



**DELAWARE INSTITUTE OF DENTAL EDUCATION & RESEARCH (DIDER)
DELAWARE INSTITUTE OF MEDICAL EDUCATION & RESEARCH (DIMER)
QUARTERLY BOARD MEETING - COLLABORATIVE**

Wednesday, September 4, 2019

University of Delaware, STAR Campus Health Sciences Complex
540 S. College Avenue - Room 113
Newark, DE 19713

Meeting Attendance

DIMER Board Members Attending:

- Sherman Townsend (Chair)
- Michael Alexander, MD
- David Barlow, PhD
- Katherine Collison, MSM
- John Glenn, MD
- Jacqueline Washington (*for Marsha T. Horton*)
- Vincent Lobo, Jr., DO
- Kathleen Matt, PhD
- Lisa Maxwell, MD
- Robert Monteleone, MD
- Wayne Smith

Board Members Absent:

DIMER

- Neil Jasani, MD, MBA
- Carl Turner, MD

DIDER

- Bruce Matthews, DDS
- Nicholas Conte, DMD, MBA
- Brian McAllister, DDS
- Wanda Gardiner-Smith, DDS
- Ray Rafetto, DMD

DIDER Board Members Attending:

- Louis Rafetto, DMD (Chair)
- Theodore Becker, Mayor
- Lisa Goss, RDH, BS
- Howard Zucker, DDS



School Liaisons Attending:

- Deborah Bevenger, Chief Admissions Officer
Philadelphia College of Osteopathic Medicine
- David Paskin, Vice Dean for Graduate Medical Education & Affiliations
Thomas Jefferson, Sidney Kimmel Medical College

Delaware Health Care Commission Facilitators:

- Elisabeth Scheneman, Executive Director
- Eschalla Clarke, Social Services Senior Administrator

Guests:

- Dominique Cross, Bayhealth Medical Center
- Dr. Thomas Ferry, Star-Med, LLC.
- Pamela Gardner, Delaware Health Science Alliance
- Tim Gibbs, Delaware Academy of Medicine / Delaware Public Health Association
- Ayanna Harris, Delaware Health Care Commission
- Dr. Omar Khan, Delaware Health Science Alliance (DHSA)
- Elizabeth L. Zubaca, Hamilton Goodman Partners
- Matt McNeill, Delaware Academy of Medicine / Delaware Public Health Association
- Dr. Kate Smith, Delaware Academy of Medicine / Delaware Public Health Association
- Dr. Brintha Vasagar, Bayhealth Medical Center



Meeting Minutes

CALL TO ORDER

DIMER Chair, Sherman Townsend, called the meeting to order at approximately 4:02PM.

DIDER/DIMER MEETING COLLABORATIVE OVERVIEW

Dr. Louis Rafetto presented an overview of DIDER's progress over the past year – highlighting the Dental Health Summit held on July 10, 2019.

APPROVAL OF DIMER MEETING MINUTES – BOARD VOTE

Delaware Institute of Medical Education and Research (DIMER) board unanimously approved the April 17, 2019 meeting minutes.

APPROVAL OF DIDER MEETING MINUTES – NO VOTE

Delaware Institute of Dental Education and Research (DIDER) board did not approve the June 10, 2019 meeting minutes. There was no quorum for this meeting.

PCOM, SKMC, & TEMPLE UNIVERSITY REPORT ON ENTERING (freshman) CLASSES - CLASS OF 2023

- **Temple University** – *Dr. Louis Rafetto*

This past July Christiana Care Health Systems enrolled new residents in the maxillofacial surgery program. Eight residents are enrolled in the four year program.

Temple University has accepted the average number of students with an average GPA of 3.6 and DAPT scores of 21. The annual Temple University report was reviewed with the board.

Last year DIMER had the largest participation of first-year students, 39 were enrolled between the two schools (PCOM and SKMC). Contractual obligations required only 25 seats to be reserved. This year 38 first-year students are enrolled at the schools. The approved State budget that became effective on July 1, 2019 for State Fiscal Year 2020, allocated funding for an additional 5 seats at PCOM. Bringing the total number of seats reserved at PCOM to 10 per year. This is the first increase since the PCOM-DIMER relationship started in 2000.



