

Five-Year Review

An aerial photograph of a large medical campus, likely the University of Central Florida College of Medicine. The campus features several large, modern buildings with glass facades and flat roofs, surrounded by extensive parking lots. The campus is situated in a lush green area with several large, dark blue ponds or lakes. In the background, there are more buildings, some under construction, and a residential area with many houses. The sky is clear and blue.

Deborah German, M.D.
Vice President for Health Affairs
Dean, UCF College of Medicine

Deborah German, M.D.

This review encompasses Dr. German's role as founding Dean of UCF's College of Medicine and founding Vice President for Health Affairs, overseeing the new Academic Health Sciences Center.



Content

1 Purpose and Acknowledgements

2 About UCF COM and UCF AHSC

3 Education

4 Research

5 Patient Care

6 Community and Culture

6 Philanthropy

7 Leadership

8 AHSC

9 Service and Awards

10 Summary

11 Goals

Purpose of Presentation

- The purpose of this presentation is to highlight the five-year accomplishments of the UCF College of Medicine and the new Academic Health Sciences Center as we create a path forward that will play a major role in the university's goal to be a top-tier metropolitan research university that unleashes potential.

Acknowledgements

- The accomplishments of the UCF College of Medicine and the Academic Health Sciences Center are the result of the hard work and dedication of faculty, staff and students in all areas of our mission – education, research and patient care. They are also the result of our strong partners – in Medical City and beyond – including Tavistock, HCA Healthcare, the Orlando VA Medical Center and Nemours Children’s Health. We achieve more together than we can ever achieve alone.

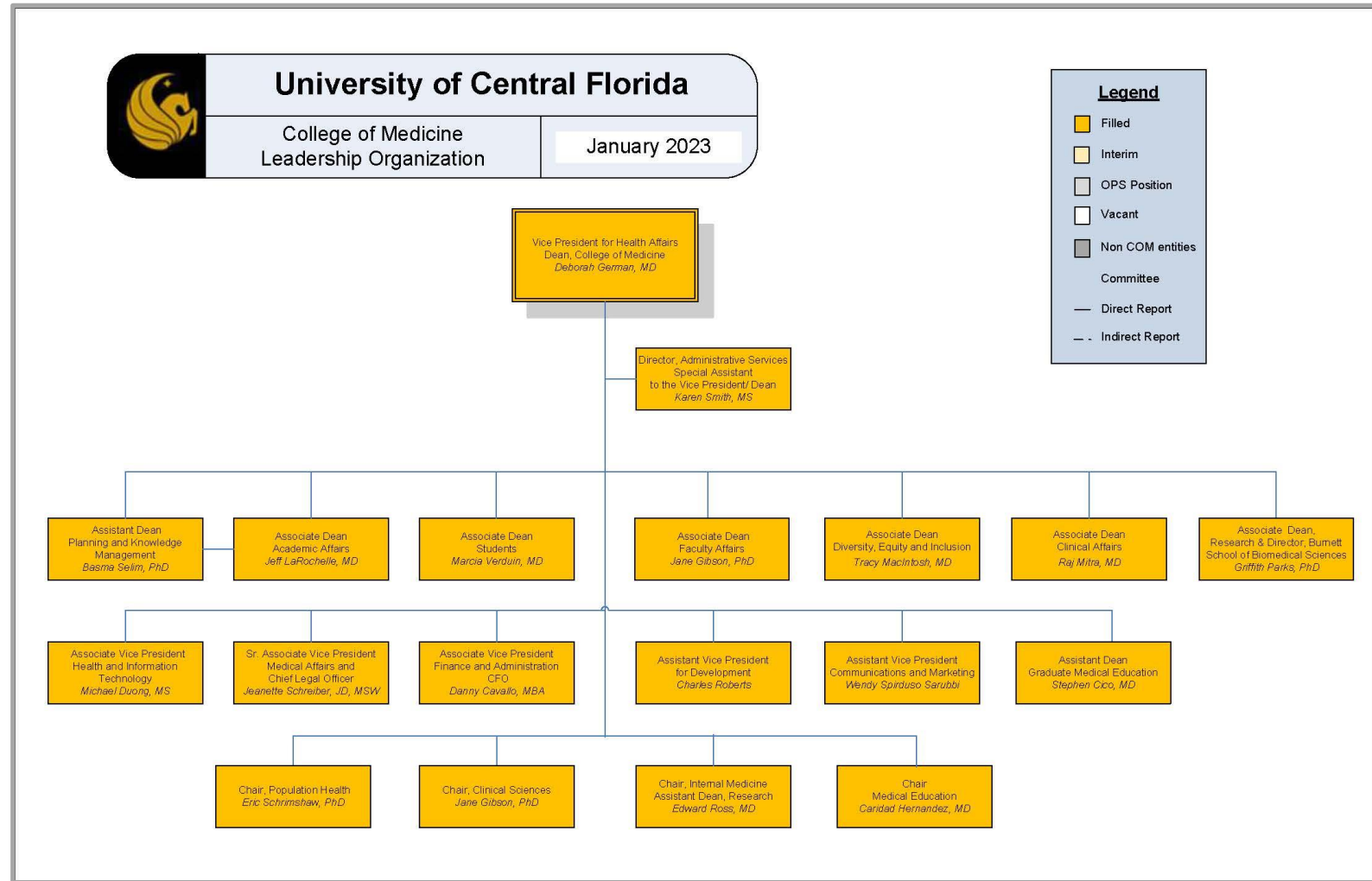


ABOUT UCF COM and UCF AHSC

UCF COM was established in 2006

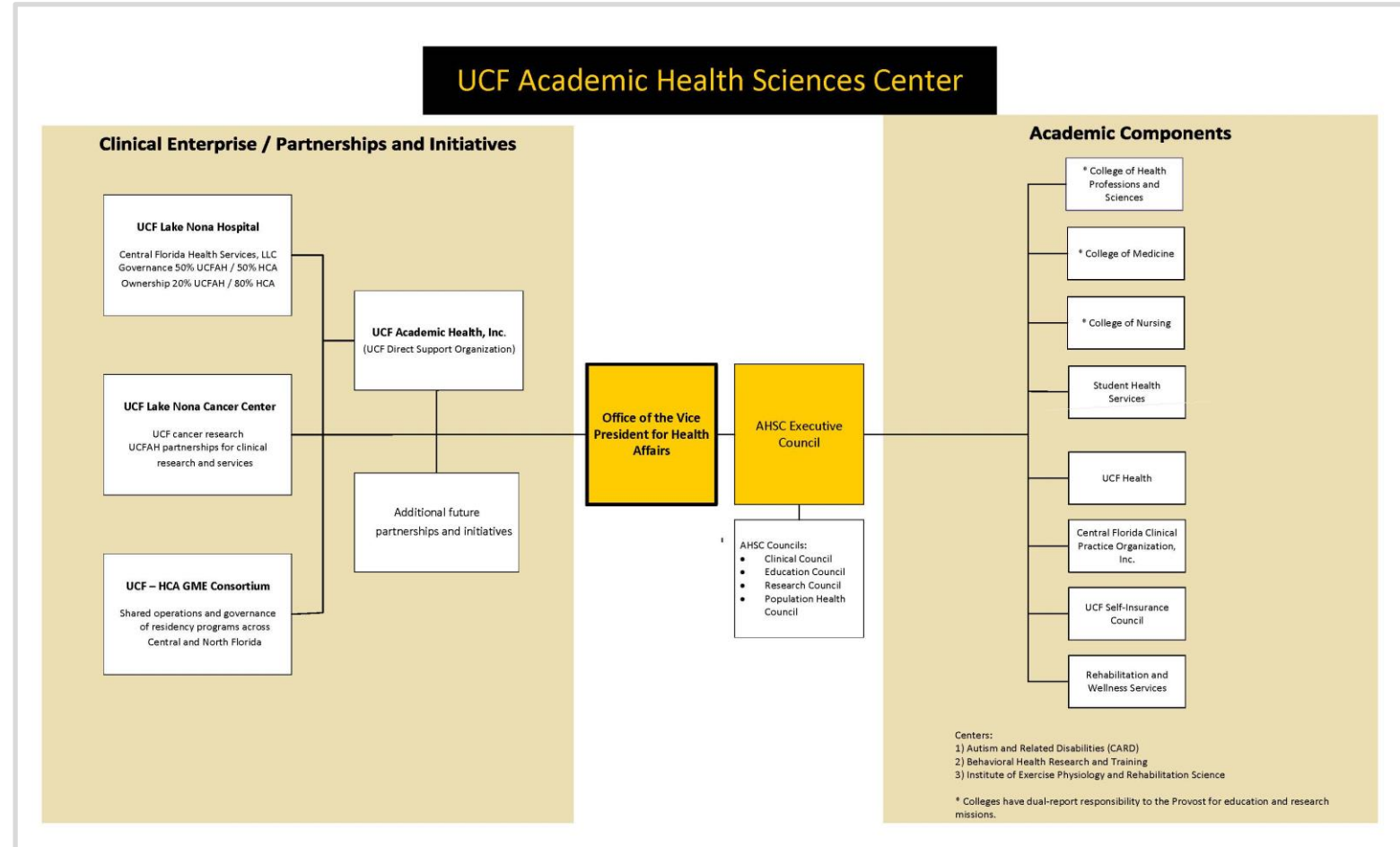
The UCF College of Medicine (COM) includes the following academic departments:

- Burnett School of Biomedical Sciences
- Clinical Science
- Internal Medicine
- Medical Education
- Population Health



Dr. German led the development of the UCF AHSC

- The UCF Academic Health Sciences Center (AHSC) was approved in 2018 without funding
- The AHSC unites UCF's Colleges of Health Sciences and Professions, Medicine, Nursing and Student Health Services to provide leadership of the university's clinical efforts



UCF College of Medicine at a Glance

Faculty and Staff

FT Faculty	139
PT Faculty	34
Affiliate/Volunteer Fac	1,325
Staff	318
Post docs	21
Residents/fellows	560
TOTAL	2,397

Research

\$15.64M in FY 2021-22
\$240K per researcher

Patient Care

40,051 patient visits in FY 2021
5.2% ↑ from previous year

Learners

3,392 learners in AY 2022-23
Total graduates since 2006: 8,140

Graduates in the past 5 years:

- ❖ UG: 2,990
- ❖ Master's and PhD: 279
- ❖ MD: 576
- ❖ GME: 443

Medical Education Bldg.



Burnett Research Bldg.



UCF Health-Gateway



UCF Lake Nona Hospital



UCF Lake Nona Cancer Center



**UCF Lake Nona
Health Sciences
Campus**

**UCF Main
Campus**

University of Central Florida

UCF Health-Quadrangle



Biomolecular Sciences Bldg.



RP-Biomolecular Res Annex



Health Sciences II



COM's Unique Mission – Spur Economic Growth

UCF's College of Medicine was created to diversify Central Florida's economy as the academic anchor an emerging Medical City at Lake Nona



2007



2022

College of Medicine

Mission, Vision, Goals



Mission: The University of Central Florida College of Medicine educates and inspires individuals to be exemplary physicians and scientists, leaders in medicine, scholars in discovery, and adopters of innovative technology to improve the health and well-being of all.

Our patient-centered mission is achieved by outstanding health care and services, groundbreaking research, and leading edge medical and biomedical education in an environment enriched by diversity and partnership.

Vision: The University of Central Florida College of Medicine aspires to be the nation's premier 21st century college of medicine.

The UCF College of Medicine will be a national leader in education, research, and patient care, recognized for supporting and empowering its learners and faculty to realize their passion for discovery, healing, health, and life, and for its ability to create partnerships to transform medical education, health care, and research.

Goals:

Goal 1: Excel in Medical and Biomedical Education

Goal 2: Excel in Research and Discovery in: Biomedical Sciences, Medical Education, Health Care, and Population Sciences

Goal 3: Provide Outstanding, Innovative, Patient-Centered Care While Transforming Health Care Delivery

To achieve excellence in each of these goals, identify and develop a diversified, self-sustaining infrastructure in an environment that fosters community, diversity, partnership, and collaboration.

College of Medicine

2021-2026 UCF COM Strategic Plan Summary

UCF College of Medicine STRATEGIC PLAN SUMMARY



Vision: The University of Central Florida College of Medicine aspires to be the nation's premier 21st century college of medicine.

The UCF College of Medicine will be a national leader in education, research, and patient care, recognized for supporting and empowering its learners and faculty to realize their passion for discovery, health, and life, and for its ability to create partnerships to transform medical education, health care, and research.

Mission: The University of Central Florida College of Medicine educates and inspires individuals to be exemplary physicians and scientists, leaders in medicine, scholars in discovery, and adopters of innovative technology to improve the health and well-being of all.

Our patient-centered mission is achieved by outstanding health care and services, groundbreaking research, and leading edge medical and biomedical education in an environment enriched by diversity and partnership.

Goals:

- Excel in Medical and Biomedical Education
- Provide Outstanding, Innovative, Patient-Centered Care While Transforming Health Care Delivery
- Excel in Research and Discovery in: Biomedical Sciences, Medical Education, Health Care, and Population Sciences

STRATEGIC INITIATIVES	Education	Research	Community	Patient Care
	<p>E1: Ensure preparation of medical professionals and scientists for the future and rapidly changing environment: Optimize learners'/trainees' readiness for next phase of education/training</p> <p>E2: Ensure preparation of medical professionals and scientists for the future and rapidly changing environment: complete the M.D. program curriculum transformation planning proposal and detail resources needed for successful implementation</p> <p>E3: Create engagement and vitality plan to promote well-being, career success, as well as enhance recruitment and retention of faculty and staff</p>	<p>R1: Increase visibility of COM research enterprise</p> <p>R2: Invest in and optimize cutting-edge research infrastructure</p> <p>R3: Enhance career development within the research workforce</p> <p>R4: Expand human subjects research</p>	<p>C1: Increase the impact of service, research, and educational activities that engage our community partners locally, regionally, and globally</p> <p>C2: Enhance productivity, retention, and morale through support of a positive work climate for all stakeholder groups at COM (staff, students, faculty, residents, and affiliate/volunteer faculty)</p> <p>C3: Strengthen the recruitment, retention, support, and promotion of under-represented minority groups to enhance equity, education, and employment at COM</p>	<p>PC1: Grow and sustain UCF Health patient-centered faculty practice</p> <p>PC2: Expand UCF COM's patient-care footprint in Central Florida through partnerships and collaborations</p> <p>PC3: Organizational structure: refine the academic clinical organization structure to advance the premier academic clinical enterprise</p> <p>PC4: Develop a shared model for the Lake Nona Medical Center (LNMC) that ensures improved integration with the college's missions – formalize relationships within an integrated system</p>

UNIVERSITY OF CENTRAL FLORIDA

Academic Health Sciences Center

Mission, Vision, Goals



Mission: The Academic Health Sciences Center (AHSC) leads UCF's health-focused missions in patient care, education, research, and service to advance the well-being of individuals and communities. We achieve this through innovation and partnerships in an environment enriched by diversity, equity, and inclusion.

Vision: Build the UCF Academic Health Sciences Center that will advance health and well-being in Central Florida and beyond.

Goals:

Education and Student Success: Be the leaders in educating healthcare professionals to meet the needs of the future

Discovery and Exploration: Leverage the strengths of the AHSC to achieve top metropolitan research university status for UCF

Community and Culture: Improve the health outcomes and equity within our region today and in the future

Innovation and Sustainability: Secure the infrastructure and resources to support an emerging AHSC

Clinical Excellence: Build innovative care delivery solutions independently and with our partners to establish sustainable clinical sites

Academic Health Sciences Center

2023-2028 UCF AHSC Strategic Plan Summary

UCF AHSC STRATEGIC PLAN SUMMARY



Vision: Build the UCF Academic Health Sciences Center that will advance health and well-being in Central Florida and beyond.

Mission: The Academic Health Sciences Center (AHSC) leads UCF's health-focused missions in patient care, education, research, and service to advance the well-being of individuals and communities. We achieve this through innovation and partnerships in an environment enriched by diversity, equity, and inclusion.

