



# Office of Academic Health and Hospital Affairs

SUNY University Faculty Senate  
January 2017



# OAHHA: WHO ARE WE?

## **The OFFICE OF ACADEMIC HEALTH AND HOSPITAL AFFAIRS (OAHHA)**

at SUNY System Administration supports the mission, operations, and strategic goals of SUNY's Academic Health Centers (AHCs), the College of Optometry, and the Long Island State Veterans' Home, as well as SUNY's broader academic health and health professions portfolio,... providing consultative and implementation assistance with policy, strategic and operational planning and execution.

The Office provides support and counsel to the SUNY BOT, its Committee on Academic Medical Centers & Hospitals, and SUNY administration.

The Office also supports initiatives related to SUNY's Healthier New York strategic plan goals.

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# THE SUNY ACADEMIC HEALTH & HOSPITALS PORTFOLIO INCLUDES:

- **Health professions education and training programs**
  - Numerous health & wellness UG programs
  - Numerous graduate health professions programs (MD, DDS, OD, DNP, PhD NS, PA, etc.)
  - GME (residency/fellowship) MD/DMD/OD training programs
- **Healthcare/hospitals**
  - Four distinct AHCs
    - University at Buffalo
    - University at Stony Brook, incl. integrated MC
    - Upstate Medical University, incl. integrated MC
    - Downstate Medical Center, incl. integrated MC
  - College of Optometry
  - Long Island Veterans' Home
- **Biomedical/health sciences research & discovery**

# OAHHA: WHAT ARE OUR GOALS?

- **Promote & support:**
  - Greater academic health/clinical care ***cross-campus synergy*** among SUNY's AHCs and with SUNY as a whole
  - Improved healthcare ***operational efficiency & effectiveness*** for SUNY's AHCs
  - Enhanced ***efficiency, effectiveness, breadth and rationality in health professions education and training*** across SUNY
  - A greater ability to ***leverage the breadth and size*** of the SUNY AHHA portfolio on behalf of its students, faculty, staff and patients
  - ***Informed strategic decision-making*** concerning the SUNY AHHA portfolio
  - The continuous ***pursuit of excellence*** at all levels
  - Improved SUNY ***brand recognition*** in the academic health arena

# ACADEMIC HEALTH & HOSPITALS: WHY A SEPARATE SUPPORT UNIT?

- Differing funding sources
- Differing regulatory constraints
- Differing cost/financial structures
- Differing education/training needs
- Differing organizational/faculty/staff cultures
- Differing customers
- Differing students
- Differing research needs/returns
- Differing external/environmental challenges
- Differing leadership needs/styles

# SUNY's AHCs: EDUCATING STUDENTS



## University at Buffalo

4,900  
Students  
(approx.)

### Health Related Schools

- Dental Medicine
- Medicine & Biomedical Sciences
- Nursing
- Pharm. Sciences
- Public Health & Health Professions



## Upstate Medical University

1,300  
Students  
(approx.)

### Health Related Schools

- Medicine
- Nursing
- Health Professions
- Graduate Studies



## Downstate Medical Center

1,800  
Students  
(approx.)

### Health Related Schools

- Medicine
- Nursing
- Health Related Professions
- Graduate Studies
- Public Health



## Stony Brook University

4,400  
Students  
(approx.)

### Health Related Schools

- Dental Medicine
- Medicine
- Nursing
- Social Welfare
- Health Technology & Management
- Pharmacy (Fall 2017)



