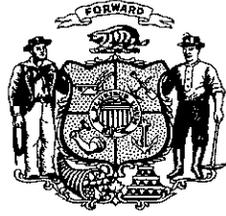


STATE OF WISCONSIN

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JOINT COMMITTEE ON FINANCE

MEMORANDUM

To: Members
Joint Committee on Finance

From: Senator Alberta Darling
Representative John Nygren

Date: October 15, 2018

Re: MCW Report to JFC

Attached is the Medical College of Wisconsin biennial medical school and family medicine report, pursuant to s. 13.106, Stats.

This report is being provided for your information only. No action by the Committee is required. Please feel free to contact us if you have any questions.

Attachments

AD:JN;jm



Office of Government and
Community Relations

October 15, 2018

The Honorable Scott Walker
Governor, State of Wisconsin
Room 115 East, State Capitol
Madison, WI 53702

OCT 15 2018
J. FINANCE

Dear Governor Walker:

Enclosed please find the Medical College of Wisconsin's (MCW) biennial medical school and family medicine report, due on October 15th of each even-numbered year. The contents of the report are organized into three primary divisions:

- Medical School Reporting Requirements
- Family Medicine Residency Program Reporting Requirements
- A Financial Summary of MCW

MCW is pleased to provide this biennial report and views the state as an effective partner toward advancing high-quality care for the citizens of Wisconsin. MCW looks forward to continuing this strong relationship into the future.

Please contact me by phone at 414.955.8217, or via email at nberken@mcw.edu, if you have any questions or comments.

Sincerely,

Nathan Berken
Director of Government Relations
Medical College of Wisconsin

Enclosure:

Medical College of Wisconsin Biennial Medical School and Family Medicine Report

Cc:

Jeff Renk, *Senate Chief Clerk*
Patrick E. Fuller, *Assembly Chief Clerk*
Members of the Joint Committee on Finance
Dave Loppnow, *Legislative Fiscal Bureau*
Erin Probst, *Legislative Fiscal Bureau*
Sara Hynek, *Wisconsin Department of Administration*
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MEDICAL COLLEGE OF WISCONSIN (MCW)
BIENNIAL MEDICAL SCHOOL AND FAMILY MEDICINE REPORT
TO THE GOVERNOR, JOINT COMMITTEE ON FINANCE, AND CHIEF CLERKS

OCTOBER 15, 2018

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MEDICAL SCHOOL REPORTING REQUIREMENTS

AS REPORTED BY THE:

MCW OFFICE OF ACADEMIC AFFAIRS

INTRODUCTION

The Medical College of Wisconsin, Inc., (MCW) is a private, nonprofit educational institution, governed by a board of trustees consisting of a maximum of 30 members. The Governor, with the advice and consent of the Senate, appoints two members of the board for staggered six-year terms. MCW is dedicated to leadership and excellence in advancing the prevention, diagnosis and treatment of disease and injury through:

- ❖ Education: Preparing the physicians and scientists of tomorrow while enhancing the skills of today's health professionals.
- ❖ Research: Creating new knowledge in basic, translational and patient-based research to improve human health.
- ❖ Patient Care: Providing effective, compassionate, expert care for patients.
- ❖ Community Engagement: Partnering with public and private organizations to enhance learning, research, patient care and the health of the community.

MCW's deeply rooted commitment to medical education has been part of our rich heritage for 125 years. Our origin dates back to 1893, with the establishment of the Wisconsin College of Physicians and Surgeons. It was the vision of our founders to educate physicians who would go forth to meet the health needs of the growing population and raise the standard of medical care in Wisconsin communities and beyond. MCW's main campus is in Milwaukee, with two regional medical school campuses at MCW-Green Bay and MCW-Central Wisconsin.

In 2010 and 2011, MCW began looking at solutions to mitigate Wisconsin's dramatic physician shortage, which was expected to exceed 2,000 physicians over the next 20 years. After meeting with health system leaders from across the state, MCW made the decision to expand its medical education program into new regions of Wisconsin. Working with health system and academic partners in northeast and central Wisconsin, MCW developed two new medical school programs to increase the physician workforce in these regions, as well as across the state.