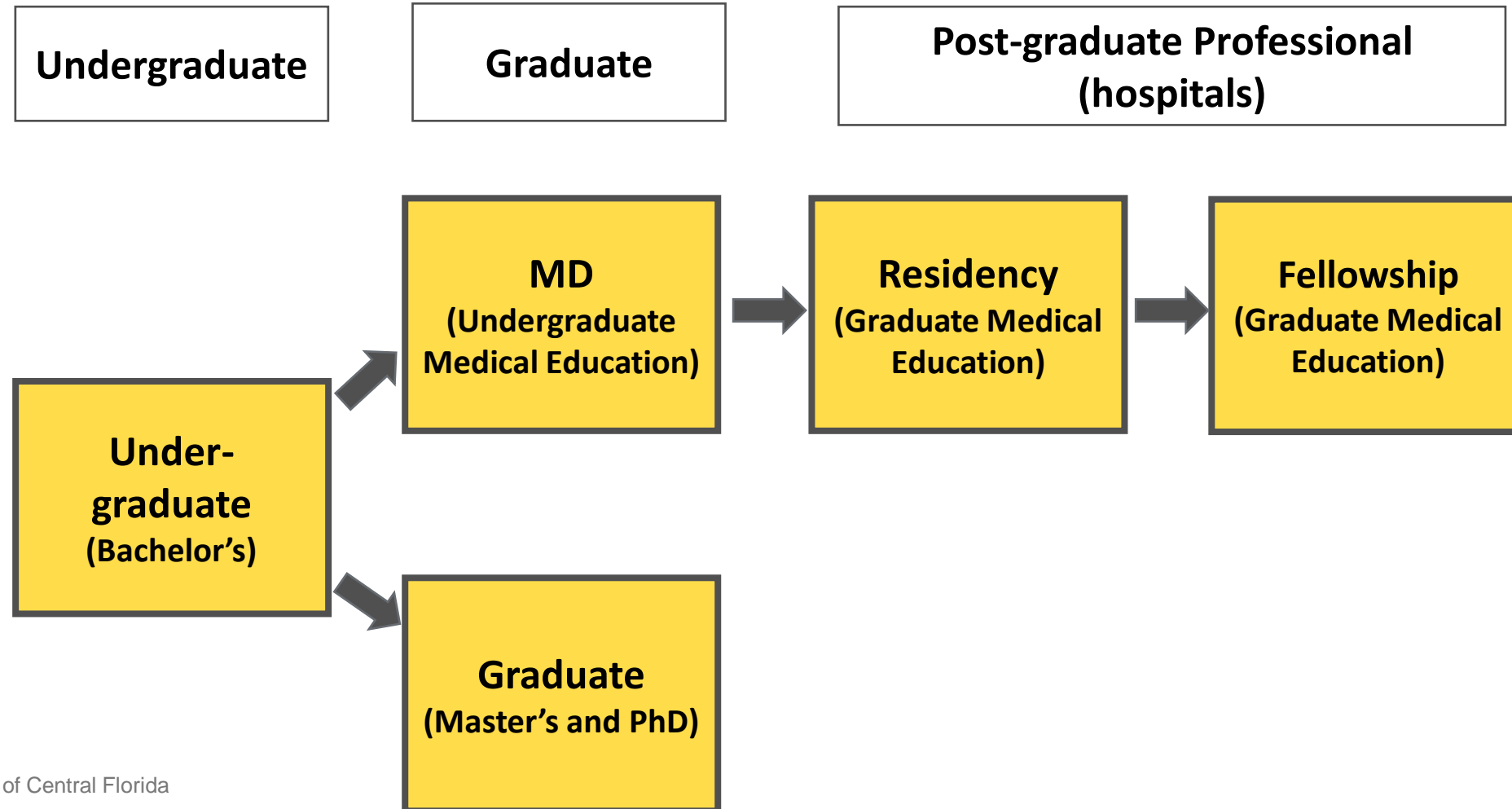
GOALS	Education and Student Success Be the leaders in educating healthcare professionals to meet the needs of the future	Discovery and Exploration Leverage the strengths of the AHSC to achieve top metropolitan research university status for UCF	Community and Culture Improve the health outcomes and equity within our region today and in the future	Innovation and Sustainability Secure the infrastructure and resources to support an emerging AHSC	Clinical Excellence Build innovative care delivery solutions independently and with our partners to establish sustainable clinical sites
STRATEGIES	<ol style="list-style-type: none"> 1. Grow and coordinate interprofessional education as a core feature of the UCF AHSC curriculum and training experience. Support faculty in interprofessional collaboration. 2. Advance health professional education across the full spectrum of learners through innovative use of simulation and other technologies. 3. Develop and sustain collaborative educational relationships across our community and state to provide the diverse healthcare workforce needed. 	<ol style="list-style-type: none"> 1. Recruit and support faculty researchers. 2. Build capabilities in translational and clinical research, pre-award, legal, grant writing, and biostatistics. 3. Identify and increase interdisciplinary research collaboratives across the units of the AHSC and UCF. 4. Grow key existing and emerging research areas which are foundational to all of the AHSC's research initiatives. 	<ol style="list-style-type: none"> 1. Develop and expand UCF programs to advance health and health equity throughout our communities. 2. Partner with specific communities, community-based organizations, and healthcare providers to improve health and well-being. 3. Establish a plan for coordinated interface with the community for projects, education, research, and patient care. 	<ol style="list-style-type: none"> 1. Develop and secure an AHSC-wide budget. 2. Establish an integrated organizational structure and shared services. 3. Grow and develop the UCF Lake Nona campus as the hub of the AHSC. 4. Build a culture focused on diversity, equity, and inclusion. 	<ol style="list-style-type: none"> 1. Develop an integrated clinical practice structure through which all health professions can practice together and serve as a model for advancing health, wellness, equity, and clinical excellence. 2. Advance new and existing partnerships with health providers and health systems in Lake Nona and across the region to provide care, expertise, and pursue health equity. 3. Optimize growth of the UCF Lake Nona Hospital and Cancer Center to advance UCF AHSC health disciplines.

UNIVERSITY OF CENTRAL FLORIDA



EDUCATION

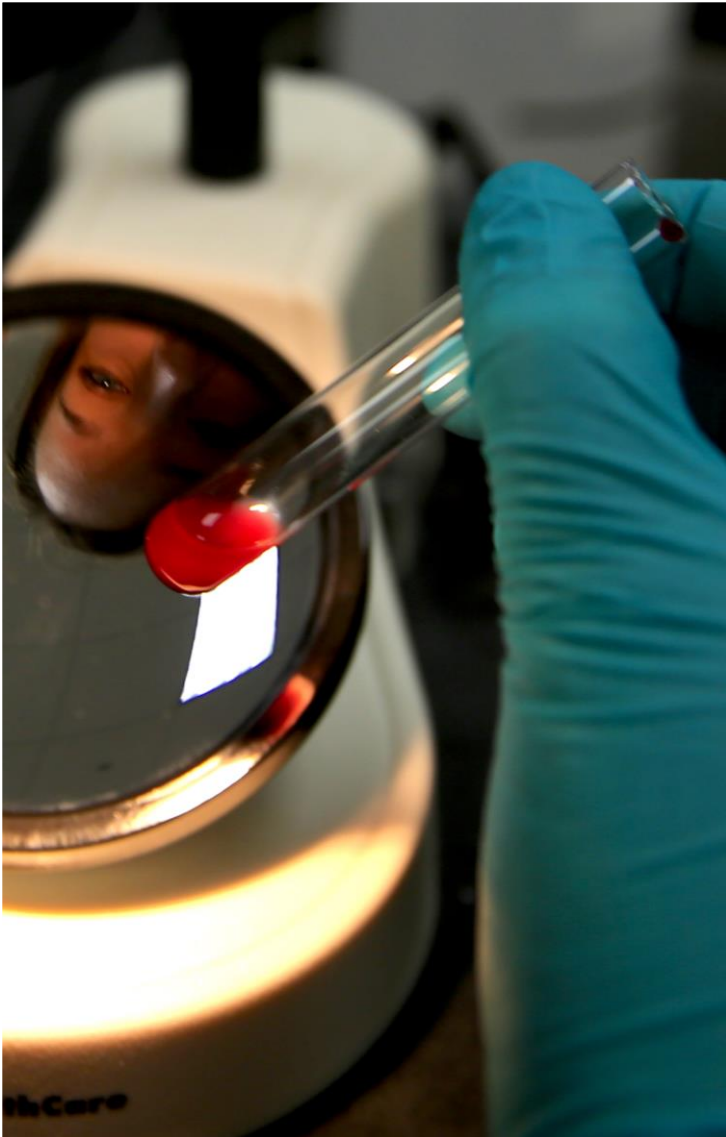
College of Medicine Learners



COM Enrollment

- COM established in 2006
- M.D. program admitted first class in 2009
- First residency program began in 2014

Enrollment	2022-23
Undergraduate Biomedical Sciences (B.S.) programs: Biotechnology, Medical Laboratory Sciences, Biomedical Sciences	2202
Master's Biomedical Sciences (M.S.) programs: Biomedical Sciences, Biotechnology	69
Doctoral Biomedical Sciences (Ph.D.)	66
Undergraduate Medical Education (M.D.)	495
Graduate Medical Education (Residents and Fellows)	560
TOTAL	3,392



Burnett School of Biomedical Sciences (BSBS)

- UCF's College of Medicine is unique nationally because it contains the Burnett School of Biomedical Sciences in addition to its traditional M.D. program
- Biomedical sciences is UCF's third most popular major, with many students using their degree to seek admission to medical, dental, veterinary and graduate research programs

Burnett School of Biomedical Sciences

Academic Programs*

- Biomedical Sciences B.S., M.S., Ph.D.
- Biomedical Sciences B.S. (neuroscience track)
- Molecular Microbiology B.S.
- Molecular and Cellular Biology B.S.
- Biotechnology B.S., M.S.
- Medical Laboratory Sciences B.S.

**Degree programs now
matched to BSBS faculty
research strengths*

*(Infectious Disease, Cell
Biology, Neuroscience)*



BSBS – *Excellence* in Undergraduate Education

- FTIC first year retention above UCF average and increasing over time (BOG metric)
- BSBS implements both Restricted Access and a Lack of Progress policy yet maintains a strong number of graduates, retention of FTIC students

YEAR	COM FTIC 1 st year Retention	UCF FTIC 1 st year Retention	COM BS Degrees Awarded
2016-17	89.5%	89.6%	396
2017-18	93.2%	90.4%	370
2018-19	92.0%	91.5%	485
2019-20	94.7%	92.2%	493
2020-21	92.0%	91.9%	586
2021-22	94.7%	93.0%	546

BSBS Undergraduate Advising Updates and Initiatives

- **Restructured Academic Advising at the Undergraduate Level**
 - New director hired, created assistant director position, hired 3 new academic advisors
 - Implemented cohort-based advising model
 - Developed Advising Student Leadership Council
 - Increased student appointments by 158% from 2021 to 2022
- **New Events and Initiatives**
 - COM Kick-Off (8/31/22): Approximately 275 students attended
 - College of Medicine Transfer Student Success Week (10/17-21/22)
 - Launched online academic advising resources:
 - ❖ Required academic probation Webcourses
 - ❖ Online class schedule submission and feedback form
 - ❖ Intent to Graduate withdrawal request



BSBS Undergraduates Recognized for Achievements and Outcomes

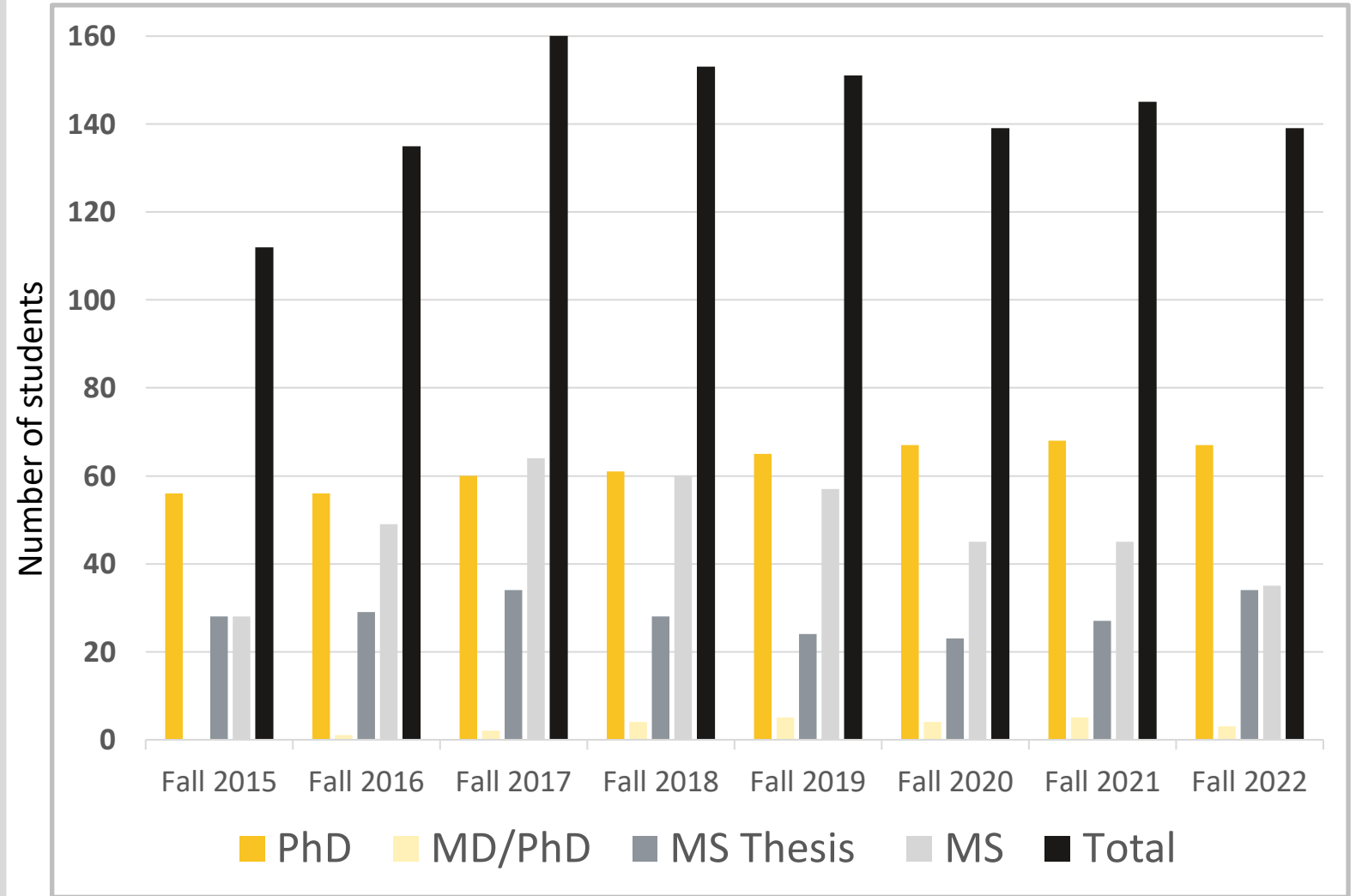
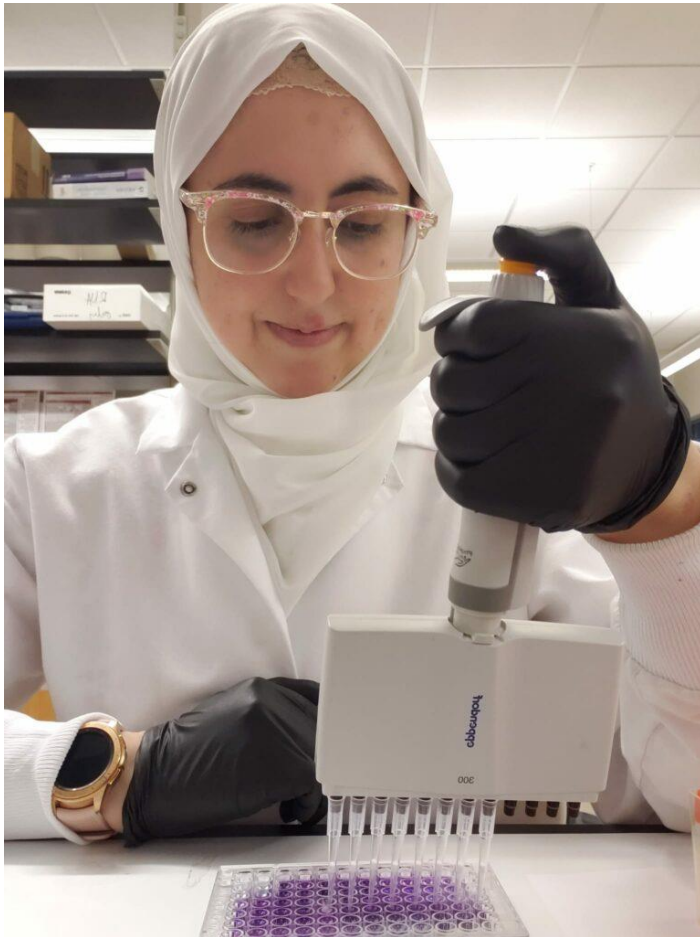
- COM undergraduates represent, on average, 20% of all undergraduate winners of the prestigious Order of Pegasus since its inception in 2001 (BSBS undergraduates < 5% of overall student population)
- BSBS undergraduates regularly awarded prestigious Scholarships (e.g., Astronaut Scholar, Goldwater Scholar)
- Majority (>60%) of all UCF graduates that matriculate to M.D. programs are BSBS graduates

Medical Laboratory Sciences

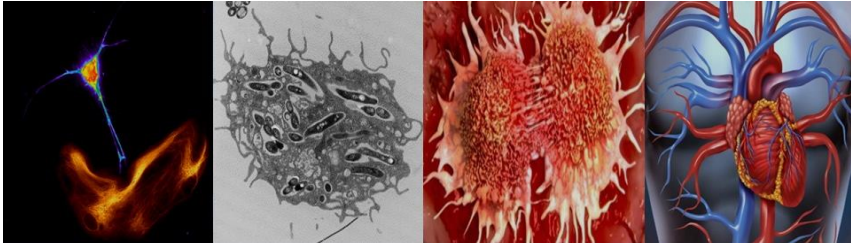
- This BSBS undergraduate program trains scientists who work in hospital and research labs
- 100% job placement rate
- Students score significantly higher than national average on licensing exams

