# LEGISLATIVE FINANCE COMMITTEE

### DECEMBER 11, 2024

### Mike Richards, MD, MPA

Interim Executive Vice President of UNM Health Sciences & Chief Executive Officer of the UNM Health System

# AGENDA

Expanding Access
FY26 Funding Requests
Workforce Expansion

Clinical Growth
Educational Growth
Training & Retention

SOM Future Facility Planning



# **EXPANDING ACCESS TO CARE & EDUCATION**

#### 2024 GO Bond:

• College of Pharmacy

#### Groundbreakings:

- Comprehensive Cancer Center Expansion
- Dona Ana Reproductive Health Clinic
- Children's Psychiatric Center

#### **Ribbon Cuttings:**

- Behavioral Health Crisis Triage Center
- College of Nursing and Population Health Excellence Building

#### **Upcoming Expansions:**

- UNM Hospital Critical Care Tower Opening
- Truman Clinic Groundbreaking
- West Side Primary Care Clinic

#### Medicaid Directed Payment Program:

- Clinical Program Expansions
- Support for Faculty, Staff, and Residents
- Growth of GME Residents/Fellows





# **RPSP's**



**College** of **Population Health:** \$5.7M



Office of the **Medical Investigator** \$14.7M





**New Mexico Poison & Drug Information Center** \$3.2M



# **ENLACE**

\$3M **Communities to Careers** \$1.5M

\$530K

# **CAPITAL**



**UNM College of Pharmacy** Renovation Phase 2 \$28.5M



**Domenici 3T MRI Research Center** Renovation \$2.8M



### **Health Sciences**

Simulation & Research Equipment \$1.35M



# GROWTH OF CLINICAL DELIVERY SYSTEM





# THE CLINICAL CARE SYSTEM IS CRITICAL FOR GROWING EDUCATION

Health professional education training is anchored in the clinical delivery system and health care workplace.

- School of Medicine education building has reached end-of-usable life and student enrollment has been at maximum capacity due to the building's size and clinical rotation availability.
- College of Population Health provides public health workforce to respond to health crisis, especially in rural communities; recent expansion into CONPHE Building.
- **College of Nursing** is expand training programs, faculty, and partnerships; recent expansion into CONPHE Building. .
- **College of Pharmacy** is poised to expand its training and research programs with recently approved GO bond for facility renovation.





### SCHOOL OF MEDICINE A NEW FACILITY IS NEEDED



### New Facility for School of Medicine

- State workforce initiative
- Existing facilities limit program growth

### **Fitz Remediation vs Replacement**

- · Fitz approaching end of useful life
- Not amenable to remodel/expansion
- No ideal swing space alternative
- Outdated/inefficient
- · Continuity of operations

### **Prior Assessments**

Demolition of Fitz Hall Strongly Recommended



#### Recommendation

- Replacement of Fitz Hall
- Demolition of existing Fitz Hall



### Key Steps: 2024 – 2025

### **Business Plan**

- LCME Accreditation (2026)
- Clinical Growth
- Workforce Needs
- Program Growth
- Fiscal Analysis and Funding
- Economic Impact

### Facility Programming

- Align Facility Need to
   Program Growth
- Site Selection
- Refine Cost Estimate



#### THE UNIVERSITY OF NEW MEXICO HEALTH SCIENCES

### WORKING TOGETHER PROJECT DETAILS

# SCHOOL OF MEDICINE FUTURE FACILITY PLANNING





UNM School of Medicine Business Plan

# **ECG Management Consultants**

- Large national consulting firm
- Expertise in medical education
  - Strategic planning for medical schools new and expansion
  - Accreditation and continuous quality improvement
  - Organizational design and performance improvement
- Worked with > 90% of US medical schools

# Medical Education Demand in New Mexico

Reflects Residents of the Given State

Based on current applicant and enrollment data, there is demand within New Mexico and surrounding states (and nationally) that would support the doubling of UNM SOM's undergraduate medical education program.

