total Capital Investment	\$27,420,000 - \$40,200,000
<p>Development of a Clinic in Cleveland: \$1,620,000 - \$2,000,000 A primary care clinic would be established on Euclid Avenue in Cleveland. It is expected that the facility would be approximately 5,400 sq. ft. and would contain clinic rooms, a mini lab, offices and charts and records rooms. Initially, the clinic would expect to have 10,000 visits per year.</p> <p>Campus Expansion in Rootstown: \$22,800,000 - \$34,200,000 NEOUCOM's Rootstown Campus does not have the lecture hall space to educate a medical class of 150 and a pharmacy class of 75-100. The Rootstown Campus is also in need of additional classrooms, faculty offices and laboratory space. A 76,000 sq.ft. building is a projected need.</p> <p>Campus Expansion in Akron: \$3,000,000 - \$4,000,000 NEOUCOM's Wasson Center for Clinical Skills Training, Assessment and Scholarship is reaching full capacity. The need for clinical skills assessment and simulation is continuing to grow, and the additional medical students will only increase this need. Due to the large number of clinical partners in the Akron-Canton corridor and to meet the needs of the students coming from Cleveland, developing a 10,000 sq. ft. clinical skills and simulation center in Akron is necessary.</p>	
Annual Additional Operating Expenses	\$10,248,000 - \$12,639,800
NEOUCOM Academic Operating Support: \$8,000,000 - \$10,000,000 CSU Academic Operating Support: \$1,000,000 Primary Care Clinic Operating Support: \$700,000 - \$1,000,000 Annual Operating for New Facilities: \$548,000 - \$639,800	

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
BIG IDEAS PERTAINING TO NEOUCOM
PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA VIII	NORTHEAST OHIO ACADEMIC HEALTH SYSTEM MODEL 2: ONE UNIVERSITY AS LEAD HEALTH PROFESSIONS EDUCATION AND RELATED RESEARCH INSTITUTION (SUBMITTED BY DR. LOIS NORA)	
PROS		
<ul style="list-style-type: none"> • Potentially creates a center of excellence • Potentially creates mission differentiation • Potentially creates some economies of scale • Would create interprofessional education experiences with other health professions programs at the single institution 		
CONS		
<ul style="list-style-type: none"> • Does not fit regional collaboration • Does not fit regional mission • Question how much would actually be saved • No obvious choice of university with which NEOUCOM should be merged • NEOUCOM views building collaborative alliances with other universities as essential for interprofessional workforce development, advancement of interdisciplinary research, and achievement of its regional mission. Affiliation with a single university is not the best way to achieve these goals • Other universities who do not get NEOUCOM could be affected in terms of their ability to recruit students to the medical and health professions, to attract research funding and to build enhanced relationships with clinical partners 		
RANGE OF COSTS		
Total Capital Investment		\$25,800,000 - \$148,050,000
The total capital investment will depend on whether the campus moves in total, in part or at all. Some campus expansion will be expected and necessary.		
Annual Additional Operating Expenses		\$4,816,000 - \$27,285,000
Operating Expenses will be dependent on the nature of the expansion.		
NOTES ON ECONOMIC IMPACT AND IMPACT ON OTHER RELATED AREAS		
The economic impact on communities will depend on where and with whom NEOUCOM will be affiliated.		