Graduating Class of:		2018		2019		2020	
Total Graduates		20		29		26	
Prof Phase Graduation Rate:		100%		100%		97%	
Job Placement Rate*		100%		100%		100%	
		UCF	National	UCF	National	UCF	National
ASCP-BOC Pass Rate**		100%	81%	93%	82%	89%	79%
Mean Scaled Score (1st attempts)		613	516	510	505	466	496
ASCP Sub Category Scores							
	Blood Bank	524	499	493	508	438	494
	UA/Body Fluids	631	512	494	500	407	486
	Chemistry	652	529	522	508	495	493
	Hematology	653	524	557	506	493	500
	Immunology	541	483	509	482	527	474
	Microbiology	663	520	500	502	455	490
	Lab Operations	602	520	471	503	468	492
Graduating Class of:		2021		2022			
Total Graduates		29		25			
Prof Phase Graduation Rate:		97%		100			
Job Placement Rate*		100%		100			
		UCF	National	UCF	National		
ASCP-BOC Pass Rate**		86%	76%	95%	80%		
Mean Scaled Score (1st attempts)		467	478	497	475		
ASCP Sub Category Scores							
	Blood Bank	442	482	497	487		
	UA/Body Fluids	440	473	484	471		
	Chemistry	516	479	549	473		
	Hematology	506	481	523	477		
	Immunology	483	461	517	471		
	Microbiology	426	471	433	472		
	Lab Operations	458	480	490	477		
*For those seeking employment and not lost to follow-up							
**Within one year of graduation							

BSBS Graduate Programs Enrollment



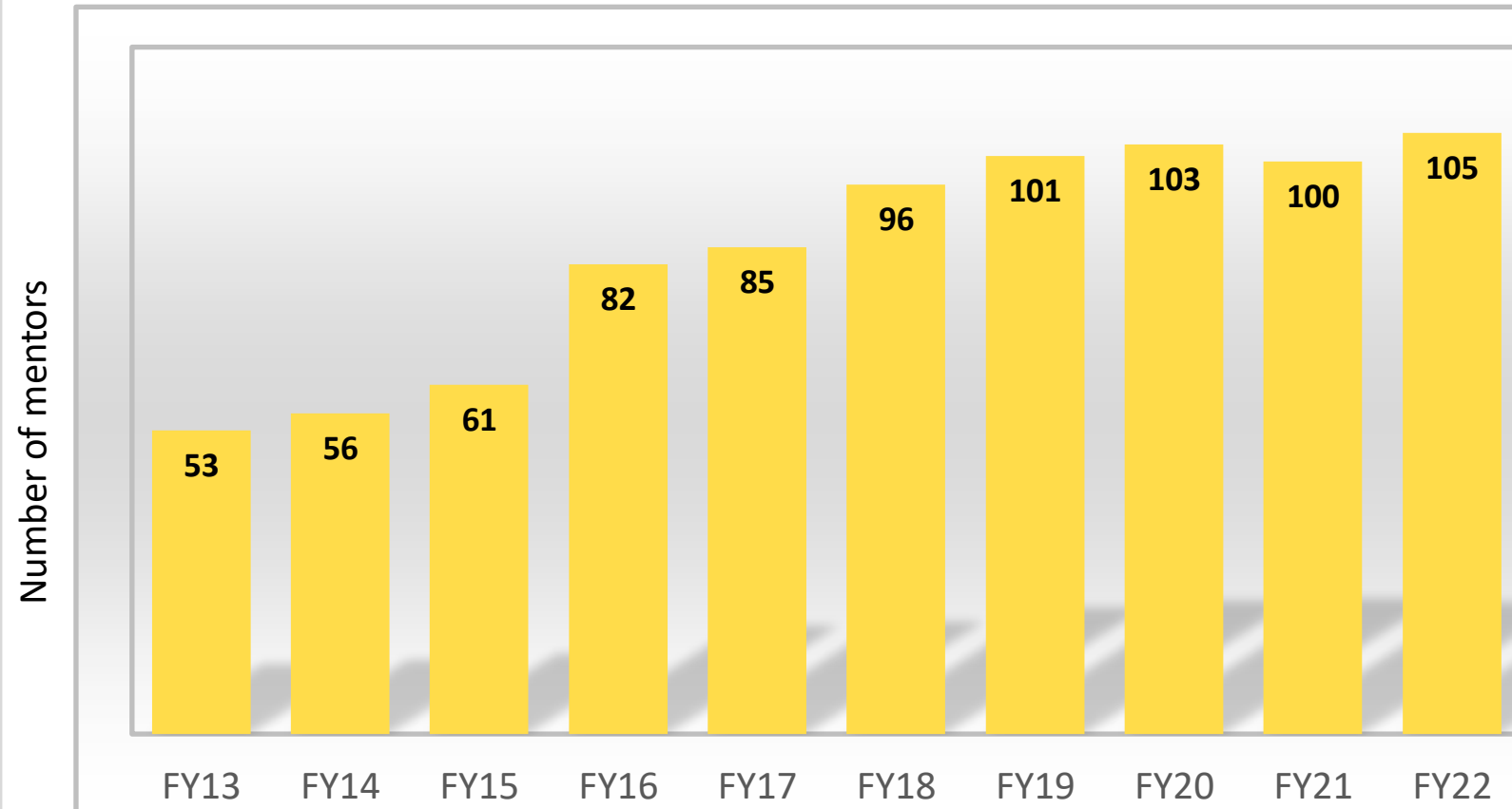
Biomedical Sciences Graduate Program Highlights



- Biomedical Sciences graduate program is now the top diverse graduate program at UCF; mentored by >100 program faculty with diverse affiliations from most UCF college, UCF Health, and beyond
- The program curricula is based on critical thinking and data analysis based on big data mining, metagenomics, wet lab basic, clinical, and translational research
- Program fully integrated with the MD/PhD and FIRE research module
- High reputation of the program has attracted many competitive fellowships and scholarships which resulted in recruitment of top students; including multiple Order of Pegasus awards and UCF Trustees, Graduate Dean, COM Dean, ORC, Fulbright, and McKnight fellowships
- Faculty are successful in funding; students are published in the most prestigious reputable journals, and our graduates are recruited and placed in top institutions in academia and the industry

Interdisciplinary Mentors

- Number of interdisciplinary mentors on Biomedical Science graduate faculty has grown steadily
- Includes advisors from COM (BSBS, Internal Medicine, Medical Education), Engineering, Biology, Chemistry, Nanoscience, Nemours, Orlando Health, Advent Health



M.D. Program

- With spring commencement, COM has produced 587 physicians in past five years and 1,079 since inception
- 2022 marked the college's 10th graduating class
- UCF M.D. students score above the national average in all areas of performance





M.D. Program Unique Nationally with its Research Focus

- All medical students are engaged in scholarly activity through a two-year research module that instills in them a “spirit of inquiry,” creates new medical knowledge and supplies a workforce to aid faculty in scientific discovery

Year	Number of medical students with external publications and presentations
2018	45
2019	65
2020	93
2021	116
2022	147



Select M.D. Student Research Awards

- 2018 – Four students receive Health Sciences Fellowship Awards from the American Heart Association for their original research on cardiac disease
- 2019 – Three students take first place in the Florida Blue Health Innovation Pitch Competition for their software to better manage patient records
- 2021 – First UCF student to receive National Research Science Award (F30 Fellowship) for work on colorectal cancer
- 2021 – National American College of Physicians Internal Medicine – winning clinical research project on the effectiveness of N95 respirators versus surgical masks in reducing viral respiratory illness among health care workers
- 2022 – Gold Student Summer Fellows award from the Arnold P. Gold Foundation for student research on service projects that magnify humanism in healthcare and help address health inequities

UCF M.D. Curriculum Adapts to Changing Healthcare Trends



- Re-accredited in 2018
- Select curricular additions:
 - ❖ Telemedicine
Pediatric telehealth rotation at Nemours helps triage patient care issues, extends long-standing tradition of “on-call” pediatric services
Tele-Urgent Care at Orlando VA Medical Center has students fielding issues from veterans across VA Service Region 8
 - ❖ Culinary Medicine
Major focus on food as medicine with special attention to diets for diabetes, hypertensive and renal patients, pediatrics and pregnancy
Run as a partnership between UCF Health and Rosen College faculty
Includes experiences in foot services at Orlando VA Medical Center, Orange County Public Schools, Advent Health
 - ❖ Business of Medicine
Provides immersive experience for learners on how to run their own clinic while working with a physician owner of a clinic
Covers billing, coding, insurance payments, and all aspects of the business side of medicine

National Recognition of Clinical Curriculum

- UCF COM was selected as one of 10 medical schools for the first Clinical Reasoning Creative Community grant by the National Board of Medical Examiners in 2022
- This community of medical schools collaborating to create new systems to teach, measure clinical reasoning skills in medical education



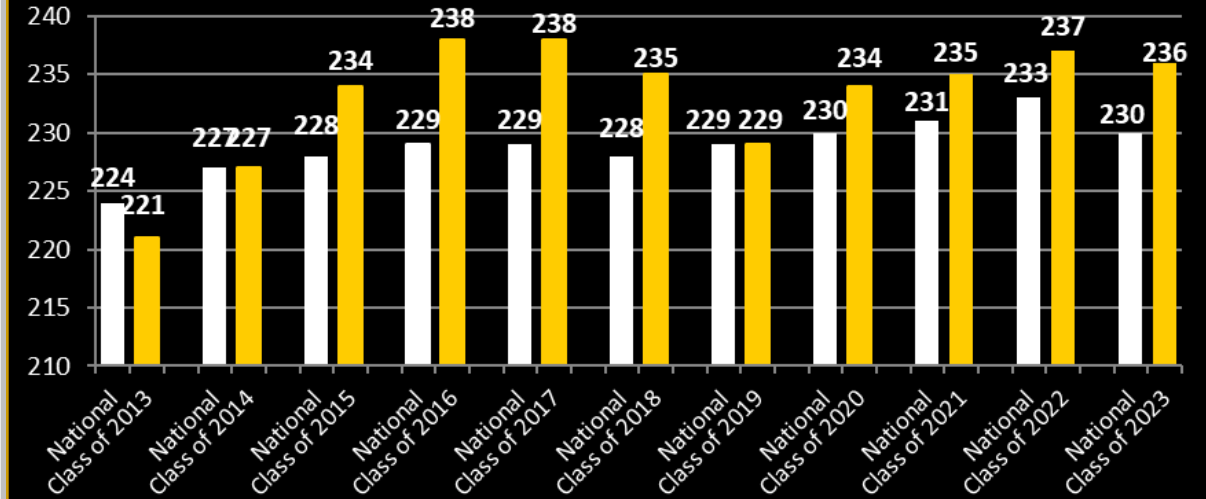
M.D. Program Students' Performance

- Exams are required for residencies and medical licensure
- UCF COM students consistently perform above the national mean on the United States Medical Licensing Examination (USMLE) Step 1 and Step 2 Exams

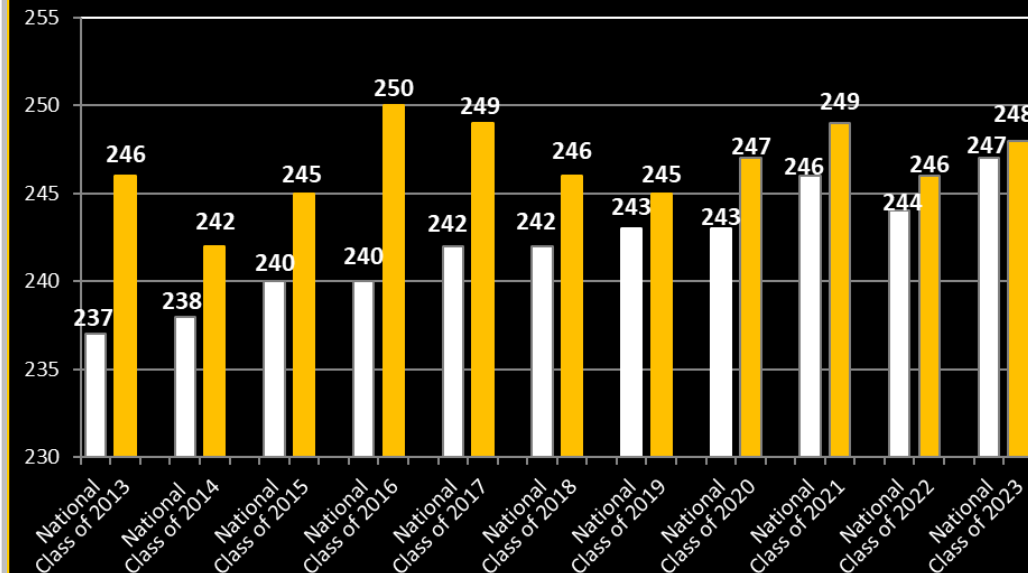
Denotes
national
scores

Denotes UCF
medical
student
scores for
each class

Average Step 1 Scores



Average Step 2 CK Scores



Match Results



University of Central Florida

- 571 graduates have matched into competitive residencies in the past 5 years (32% in FL)
- Average match rate in the past five years: 98.5%
- Highest number of UCF COM MD graduates matched in the following specialties in the last five years: Internal Medicine, Emergency Medicine, Orthopedic Surgery, Pediatrics, Psychiatry, Radiology, Surgery
- In 2022, 16 UCF students matched into UCF-HCA residencies – the most ever; they were among the 200 M.D. graduates who chose UCF-HCA programs for their residency training
- Graduates are returning to Medical City and are engaging with UCF COM and Lake Nona Health Sciences Campus affiliates:
 - ❖ Dr. Laura Chilcutt (M.D. '19) is on staff at Nemours and is medical director of the Nemours Children's Health Mobile Clinic.
 - ❖ Dr. Elona Rrapo-Kaso (M.D.'13) is leading the advanced cardiac imaging program at the Orlando VA Medical Center
 - ❖ Drs. Christopher Cooper (M.D.'14) and Giselle Castaneira (M.D.'16) are hospitalists at UCF Lake Nona Hospital, the university's teaching hospital



UCF Ranked Top Nationally for Dermatology Match

- In 2021, College of Medicine ranked 13th in US for students matching into dermatology residencies
- UCF tied with Stanford for number of students – proportional to class size – who matched into dermatology, one of nation's most competitive specialties
- UCF selection was especially impressive, the study noted, because it did not have its own dermatology residency at that time
- From 2017-2020, the years studied, 17 UCF medical students matched into residency programs at hospitals including UC Irvine Medical Center, Mayo Clinic and Boston University Medical Center

Source: Journal of the American Academy of Dermatology, 2021

Career Advising and Personal Counseling for M.D. Students



- 2022 – Careers Curriculum Development – career advising online program providing just-in-time information on residency application process. Several modules have been recognized nationally and incorporated into AAMC Careers in Medicine website, utilized by all medical schools in the U.S. and Canada
- 2021 – Medical school's Office of Counseling and Wellness expands services with hiring of additional mental health counselor
- 2018 – Peer Supporters become official student group, trained in health-promoting behaviors, guided meditation and mindfulness, suicide prevention, active listening. Students mentor each other, have drop-in hours to support peers



Impact of M.D. Student Organizations

- 4 undergraduate pre-health clubs work with UCF COM admissions to organize the state's largest pre-health forum, a meeting where medical programs and applicants interact.
- Nearly 480 applicants from across Florida participate in this annual event, recognized as the largest medical symposium in the state.
- Annual Global Health Conference sponsored by MedPACT (Medical Students Providing Across Continents), brings around 200 participants from across Florida for discussion on global health topics such as maternal and child health and disaster medicine.
- Before COVID and Zika outbreaks, MedPACT held medical mission trips from 2017 – 2019 to Peru, providing care, surgical and dental services to isolated rural areas.

