PSS General Membership Meeting  
Thursday, April 26, 2012

Agenda

1. Welcome
2. Approval of the Minutes
3. Guest Speaker: Dr. Michael Cain, School of Medicine
4. Guest Speaker: Janiece Jankowski, University Libraries
5. Report of the Chair
6. Report of the Vice Chair
7. Old/News Business
8. Adjournment

Meeting Minutes

1. Welcome

Ann Marie Landel welcomed everyone to the sixth General Membership Meeting of the 2011-2012 academic year.

2. Approval of the Minutes

Minutes from the March 22, 2012, General Membership meeting were approved.

3. Guest Speaker: Dr. Michael Cain, Vice President for Health Sciences and Dean, School of Medicine and Biomedical Sciences

This presentation is to update the PSS on the plans for the Medical School.

The Medical School was once downtown on High Street, and we’re now going back to where we started in 1846. One of the many reasons for moving the med school is that our current med school is over 60 years old, and it’s showing. Our goal are to relocate the medical school and part of the priority of the current phase of UB 2020 down to where we have many other school components already—Center for Excellence, Department of Structural Biology in the Hauptman-Woodward Institute, faculty associated with Roswell Park, Gates Vascular Institutes, Center for Translational and Clinical Research.

The plan is to move the medical school in two different phases.
• Phase 1: most of the medical school, about 520,000 square feet, complete by August 2016; preferred site is at the corner of High and Main Streets. All of the educational facilities, faculty offices, research laboratories.
• Phase 2: will begin at the end of the decade, and be completed by 2023. It will focus on building additional research labs, but not affect the core education area and administrative offices.

The med school move is synergistic with the construction of medical office building (outpatient) where many clinical faculty can see patients.

Center for Translational and Clinical Research: expedite and facilitate the process of where fundamental basic discovery is translated into does that discovery have a place and does it have a favorable impact on human wellness and treating diseases. Shorten the time interval between discovery of a new idea and actually benefiting the public health.

We are moving toward an improved academic health center that includes the Med School, other health science schools and our major hospital partners—Great Lakes Health, Roswell Park, Kaleida.

What affects the design of the building?
• Incorporate the NFTA station into the design of the building.
• The Allentown neighborhood and Allen Street. There is federal funding available to look at extending Allen Street into the Buffalo-Niagara medical Campus. If and how that occurs and whether it’s used for vehicles and people will have some impact on what the final design will be.
  o One option is to extend Allen Street into the campus for both cars and people. Have a standalone med school and be adjacent to the NFTA station. It would have to be 12 stories to get all the components into it.
  o If you were able to incorporate the NFTA station into the med school, still permitting some extension of Allen Street, the building would be nine stories.
  o The preferred design approach is to incorporate the NFTA station into the med school, have the Allen Street extension be more of a pedestrian area, and build over a covered pathway that would take you into the heart of the station; this would be a seven story building.
  o It’s important to consider the communication between the neighborhood and the medical campus and give people access to commerce that may build up in the area.

The timeline for doing all of this has been to acquire the land; that process is underway and should be completed by August 2012.

They just completed an international design competition for design and architect firm. There were five finalists, four of whom responded in the open competition in March with displays of their conceptual designs. Contracts with the firm are being finalized. Hope to make announcement by the end of the week. They will be on display at the Albright Knox beginning May 16.
Construction will begin in September 2013; goal is to open the new school in August 2016.

Dr. Cain shared conceptual ideas from the finalists. The four companies were challenged to present images that they thought were important either functional, design features, things that allow them to fit in with the surrounding community or the history of Buffalo, but not to be what the final building would look like. They are fun to look at. In the end we will have an attractive, modern medical school with efficiencies. Over the next year, we will work with the architect and communicate what we need, what we want it to look like, and what we want it to contain. They will welcome university and community input.

Phase I building costs are $375M, which includes acquisition of land and construction of parking facilities.

Financing for the new med school is coming from many areas:
- $35M Challenge Grant from SUNY and NYS
- $50M UB Capital Appropriation (cash) (This money was initially to renovate Cary, Farber, Sherman; it will be reappropriated to new construction)
- $50M Gifts (School of Med) (cash)
- $25M SMBS Reserves (cash)
- $215M NYS Bond and long-term mortgage (debt)

Campaign for the Medical School, as a component of the broad UB campaign:
- Goal of $200M
- $25M will be used to build out the Clinical Translational Research Center
- $50M Med school building costs
- $125M Faculty and student support (scholarships, recruit facility)
- About halfway to the $200M goal