- **Philadelphia College of Osteopathic Medicine (PCOM) – Deborah Benvenger**
Appendix 1 – PCOM Delaware Resident Summary

Over 10,000 applications were received in the 2019-2020 academic year; 57 of those applications were from Delawareans; 37 were invited for interviews; and 28 were accepted through the rolling enrollment process.

PCOM welcomed 18 new DIMER students in the first year class; 12 were from New Castle County, 2 Kent County, and 4 Sussex County. Of the students enrolled their ages ranged from 21 to 28.

Ethnicity of the students enrolled is based on self-identification;

- 1 Asian (Oriental and/or Indian)
- 4 Multiple Races
- 3 Black (African American)
- 10 White (Caucasian)

See Appendix 1 – *PCOM Delaware Resident Summary* for a 10 year snapshot of the Doctor of Osteopathic Medicine (DO) Program.

- **Sidney Kimmel Medical Center (SKMC) – Dr. David Paskin**
A total of 20 students are newly matriculated at SKMC. Additional statistics can be provided at a later date.

SKMC recently met with PCOM President, Jay Fieldstine to discuss mutual interests in the Philadelphia (PA) area, especially with the closure of Hahnemann Hospital and Drexel expanding classes beyond its means. Efforts will be coordinated in the Abington area where there are a mix of Drexel, Temple, PCOM, and SKMC students in different curriculums with varying schedules. The objective is to consolidate the rotation schedule; PCOM will start in April instead of the traditional July start date.

Hahnemann closure brought a lot of the CEO/DIO from surrounding institutions together to step up to the plate. Christiana Care Health Systems was also included in the discussions. A significant amount of students that were displaced through the closure are staying in PA. At final count all of the orphaned student were placed in a program somewhere.



The Centers for Medicare and Medicaid Services (CMS) filed a claim in Bankruptcy Court on September 4, 2019 to block academic institutions in PA from selling spots outside of the State. Patients/Doctors are all in PA, therefore the residency programs should remain in PA as well.

Saint Christopher's Hospital for Children is critical to Drexel, Temple, PCOM, and Einstein; which all have academic programs at the facility. It would be a disaster to see it go, since it is located in a high-need area. Efforts are underway to save the hospital in a joint venture.

There are talks to expend fellowships in critical care specialties with Christiana Care Health Systems.

Board member, Dr. Lisa Maxwell - this is the first year that five (5) Delaware residents participated on the admissions committee at Thomas Jefferson University - SKMC, and specifically requested to participate on the DIMER selection committee. The 5 members were divided among the total DIMER applicants. Delaware representatives got the opportunity to interview all of the accepted students and to promote DIMER earlier in the enrollment process. Delaware Health Sciences Alliance (DHSA) will now follow up with welcome letters to all students.

Christiana Care Health Systems (CCHS) accepted seven (7) of the residents during the Hahnemann closure. Most of the students wanted to stay in Philadelphia for housing and licensing reasons. More than half of those that accepted had a Delaware connection; 2 were born at CCHS, 1 was a Branch Campus Student that wanted to match but did not.

DIMER Chair, Sherman Townsend, received one panic call, as a result of the Hahnemann situation, from a DIMER student that was in his final year of surgical residency. Luckily, he was offered a residency match in Philadelphia. It is a requirement to have the last two years of residency at the same location.

DELAWARE HEALTH SCIENCE ALLIANCE (DHSA) PARTNERSHIP – Dr. Omar Khan

Appendix 2 – DHSA Support Services for DIMER (due to technical difficulties, slides were not shown during the meeting)

- Though logical, welcome letters were not always sent to DIMER students. DHSA has taken some of the administrative burden from Delaware Health Care Commission, and for the second year will send out the letters to all DIMER students. September is the perfect time to connect with newly matriculated students.