Serving Those in Need



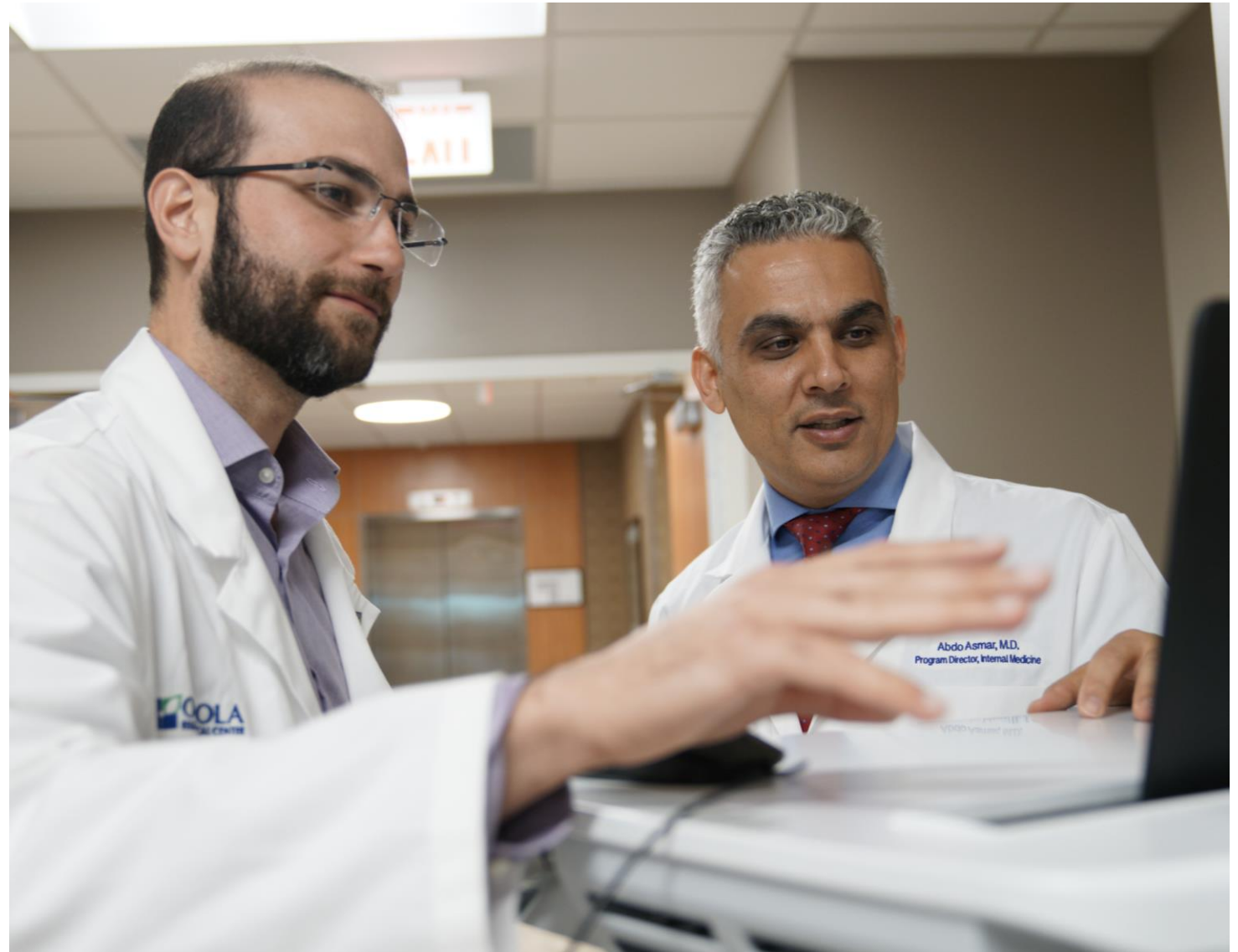
Service learning is a key component of the med school curriculum while improving the health of our community. COM programs include:

- KNIGHTS student-run free clinic at Grace Medical Home for Orlando's uninsured
- Apopka Farmworkers Clinic – providing care to farm workers from newborns to seniors
- Chapman Compassionate Care for the homeless Clinic – downtown Orlando
- SHIELD – collaboration between IDEA-Orlando and UCF to deliver harm reduction services to those who inject drugs
- Nemours Mobile Pediatrics Clinic



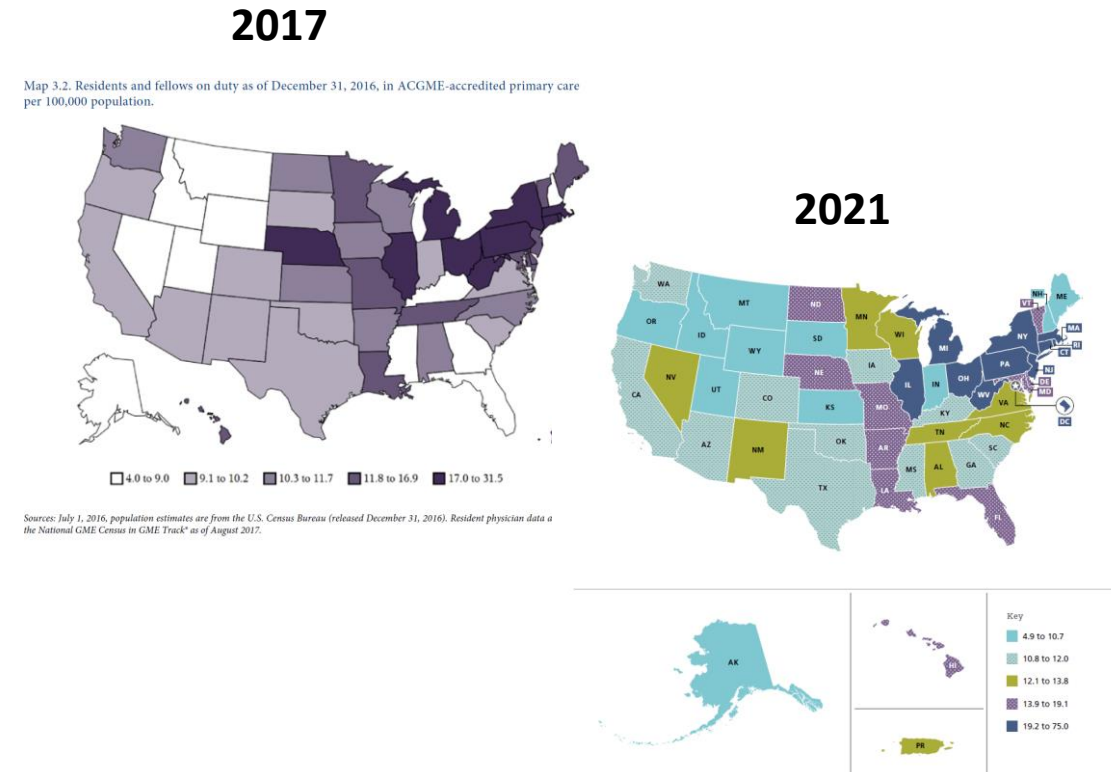
Residencies and Fellowships

- M.D. graduates cannot practice medicine without graduating from an accredited residency program
- Established in 2014, the mission of the UCF/HCA Florida Healthcare GME Consortium is to educate, train and inspire our trainees to become exemplary physicians who are focused on high quality patient-centered healthcare within a framework that meets or exceeds accreditation requirements
- UCF has one of the fastest growing graduate medical education programs in Florida.



With These Programs, UCF is Helping to Address Florida's Physician Shortage

- From 2006 to 2016, Florida increased the number of GME positions offered in the state by **50.5%**.
- From 2010 to 2020, Florida increased the number of GME positions offered in the state by **107.7%**, more than doubling the previous growth percentage
- From 2017 to 2021, the State of Florida increased in rank for number of Primary Care programs from 41st to 20th in the country (primary care per 100,000 per capita)





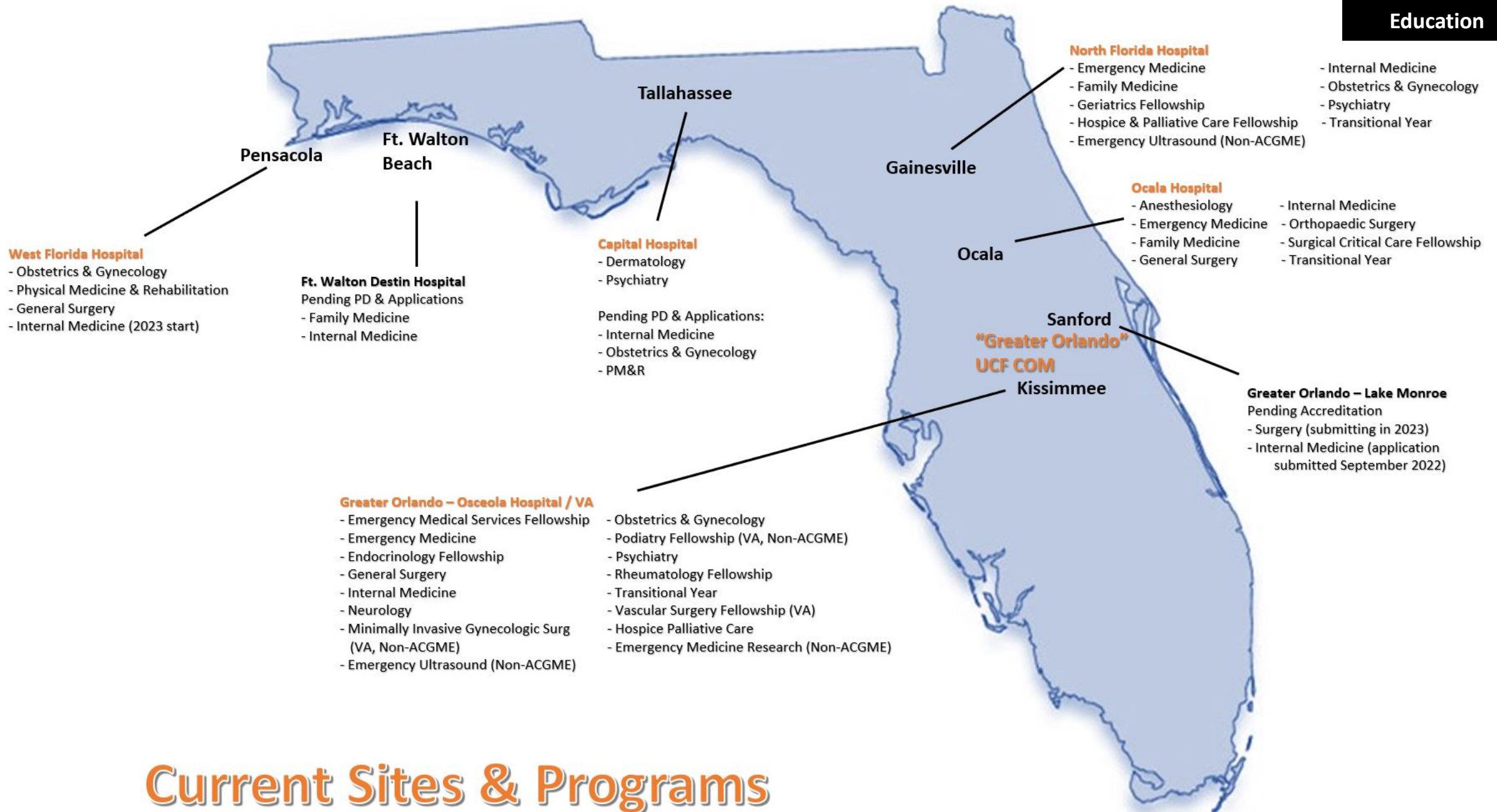
Core Residency Programs

- Emergency Medicine: 3 programs, 66 residents
- Family Medicine: 2 programs, 42 residents
- Internal Medicine: 4 programs, 210 residents
- Neurology: 1 program, 16 residents
- Obstetrics and Gynecology: 3 programs, 40 residents
- Orthopedic Surgery: 1 program, 15 residents
- Psychiatry: 3 programs, 80 residents
- Anesthesiology: 1 program, 27 residents
- Surgery: 3 programs, 54 residents
- Transitional (1 year program): 3 programs, 40 residents
- Physical Medicine and Rehabilitation: 1 program, 12 residents
- Dermatology: 1 program, 6 residents



Fellowship Programs

- Endocrinology: 1 fellowship, 4 fellows
- Geriatrics: 1 fellowship, 2 fellows
- Rheumatology: 1 fellowship, 4 fellows
- Hospice and Palliative Care: 2 fellowships, 4 fellows
- Surgical Critical Care: 1 fellowship, 2 fellows
- Vascular Surgery: 1 fellowship, 2 fellows
- Emergency Medical Services: 1 fellowship, 2 fellows



Current Sites & Programs

Up to date as of 2 February 2023

CONFIDENTIAL – Contains proprietary information. Not intended for external distribution.



UNIVERSITY OF CENTRAL FLORIDA

**College of
Medicine**

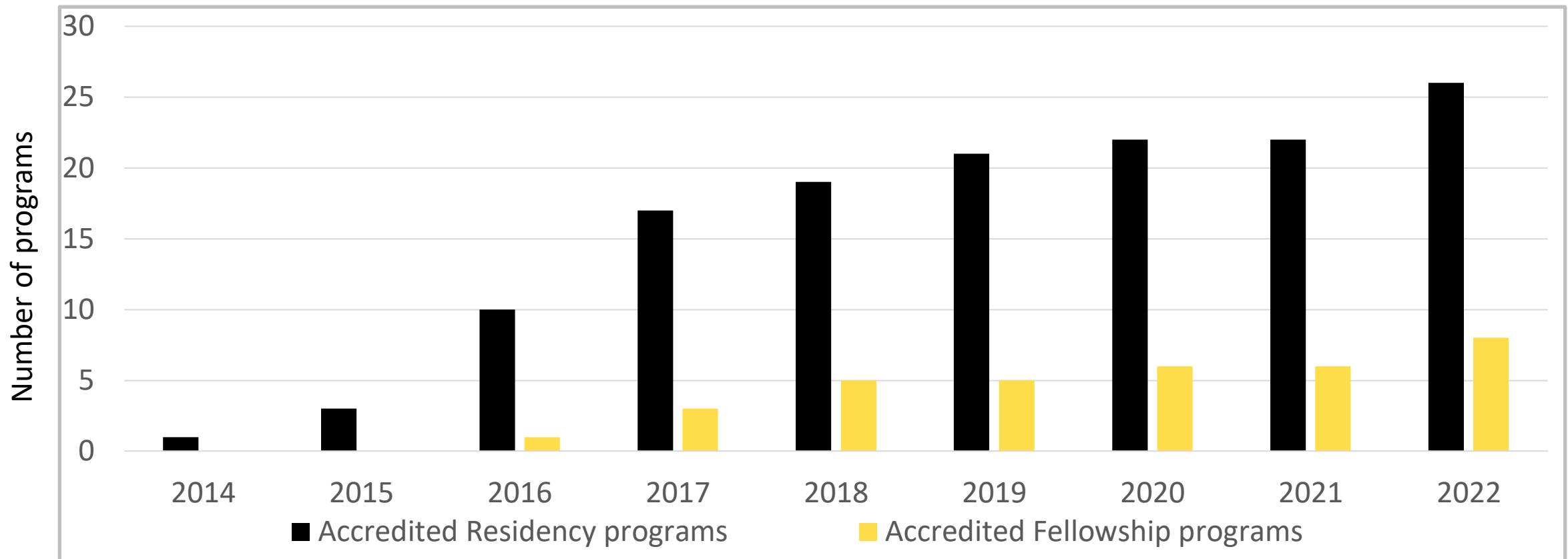




Development Plan 2023-2025

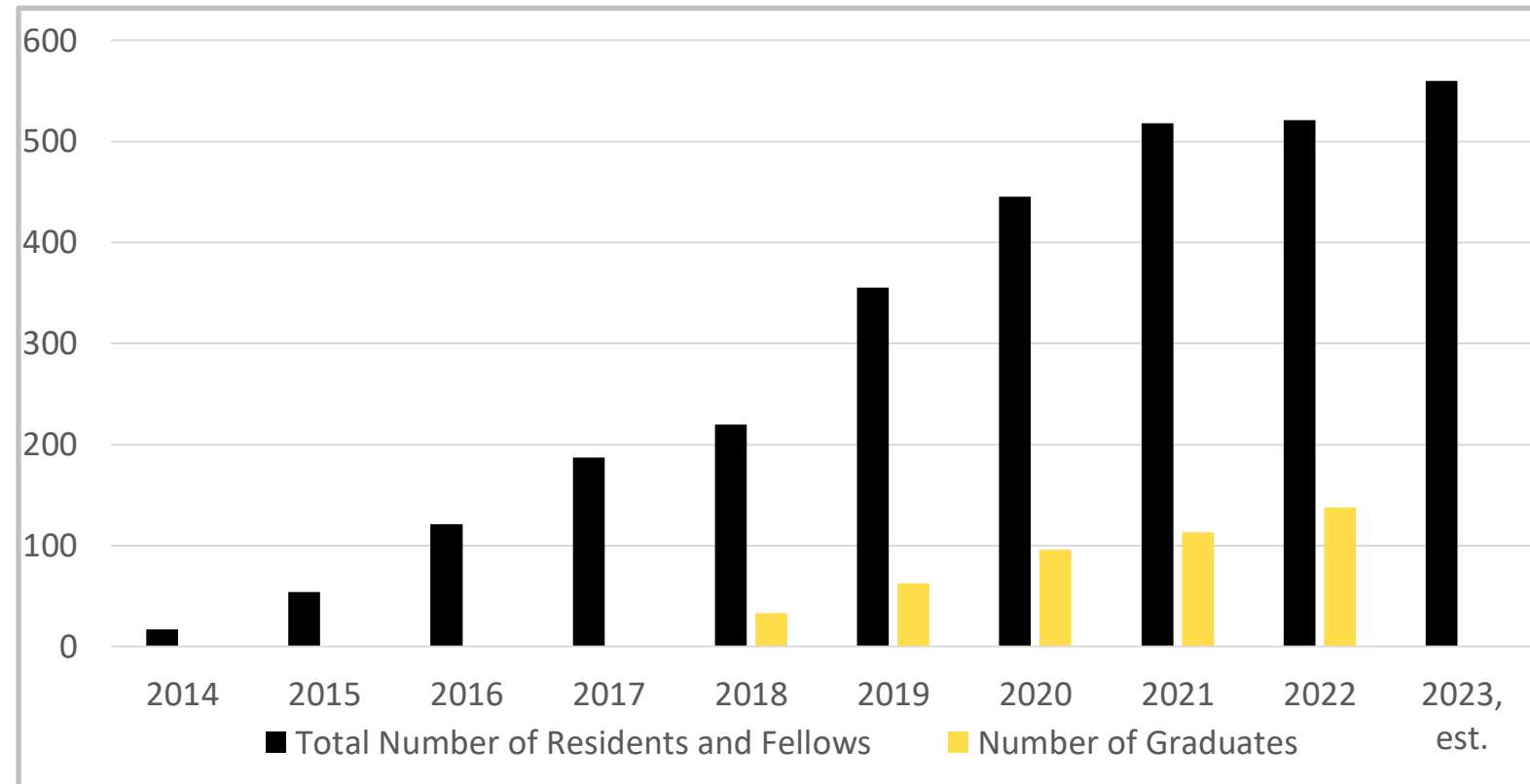
- 19 Potential New Programs
- 60 Total Programs
- 1 New Statutory Teaching Hospital