## The College of Optometry

400  
Students  
(approx.)

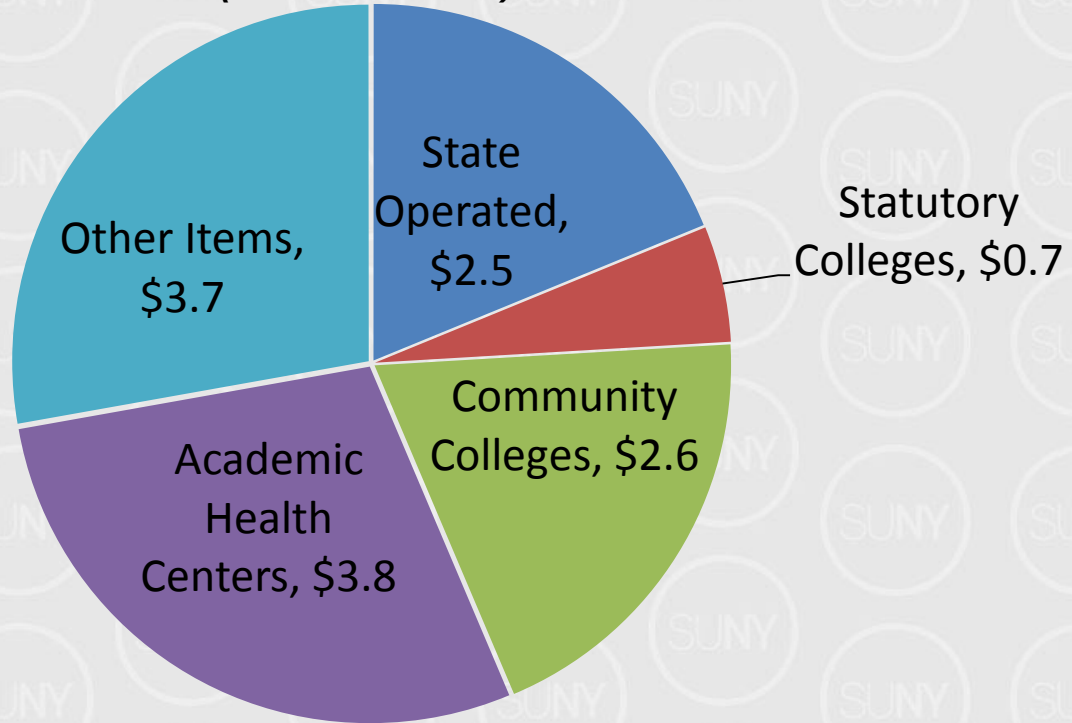
### Health Related Programs

- OD
- OD/MS
- OD/PHD
- PHD

# SUNY's AHCs

*Hospitals represent **19.6%**, and together with the AHCs and College of Optometry **28.6%** of SUNY's total expenditures, not including the broader SUNY portfolio of academic health programs*

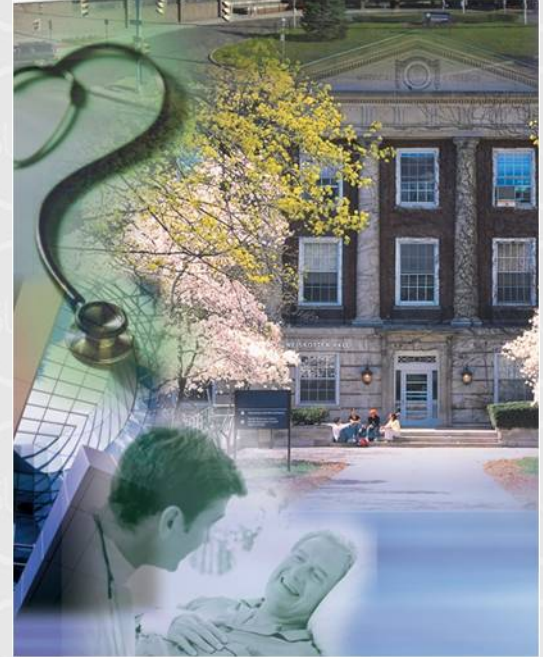
SUNY Appropriated and Non-State Funds (\$13.3B)  
(Dollars in Billions)



# SUNY's AHCs LIVE THEIR MISSION

Serving the mission of **education, research** and **patient care**, together they...

- Educate approximately **12,500 students each year** for health, medical and biomedical careers
- Have National Institute of Health (NIH) **research grants totaling \$97.5M** in FY15
- Treat approximately **1.3 million patients annually** – including the State's sickest and most vulnerable