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
BIG IDEAS PERTAINING TO NEOUCOM
PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA IX	NORTHEAST OHIO ACADEMIC HEALTH SYSTEM MODEL 1: INDEPENDENT, CONSORTIAL INSTITUTION <i>(SUBMITTED BY DR. LOIS NORA)</i>
PROS	
<ul style="list-style-type: none"> • Regional approach to workforce planning • Would not duplicate health professions programs • Change in governance would allow growth • Brings together all health professions education programs for integration and collaboration • Would create interprofessional education experiences with other health professions programs at the single institution • Opportunity for leveraging strengths in educating students and retaining graduates in the region • NEOUCOM is a leader in consortium model and bringing others together • Maintains regional mission • Potentially create a center of excellence • Potentially create mission differentiation • Enhanced opportunities for research 	
CONS	
<ul style="list-style-type: none"> • Universities would have to give up control of health professions education programs • Salary differentiation between new institution and universities would make it difficult for faculty resident on university campuses • Seen as regressive for nursing and would take apart collaborations built between nursing programs and academic programs at the universities • Question whether it would create more nurses and other health professionals • Faculty identity on the university campus would be challenging (faculty resident on one campus but members of another institution) • Student identity on the university campus would be challenging (students resident on one campus but members of another institution) • Administrative challenges are numerous and would be very difficult to resolve • Transitional costs could be high 	

BIG IDEA IX	NORTHEAST OHIO ACADEMIC HEALTH SYSTEM MODEL 1: INDEPENDENT, CONSORTIAL INSTITUTION <i>(SUBMITTED BY DR. LOIS NORA)</i>
RANGE OF COSTS	
Total Capital Investment	\$51,000,000 - \$52,000,000
<p>Campus Expansion in Rootstown: \$48,000,000 NEOUCOM's Rootstown Campus does not have the lecture hall space to educate a medical class of 150 and a pharmacy class of 75-100. The Rootstown Campus is also in need of additional classrooms, faculty offices and laboratory space. Additional facilities are a projected need (approximately 120,000 sq.ft.).</p>	
<p>Campus Expansion in Akron: \$3,000,000 - \$4,000,000 NEOUCOM's Wasson Center for Clinical Skills Training, Assessment and Scholarship is reaching full capacity. The need for clinical skills assessment and simulation is continuing to grow, and the additional medical students will only increase this need. Due to the large number of clinical partners in the Akron-Canton corridor and to meet the needs of the students coming from Cleveland, developing a 10,000 sq. ft. clinical skills and simulation center in Akron is necessary.</p>	
Annual Operating Expenses	\$26,780,000 - \$26,910,000
NEOUCOM Academic Operating and Start-up Support: \$25,000,000 CSU Academic Operating Support: \$1,000,000 Annual Operating for New Facilities: \$780,000 - \$910,000	

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
BIG IDEAS PERTAINING TO NEOUCOM
PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA X	NORTHEAST OHIO ACADEMIC HEALTH SYSTEM MODEL 3: NEOUCOM DESIGNATED AS THE ACADEMIC HEALTH SYSTEM (SUBMITTED BY DR. LOIS NORA)
PROS	
<ul style="list-style-type: none"> • Change in governance would allow growth • Enhance NEOUCOM's ability to add programs • Adding CSU to BS/MD consortium seen as positive • Opportunities for urban medicine • Opportunities to increase diversity • Ability to expand the medical class and meet the need for physicians • Builds on current model • Builds on current mission 	
CONS	
<ul style="list-style-type: none"> • Question NEOUCOM's ability to self fund new programs if no additional support from state • Possible changes for current hospital relationships • Increase in funding from the state for State Investment in Instruction (SII) and clinical teaching • Would consortium become less connected 	

BIG IDEA X	NORTHEAST OHIO ACADEMIC HEALTH SYSTEM MODEL 3: NEOUCOM DESIGNATED AS THE ACADEMIC HEALTH SYSTEM <i>(SUBMITTED BY DR. LOIS NORA)</i>	
RANGE OF COSTS		
Total Capital Investment	\$25,800,000 - \$38,200,000	
<p>Campus Expansion in Rootstown: NEOUCOM's Rootstown Campus does not have the lecture hall space to educate a medical class of 150 and a pharmacy class of 75-100. The Rootstown Campus is also in need of additional classrooms, faculty offices and laboratory space. A 76,000 sq.ft. building is a projected need.</p> <p>Campus Expansion in Akron: NEOUCOM's Wasson Center for Clinical Skills Training, Assessment and Scholarship is reaching full capacity. The need for clinical skills assessment and simulation is continuing to grow, and the additional medical students will only increase this need. Due to the large number of clinical partners in the Akron-Canton corridor and to meet the needs of the students coming from Cleveland, developing a 10,000 sq. ft. clinical skills and simulation center in Akron is necessary.</p>	<p>\$22,800,000 - \$34,200,000</p> <p>\$3,000,000 - \$4,000,000</p>	
Annual Operating Expenses	\$9,516,000 - \$11,602,000	
NEOUCOM Academic Operating Support:	\$8,000,000 - \$10,000,000	
CSU Academic Operating Support:	\$1,000,000	
Annual Operating for New Facilities:	\$516,000 - \$602,000	