UCF/HCA Healthcare GME Program Growth



Number of Residents/ Fellows and Graduates

- In 2016, Florida had more UME than GME positions in state (net exporter)
- By 2020, Florida had more GME than UME positions in state (net importer) which helps address the physician shortage in Florida as residents typically remain in the state of their residency program to practice



GME Scholarly Activity

- Number of scholarly outputs from our GME programs over the past 2 calendar years

Scholarly Activity	2021	2022
Pubmed Publications	91	123
Non Pubmed Publications	41	51
Conference Presentations	97	68
Other Presentations	1	55
Book Chapters	1	3
TOTAL	231	300

Examples of GME Scholarly Activity

Diabetes and COVID-19: Identifying Diabetes-Related Predictors of Severe Infection

Samarth Virmani MBBS^{1,2}, Jorge Esteban Mosquera MD^{1,2}, Kanya Rajagopalan MD^{1,2}, Alejandro Ruiz MD^{1,2}, Mustafa Kinaan MD^{1,2}

¹ University of Central Florida HCA Healthcare GME, Greater Orlando, FL, USA
² Department of Internal Medicine, University of Central Florida College of Medicine, Orlando, FL, USA

This research was supported (in whole or in part) by HCA Healthcare and/or an HCA Healthcare affiliated entity. The views expressed in this publication represent those of the author(s) and do not necessarily represent the official views of HCA Healthcare or any of its affiliated entities.

HCA Healthcare

Three Generations of Loeys-Dietz Syndrome Possibly Associated with Cerebral Aneurysms

Ali Ammar MD¹, John D'Angelo MS⁴, Zachary Kustin PA-C¹, Alexander Kong MD¹, Josselin Vachon MD¹, Adam Waldman MD^{1,2}

1. Orlando Health Heart Institute, Orlando, FL
2. University of Central Florida College of Medicine, Orlando, FL
3. University of Central Florida College of Medicine-HCA Healthcare GME, Orlando, FL
4. OSCEOLA REGIONAL MEDICAL CENTER

BACKGROUND

Loeys-Dietz Syndrome (LDS) is a rare connective tissue disorder.

- Autosomal dominant inheritance; 75% cases de novo mutations.
- Genetic mutations in transforming growth factor β (TGF- β) signaling: TGFBR1, TGFBR2, TGFBI, TGFBI2, SMAD2 and SMAD3.
- More severe manifestations associated with mutations in TGFBR1 and TGFBR2.

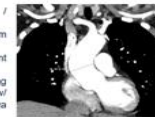
Clinical manifestations:

- Vascular: aneurysms or dissections of the thoracic aorta, abdominal aorta, and cerebral vessels
- Skeletal: pectus excavatum, pectus carinatum, scoliosis, craniofacial dysmorphic features (hypertelorism, bifid uvula, craniosynostosis)
- Skin: easy bruising and translucent skin

CASE 1 "The Mother"

A 53-year-old woman presented for cardiac evaluation due to a significant family history of abdominal aortic aneurysms in her father, grandmother and first cousins.

- Physical Examination: 1.75m / 88.9kg, abnormally long fingers
- CT angiography: dilated 4.2cm aortic root
- Genetic testing: c.934 G>A variant in the TGFBR1 gene
- Management: Aortic-valve sparing surgical aortic root replacement w/ David type 30 Gelweave Valsalva graft



HCA Healthcare **UNIVERSITY OF CENTRAL FLORIDA** **OSCEOLA REGIONAL MEDICAL CENTER** **ORLANDO HEALTH**

Mutations in TGF-B signaling result in large vessel aneurysms at high risk of rupture or dissection

Autosomal dominant inheritance; 75% cases de novo mutations

A family history may be the only clue

Genetic testing is needed to confirm the diagnosis



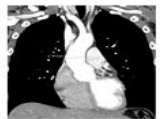
For more information, scan the QR code, email alexander.kong@hca.com or visit hca.com

ACC22

CASE 2 "The Son"

22-year-old son with no past medical history

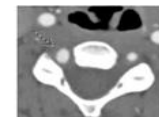
- Physical Examination: 1.83m / 88.0Kg, unremarkable exam
- CT angiography: aortic root diameter 3.8 cm
- Genetic testing: mutation in the TGFBR1 gene
- Management: losartan 25mg + metoprolol succinate 25mg
- Monitoring with chest CT angiography every six months



CASE 3 "The Sister"

43-year-old sister with history of mitral valve prolapse, atrial septal aneurysm, neurocardiogenic syncope, femoral hernia repair and multiple fracture repair

- Physical Examination: 1.80m / 82.6Kg, flattened malar bones, arachnodactyly and hyperextensible skin
- CT angiography: dilated aortic root 4.4cm and a focal 4.6mm aneurysm of the V2 segment of the right vertebral artery, with tortuosity of the bilateral proximal internal carotids, distal vertebral and basilar arteries



- Genetic testing: c.934 G>A mutation in the TGFBR1 gene (identical to sister)
- Management: losartan 25mg – no BB due to baseline bradycardia
- Successful surgical aortic valve repair and is being monitored for her vertebral aneurysm

CONCLUSION

- A family history may be the only reason for consultation in asymptomatic patients with LDS at high risk for aortic or cerebral aneurysm rupture
- Genetic testing is essential to confirm the diagnosis of LDS and differentiate it from Marfan's and Ehlers-Danlos syndromes
- Variant identification can allow for prompt evaluation of affected family members
- Size-based indications (4.0 to 4.5cm for LDS) exist for elective surgical repair of these genetically mediated aortic aneurysms

DISCLOSURE INFORMATION

This research was supported (in whole or in part) by HCA Healthcare and/or an HCA Healthcare affiliated entity. The views expressed in this publication represent those of the author(s) and do not necessarily represent the official views of HCA Healthcare or any of its affiliated entities. Authors have no disclosures.

Highlights from First Residency Program (Internal Medicine)



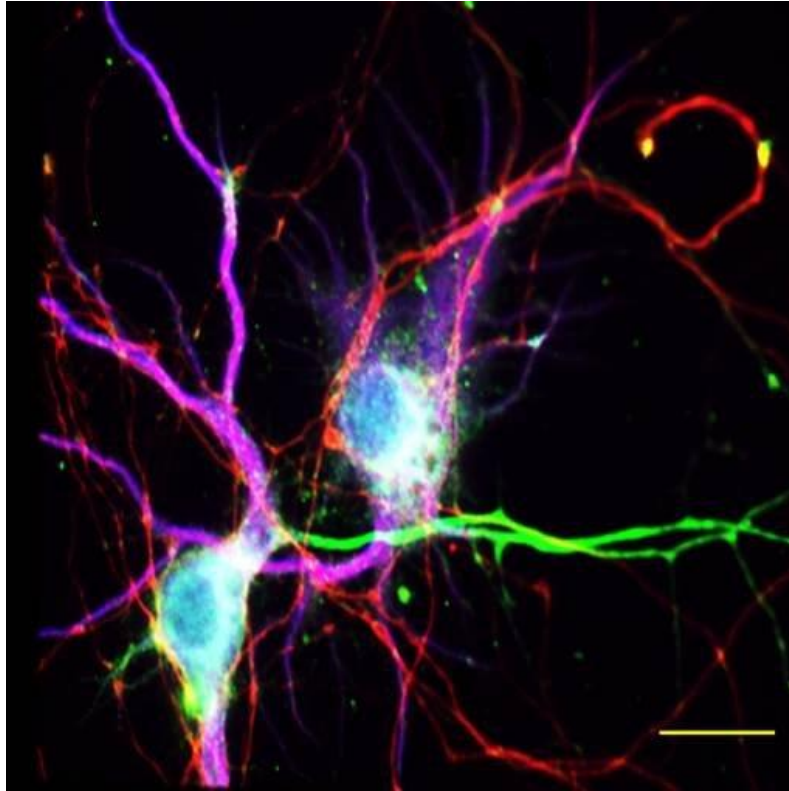
- Began in 2014 in partnership with HCA Florida Osceola Hospital, Orlando VA
- 136 residents have graduated since 2017 – over a third now practice in Florida
- 97% pass rate on boards
- Has produced six new faculty members for program, three in leadership positions
- Graduates earned competitive fellowships at locations including Mayo Clinic, Johns Hopkins
- Inaugural resident Dr. Mustafa Kinaan became chief resident at VA, entered UCF Endocrinology Fellowship and is now program director of that program

COM's Education Contributes to *Unleashing Potential*

UCF Strategic Plan Student Success and Well-Being	COM	UCF Strategic Plan Discovery and Exploration	COM	UCF Strategic Plan Community and Culture	COM	UCF Strategic Plan Innovation and Sustainability	COM
Accelerate undergraduate progression and graduation; reduce interferences that cause hardship or delay	X	Increase UCF's focus on research by supporting basic, applied, clinical, and translational research activities	X	Become an employer of choice by recruiting, retaining, and developing the best talent and strengthening our culture of inclusion, collaboration, and engagement	X	Diversify the university's revenue and resource base to reduce financial vulnerability and provide flexible funds for strategic investment	
FTIC Freshman Retention Rate: 93%	X	Research & Development Expenditures: \$350M/year		National Academy Members: 10		Annual Fundraising: \$100	X
FTIC 4-year Graduation Rate: 65%	X	Number of Patents Awarded Annually: 55		Faculty, Staff, and Student Satisfaction: 80%	X	Endowment Value: \$350M	
FTIC 6-year Graduation Rate: 78%	X	Extend the impact, application, and commercialization of knowledge		Community Engagement: Carnegie Classification	X	Institutionalize campus sustainability with a focus on service excellence	
FTIC Pell Recipient 6-year Graduation Rate: 76%	X	Licenses and Options Executed Annually: 36		Establish life-long connections with our community through athletic and alumni engagement activities	X	STARS* Rating: Gold	
AA FCS 2-year Graduation Rate: 50%	X	Number of Start-up Companies Created Annually: 6		Alumni Participation Rate: 9%	X	Enhance UCF's brand and national reputation	X
Enrich the student learning experience for the development of career and cultural competencies	X	Recruit and retain highly qualified faculty, post-doctoral appointees, and doctoral students to increase academic outcomes and support our research activity	X	Establish comprehensive partnerships that integrate education, research, the arts, service, workforce development, and philanthropic engagement	X	USNWR Peer Evaluation Rating**: 3.3	X
Percentage of Undergraduate Students With at Least One High-Impact Practice (HIP) by Graduation: 100%	X	Faculty FTE*: 2,100	X	Pegasus Partnerships: 5	X		
Undergraduate Class Size Index Rank*: 275%	X	Post-doctoral Appointees: 225	X				
Percent of Graduates Enrolled or Employed: 70%	X						
Provide financially accessible educational experiences	X						
Percentage of Students Who Graduate Without Federal Student Loan Debt: 60%	X						



RESEARCH

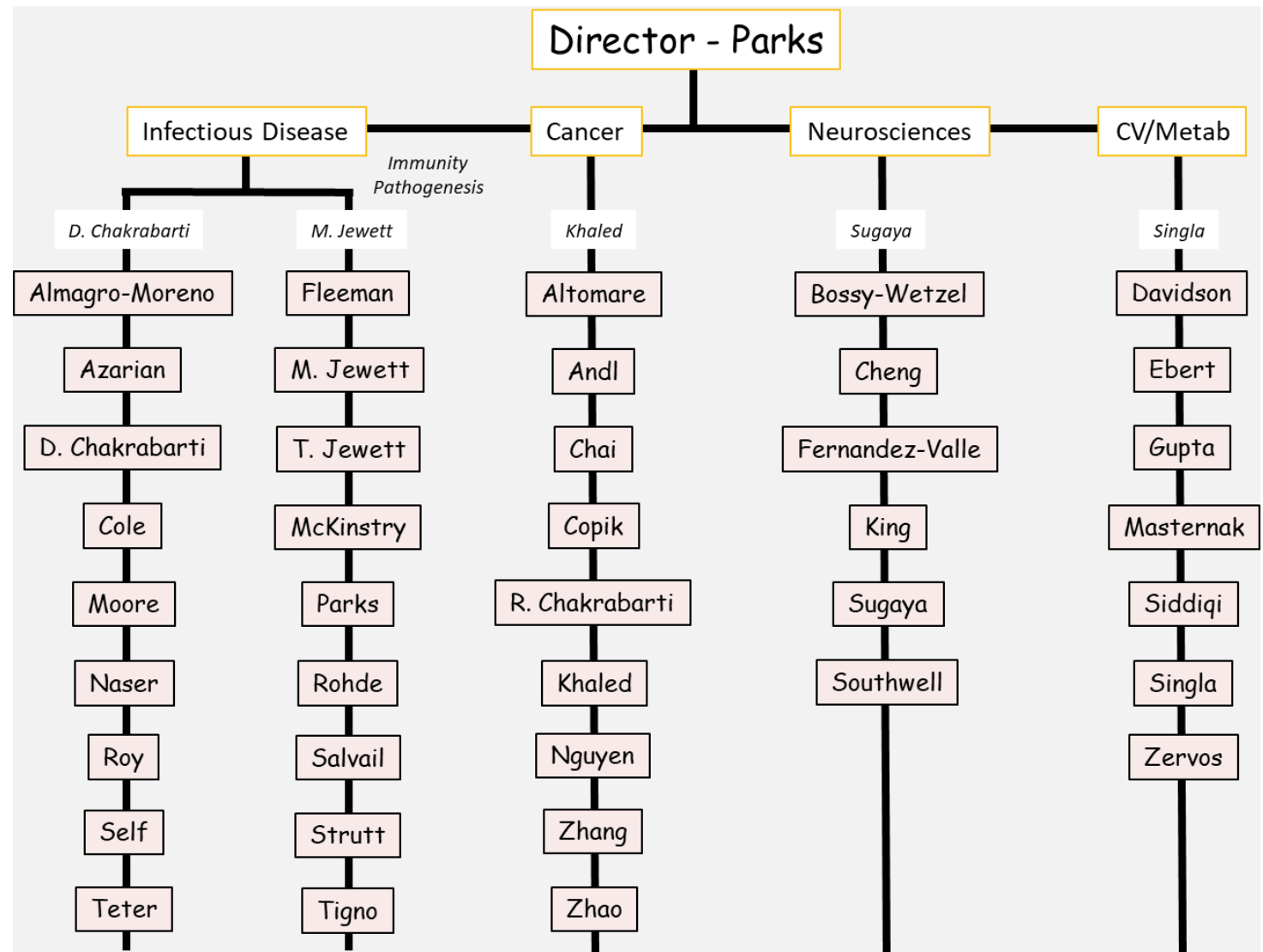


COM Research Portfolio

- Cancer
- Cardiovascular Disease
- Infectious Disease
- Neurodegenerative Disease
- Medical Simulation
- Population Health