# SUNY's MEDICAL CENTERS: ENORMOUS ECONOMIC IMPACT

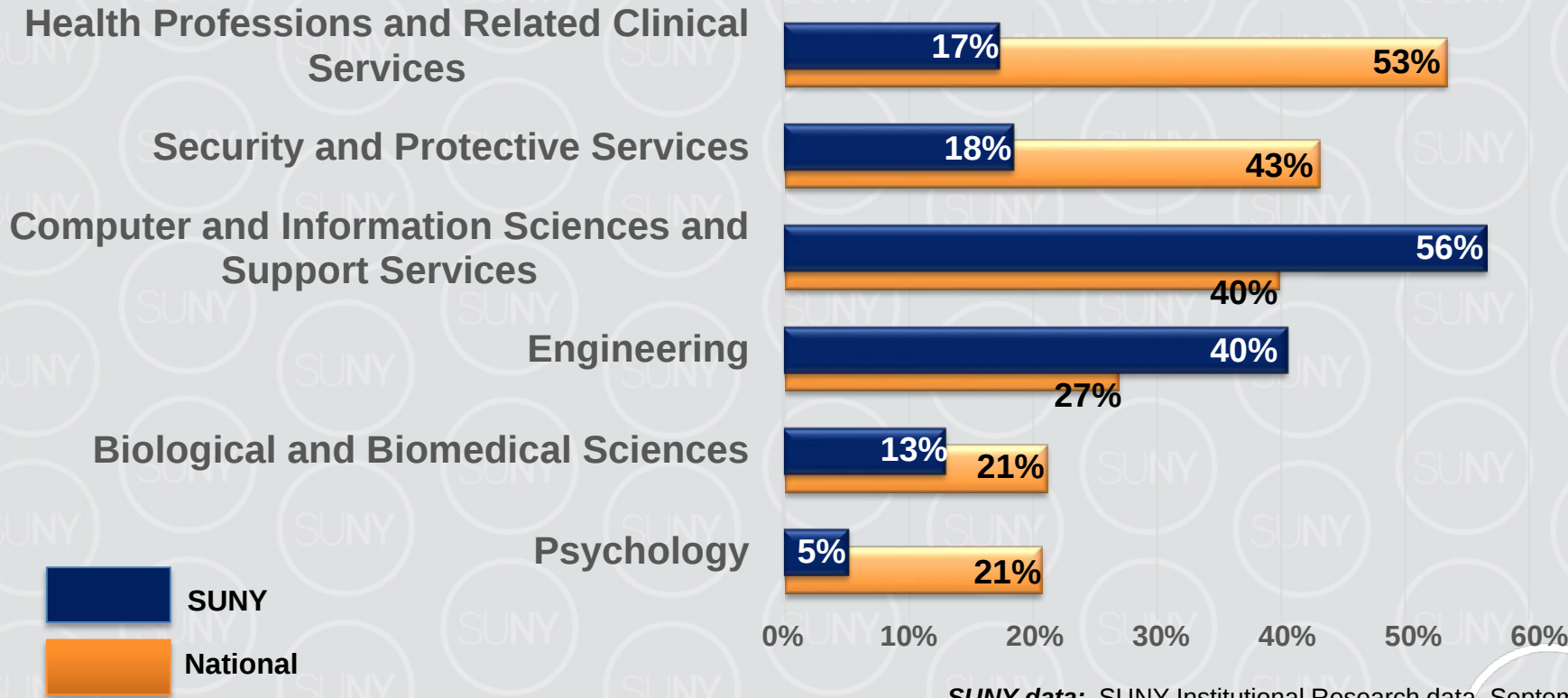
| Medical Center | Economic Activity | Tax Dollars Generated | Jobs Generated |
|----------------|-------------------|-----------------------|----------------|
| Downstate      | \$1,205 M         | \$212 M               | 5,900          |
| Stony Brook    | \$2,189 M         | \$292 M               | 12,000         |
| Upstate        | \$1,684 M         | \$138 M               | 8,900          |
| <b>Total</b>   | <b>\$5,078 M</b>  | <b>\$642 M</b>        | <b>26,800</b>  |

Source: Hospital Association of New York, Economic & Community Impact Reports – Data for 2014

# SUNY ACADEMIC HEALTH: EXTERNAL CHALLENGES

- Payor
- Organizational
- Operational
- Populational
- Academic
- **Not so new ‘*New normal*’**
  - Need to do more (faster, better, and cheaper) for less.... governmental/public support

# SUNY vs. NATIONAL TRENDS IN DEGREE GROWTH



**SUNY data:** SUNY Institutional Research data, September 2015  
**National data:** U.S. Department of Education, National Center for Education Statistics, Higher Education General Information Survey (HEGIS), "Degrees and Other Formal Awards Conferred" surveys

# OAHAHA: A LOOK AHEAD

- **Provide data with analysis & interpretation:** Clearly understand the current state of the challenges & risks (fiscal, competitive, quality, human capital, mission, vision, alignment, etc.), and potential opportunities, existent, through thorough data-driven analysis.
- **Identify opportunities:** Foster greater efficiencies, effectiveness and impact by identifying opportunities for greater synergies and collaborations in clinical care, research, teaching and administrative/operational programs and functions; and opportunities for operational improvements.
- **Support the development of needed educational & training programs:** Encourage dialogue within SUNY and with the state regarding healthcare workforce and health professions needs and direction

# OAHA: A LOOK AHEAD

- **Encourage research & innovation:** In collaboration with VC for Research & Economic Development, foster the development and greater cross-campus synergy for biomedical, healthcare, clinical trials, and health outcomes research
- **Foster strategic future-oriented envisioning:** Partner with SUNY faculty, leadership and individual institutions, in collaboration with state and community leaders, to ensure a clear future-oriented vision and strategy for the SUNY Academic Health portfolio within a rapidly changing environment
- **Inform stakeholders:** Educate SUNY, community and state leadership concerning the benefits, vision, mission, and need for the Academic Health; and the need and benefits of greater synergy among the various SUNY Academic Health units.

# OAHA: A LOOK AHEAD

- **Engage and listen to the SUNY community:** As we look ahead to supporting the excellence, growth and impact of the SUNY Academic Health portfolio, the input and advise of SUNY faculty will be critical

**Please do let us know your  
thoughts**

***THANK YOU!***