Leadership Initiatives:
- Because of the anticipation of transforming the medical school and creating a stronger academic center, we have been able to attract expertise to the school.
- Margarita Dubocovich, PhD, Department of Pharmacology and Toxicology Chair
- Teresa Quattrin, Department of Pediatrics Chair
- Anne B. Curtis, MD, Department of Internal Medicine Chair
- Lawrence Wrabetz, MD, Director of Hunter J. Kelly Research Institutes
- Ani Sinha, MD, PhD, Department of Dermatology Chair
- John Tomaszewski, Department of Pathology and Anatomical Science Chair
- Gil Wolfe, Department of Neurology Chair
- Ongoing leadership recruiting: chairs in the departments of microbiology and ob/gyn; 5 additional chair/senior leadership positions to fill
- New leadership, new chairs and leaders are able to attract faculty to the school. We have had a progressive growth in total number of faculty.
- In the end the goal is to add 100 faculty to the School of Medicine.
Number of funded research grants:
- 2008: $20.5M
- 201: $32.4M

Clinical practice component has the brand image of UBMD. This has increased nicely over the past 5 – 6 years.

Academic Benefits:
- 100 new medical faculty
- They are starting to 20 more clinical service areas where Buffalo has gaps in clinical care; the second largest city in New York should not accept this. We are outsourcing a lot of our care to Cleveland and Pittsburgh because we do not have the expertise here. Why? We have not yet created the academic health center that attracts people to actually come here and fill those gaps. Through expanding and growing our academic health center, we will fill these gaps over the next 3-4 years.
- world class educational research facilities

Community Benefits:
- training 100 new UB physicians
- 1,125 more clinical service areas
- 1,665 construction jobs
- improved health care solutions
- WNY destination for health care

Questions
- Gene Pohanschek asked about schools in the country who have made a similar move/investment.
  Two schools in the last 10 years who have rebuilt/moved the med school: University of Colorado Denver and University of California at San Diego. There are several new med schools being built: Orlando – University of Central Florida, NY Hofstra, Scranton PA

- Will UB add additional staff for the Medical School?
  Yes, as we add faculty, we have an established faculty staff ratio.

- Dan Vivian mentioned that he has seen parking neglected in the past. What are we doing?
  Dean Cain replied that this is an important question and has been talked about since we started the project. There is comprehensive planning going on that addresses this issue. We need to consider who are the stakeholders at a modern 21st medical campus.
  - patients
  - staff
  - students
  - doctors in training (interns and residents)
  - faculty
How do you determine which of these groups should park closest to certain buildings. There will be 4,000 – 5,000 going downtown when the campus is done. Do you really want 5,000 more cars going up Ellicott and Washington Streets? Need to have a thoughtful planning strategy that would take advantage of public transportation. Do we want to have parking on the periphery of the campus and then use a shuttle service? This has been discussed for at least a year and will continue during the project.

- **Pam Rose asked if the building design will be green?**
  Dean Cain said yes. Part of the parking strategy will be green-focused. Encourage people to use public transportation.

- **Pam also asked if they see the relationships between the teaching hospitals and the medical school changing given the proximity.**
  There is a progressive and important improvement in creating this academic health center that requires hospital partners, not hospital affiliations. There are meetings going on to look at ways to better integrate healthcare on the campus, to eliminate needless redundancies, and move toward achieving excellence through collaboration and integration rather than trying to achieve excellence through internal competition.

- **Do you see one of the hospitals becoming a teaching hospital?**
  Dean Cain replied that he is hopeful that we will get there. It’s not necessary that the Medical School own the hospital. President Tripathi and Dean Cain are voting members on the board of Great Lakes Heath. We are progressively getting into an integrated academic health center.

- **Mary Pitts asked if there is relationship between the addition at ECMC and UB.**
  Under the umbrella of Great Lakes Health, which is bringing in 2 competitive hospitals more and more under one management roof. This allows an integration and thoughtful service line planning. For example, open heart surgery and cardiac catheterization were being done at both Buffalo General and ECMC. They are now all being done at the Gates Vascular Institute. We had two competitive kidney transplant services, one at Buffalo General and one at ECMC. Each was doing the minimum number of transplants to stay accredited. We now have one kidney transplant system at ECMC. This resulted in the ability to build a brand new kidney building for both dialysis and transplants. We can now look at growing that transplant service rather than have two competing entities. ECMC will always be our trauma center. We have put in a grant to the state to make ECMC the psychiatric and behavioral center, so that we can consolidate expert and not duplicate it at two different hospitals. This is all for the public good.

- **Ellen Dussourd asked Dean Cain to name the clinical areas that Buffalo doesn’t currently have.**
  The Buffalo metropolitan area does not have: pediatric cardiac surgery (they have to go to Rochester, Cleveland or Pittsburgh), liver transplants, liver disease (hepatology), and a training program for radiology. We are the second largest city in New York; we can bring people here with an academic medical center.
4. **Guest Speaker: Janiece Jankowski, Manager of UB Libraries, Access Services**

Janiece shared the Student Scheduling Process Improvement project she and her team worked on. Her team is Jason Bashir, Chris Keough, Carrie Goetz. The project champion was Susan Dow, associate director of access services for circulation.