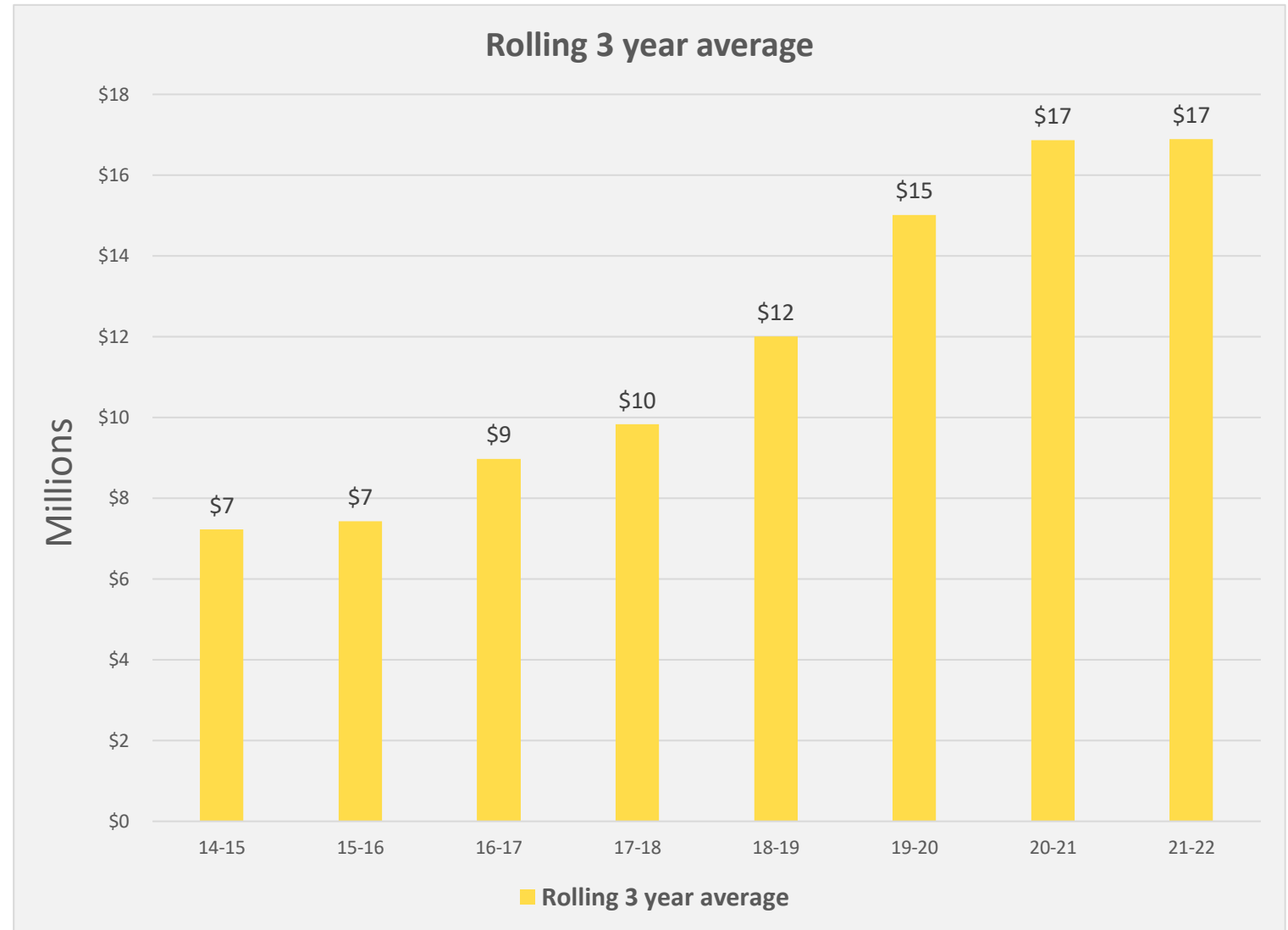
BSBS Research Divisions

- Created to optimize faculty research areas and create synergies



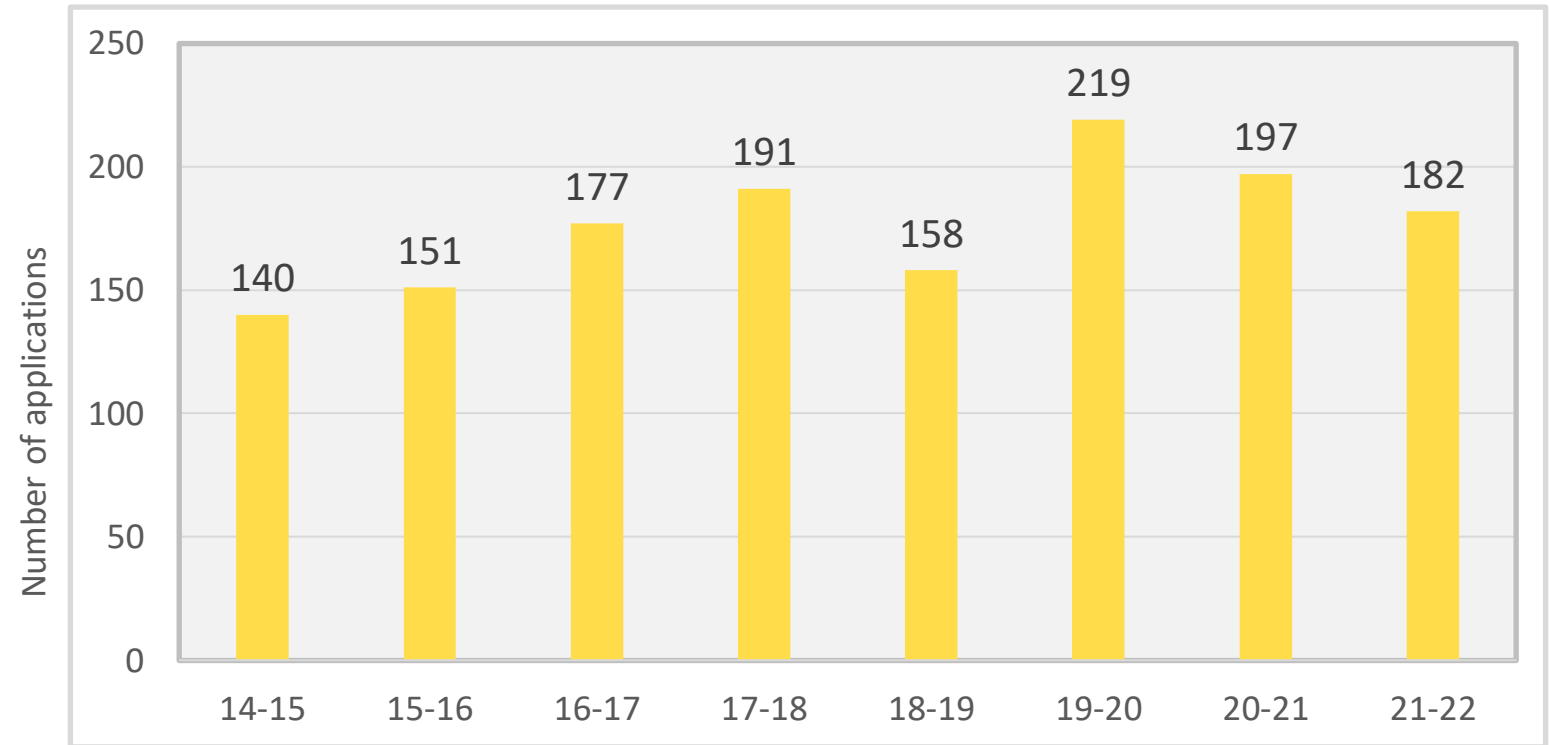
COM Research Awards

- Increase in awards from \$6.9M in FY 15 to \$15.6M in FY22
- Highest funding ever in COM: FY20 – \$20.1M

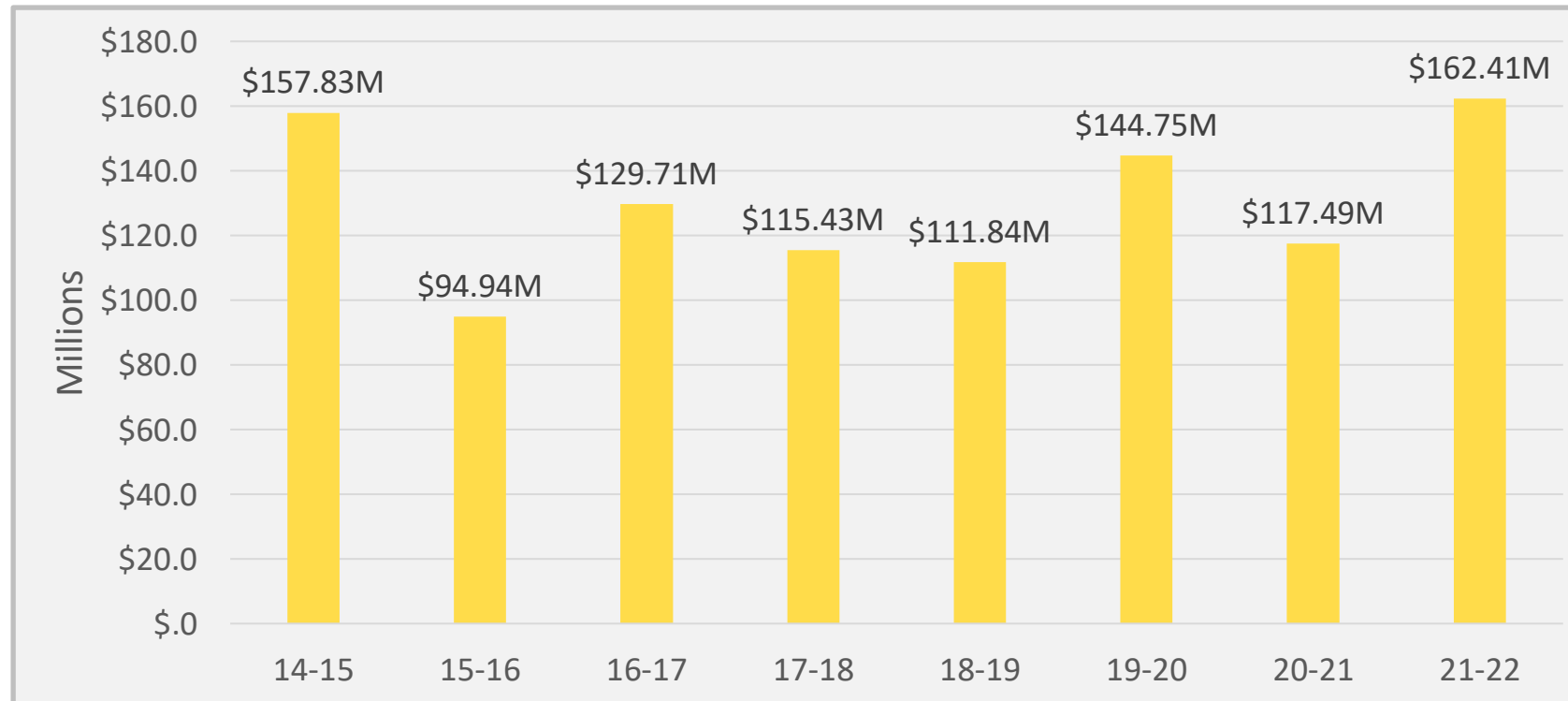


Extramural Grant Applications

- Number of COM extramural grant applications submitted



Total Dollars Requested on COM Extramural Grant Applications



COM Research

- COM research dollars proposed and awarded are among the highest per researcher at UCF

FY	Number of Active Researchers	Average \$ Awarded per Researcher	Ave Overall \$ Proposed per Researcher	Ave \$ Proposed on a Submission
18-19	61	\$ 255,154	\$ 1,833,518	\$ 707,877
19-20	65	\$ 308,634	\$ 2,226,885	\$ 660,947
20-21	70	\$ 213,862	\$ 1,678,406	\$ 596,388
21-22	65	\$ 240,688	\$ 2,498,684	\$ 938,431

Active researcher defined as “having current extramural funding or submitted application within last 2 years”

UCF Infectious Disease and Travel Health Initiative

- Recurring funding of \$1.5 million for 9 faculty recruitments
- One-time \$3 million in faculty start-up
- One time \$900,000 for ID research support (e.g., equipment)

Griff Parks, PhD
College of Medicine
Burnett School



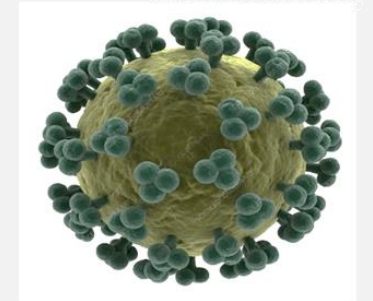
Tico Croes, PhD
Rosen College



Ken Alexander, MD-PhD
College of Medicine
Nemours



Eric Schrimshaw, PhD
College of Medicine
Population Health



<https://www.sciencephoto.com>

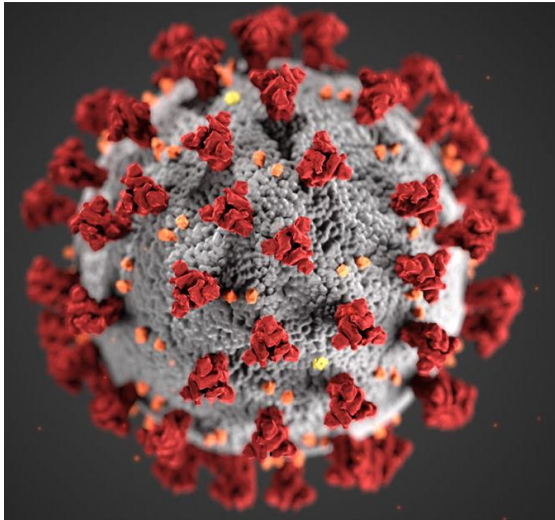
Department of Population Health Sciences

Created in 2018

- This department engages in research with big data and informatics, part of the infrastructure needed for a college of medicine and a research-focused university
- Faculty increased from **2** (tenure track) in 2018 to **7** (3 tenured, 4 tenure track) in 2022
- Grant funding grew from **\$0** in 2018 to **\$1,005,867** in 2022
- Peer-reviewed journal articles and chapters increased from **8** in 2018 to **30** in 2022
- The department has developed a framework for a Masters in Public Health degree that would meet accreditation standards of the Council on Education in Public Health (CEPH)
- COM led efforts to create a Population Health Collaborative Council, which includes over 20 representatives from many UCF colleges (COM, CON, CHPS, COS, CCIE); the council developed and launched initiatives in areas including digital health, cancer, community engagement and translational science

Population Health Faculty

- Leadership roles in public awareness of COVID-19, AIDS



- Orlando and Florida have some of the nation's highest rates of new HIV infections
- Population Health Sciences faculty are working to create and identify better ways to inform the public about HIV and provide increased preventative resources to at-risk populations
- Faculty played a key role in increasing public and media awareness about COVID-19 by supplying science-based information throughout the pandemic
- Their research is leading to a better understanding of the impact of COVID-19 on mental and physical health among underserved populations

COM Clinical Trials Unit Started in 2020



- A university needs a clinical trials infrastructure to conduct translational research
- 1 trial in 2020 → 24 trials in 2022
- 45 trials expected in 2023
- Researchers from Internal Medicine, Clinical Sciences, Population Health and Burnett School focus their clinical trials on:
 - ❖ Investigational drugs
 - ❖ Vaccines
 - ❖ Medical devices
 - ❖ Space medicine
 - ❖ Artificial intelligence
 - ❖ Biospecimens

COM's Research Contributes to *Unleashing Potential*

UCF Strategic Plan Student Success and Well-Being	COM	UCF Strategic Plan Discovery and Exploration	COM	UCF Strategic Plan Community and Culture	COM	UCF Strategic Plan Innovation and Sustainability	COM
Accelerate undergraduate progression and graduation; reduce interferences that cause hardship or delay		Increase UCF's focus on research by supporting basic, applied, clinical, and translational research activities	X	Become an employer of choice by recruiting, retaining, and developing the best talent and strengthening our culture of inclusion, collaboration, and engagement	X	Diversify the university's revenue and resource base to reduce financial vulnerability and provide flexible funds for strategic investment	X
FTIC Freshman Retention Rate: 93%		Research & Development Expenditures: \$350M/year	X	National Academy Members: 10		Annual Fundraising: \$100	
FTIC 4-year Graduation Rate: 65%		Number of Patents Awarded Annually: 55	X	Faculty, Staff, and Student Satisfaction: 80%	X	Endowment Value: \$350M	
FTIC 6-year Graduation Rate: 78%		Extend the impact, application, and commercialization of knowledge	X	Community Engagement: Carnegie Classification	X	Institutionalize campus sustainability with a focus on service excellence	
FTIC Pell Recipient 6-year Graduation Rate: 76%		Licenses and Options Executed Annually: 36	X	Establish life-long connections with our community through athletic and alumni engagement activities		STARS* Rating: Gold	
AA FCS 2-year Graduation Rate: 50%		Number of Start-up Companies Created Annually: 6	X	Alumni Participation Rate: 9%		Enhance UCF's brand and national reputation	X
Enrich the student learning experience for the development of career and cultural competencies	X	Recruit and retain highly qualified faculty, post-doctoral appointees, and doctoral students to increase academic outcomes and support our research activity	X	Establish comprehensive partnerships that integrate education, research, the arts, service, workforce development, and philanthropic engagement	X	USNWR Peer Evaluation Rating**: 3.3	X
Percentage of Undergraduate Students With at Least One High-Impact Practice (HIP) by Graduation: 100%	X	Faculty FTE*: 2,100	X	Pegasus Partnerships: 5	X		
Undergraduate Class Size Index Rank*: 275%		Post-doctoral Appointees: 225	X				
Percent of Graduates Enrolled or Employed: 70%	X						
Provide financially accessible educational experiences	X						
Percentage of Students Who Graduate Without Federal Student Loan Debt: 60%							



PATIENT CARE

About UCF Health

- COM faculty physicians provide primary and specialty care at two locations
- The clinics serve as an educational location for UCF medical students, residents and fellows
- UCF Health is also the site of COM's clinical trials research