State	Applicants by State of Legal Residence	Matriculants by State of Legal Residence	Percentage Admitted	Applicants to MD-Granting Institutions	Matriculants to MD-Granting Institutions	Percentage Admitted	Medical Student Enrollment per 100,000 Population (Allopathic Only)
New Mexico	211	115	55%	1,729	93	5%	20
Arizona	859	301	35%	12,908	238	2%	13
Colorado	776	285	37%	9,852	181	2%	13
Oklahoma	364	185	51%	2,223	176	8%	17
Texas	5,039	1,994	40%	67,182	1,927	3%	26
National	52,577	22,981	44%	966,947	22,981	2%	29
Vearly 100 NM r	residents applied but	t did not U	NM had approxima	tely 18 applicants	The state	e is well below th	ne national average for

### **Key Demand Metrics**

Nearly 100 NM residents applied but did not get into any MD program across the nation.

UNM had approximately **18 applicant** per matriculant.

The state is well below the national average for per-capita medical student enrollment.

Poflacts SOMs in the Civan State

95% of all UNM SOM matriculants are from New Mexico



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# Projected Ramp-Up of SOM Enrollment

The projected ramp-up is based on program leadership's knowledge of which programs can immediately expand and takes UNM's strategic planning into account to align growth with the opening of new buildings.



### Growth in Clinical Faculty

There is a more immediate need for growth in clinical faculty to teach in both UME and HPP programs.



# Doubling Educational Programs

- Clinical faculty growth closely aligned with need for clinical program growth
- Clinical faculty cover costs through clinical revenue and UNMH support



#### Growth in Biomedical Faculty

Assuming no significant changes in effort deployment, initial growth in biomedical faculty is modest until Year 5.



#### Growth in HPP Faculty



The growth trajectory for HPP faculty is similar to that of the biomedical faculty, i.e., minimal expansion until the second half of the projection period.

# **Doubling Educational Programs**

### **Biomedical Faculty Growth**

- 50 to 70% increase
- Teaching across all program
- Research \$55M increase research awards

### Health Professions Faculty Growth

• 45% increase

### **SOM Staff Growth**

• 5-10% increase



# Updated SOM Summary Projections (constant \$ in millions)

	Current	Year 5	Year 6	Year 10	Percentage Change
—	FY 2024	AY 2029–2030	AY 2030–2031	AY 2034–2035	Current to Year 10
Revenues					
Net Tuition and Fees	\$14.5	\$17.2	\$20.3	\$30.5	111%
Clinical Revenue (UNMMG revenue)	202.3	210.7	222.3	272.5	35%
Hospital Support	283.2	292.7	306.1	363.3	28%
Grants and Contracts	163.3	170.7	183.1	218.0	34%
Gifts and Endowments	-	2.5	4.3	8.7	693%
State Appropriations	31.6	31.6	31.6	31.6	0%
I&G	39.5	39.5	39.5	39.5	0%
Total Revenues	\$ 734.4	\$ 764.9	\$ 807.3	\$ 964.3	31%
Expenses					
Faculty Salary and Benefits	\$395.7	\$417.5	\$449.6	\$580.8	47%
Staff Salary and Benefits	139.3	144.7	153.1	178.6	28%
Resident and Fellow Salary and Benefits	65.9	65.9	65.9	65.9	0%
Nonpersonnel Costs	123.6	130.5	141.6	177.1	43%
Total Expenses	\$ 724.4	\$ 758.6	\$ 810.2	\$ 1,002.4	38%
Revenue Less Expense	10.0	6.3	(3.0)	(38.1)	-
Less: Cancer Center Margin (FY 2024)	(\$6.5)	(\$6.5)	(\$6.5)	(\$6.5)	
Net Revenue Less Expense	\$ 3.5	\$ (0.2)	\$ (9.5)	\$ (44.6)	

By year 10, an additional investment of \$44.6 million (above and beyond the current state appropriations and I&G funding) is required to support the full expansion of the SOM's educational programs.

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Notes: Figures may not be exact due to rounding.

Any additional strategic growth related to clinical, GME, and/or research programs is not included and will be supported by the clinical enterprise and/or other funding sources.

# UNM SOM In-State Tuition and Fees: Peer Comparison

UNM SOM provides exceptional value through in-state resident tuition and fees that are well below both peer public institutions and the national average for public medical schools, enabling graduates to pursue an MD with less financial burden.