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
 WORKGROUP
 BIG IDEAS PERTAINING TO NEOUCOM
 PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA XI	CHANGE NEOUCOM'S GOVERNANCE STRUCTURE <i>(SUBMITTED BY DR. WILLIAM DEMAS)</i>
PROS	
<ul style="list-style-type: none"> • Change in NEOUCOM's governance structure seen as positive • Enhances ability to grow • Reduces some conflicts of interest on current board 	
CONS	
<ul style="list-style-type: none"> • Suggested change may not be enough • Would consortium become less connected 	
RANGE OF COSTS	
Total Annual Operating Expenses	No Cost Anticipated

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP
BIG IDEAS PERTAINING TO NEOUCOM
PROS AND CONS ANALYSIS DOCUMENT**

BIG IDEA XII	ACADEMIC HEALTH CENTER IN AKRON WITH A CENTER OF EXCELLENCE IN ORTHOPEDICS <i>(SUBMITTED BY DR. LUIS PROENZA)</i>
PROS	
<ul style="list-style-type: none"> • Inclusion of NEOUCOM in Akron Biomedical Research Corridor seen as positive • Large clinical infrastructure exists • Potential to serve an urban population • Closer to current physician faculty and other health professions educators • Wouldn't necessarily limit other clinical institutions and partners • Economies of scale with another university • Increases access between current physician faculty and basic scientists • Could attach and relocate over time • Would create interprofessional education experiences with other health professions programs at the single institution • Orthopedics Center of Excellence builds on current collaboration between basic scientists at NEOUCOM and clinicians at the Akron hospitals • Akron can serve as a hub for medicine between Cleveland and Columbus • Possible investment from local businesses and the community 	
CONS	
<ul style="list-style-type: none"> • Unclear that we need a structural change between NEOUCOM and UA to have an Academic Health Center • Does not fit regional collaboration • Does not fit regional mission • Tension between a focus on Orthopedics research and other research areas and a focus on primary care could exist • UA does not have strong biomedical faculty base. UA is seen as a science and engineering campus. • Different administrative system (Peoplesoft vs. Banner) 	

BIG IDEA XII	ACADEMIC HEALTH CENTER IN AKRON WITH A CENTER OF EXCELLENCE IN ORTHOPEDICS <i>(SUBMITTED BY DR. LUIS PROENZA)</i>
RANGE OF COSTS	
Total Capital Investment	\$77,000,000 - \$127,750,000
<p>Move of Part of the Rootstown Campus to Akron: \$36,500,000 - \$48,750,000 NEOUCOM's presence in Akron would be expanded substantially. It is expected with the creation of an Academic Health Center that additional faculty and staff to support research, education and services are necessary. It is also expected that some of the current faculty and staff would move to Akron to support the enhanced relationships and provide services to students and residents. To support NEOUCOM's enhanced presence in Akron, a 120,000 sq. ft. facility should be planned. For the purposes of this analysis, we will assume the move of 50 employees with carrying costs of \$10,000 to \$15,000 per employee.</p> <p>Orthopaedic Research Institute of Northeastern Ohio: \$37,500,000 - \$75,000,000 A planning and development process is underway to build the Orthopaedic Research Institute of Northeastern Ohio, one of the first initiatives in the Akron Biomedical Research Corridor. The site selection and program facilities working groups have developed preliminary plans for a 125,000 sq. ft. facility that will include research labs, practice labs, office and other large group space.</p> <p>Campus Expansion in Akron: \$3,000,000 - \$4,000,000 NEOUCOM's Wasson Center for Clinical Skills Training, Assessment and Scholarship is reaching full capacity. The need for clinical skills assessment and simulation is continuing to grow. Due to the large number of clinical partners in the Akron-Canton corridor, developing a 10,000 sq. ft. clinical skills and simulation center in Akron is necessary.</p>	
Annual Additional Operating Expenses	\$22,030,000 - \$27,285,000
NEOUCOM Academic Operating Support: \$10,000,000 - \$15,000,000 Orthopaedic Research Institute Operating Support: \$2,500,000 Orthopaedic Research Institute Start-Up Support: \$8,000,000 Annual Operating for additional facilities: \$1,530,000 - \$1,785,000	
NOTES ON ECONOMIC IMPACT AND IMPACT ON OTHER RELATED AREAS	
<ul style="list-style-type: none"> • Positive economic impact for Akron • Possible negative economic impact for Rootstown, Portage County, and Youngstown 	