In 2013-15, MCW received grant funding from the Wisconsin State Building Commission under 2013 Wisconsin Act 20 to aid in the remodel, development, and renovation of these programs. As a result of this investment, MCW-Green Bay welcomed its inaugural class of students in July 2015. MCW-Green Bay's first class of 15 MD students graduated on June 1, 2018. MCW-Central Wisconsin's first class of MD students will graduate in the summer of 2019.

Since MCW-Green Bay and MCW-Central Wisconsin both feature calendar efficient curricula, students will typically graduate from medical school in three years, versus four years at a traditional institution. As of August 2018, both programs have a full complement of students: 89 at MCW-Green Bay, and 70 at MCW-Central Wisconsin, totaling 159 medical students.

13.106 (3)(AC) COMMITMENT TO STUDENT DIVERSITY

MCW has an active Diversity Advisory Committee, which meets regularly to develop, implement and monitor our institution's ongoing efforts to value, honor, and promote diversity and inclusion. Our *Diversity and Inclusion Statement* is a testament to the learning environment and student experience we work to cultivate through our recruitment practices and educational programs.

Medical College of Wisconsin Diversity and Inclusion Statement

The Medical College of Wisconsin defines diversity as a commitment to recognizing and appreciating the variety of individual differences in an environment that promotes and celebrates individual and collective achievement. The diversity of MCW continues to be an important source of innovative ideas and creative accomplishments.

MCW prides itself on being an inclusive community where all individuals are valued and respected. Inclusion is about embracing, respecting, honoring, recognizing and ultimately leveraging the differences we innately possess to build a better community. An inclusive community is essential to our mission to be a national leader in the education and development of the next generation of physicians and scientists; to discover and translate new knowledge in the biomedical sciences; to provide cutting-edge, interdisciplinary and compassionate clinical care of the highest quality and to improve the health of the communities we serve.

To create a more vibrant and equitable community, MCW endeavors to achieve inclusiveness through the composition and actions of our board of trustees, leadership, faculty, staff, residents and student body. MCW's commitment to understanding differences and fostering respect and inclusiveness affects all aspects of the college, including what and how we teach and learn, and how we behave.

MCW recognizes the importance of allowing medical students the opportunity to exchange ideas with others who have talents, backgrounds, viewpoints, experiences and interests different from their own. To this end, MCW is committed to the recruitment, admission and graduation of talented students from diverse backgrounds.

Specifically, students who demonstrate experiences in one or more of the following categories will be deemed to contribute to the diversity of the MCW student body:

- Growing up in poverty or in a disadvantaged socioeconomic status;
- Being the first person from one's family to attend college or graduate school;
- Overcoming educational disadvantage (graduating from a high school with little resources or with a high dropout rate);
- Having a primary language other than English;
- Living in a rural area; or
- Overcoming a significant handicap

Responsibility for developing and coordinating the identification, recruitment and graduation of a diverse student body is a collaborative effort with the Associate Dean for Student Inclusion, the Assistant Dean for Medical School Admissions and the Admissions Committee. A wide variety of activities are designed to inform students of career opportunities in medicine and the biomedical sciences, and to motivate them towards proper academic preparation. These activities provide the critical linkages from high school to college and on to medical and/or graduate school. MCW's learning skills specialist assists high school and college students by improving their study skills, preparing them for entrance exams, critical thinking skills and oral presentations. The efforts are continued intensively with students after they enroll at MCW to ensure their continued successful academic performance.

MCW offers several enrichment programs specifically designed to increase the interest of diverse students in medical careers, and has been successful in obtaining substantial extramural support from sources such as the National Institutes of Health (NIH) and private foundations. For example, the Diversity Summer Health-related Research Education Program, sponsored by the NIH, provides an opportunity for 14 students at the

undergraduate, graduate, or medical school level to engage in productive bio molecular research under the guidance of MCW researchers. Other programs include the Apprenticeship in Medicine Program, the Research Opportunity for Academic Development in Science for high school students, and the SEED Program.

In addition, we are continually looking for ways to increase our reach to diverse populations. We recognize that to enhance our presence in diverse communities a long-term outreach strategy is important. To that end, we received a five-year grant from Advancing a Healthier Wisconsin to develop pipeline programs dedicated to building long term partnerships with high schools and colleges/universities to attract future generations to careers in medicine. The Student Enrichment Program for Underrepresented Professions (STEP-UP) programs began in Fall 2017. We are pleased to report that over 50 middle, high school and college age students have participated in programs including 18 participants in the 3-day Summer Medical Boot Camp. Our goal is to provide students from diverse populations with exposure and learning opportunities that will excite them to enroll in our summer enrichment programs and ultimately medical school.