### 2024–2025 Public School Resident Tuition and Fees

Source: "Tuition and Student Fees Report, 2013-2014 through 2024-2025" AAMC.



# Comparative Analysis: State and Institutional Support

Based on the estimated investment needs for the educational programs and data from other universities, the projected additional funding is slightly higher at UNM compared to the benchmark of other SOMs.

### **UME/Graduate Programs**

Assuming year 10 state appropriations and I&G support is equivalent to the estimated need results in approximately \$115,000 of support per student, compared to the AAMC average for all public SOMs of \$121,000 per student.

# HPP

Assuming year 10 state and I&G support is equivalent to the estimated need results in approximately \$32,000 of support per HPP student, compared to a benchmark from health profession programs at selected public universities of \$35,000 per student.

Increasing tuition to the public SOM national average would provide up to an additional \$15 million of revenue by year 10, reduce the incremental state/university investment accordingly, and bring support per student below the national average. However, this may impact the value proposition to students and the number and type of students applying to UNM SOM.



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# **Key Next Steps**

- Refine 10 Yr Pro Forma
  - Faculty
  - Research F&A
- LCME Analysis
- Economic Impact Analysis
- Philanthropic Assessment/Plan



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The University of New Mexico Health Sciences Center School of Medicine

Committee of the Whole December 4, 2024



UNM School of Medicine Facility Programing

# Page Southerland Page

- International multidisciplinary architecture and engineering firm
- 21 US offices including Albuquerque
- Extensive healthcare delivery and healthcare education experience
  - Dell Medical School Austin
  - University of Houston College of Medicine
  - New York University (NYU) College of Nursing, College of Dentistry & Bioengineering Institute
  - University of Texas MD Anderson Cancer Center T. Boone Pickens Academic Tower

### **PROJECT OVERVIEW** | Key Activities



1.Accommodate Growth: Expand Class Size



2. Upgrade Facilities: Modern SOM Facility



3. Accommodate Clinical Growth: Multidisciplinary Care



4. Consolidate and Integrate: Campus Planning

#### **PROJECT OVERVIEW |** Timeline



Frist Class of 200 Medical Students Starting July 2029

### WORKING TOGETHER | PRE-DESIGN PROCESS

## **Design Process Outcomes: 4 Key Questions**

- **1: WHAT GOES IN THE BOX?**
- 2: HOW BIG IS THE BOX?

Classrooms Teaching Class Labs Research Simulation Center Administration Community Shared Workspaces Building Support Etc. **3: HOW MUCH DOES IT COST?** 

### 4: WHERE DO WE SITE IT?



### INFORM THE DESIGN APPROPRIATION REQUEST



### WORKING TOGETHER | PRE-DESIGN PROCESS

# 100+ Meetings 300+ People

Student Advisory, Faculty, Staff, Facilities, Maintenance, Hospital, PATS, UNMH Parking, Government Relations, AMAFCA, Institutional Support Services

Focus Groups in Academics, Simulation, Workplace, Research, Clinical and Scheduling

North Albuquerque Neighborhood Association Meeting community and stakeholder engagement







#### CAMPUS CONNECTIONS

300

- How does the site facilitate beneficial campus connections?
  - Strategically aligned with Integrated Campus Plan and Health System Expansion
     Gateway to University allows for intersection of cross-campus collaborations
     ONE UNIVERSITY !

#### CRITICAL ADJACENCIES

- How well does the site optimize critical adjacencies?
  - 1. Adjacencies to the Future Medical Office Building / Tower
- 2. Adjacencies to Main campus, HSC and UNMH

#### VISIBILITY + IDENTITY

- How well does the site meet UNM's goals for visibility and identity?
  - 1. Iconic Gateway site gives first impression to campus
  - 2. Establishes edge of campus and front door
  - 3. Bookends HSC North Campus
  - 4. Lomas Corridor Catalyst



# 6 Key Selection Criteria





# **Extensive Site Selection Process**

#### PARKING + ACCESS

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- How well does the site facilitate parking and access opportunities?
- 1. Minimizes existing parking disruption; majority of displacement is campus fleet vehicles
- 2. Direct access from major streets minimizes neighborhood disruption

#### CIVIL + INFRASTRUCTURE

- What are civil & infrastructure opportunities for the site?
  - 1. Minimal site retention walls needed.
  - 2. Extension of utilities is required Potential to connect to future Geothermal field

#### DISRUPTION + MAKE READY

What is the relative level of disruption and make-ready work required for the site?