Service Lines

- Internal Medicine
- Geriatrics
- Rheumatology
- Psychiatry
- Nephrology
- Physical medicine and rehabilitation (new)
- Ophthalmology
- Endocrinology
- Dermatology
- Cardiology
- General surgery

Multidisciplinary Collaborations

- Transgender Clinic
- Huntington Disease Clinic
- Spine program



UCF Health

- Contributes to all missions of the college
- Average patient satisfaction Scores: 4.93/5
- Patient net promotor score: 84/100
- Patient encounters have increased from 31,626 in 2018 to 40,051 in 2021
- Expanding current service lines and accepting all Medicaid payers (UCF Health essential provider of State of Florida)
- Education:
 - ❖ Fellowship programs
 - ❖ Year 3 (core clerkships) students – 70+
 - ❖ Year 4 students (electives for various specialties) – 50+
 - ❖ M1/M2 students (Community of Practice course) – 28+
- Clinical Trials: 24+ and growing



A Majority of UCF Medical Students Now Train at UCF Health

- UCF Health now provides clinical learning experiences during all four years of curriculum, including third-year clerkships in Internal Medicine and Surgery
- Students work with patients under the supervision of COM faculty physicians at both UCF Health locations
- Clinical electives in internal medicine, endocrinology, rheumatology, cardiology, lifestyle medicine, geriatrics, dermatology and culinary medicine
- Experience gets among the highest reviews from students



Interdisciplinary Huntington's Disease Clinic



- In 2022, UCF opened a new clinic to support Huntington's disease patients and their families
- The clinic and its sister site at the Advent Health Neuroscience Institute are a partner site to the Huntington's Disease Society of America Center of Excellence at the University of South Florida
- UCF's clinic offers multidisciplinary care from UCF College of Medicine neuroscientists, the UCF School of Social Work, and rehabilitation professions from the UCF College of Health Professions and Sciences

UCF Health

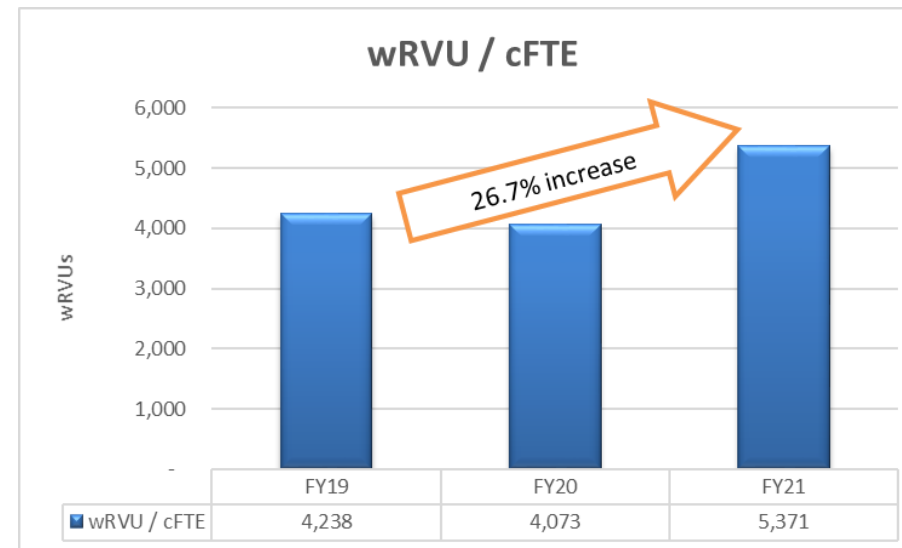
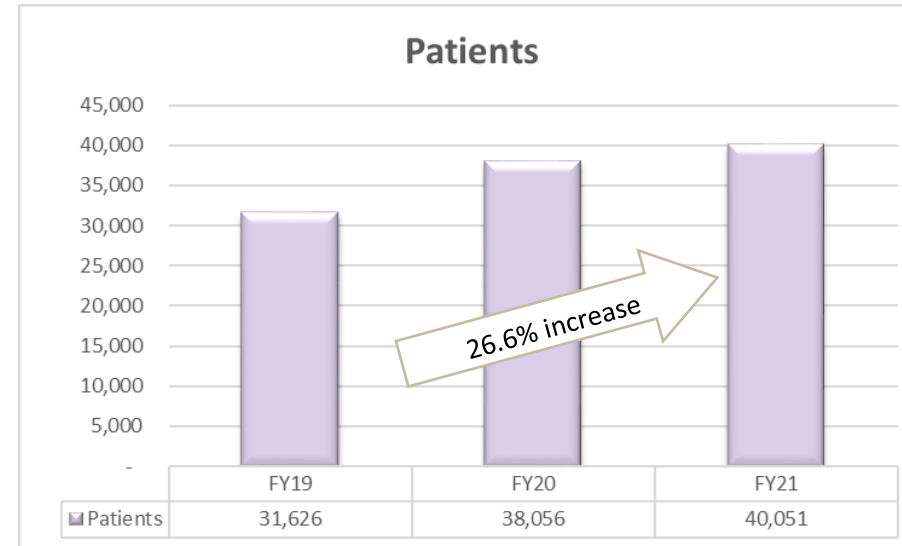
- Focus on financial stability



- Focused on core service lines – primary care, dermatology, ophthalmology, rheumatology, endocrinology
- Removed service lines that were not financially sustainable
- Established PEO for staffing – savings of \$400,000 a year while making operations consistent with other community medical practices
- Established infusion center for increased revenue potential and convenience of patients
- Began digital marketing to attract patients

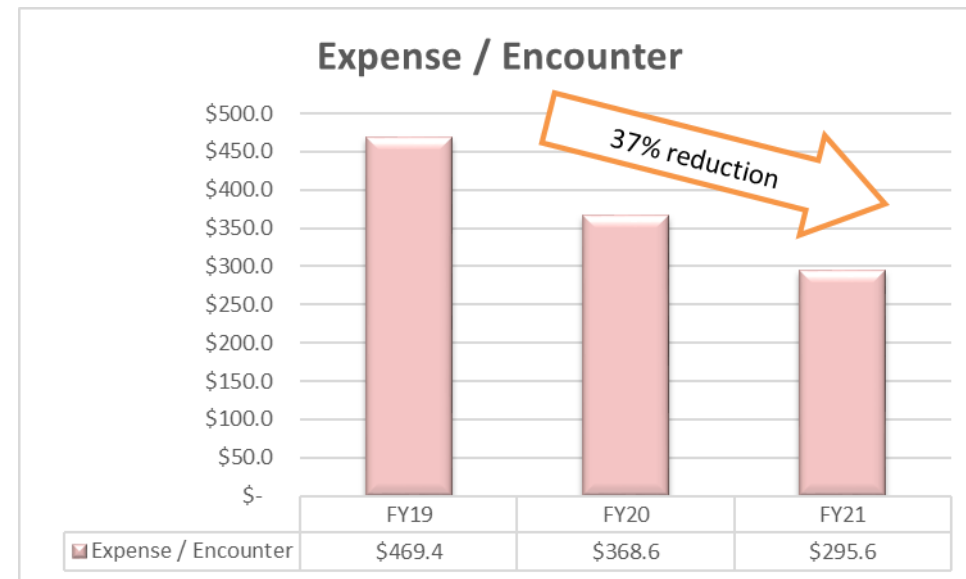
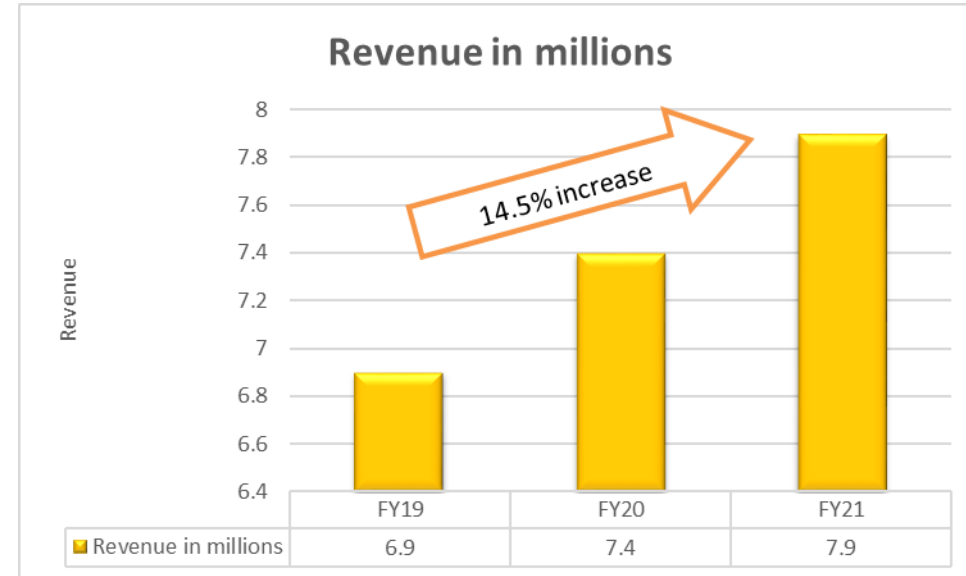
UCF Health Key Statistics

- Number of patient encounters
- wRVU/cFTE: relative value unit is a unit of measure that is assigned to each patient visit and represents productivity and income; it is shown per clinical full-time equivalent



UCF Health Key Statistics

- Revenue
- Expense by patient encounter



UCF Health / Health ARCH – UCF Clinical LLC

UCF Health – a change in staffing model

- A key cost/efficiency accomplishment aside from the reduction in deficit at UCFH is the creation of UCF Clinical LLC, a new employment vehicle to employ clinical and administrative support staff. This new employment structure led to the reduction in fringe rate to 28-30% from an average of 45% when employed through UCF. This has resulted in average annualized and on-going savings in excess of \$400k. This was implemented in January of 2022.
- Despite significant market pressures and turnover in the healthcare industry, this new employment vehicle allowed for the clinical missions to hire timely and compete with market compensation pressures.



Sales Revenue FY19 - FY23 YTD

Fee for Service:
\$1,424,162

Grants:
\$5,699,691

Total:
\$7,123,853

UCF's HealthARCH helps providers improve care, reduce costs

- Advises healthcare providers on improving patient experience, population health and care team wellness while reducing healthcare costs
- Focus on those in need – care of underserved, elderly, children, chronically ill
- 5 Florida Department of Health grants to improve health of all Floridians in areas including breast and colon cancer, HIV
- To date, HealthARCH has assisted 10,000 providers, >1,000 organizations and more than 1 million patients

COM's Patient Care Contributes to *Unleashing Potential*

UCF Strategic Plan Student Success and Well-Being	COM	UCF Strategic Plan Discovery and Exploration	COM	UCF Strategic Plan Community and Culture	COM	UCF Strategic Plan Innovation and Sustainability	COM
Accelerate undergraduate progression and graduation; reduce interferences that cause hardship or delay		Increase UCF's focus on research by supporting basic, applied, clinical, and translational research activities	X	Become an employer of choice by recruiting, retaining, and developing the best talent and strengthening our culture of inclusion, collaboration, and engagement	X	Diversify the university's revenue and resource base to reduce financial vulnerability and provide flexible funds for strategic investment	X
FTIC Freshman Retention Rate: 93%		Research & Development Expenditures: \$350M/year	X	National Academy Members: 10	X	Annual Fundraising: \$100	X
FTIC 4-year Graduation Rate: 65%		Number of Patents Awarded Annually: 55	X	Faculty, Staff, and Student Satisfaction: 80%	X	Endowment Value: \$350M	X
FTIC 6-year Graduation Rate: 78%		Extend the impact, application, and commercialization of knowledge	X	Community Engagement: Carnegie Classification	X	Institutionalize campus sustainability with a focus on service excellence	X
FTIC Pell Recipient 6-year Graduation Rate: 76%		Licenses and Options Executed Annually: 36	X	Establish life-long connections with our community through athletic and alumni engagement activities	X	STARS* Rating: Gold	X
AA FCS 2-year Graduation Rate: 50%		Number of Start-up Companies Created Annually: 6	X	Alumni Participation Rate: 9%	X	Enhance UCF's brand and national reputation	X
Enrich the student learning experience for the development of career and cultural competencies	X	Recruit and retain highly qualified faculty, post-doctoral appointees, and doctoral students to increase academic outcomes and support our research activity	X	Establish comprehensive partnerships that integrate education, research, the arts, service, workforce development, and philanthropic engagement	X	USNWR Peer Evaluation Rating**: 3.3	X
Percentage of Undergraduate Students With at Least One High-Impact Practice (HIP) by Graduation: 100%	X	Faculty FTE*: 2,100	X	Pegasus Partnerships: 5	X		
Undergraduate Class Size Index Rank*: 275%		Post-doctoral Appointees: 225	X				
Percent of Graduates Enrolled or Employed: 70%	X						
Provide financially accessible educational experiences	X						
Percentage of Students Who Graduate Without Federal Student Loan Debt: 60%	X						



COMMUNITY AND CULTURE

Dr. Tracy MacIntosh was hired as the associate dean for DEI in 2021



Expanding, Improving Programs for Diversity, Equity and Inclusion

Under her leadership, COM:

- Developed new role of Director of Health Equity Education, focused on teaching students and faculty about health disparities, social determinants of health throughout the curriculum
- Grew DEI faculty development course offerings and interactive training for faculty and residents throughout our all our UME and GME sites
- Participated in AAMC's Diversity, Inclusion, Equity and Culture (DICE) Inventory, a comprehensive review of policies, practices and procedures that impact climate and culture around DEI; we were pleased to learn that we are doing so many impactful things to create our culture and were also able to identify several areas where we can focus our attention
- Created Student Health Equity Scholarships to support student innovation and research about health disparities, access to care and language barriers



Increasing Opportunity

The medical school supports pipeline programs to train the next generation of healthcare leaders. In the past five years, it has:

- Expanded Summer Health Leaders Academy – a focused summer camp for underserved high school students interested in medicine
- Created Medical Enrichment for Diverse Students (MEDS) – a mentorship and clinical exposure program for Orlando high school students from underrepresented backgrounds who are interested in the medicine
- Created the Medical Mentorship Navigation Program – for undergraduate minority students from the Burnett School of Biomedical Sciences
- Created “Synergy Scholars” – a mentoring program for Burnett School Hispanic undergrads, aimed at increasing retention and progress to a post-graduate degree

“MEDS” Earns National Recognition



- In 2022, five MEDS student leaders were among 17 recognized nationally for their efforts to increase diversity in medicine
- Their award, by the Arnold P. Gold Foundation, recognizes student research or service projects that magnify humanism in healthcare
- Partnering with ELEVATE Orlando, a non-profit dedicated to uplifting urban youth, the COM hosted six events for 30 students from Evans, Oakridge and Jones high schools
- Two events were held at the medical school, where students participated in clinical skills workshops, patient simulations and tours. The program also includes one-on-one mentoring sessions, therapy services and community service projects.