Key messages included in the letters are:

- Process for DIMER applicants
- Upcoming Events – dinners for respective schools

Upcoming County outreach events for DIMER:

- Saturday, September 15, 2019
Wilmington Friends School (inspired by DIMER events, but not sponsored by DIMER)
167 students already registered
New Castle County
DIMER board members participating – Dr. David Barlow
- Sunday, September 28, 2019
Delaware State University
225 students already registered
Kent County
DIMER board members participating – Sherman Townsend & Dr. David Barlow
- ***Health Care Workforce – getting professionals back into Delaware***
DIMER is an amazing program to filter highly qualified professionals into Delaware. The reentry pathway (Pre Medical Education – Medical School – Branch Campus – Workforce) is not as robust as it could be in Delaware. Delaware Day was a success on July 13, 2019. Approximately 25 students registered to attend this event, and none of the attendees walked out empty-handed. For the first time, all of Delaware health systems were in the same room recruiting practitioners. Great candidates were recruited for faculty and residency positions at Bayhealth. Special thanks to board member, Wayne Smith, for facilitating the conversations with Delaware’s major hospital Chief Executive Officers; Bayhealth, St. Francis, Christiana, Nemours, Nanticoke, and Beebe.

Next year’s event will be hosted in New Castle County. The goal is to work with Dr. Brian Lavene, and board members Dr. Lisa Maxwell and Dr. Neil Jasani, to host the event during residency orientation at the Christiana Care Health Systems Branch Campus. Ensuring a terrific audience of graduates and non-graduates. Registration numbers are expected to triple for this event.

The Apollo high school program launched by Delaware Youth Leadership Network, asked Delaware Medical Education Foundation administered by the Medical Society of Delaware, to fund a curriculum and a website allowing high school students to connect with physicians in New Castle County for shadowing opportunities. Contingent on receiving an award, the program was asked to expand throughout the southern regions of Delaware as well. DHS and the



Medical Society of Delaware will connect offline to explore opportunities for collaboration on upcoming outreach events.

DIMER / DIDER FUTURE COLLABORATIONS

- DIDER wants to learn best practices from DIMER on how to interact with students and recruit practitioners to Delaware
- Both boards must think through best recruiting tools that can be utilized in conjunction with State Loan Repayment Program
- DIDER/DIMER collaborative meeting may be scheduled during a different season next year because September is a busy time for DIMER

OTHER BUSINESS

- **Bayhealth** was recently awarded a \$750,000 grant from the US Department of Health and Human Services, Health Resources and Services Administration for implementing a rural residency program.

Dr. Brintha Vasagar and Dominique Cross - a third year PCOM student doing rotations at Bayhealth, provided an update on the residency program. Medical students are a part of the overall strategic vision for growing graduate medical education down in the southern half of Delaware.

The first application for the medical residency program in family medicine will be submitted this week. Internal medicine and family practice are scheduled to start in July of 2021. Emergency room and general surgery will follow in 2022. The transitional year is planned for 2023. Bayhealth will host eight residents each year in the brand new, state-of-the-art, hospital being built in Dover. At full capacity, Bayhealth projects adding 30,000 new visits to the community.

- **Christiana Care Health Systems Branch Campus** – *Dr. Lisa Maxwell*
For 15 years Christiana Care Health Systems (CCHS) has served as the Southern Branch Campus for Thomas Jefferson University, Sidney Kimmel Medical College (SKMC) and 2 years for Philadelphia College of Osteopathic Medicine (PCOM). Of the 41 students currently on campus, 11 are 3rd year PCOM students, 11 are 4th year PCOM students, and the others are from SKMC.



On May 1, 2019 CCHS celebrated the students and the success of the campus with a reception for stakeholders and students.

Presented a Branch Campus update to Delaware Health Care Commission in July 2019.

- **Budget Discussions – BOARD VOTE**

Sherman Townsend announced that DIMER is celebrating 50 years of existence. Over 1000 students have been educated through Sidney Kimmel Medical College and another 200 or so through Philadelphia College of Osteopathic Medicine.