Department relocations will need to happen concurrently with design to minimize schedule impact.
 Long term solution for the corner lot to redefine the campus edge



### **DRAFT | BENCHMARK PROGRAM FOR VALIDATION**

# **Benchmark Program**

- Based on the initial information provided
- Using metrics from precedent spaces to determine appropriate sizes
- Intent is to build deeper understanding of the overall number with "strawman" proposal, build a "bottom up" number with a detailed space list
- Used to generate discussion and be a preliminary representation of space assignments
- Not the final space list to be further validated in building design



### **BENCHMARKS** | PROGRAM COMPARISONS TO OTHER PAGE MEDICAL EDUCATION PROJECTS



639 NSF per Student UNM SOM

695 NSF per Student Peer School Avg

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Current UNM Lab









# Administrative Space

- Flexible Space
- Multiple Use
- Support Collaboration
- Technology Enabled

# Long Life, Loose Fit



### Next Steps: STACKING/ MASSING CONCEPTS



University of Texas MD Anderson Cancer Center T. Boone Pickens Academic Tower



# **PRELIMINARY:** SCHOOL OF MEDICINE (350,000 SF PROGRAM)

SCHOOL OF MEDICINE			
		BUILDING	
SOM CONSTRUCTION	COST	AREA (GSF)	\$/GSF
Site	\$20,576,000	347,461	\$59
Building	\$402,690,000	347,461	\$1,159
Total Construction	\$423,300,000	347,461	\$1,218
SOM SOFT COSTS (35% Total)	COST		
AE Fees (9%)	\$38,094,000		
FF&E (24%)	\$101,584,000		
PM & Inspection (2%)	\$8,466,000		
Total Soft Costs	\$148,200,000		
	CO5T		
OWNER-HELD CONTINGENCY	COST		
Owner Contingency (5%)	\$28,600,000		
SOM, TOTAL COST	\$600,000,000		

- Parametric, based on relevant projects
- Built-up based on program space types
- Escalated based on construction start in 2027
- Total Construction: \$1,218/SF
  - Aligns with comparable, contemporary projects

# LEGISLATIVE FINANCE COMMITTEE

### DECEMBER 11, 2024

### **RPSPs**

- College of Population Health
  Office of Medical Investigator
  Poison and Drug Information Center
- ENLACE/Communities to Careers

# **Capital Projects**

- College of Pharmacy
- Domenici MRI
- Health Science Simulation

# **Supporting Materials**

# College of Population Health \$5.7M, Recurring

#### **Overview:**

Mission: Address public health challenges in New Mexico's diverse communities through research, education, and engagement.

Focus Areas: Health disparities affecting minority, underserved, and rural populations.

#### FY26 Funding Request: \$5.7M Recurring

#### **Funding Supports:**

- Training public health professionals in epidemiology, biostatistics, and environmental health
- · Tackling chronic issues like diabetes, obesity, and substance use disorders
- Expanding community engagement for improved access to care and local health decision-making
- Developing evidence-based programs tailored to New Mexico's unique cultural and socioeconomic needs

#### Why It Matters:

- Economic Impact: Creates jobs, attracts research funding, and lowers healthcare costs.
- Health Equity: Reduces disparities to improve outcomes for marginalized groups.
- Rural Focus: Addresses healthcare challenges in isolated communities.

#### **Population Served:**

• Direct support for diverse populations by training leaders and advancing culturally relevant health initiatives to improve statewide health equity.



NEW

# New Mexico Office of the Medical Investigator (OMI), \$14.7M, Recurring

**Overview:** 

**Essential Role:** Public health and safety service for 2.11 million New Mexicans, supporting federal, state, and tribal agencies.