Student applications from underrepresented students are reviewed by the Associate Dean of Student Affairs/Diversity working closely with members of the Admissions Committee who screen and evaluate students for admission. In addition to traditional measures of academic achievement, non-cognitive factors such as motivation, leadership, enthusiasm for the profession of medicine, and evidence of academic improvement are given consideration in the selection process.

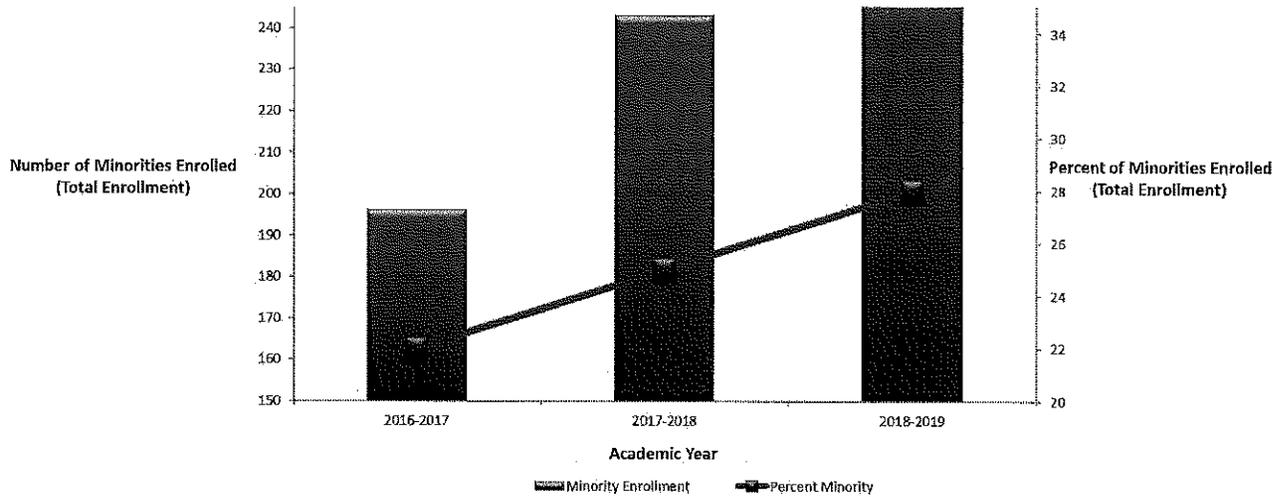
Once students enter MCW, retention becomes a key consideration. Among the methods used to assist students in adjusting to the rigors of medical education are academic supportive services such as assistance with study skills, one-on-one tutoring, group tutoring, and discussion sessions. A wide variety of computer software programs, including self-guided course materials, are available for individual use in the library and student computer labs. Additionally, special efforts are made to enroll selected students in a preparatory course to assist them in successfully completing the first step of the standardized national license exam usually taken at the conclusion of the second year of medical school.

Another option available to assist students in the transition to the demands of medical school is the five-year curriculum program. This is a decelerated program in which the normal course work of the first year is extended over two years. Students take the regular sequence of second-year courses during their third year and complete the clinical clerkships and elective courses during the fourth and fifth years. This program allows students the opportunity to acquire the necessary basic knowledge in a less intensive sequence. This option is also available to students encountering academic difficulty during their first major medical school courses, or who have major non-academic commitments, such as young children at home.

Finances often present a major obstacle to talented students seeking medical education. In recognition of this tremendous need, MCW has established several scholarship programs, including the Dean's and Presidential Scholarships. All efforts are made to provide as much financial support for diverse students as possible to remove barriers to a medical education. A variety of scholarship programs have been developed over the past few years that provide partial or full scholarships based upon merit and need.