**NORTHEAST OHIO REGIONAL MEDICAL AND HEALTH PROFESSIONS EDUCATION
WORKGROUP MEMBERS**

Diane Bitonte Miladore, M.D.
Member, Board of Trustees
Youngstown State University
Phone: (330) 533-5430
Email: milly41@zoominternet.net

F. John Case, Ed.D.
Vice President for Finance
and Administration/CFO
The University of Akron
Phone: (330) 972-6536
Email: jcase@uakron.edu

William Considine
President and CEO
Akron Children's Hospital
Phone: (330) 379-8293
Email: wconsidine@chmca.org

David Creamer, Ph.D.
Senior Vice President for Administration
Kent State University
Phone: (330) 672-2422
Email: dcream@kent.edu

Paul DiCorleto, Ph.D.
Chair, Lerner Research Institute
Cleveland Clinic
Phone: (216) 444-5849
Email: dicorlp@ccf.org

Laura Dzurec, Ph.D., R.N., C.S.
Dean, College of Nursing
Kent State University
Phone: (330) 672-7930
Email: ldzurec@kent.edu

Robert Frank, Ph.D.
Senior Vice President
for Academic Affairs and Provost
Kent State University
Phone: (330) 672-2220
Email: rgfrank@kent.edu

David Gemmel, Ph.D.
Interim Director, Medical Education and
Director of Research
Humility of Mary Health Partners
Phone: (330) 480-3610
Email: David_Gemmel@hmis.org

Peter Kasvinsky, Ph.D.
Dean, Graduate Studies and Research
Youngstown State University
Phone: (330) 941-3091
Email: pjkasvinsky@ysu.edu

Augie Napoli
President and COO
Summa Hospitals Foundation
Phone: (330) 375-6213
Email: napolia@summa-health.org

Mark Penn, M.D.
Senior Vice President for Academic Affairs and
Executive Associate Dean, College of Medicine
NEOUCOM
Phone: (330) 325-6256
Email: mpenn@neoucom.edu

Edward Roth, Chair
President and CEO
Aultman Hospital
Phone: (330) 438-6241
Email: eroth@aultman.org

Kathleen Ruff, Workgroup Staff
Chief of Staff
NEOUCOM
Phone: (330) 325-6259
Email: kcruff@neoucom.edu

Mary Jane Saunders, Ph.D.
Provost and Senior Vice President
for Academic Affairs
Cleveland State University
Phone: (216) 687-4712
Email: m.j.saunders@csuohio.edu

Baiju Shah, J.D.
President and CEO
BioEnterprise
Phone: (216) 658-3972
Email: bshah@bioenterprise.com

N. Margaret Wineman, PhD, RN, CNS
Interim Dean, College of Nursing
University of Akron
Phone: (330) 972-7552
Email: wineman@uakron.edu