Critical Challenge: Severe shortage of forensic pathologists—only 6, instead of the required 11.

### FY26 Funding Request: \$14.7M Recurring

Increase of \$4.1M to:

- Enhance Recruitment and Retention: Competitive compensation to address workforce shortages
- Address Rising Caseloads: Meet accreditation and legal standards
- Sustain Critical Services: 24/7 scene investigations across all regions and conditions

### Why It Matters:

- Families: Timely death certifications for legal and estate needs
- Law Enforcement: Solves homicides, ensures justice
- Public Safety: Supports agencies like DOT, DEA, and FBI
- Humanitarian Efforts: Identifies missing and murdered Indigenous people and undocumented migrants



# New Mexico Poison and Drug Information Center (NMPDIC), \$3.18M, Recurring

### **Overview:**

**Critical Public Health Resource:** Free, confidential consultations across New Mexico's 33 counties, accessible 24/7 in over 80 languages.

Key Services: Emergency response, toxicology expertise, and healthcare provider education.

### FY26 Funding Request: \$3.18M Recurring

### Increase of \$494,612 to:

- Expand medical toxicology workforce.
- Enhance statewide telehealth and bedside toxicology consults.
- Strengthen call center operations.
- Boost educational outreach.

### Why It Matters:

- Public Health Impact: Assists vulnerable populations and supports substance use disorder recovery.
- Disaster Preparedness: Partners in managing public health emergencies.
- Equity in Care: Statewide, multilingual access ensures inclusivity.



# ENLACE Pathways Statewide Collaborative \$3M, Recurring

**Overview:** 

Transformative Initiative: Tackles New Mexico's priorities in healthcare, education, and economic development.

Key Approach: Collaboration with K-12 schools, higher education institutions, and community partners to build a diverse healthcare workforce.

#### FY26 Funding Request: \$3.0M Recurring

#### **Program Expansion:**

- ENLACE: \$527,800 increase to enhance leadership, mentorship, and professional development for students from elementary school to college.
- Communities to Careers: \$1.5M increase to connect students with health career pathways, mentorship, and cultural readiness programs.

#### Impact:

- Serves nearly 4,000 students and families statewide.
- Expands healthcare pathways through 6 regional hubs, covering 19 counties and 21 tribal nations.
- · Builds a diverse, community-driven healthcare workforce.
- · Promotes cultural humility, professional networks, and health equity.

#### **Population Served:**

ENLACE: Partners with 8 higher education institutions, including Northern New Mexico College and NMSU.

Communities to Careers: Operates through local coordinators to create statewide pipelines for healthcare careers.



Expansion

# College of Pharmacy Building Renovation Phase 2



**Building 228** 2502 Marble Ave. Albuquerque, NM 87106







# **UNM College of Pharmacy**

Preparing the next generation of pharmacy leaders for New Mexico and beyond!





**Legacy of Excellence:** Since 1945, the premier destination for exceptional pharmacy education, research, and patient care programs

**Student Experience:** Creating a supportive environment that leads to lifelong connections and success through 7:1 student-to-faculty ratio, cutting-edge curriculum, and personalized mentorship.



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**Research & Innovation:** 5th in the U.S. NIH funding, groundbreaking research in environmental toxicology (human exposure to heavy metals and microplastics) and Substance Use Disorder, producing innovators who drive change in healthcare research.

**Impact on NM:** Only NM College of Pharmacy, 3,400+ graduates, 81% of state's pharmacist workforce are UNM COP alumni.

# PHASE 1: In Progress \$37M

# PHASE 2 – Request For Support \$29.8M







- Replacement of critical Building Systems & Infrastructure
- Renewed energy efficient Building Envelope
- Limited interior finishes and hazardous materials abatement

Projected Construction Completion: Fall 2027







- Renovation to modernize lab facilities for research.
- Enhanced student support space, classroom, and teaching facilities.
- Interior renovations for collaboration, accessibility, and program support space.