MCW's minority* enrollment currently represents 28% of total enrollment and has consistently remained above the State of Wisconsin's statutory requirement that the college's total enrollment consist of a minimum of 5% of minority students. Minority reporting categories include: Any Hispanic, Latino or Spanish Origin, Black or African American, Asian American or Native American Indian. Although the Asian American minority group dipped to 22% in 2016-17, it has returned to levels consistent with previous years reporting. (Please note that the Asian American minority group is not defined by the AAMC as an underrepresented minority group.) As noted above we anticipate that through our long-term strategy we will see a diverse student population representative of our communities in the coming years.

Minorities Enrolled in Medical School Program
(All Classes: M1 - M4)



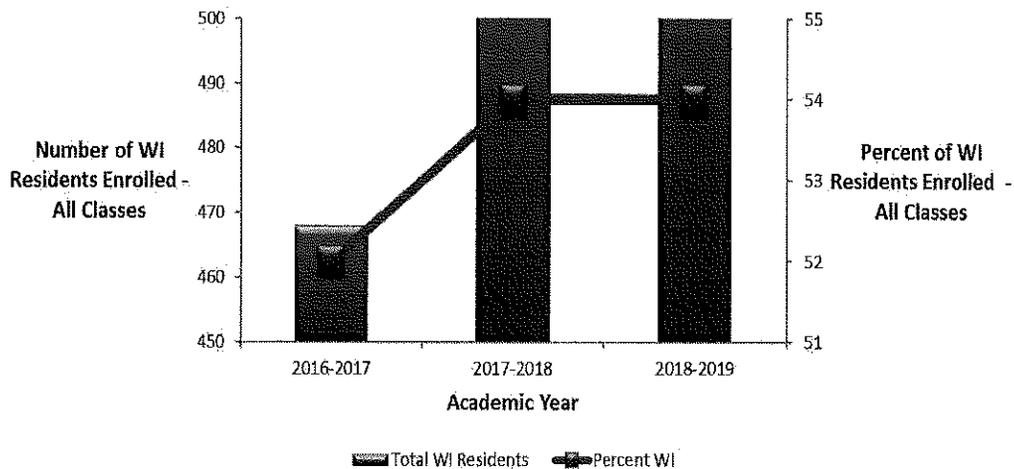
**Minorities reported include students who self-reported in one or more minority classifications as part of the AAMC's centralized medical school application process.*

13.106 (3) (AG) COMMITMENTS TO WISCONSIN RESIDENTS

MCW has dramatically increased the number of Wisconsin residents attending MCW, from 381 in 2014-15, to 528 in the 2018-19 academic year. This nearly 40% increase of Wisconsin residents within four short years is the result of MCW's proactive and unwavering commitment to addressing the state's physician shortages and maldistributions of the healthcare workforce through the establishment of MCW-Green Bay and MCW-Central Wisconsin.

MCW is deeply committed to addressing the projected physician shortage in the coming decades. On average, 83% of the incoming students at MCW-Green Bay and MCW-Central Wisconsin have been Wisconsin residents. The total incoming Wisconsin residents for all three medical school campuses has steadily increased over the last five years and has remained at over 53% or greater since 2016. This is a significant increase from 2011-when Wisconsin residents represented 38% of students enrolled.

Wisconsin Residents Enrolled in Medical School Program
All Classes (M1 - M4)



13.106 (3)(AL) AVERAGE FACULTY SALARIES

Overall, MCW faculty salaries for both basic science and clinical departments are comparable with averages reported by the AAMC annual survey.

Basic Science Departments	2016-2017		2017-2018	
	MCW - FY 17	AAMC 2016 Report	MCW - FY18	AAMC 2017 Report
Assistant Professor	\$82,629	\$96,000	\$83,552	\$98,000
Associate Professor	\$98,923	\$122,000	\$97,569	\$124,000
Professor	\$164,068	\$177,000	\$164,854	\$181,000

Clinical Departments	2017-2018		2017-2018	
	MCW - FY17	AAMC 2016 Report	MCW - FY18	AAMC 2017 Report
Instructor	\$99,661	\$194,000	\$101,264	\$210,000
Assistant Professor	\$252,825	\$250,000	\$257,607	\$258,000
Associate Professor	\$305,137	\$291,000	\$305,373	\$298,000
Professor	\$389,101	\$329,000	\$393,707	\$345,000

13.106 (3)(AP) DEVELOPMENT OF COOPERATIVE EDUCATION PROGRAMS

MCW is expanding its education offerings across the state. In July 2015, MCW opened its first regional campus at MCW-Green Bay, and in July 2016 MCW-Central Wisconsin opened. These campuses offer a three-year curriculum (with an optional fourth year) with an emphasis on primary care to support the increased demand for primary care physicians in Wisconsin. Since our regional campuses opened, partnerships within the community have grown from 16 to nearly 60. These partnerships are critical to our medical students' education and immersion in the community. We are grateful to our clinical partners and value what together, we bring to the communities where students learn, live, work and play.