COM's Community/Culture Contributes to *Unleashing Potential*

UCF Strategic Plan Student Success and Well-Being	COM	UCF Strategic Plan Discovery and Exploration	COM	UCF Strategic Plan Community and Culture	COM	UCF Strategic Plan Innovation and Sustainability	COM
Accelerate undergraduate progression and graduation; reduce interferences that cause hardship or delay		Increase UCF's focus on research by supporting basic, applied, clinical, and translational research activities		Become an employer of choice by recruiting, retaining, and developing the best talent and strengthening our culture of inclusion, collaboration, and engagement	X	Diversify the university's revenue and resource base to reduce financial vulnerability and provide flexible funds for strategic investment	
FTIC Freshman Retention Rate: 93%		Research & Development Expenditures: \$350M/year		National Academy Members: 10		Annual Fundraising: \$100	
FTIC 4-year Graduation Rate: 65%		Number of Patents Awarded Annually: 55		Faculty, Staff, and Student Satisfaction: 80%	X	Endowment Value: \$350M	
FTIC 6-year Graduation Rate: 78%		Extend the impact, application, and commercialization of knowledge		Community Engagement: Carnegie Classification	X	Institutionalize campus sustainability with a focus on service excellence	
FTIC Pell Recipient 6-year Graduation Rate: 76%		Licenses and Options Executed Annually: 36		Establish life-long connections with our community through athletic and alumni engagement activities	X	STARS* Rating: Gold	
AA FCS 2-year Graduation Rate: 50%		Number of Start-up Companies Created Annually: 6		Alumni Participation Rate: 9%	X	Enhance UCF's brand and national reputation	X
Enrich the student learning experience for the development of career and cultural competencies	X	Recruit and retain highly qualified faculty, post-doctoral appointees, and doctoral students to increase academic outcomes and support our research activity	X	Establish comprehensive partnerships that integrate education, research, the arts, service, workforce development, and philanthropic engagement	X	USNWR Peer Evaluation Rating**: 3.3	X
Percentage of Undergraduate Students With at Least One High-Impact Practice (HIP) by Graduation: 100%	X	Faculty FTE*: 2,100	X	Pegasus Partnerships: 5	X		
Undergraduate Class Size Index Rank*: 275%		Post-doctoral Appointees: 225	X				
Percent of Graduates Enrolled or Employed: 70%							
Provide financially accessible educational experiences	X						
Percentage of Students Who Graduate Without Federal Student Loan Debt: 60%	X						

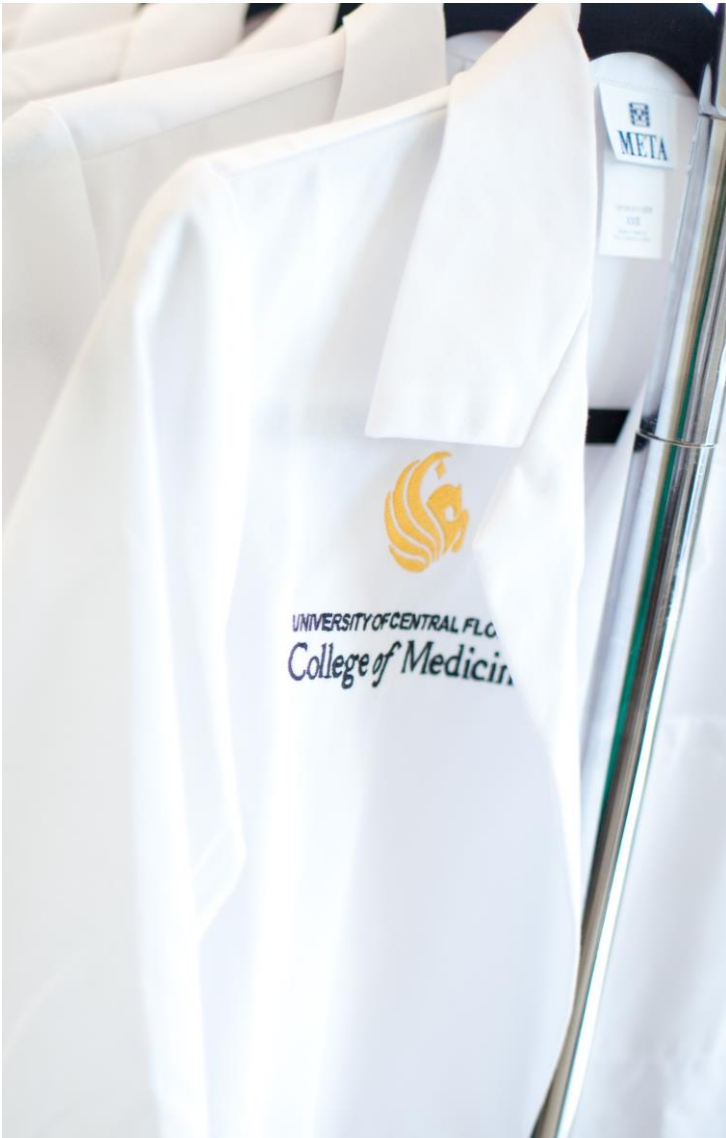


PHILANTHROPY



New Philanthropy Initiatives

- Establishing COM Community Advisory Board
- Revitalized alumni program
- Grateful patients initiative
- Endowments/scholarships
- Growing Lake Nona Health Sciences Campus – College of Nursing, CHPS, resident hall



Philanthropy Highlights

- \$5 million – Gift of art to benefit COM
- \$3 million –HCA Endowed Eminent Scholar chair in Oncology
- \$3 million –Endowed Graduate Fellowship in Biomedical Sciences
- \$1 million+ – Breast Cancer Research Foundation, in partnership with CURE Bowl
- \$300,000 – Chapman Humanism in Medicine initiative, Chapman Compassionate Care for the Homeless Clinic
- Nearly \$200,000 – Catherine McCaw-Engelman and Family Cancer Research Fund
- \$300,000 – Elizabeth Morse Genius Foundation support AHSC research
- \$100,000+ – Revamped White Coat & Stethoscope student support campaign

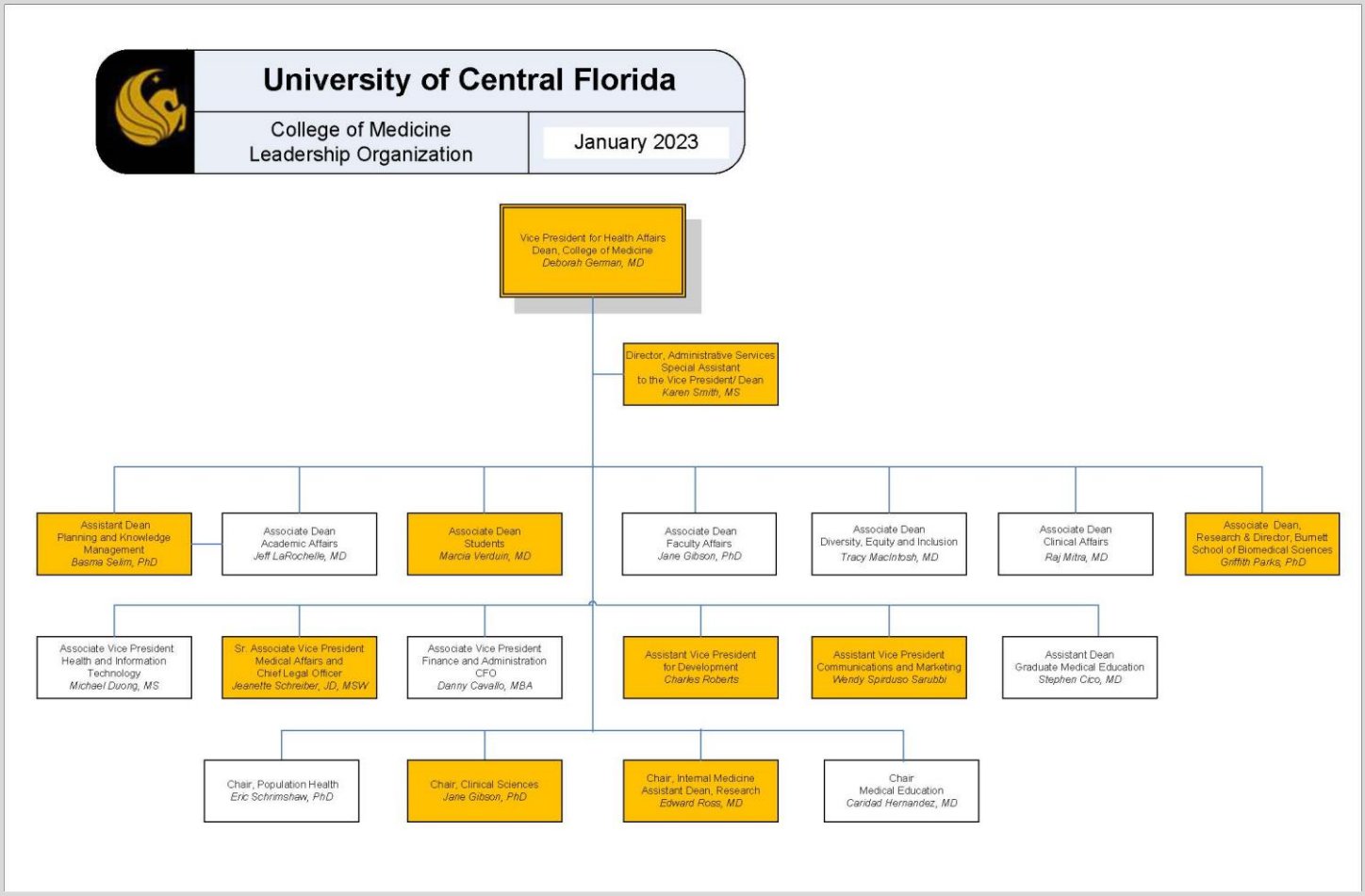


LEADERSHIP

New COM Leadership in the Last Five Years

Denotes new executive leadership in the past five years

Denotes executive leadership hired prior to 2018





UCF Academic Health Sciences Center (AHSC)

What is an Academic Health Sciences Center?

An academic health science center (AHSC) encompasses all the health-related components of universities, including their health professions schools, patient care operations, and research enterprise. Thus, an AHSC consists at a minimum of (1) a College of Medicine (2) one or more other health profession degree-granting programs and (3) one or more owned or affiliated teaching hospitals or health systems.

Source: Association of Academic Health Centers



Economic Impact of AHSCs

\$728 Billion Contribution to GDP

\$488 Billion Total Wages, Salaries, and Benefits

7.1 Million Jobs

Leadership Role in Creating AHSC

- Led task force that created new UCF Academic Health Sciences Center
- Created AHSC governance structure
- Led creation of mission, vision and first strategic plan
- Created plan to relocate UCF College of Nursing to Lake Nona campus



UCF Lake Nona Hospital

- In the past 5 years, UCF's joint venture teaching hospital was designed, constructed and opened
- Governance was established and leadership recruited
- UCF Lake Nona Hospital opened in 2021
- It is one of two "Care Transformation and Innovation" hospitals in the country that will conduct clinical research to improve the quality of patient care



The hospital is training UCF medical and nursing students earlier than expected – in specialties including internal and emergency medicine, neurology, OB/GYN and surgery



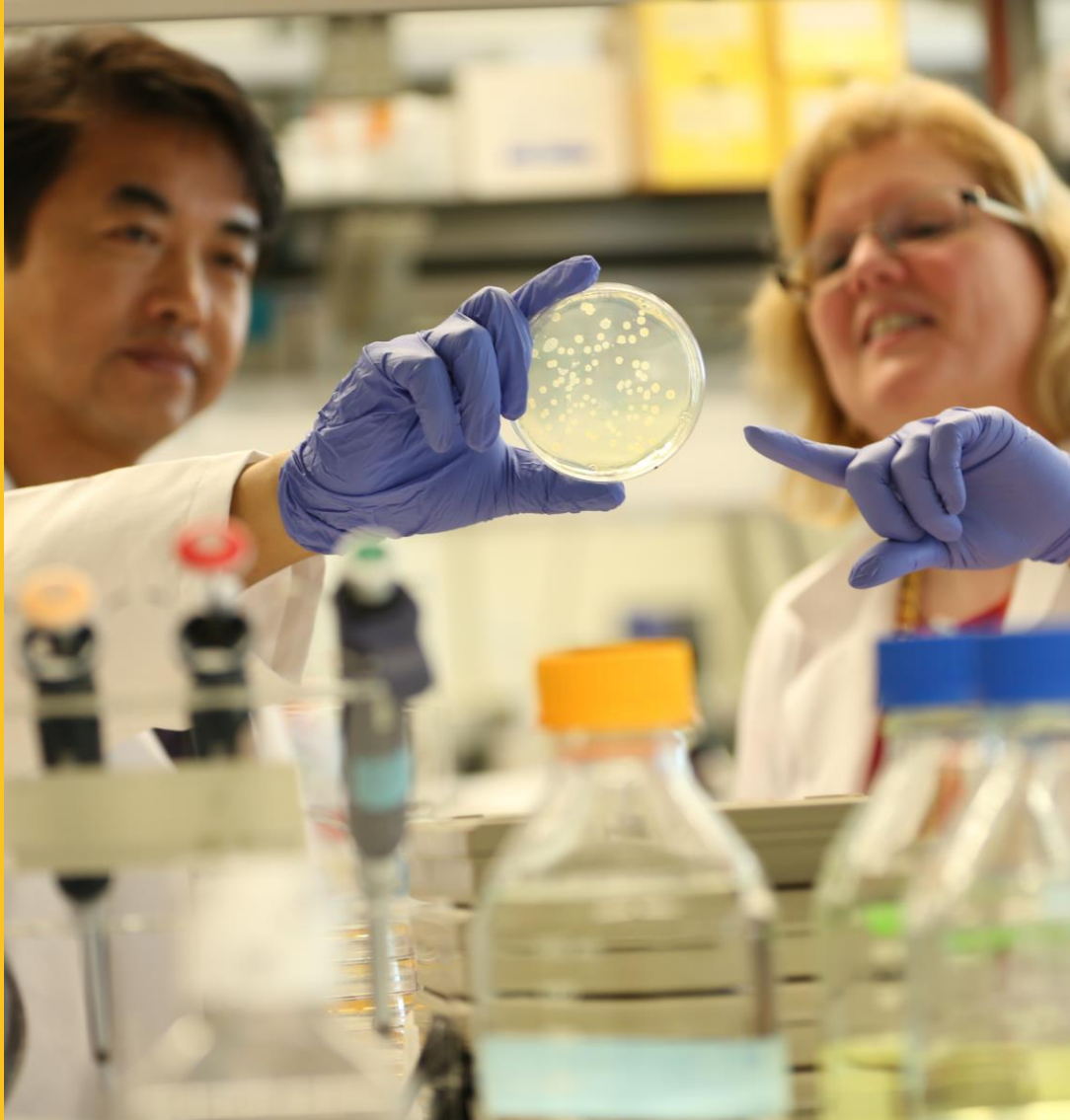
UCF Lake Nona Cancer Center

- Clinical trials, basic research, and cancer care under one roof – next to teaching hospital
- Increased private investment in Medical City - dollars used to lure SBP to Orlando returned to taxpayers
- UCF gains needed wet lab research space, increased opportunity for interdisciplinary research, education, patient care

In 2018, the former Sanford Burnham Prebys research facility was secured for UCF – creating a new model of cancer care for the community



- Clinical Trials – Sarah Cannon Research Institute, cancer research arm of HCA, largest provider of cancer care in the nation
- Cancer Care – Florida Cancer Specialists & Research Institute
- Radiation Treatment – HCA Radiation Oncology Division
- Basic Science – third floor designated for UCF cancer division
- Simulation – HCA Regional Center



UCF's Cancer Research Footprint at New Center

60 scientists researching:

- Genes and cancer risk
- Causes of cancer and metastasis
- Drug discovery
- Pediatric cancers
- Population health and health disparities
- Harnessing the immune system to fight cancer

Summary: Education

- UCF COM has grown to more than 3,000 learners
- COM undergraduates, on average, make up 20% of all undergraduate winners of the prestigious Order of Pegasus since its inception in 2001, while making up less than 5% of the student population
- BSBS graduate students have published in the most prestigious journals and graduates placed in top academic institutions and industry
- Medical students score higher than national average on USMLE boards and earned a 98.5% match rate average over the last five years
- COM is one of the fastest-growing graduate medical education programs in the state, with 560 residents and fellows training in programs from Orlando to Tallahassee, helping to make Florida a net importer of physicians

Summary: Research

- New Population Health Sciences Department provides infrastructure necessary for big data clinical research, received an additional \$1 million in research dollars over the last three years
- New clinical trials unit provides infrastructure for increased translational research; trials increased from two in 2020 to 24 in 2022
- Increased overall research grants from \$9.4 million in 2017-18 to \$15.6 million in 2021-22
- Received funding and began Infectious Disease and Travel Health interdisciplinary research unit
- Created legislative budget request for Digital Health Technology and Innovation enterprise

Summary: Patient Care

- New clinical and financial leadership
- Expanded education at clinic to include all four years of M.D. curriculum, residents, and fellows
- Began clinical trials at clinic
- Implemented UCF Health financial strategy – patient numbers up, expenses down, focus on core service lines

Summary: AHSC

- Designed, constructed and opened new teaching hospital, established governance and recruited leadership
- Transformed Sanford Burnham Prebys into UCF Cancer Center, increasing private investment in the community and creating a new model of cancer care that will house COM cancer researchers
- Created new AHSC governance and first strategic plan, established plans for relocating College of Nursing to Lake Nona campus
- Leveraged the College of Medicine's budget to accomplish the above



Service and Awards

Dr. German's Service and Awards in the past Five Years

2023, Alma Dea Morani Renaissance Woman Award/Oral History, Women in Medicine Legacy Foundation, Harvard, Countway Library

2022, Hutchison Medal, University of Rochester

2018, Game Changers, Orlando Business Journal

2021-present, National Academics Affiliations Council, Department of Veterans Affairs (VA) Secretarial Appointee

2021-present, Chair of President's Council on Learning Health System, Association of Academic Health Centers

2017-present, Board of Directors, President's Council on Learning Health System, Association of Academic Health Centers

2015-present, Alma Dea Morani Renaissance Woman Award, Women in Medicine Legacy Foundation Selection Committee

2023-24, Interim Chair, Council of Deans, Association of American Medical Colleges

2018-present, Council of Florida Medical School Deans (2023, chair)

2016-20, Administrative Board member, Council of Deans, Association of American Medical Colleges

2008-present, Council of Deans, Association of American Medical Colleges

Moving Forward – Goals

- Increase faculty – especially research and clinical
- Expand research and clinical enterprise
- Build clinical departments
- Create Population Health Sciences degree
- Expand hospital as patient volumes increase
- Expand AHSC
 - ❖ To include College of Nursing, CHPS
 - ❖ Expand UCF Health to the Lake Nona campus
 - ❖ Build residence hall
- Complete occupation of cancer center
- Build Digital Health and Infectious Disease and Tourism centers
- Curriculum transformation
- Renovate UCF Health locations to accommodate more physicians, patients
- Grow philanthropy initiatives
 - ❖ Grateful patient program
 - ❖ Alumni program
 - ❖ Advisory board

A Look at our Future