# **PROJECT DETAILS** Health Sciences – Pharmacy Bldg. Renovation | Phase 2



# FINANCIALS

### **Estimated Total Project**

\$66.8 M

# **Funding Request** \$28.5 M

Funding Sour	ces
Pharmacy Renovation Phase 1	<u>\$37,000,000</u>
2024 GOB UNM Match	\$35,000,000 \$2,000,000
Pharmacy Renovation Phase 2	<u>\$29,800,000</u>
UNM Match FY26 Funding	<b>\$1,300,000</b> \$28,500,000



• July: Planning & Programming

# Domenici 3T Research Center Renovation

DOMENICI HALI



**Building 260** 1101 Yale Blvd NE, Albuquerque, NM 87106







### BACKGROUND Constructed: 2005

#### Domenici Hall Research Center

Collaborative Research Center focused on neuroscience research including substance use and brain injury.

Dedicated MRI facility will provide researchers with access to high-resolution imaging capabilities essential for conduction a wide range of studies.

- Current MRI center cannot facilitate a modern MRI due to outdated systems.
- Utilizing Health System MRI units for research is taxing on the clinical delivery systems and strains clinical units.



### \$3.3M <u>Secured</u> Funding + **\$2.8 Requested Support** = \$6.1M Total Project Cost

- The project will elevate the center's research capabilities and reduce dependence on Health System MRI units.
- Leverage the strategic adjacency of the Interdisciplinary Substance Use and Brain Injury (ISUBI) center, fostering collaborative research at the intersection of substance use, brain disorders, and mental health.
- Install a 3T Tesla functional MRI. The current space must be upgraded to accommodate the requirements of modern MRI instruments, including RF shielding, electrical, and chilled water.
- Leverage secured federal funding (via HRSA grant) to enhance commitment to groundbreaking research

# PROJECT DETAILS

**Domenici 3T Research Center Renovation** 

2025

2026



# FINANCIALS

Estimated Total Project

\$6.1 M



Planning & Programming 15 Months



**Construction** 12 Months



July: Construction & Installation

• July: Completion

## Funding Request \$2.8 M

Funding Source	S
Domenici 3T Research Ctr Renovation	<u>\$6,100,000</u>
UNM Match	\$300,000
HRSA Grant FY26 Funding	<b>\$3,000,000</b> \$2,800,000



# Health Sciences Simulation & Research Equipment

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Fitz Hall (211) Biomedical Research Facility (253) Clinical & Translational Science Center (227) Research Incubator Building (205) Vassar House (225)

Health Sciences Rio Rancho









### DIGITAL ANATOMY SIMULATION TABLE FOR RIO RANCHO CAMPUS

### \$ 250,000

Install state-of-the-art interactive anatomy and physiology digital simulation equipment at Health Sciences Rio Rancho

### Immersive Learning Experiences:

A state-of-the-art Anatomy and Physiology dissection simulation table will provide Health Sciences Rio Rancho Campus students with a highly immersive and realistic learning experience.



### INTERPROFESSIONAL SIMULATION EDUCATION CENTER

### \$500,000

Establish a Health Sciences Interdisciplinary home environment simulation space.

### Flexible Multifunctional Space:

Multimodal space for interdisciplinary learning and innovation for various programs and missions at HSC

Bridge Between Theory and Practice: Simulated healthcare environments to apply theory, develop critical thinking, and gain practical hands-on experience



### ENHANCED GPU COMPUTING FOR AI & ML RESEARCH

### \$750,000

Upgrade GPU computing infrastructure to elevate our artificial intelligence (AI) and machine learning (ML) research capabilities.

### **Extramural funding**

Invest in GPU enhancements to advance AI/ML in healthcare and secure extramural funding.

### Leverage AI and ML for new insights

Foster interdisciplinary collaborations to explore innovative applications of AI/ML in health sciences research.

# PROJECT DETAILS Health Sciences | Simulation & Research Equipment



# FINANCIALS



2025

2026

2027

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Planning & Programming

5 Months

**Construction** 12 Months • July: Planning & Programming

Jan: Construction & Installation

• Jan: Project Completion

Estimated Total Project \$1.5 M

# Funding Request \$1.35 M

Funding Sources				
Simulation & Research Equipment	<u>\$1,500,000</u>			
UNM Match FY26 Funding	<b>\$150,000</b> \$1,350,000			