Regional Campus Expansion Programs

Green Bay Campus Partners (Opened July 2015)

Agnesian Healthcare
Ascension
Aurora Medical Center-Manitowoc County
Bay Area Medical Center
Baycare Clinic, LLP
Bellin College
Bellin Health
Brown County Community Treatment Center
Children's Hospital and Health System (CHHS)
Door County Memorial Hospital/Medical Center
Dousman Clinic, S.C.
Forefront Dermatology
Grancare Nursing Center
Green Bay Oncology
Hospital Sisters Health System
Mosaic Family Health
N.E.W. Surgical Associates: WI Colon and Rectal Clinic
Neuroscience Group
Northeast Wisconsin Technical College
Orthopedic & Sports Medicine Specialists of Green Bay
Parkview Manor Health & Rehabilitation
Prevea Health
Primary Care Associates of Appleton
St. Norbert College
Thedacare
Tower Clock Eye Center
UW-Green Bay
VA-Green Bay Outpatient Clinic
Winnebago Mental Health Institute
Wisconsin Institute of Urology
Wisconsin Resource Center

Central Wisconsin Partners (Opened July 2016)

Advanced Pain Management
Alliance Health
Aspirus Riverview Hospital
Associates in Pathology
Central WI Anesthesiology, LLC
Eau Claire Anesthesiologists, Ltd.
Essentia Institute of Rural Health
Evergreen Surgical
Forefront Dermatology
GI Associates
Gundersen Clinic
Health Partners Institute, Amery
HSHS
Mayo Clinic Health systems
Memorial Medical Center, Ashland
North Central Health Care
Northcentral Technical College
Norwood Health Center
Oak Leaf Surgical Hospital
Oakleaf Clinics
Pine Ridge Surgery Center
Prevea
Primary Connection Health Care
Rapid City Regional Hospital
SSM Health Care Corporation
Surgical Associates
UW-Marathon County

Joint Degree Programs

Healthcare Technologies Management (M.S.)
Marquette University (Biomedical Engineering)

Medical Informatics (M.S.)
Milwaukee School of Engineering

High School Programs

Apprenticeship in Medicine Program (AIM)

The AIM program offers local high school students of diverse backgrounds the opportunity to engage in a variety of clinical hands-on experiences. An intensive six-week program has been designed to increase awareness of common medical problems in underserved communities and career opportunities in fields of medicine. This program offers a stipend upon completion of the program.

Research Opportunity for Academic Development in Science (ROADS)

Students of diverse backgrounds, from Milwaukee and surrounding area high schools, participate in an eight-week intensive summer research project designed to stimulate their interest in biomedical research. Particularly important and available to most students is the program's laboratory experience, which provides an opportunity to work directly with a scientist faculty member at MCW. Each student conducts their own research and presents their results at the end of the summer.

Undergraduate and Enrichment Programs

Diversity Summer Health-Related Research Education Program (DSHREP)

Open to undergraduate, graduate, and medical students of color, DSHREP provides an opportunity to engage in exciting bio molecular research for a ten-week period. The summer research fellowships are under the supervision of full-time MCW faculty who have grants in pulmonary, cardiovascular, or hematological research.

Community Outreach Programs

Minority medical students are encouraged to become active in community outreach programs which are sponsored by student-led organizations such as the Student National Medical Association (SNMA), La Raza Medical Student Association (La RaMA), and Physicians for Social Responsibility (PSR). Students utilize their creative energies to sponsor health fairs, high school career day visits, and are available to participate in the numerous programs and activities sponsored by the Office of Student Affairs/Diversity.

Summer Program for Undergraduate Research - SPUR

Open to students from any college or university, SPUR provides the opportunity for students to learn first-hand the potential of the biomedical sciences as an interesting and fulfilling career, providing laboratory experience in science, in which the undergraduate works with graduate faculty, students, and staff on significant ongoing basic science research issues.