Although the team was not directly involved in the process, they were very helpful in providing feedback and ideas.

Janiece attended an orientation at the United Way and then formed her team.

**Student Scheduling Parameters:**
- Schedule 40 students for 2 service desks in the Capen and Lockwood Libraries for 428 hours per week.
- 8 schedules per year

**Started process by providing a charter to the United Way. The charter included:**
- objectives
- boundaries
- customers affected
- schedule for completion of the project
- metrics to judge success
- champions
- team members
- resources

Janiece then defined what was important:
- look for 30% reduction in time spent, started out with 199 hours of Janiece’s time on a full schedule
- streamline the process
- improve student morale

She also had to provide process chart:
- solicit student schedules
- develop schedule
- post schedule
- adjust schedule
- post final schedule

**Next step, analyze what’s wrong:**
- analysis of what was wrong, created a cause and effect matrix
- weight the processes
- process inputs
- what took the most time
Project outcome:
  • As a project outcome, they put the scheduling in the students’ hands. Created a new process in which the students signed up for their shifts themselves. No more nagging

Failure mode and effects analysis (FEMA) chart:
  • Helps to determine how severe each step is.
  • Made a lot of progress in the time spent emailing students. Reduced hours emailing from 140 hours to 14 hours.

Before new procedure:
  • Set schedule based on student availability
  • Emailed the students and asked for feedback
  • huge failure rate

After new procedure:
  • let students sign up
  • they select their work hours
  • they are committed to the schedule when they sign up
  • reduction in failure
  • students seem more accountable for what they signed up for
  • have found that this new procedure consistently works

Janiece share a Consolidated Pareto Chart looking at the time spent before and after the new process is implemented.

As part of the project, required to control it:
  • Control and reduce how much time us spent scheduling by communicating the instructions for the new procedure.
  • Control schedule jockeying: moving students around
  • Control the time to review the schedule and post the final shifts

Process outcome:
  • new template for the new procedure which was adjustable whether it was summer, fall, spring, how many hours they needed to fill
  • addressed one of the original requirements to have the right caliber of students at the right time at the right place to provide the best possible customer service
  • worked closely with the team and her on-campus stakeholders, everyone was on board with the new procedure

Success in action:
  • sign up for three summer sessions was very successful
Mary Pitts asked if students can sign up online or do they have to do it in person? Janiece replied that they have to come in. If online, they didn’t have a way of stopping them from overwriting someone else. We have to coach students based on their level of expertise (levels 1, 2, 3) on when they can work.

Janiece added that the program at the United Way is free. It’s a great way to get started with efficiencies.

Robin Sullivan asked if they received any feedback from the students about the process. Janiece said they did and the students love the new process. They encourage students to consider all of the classes they could possibly take along with their personal commitments. Then they should only schedule themselves for times that they are available. If there is a shift a student can no longer commit to, they are responsible for getting someone to fill in for them. The library staff will no longer do that for them. They are working with the students to continue to build a sense of responsibility and maturity that work is an equal commitment that you need to take seriously.

Janiece added they continue to tweak the process and are constantly looking at how to make processes more efficient.

5. Report of the Chair
   - Award selection is complete and the award ceremony will be held in May.
     - SUNY Chancellor’s Awards for Excellence in Professional Service: Hadar Borden, Nancy Recupero, Robert Scalise
     - Outstanding Service: Katherine Trapinovski
     - PSS Outstanding Service: Janiece Jankowski
   - Senator Elections: All areas have been fulfilled except for Areas I health science and Area II Academic; need the nominations by May 7.
   - Ann Marie introduced Laura Hubbard, VP for Finance and Administration; Laura commented that she is happy to be here.
   - PSS is celebrating its 40th anniversary in September. We are unique in the SUNY system. Kick off the fall with a celebration.
   - Ann Marie attended the SUNY Plenary last week.

6. Report of the Vice Chair
   - Reminder about biannual conference on June 1, please register
   - PSS awards luncheon will be on May 16
   - Welcome committee: beginning planning for fall welcome in October
   - Mentoring committee: two meetings coming up, beefing up the website
   - Greener Shade of Blue and You: will be held either Sept 18 or 19 in the Student Union
   - Supervisor’s Learning Forum on May 22, 9-11 am, partnering with the OD&T.
   - Summer potluck will be Wed June 27, noon - 1
   - PSS plant exchange will be on June 12; registration info is on the website.
7. Old/New Business

None discussed.

8. Adjournment

Meeting adjourned at 4:21 pm.