A proposal to increase existing DIMER budgets by \$769,800 was presented. The board unanimously voted in favor of the proposal below;

DIMER Funding Allocations

Allocation	FY 2020	FY 2021 (Proposed)
Sidney Kimmel Medical College	\$1M	\$1M
Philadelphia College of Osteopathic Medicine	\$500K	Increase \$250K (total \$750K)
Christiana Care Health Systems	\$200K	Increase \$100K (total \$300k)
Tuition Assistance	\$280,200	Increase \$320K (total \$600K)
Loan Repayment	\$198,400	\$198,400
Bayhealth GME Residency Program		\$100K
Total	\$2,178,600	\$2,948,400 (increase \$769,800)

FY 2021 Ranked Priorities proposed by DIMER Chair (not yet approved by DIMER board)

1. Add \$100,000 for Bayhealth Graduate Medical Education Residency program
2. Continue to increase funding for PCOM to eventually reach level funding with SKMC – for 2021, increase \$250,000 (15 slots)
3. Increase funding to Christiana Care Health System by \$100,000
4. Increase Tuition Assistance by \$320,000 (\$5K a student for 120 students)

The need for this request developed from an informal survey at last year’s SKMC-DIMER dinner at La Buca Restaurant. The Chair sat at a table with nine student and asked which of them had an interest in Primary Care, no one responded. Pushing forward, the Chair asked if they can pay off \$200,000 in financial loans for practicing in Primary Care / OBGYN / Pediatric / Mental Health, how many would be interested? Four hands (44%) shot up. It is evident that recruitment is all about the money, and Delaware has the opportunity to alter behavior with the right incentives.

DIMER needs to take on a new role to educate hiring institutions about salary, sign-on bonus, incentives, etc. Salary must be competitive, and incentives must be available for the students in the fields.



- **House Health Care Provider Loan Repayment Program – Wayne Smith**
University of Delaware conducted a study last year about shortages in Delaware and national data released recently show that students matching to primary care disciplines are at an all-time low, with Delaware as the seventh lowest in the nation. It is a money issue.

The existing Federal loan repayment program has many shortfalls and strings attached in terms of who can apply. As a result, legislators and stakeholders started talking about a year ago, to develop an alternative to the Federal program and make Delaware more attractive to students. Supported by Senator Bryan Townsend and Representative David Bentz, House Bill 257 was introduced to legislation in June. Representative Bentz is in full support of a tri-partied sharing between the State, insurers and hospitals to produce needed funds. The Governor has indicated interest in this approach.

Stipulations

- \$1M available by the State
- Seeking match from Insurers and/or hospitals
- Available to private practices
- Maximum award of \$50,000 per year for a minimum of 4 years
- Must be in an area of need
- Cannot offer concierge medicine
- Must accept Medicare/Medicaid
- Participate in the Voluntary Initiative Program – VIP through the Medical Society of Delaware

A coalition is assembled to promote this program;

- Delaware Health Care Commission
- Delaware Institute of Dental / Medical Education and Research (DIDER/DIMER)
- Delaware Academy of Medicine
- Federally Qualified Health Centers (FQHC)
- Medical Society of Delaware
- State Department Coalition

Sherman Townsend proposed including Delaware Institute of Dental Education and Research (DIDER) in the legislation verbiage.

Louis Rafetto petitioned for inclusion of practice start-up and/or equipment costs.



- ***Delaware education and workforce pipeline – Dr. Lisa Maxwell***
Appendix 3 – DIMER Retention Strategies

Sherman Townsend galvanized the DIMER board to take the lead on shaping human behavior for an innovative approach to practitioner education, recruitment, and retention. Examine when is the best time to inject the State Loan Repayment Program into students lives and offer incentive to practice in Delaware.

Dr. Lisa Maxwell opened with a disclaimer that this is not a fully formed proposal. The slides were compiled a few years ago to spark discussions about enhancing the effectiveness of DIMER. Therefore, the numbers and data may be outdated.

Slides 6 and 7 represents the effectiveness of DIMER in mathematical proportions.
Establish a

Potential Strategies:

- Deliberately link DIMER and clinical campuses in Delaware and Philadelphia
 - ✓ Connect DIMER and Delaware Branch Campus at Christiana Care Health System
 - ✓ Establish a Delaware Medical School Program with affiliated schools and market as a package deal to Delaware students – offer tuition assistance, discounts, or scholarships if they return to Delaware after graduation
 - Delaware option/pipeline offered to DIMER students
 - Traditional Path - participate in the larger application pool if students opt out of the DIMER program
 - ✓ Students enrolled at DIMER affiliated schools understand early in the process that returning to Delaware is mandatory, upon admission they are assigned a Delaware-based mentor, some course work and/or clinical is available in Delaware, and
- Loan Repayment opportunities linked to Graduate Medical Education (GME)
 - ✓ Sustainable & Reliable – program must have secured funding
 - ✓ Link to GME – link job and training together; provide loan repayment opportunities during residency programs; studies show that students make life altering decisions during residency



- ✓ Economic Development – retention is tied to quality of life and salary; what is it that Delaware offers practitioners?
- ✓ Customer – conduct focus groups with Branch Campus students for feedback on improving recruitment and retention

Sherman Townsend is in favor of talking to the students and getting their input on enhancing the programs.