Student Enrichment Program for Underrepresented Professions (StEP-UP)

The Student Enrichment Program for Underrepresented Professions (StEP-UP) is designed to bring opportunities to middle, high school, and college students in the Milwaukee area who are interested in careers in medicine and the sciences. Funded by the Advancing a Healthier Wisconsin (AHW) Endowment, the program aims to increase access and retention in medical and graduate school among students underrepresented in medicine and contribute to resolving health disparities in Wisconsin.

StEP-UP is a competitive program designed to provide opportunities to local high school students from disadvantaged backgrounds, underrepresented cultural and ethnic groups, and individuals with disabilities. Our target ethnic groups include African Americans, Mexican-Americans, Native Americans (American Indians and Alaska Natives), Hmong, and Mainland Puerto Rican.

Program offerings include Science Saturdays, where students participate in six half-day sessions held throughout the academic year, 3-Day Summer Medical Boot Camp for high school students and job shadowing opportunities for college age students.

Professional Training Programs

Masters of Science of Anesthesiology Program

In August 2016, MCW matriculated its first class of 12 students in a new Masters of Science of Anesthesiology program which will train participants to become anesthesiology assistants. Anesthesia assistants are health professionals who can provide anesthetic services in an operating room and perform other duties under the supervision of a physician anesthesiologist. The 27-month curriculum is modeled after physician assistant programs and MCW is only the 11th program of its type in the country.

School of Radiologic Technology (in partnership with Froedtert Hospital)

This two-year program provides a high quality academic and clinical educational experience which will prepare medical imaging practitioners to be: critical thinkers, ethical individuals, technically competent, compassionate, empathetic, dedicated to the Radiologic sciences, and committed to professional growth and lifelong learning.

Nuclear Medicine/PET Technology Program (in partnership with Froedtert Hospital)

A one-year internship is designed to orient and train technologists in the utilization of radioactive materials for therapeutic and diagnostic nuclear medicine/PET procedures.

EMT and Paramedic Education (in partnership with Milwaukee County Emergency Medical Services)

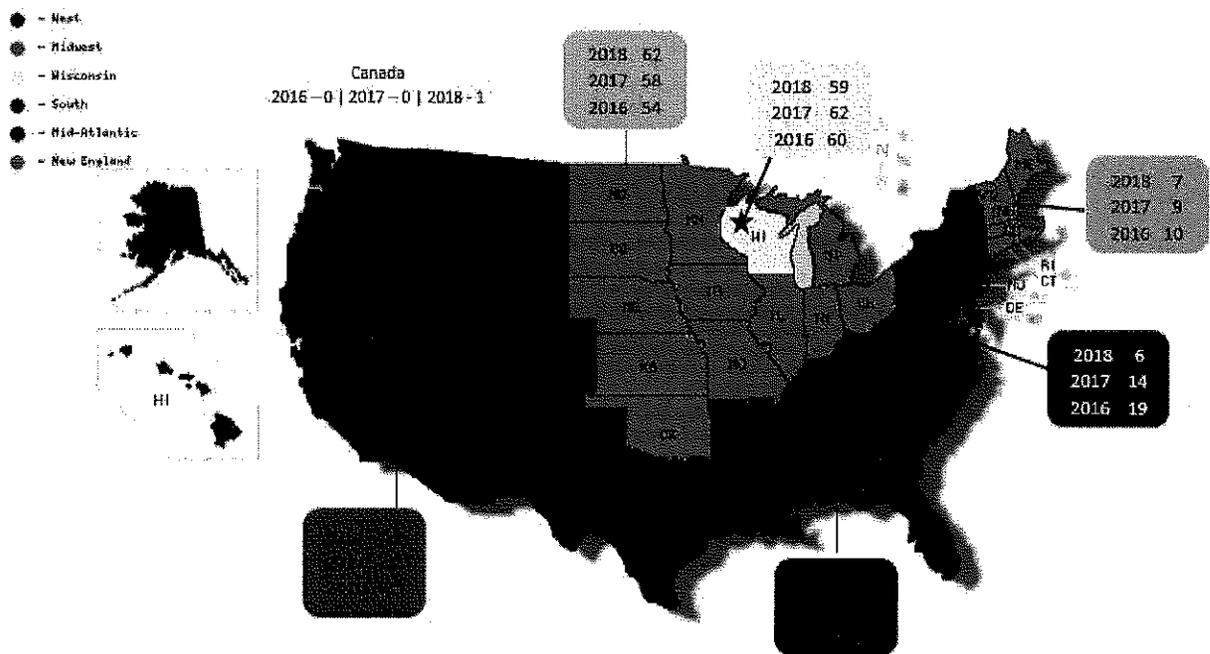
The program provides initial and continuing education to southeast Wisconsin's EMT and Paramedic Emergency Medical Services personnel and establishes the clinical benchmarks for over 350 Paramedics that serve in the Milwaukee County EMS system.