Dr. Louis Rafetto supported surveys and focus groups to understand the mindset of new practitioners.

Dr. Omar Khan attested that DHSA loves the idea of connecting with students and confirmed that DHSA has the space, videography equipment, and resources to accommodate a focus group study. **A proposal will be presented at the next DIMER board meeting.**

Dr. David Paskin presented reservations about asking students to commit to Delaware at an early point in their education and/or professional careers. Practitioner shortages is not a unique problem to Delaware. He recommended making a quality product and sell the State; practitioners will come.

Dr. Tom Ferry referencing slide 12 of the DIMER Retention Strategies presentation (Appendix 3) – the traditional track of enrollment to medical school should not be overlooked. An overview of the WWAMI agreement and the 2012 study conducted on behalf of Delaware Health Care Commission was provided. The decision to practice in a specific location is not about the money, it is about the types of structure that exists in the States that pulls students back. A study from the State University of New York in Albany, Center for Workforce Studies showed that the number one factor for students choosing a State for Residency is proximity to family and where they grew up; 2017, 2015, 2011. Make Delaware attractive for families and examine what other rural States are doing.

- ***DIMER Annual Report***

Delaware Health Care Commission has agreed to publish a DIMER annual report for the upcoming legislative session. This is the 50th anniversary of DIMER. The goal is to have a directory of every DIMER student in the back of the report. Conversations with several legal representatives confirmed that DIMER is a State funded program and there is no privacy violations in publishing the list of names.



- **Round Table**

Dr. Robert Monteleone shared that St. Francis takes 25 students for family medicine rotations each year and very few of them stay. Approximately 15-20% of the residents stay. There is some benefit to linking the incentives such as the State Loan Repayment Program to GME.

Dr. Omar Khan introduced the Delaware Health Sciences Alliances and Delaware Academy of Medicine team.

Dr. Tom Ferry added a few comments to the importance of DIDER and DIMER. Of the 151 medical schools listed by the AAMC 120 have more in-State students than out of State students. Of the 65 dental schools, 35 are required to give preference to in-State residence. These numbers proved that students will not come back if they cannot get out. Build a formal program on the foundations of DIDER and DIMER.

- **Upcoming Events**

DIMER board members are encouraged to attend as many events as possible

- October 2019

Temple University – Maurice H. Kornberg School of Dentistry
1st – 4th Year Students

- December 2, 2019

Sidney Kimmel Medical College
Eakins Lounge, Jefferson Alumni Hall
1st – 2nd Year Students

- December 11, 2019

Philadelphia College of Osteopathic Medicine
Hilton Hotel – City Avenue
1st – 2nd Year Students

This is an annual dinner for enrolled DIMER participants. This year's event will include last year's DIMER graduates. Formal invitations are in the process of being printed. The DIMER board is invited. More information to follow in the future.

- January 13, 2020

Sidney Kimmel Medical College
La Buca Restaurant
3rd / 4th Year Students



ADJOURN

Meeting adjourned at 4:02PM. The next board meeting for DIMER and DIDER will be held as follows;

- **Next DIMER Meeting**

Date: Wednesday, November 13, 2019,

Time: 4:00PM – 6:00PM

Location: University of Delaware – Star Tower, 100 Discovery Boulevard – 4th Fl., Newark, DE 19713

- **Next DIDER Meeting**

Date: Wednesday, October 9, 2019

Time: 3:00PM – 5:00PM

Location: Herman Holloway Campus, 1901 N. DuPont Highway – Room 198, New Castle, DE 19720

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Appendix 1
PCOM Delaware Resident Summary



Appendix 2

DHSA Support Services Update for DIMER

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Appendix 3
DIMER Retention Strategies

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