13.106 (3)(AT) PLACEMENT OF GRADUATES OF DOCTOR OF MEDICINE AND RESIDENCY TRAINING PROGRAMS

Doctor of Medicine Placement

Graduates of the undergraduate medical education program are placed in residencies through the National Resident Matching Program in March of each year. Historically, a substantial portion of medical school graduates place in Wisconsin and the Midwest Region. In 2017, 32% of the students matched to programs in Wisconsin and in 2018 the percentage of students who will remain in Wisconsin was nearly 30%.

Doctor of Medicine Placement Map



Residency Training Program Placement

LOCATION OF MCWAH HOUSE STAFF WHO COMPLETED TRAINING								
State	2015-16	2016-17	2017-18	State	2015-16	2016-17	2017-18	
Alabama	0	1	2	Montana	0	0	0	
Alaska	0	0	1	Nebraska	1	0	1	
Arizona	2	3	1	Nevada	0	1	0	
Arkansas	0	0	1	New Hampshire	0	1	2	
California	3	15	11	New Jersey	0	1	2	
Colorado	6	3	1	New Mexico	2	0	2	
Connecticut	0	0	1	New York	5	1	1	
Delaware	1	0	1	North Carolina	3	3	1	
Dist. of Columbia	2	1	0	North Dakota	1	0	1	
Florida	0	1	0	Ohio	7	10	9	
Georgia	1	2	2	Oklahoma	1	1	0	
Hawaii	0	0	0	Oregon	2	1	3	
Idaho	0	0	0	Pennsylvania	5	1	5	
Illinois	18	21	15	Rhode Island	0	0	1	
Indiana	1	3	3	South Carolina	0	2	0	
Iowa	7	2	3	South Dakota	3	1	2	
Kansas	2	1	1	Tennessee	3	2	1	
Kentucky	2	2	3	Texas	1	5	6	
Louisiana	1	0	0	Utah	2	2	0	
Maine	2	1	1	Vermont	0	0	0	
Maryland	1	2	1	Virginia	0	0	1	
Massachusetts	4	2	1	Washington	6	4	2	
Michigan	5	6	7	West Virginia	0	0	1	
Minnesota	11	5	11	Wisconsin	172	166	160	
Mississippi	0	0	0	Wyoming	0	0	0	
Missouri	7	4	7	Outside US	1	4	3	
				Unknown	0	0	0	
				Total:	291	281	278*	

*This number includes house staff who have transferred programs within MCWAH (i.e. completing residency and going into fellowship).

COMMUNITY MEDICAL EDUCATION PROGRAMS AT MCW-GREEN BAY AND MCW-CENTRAL WISCONSIN

13.106 (4)(b) 1. Number of students enrolled in rural or underserved programs

MCW received grant funding from the Wisconsin State Building Commission under 2013 Wisconsin Act 20 to aid in the remodel, development, and renovation of two new community medical education programs at MCW-Green Bay and MCW-Central Wisconsin.

MCW-Green Bay and MCW-Central Wisconsin both feature calendar efficient curricula graduating students from medical school in three years, versus four years at a traditional institution (although students have the option to switch to a four-year curriculum). We are pleased to report the inaugural class in MCW-Green Bay graduated in May 2018 and MCW-Central Wisconsin matriculated its third class in July 2018. The MCW-Central Wisconsin inaugural class will graduate in 2019.

Enrollment at MCW Regional Campuses

Campus	Current Enrollment	Number of Wisconsin Residents
MCW- Green Bay	89	80
MCW- Central Wisconsin	70	53
<i>Total Enrollment</i>	<i>159</i>	<i>133</i>

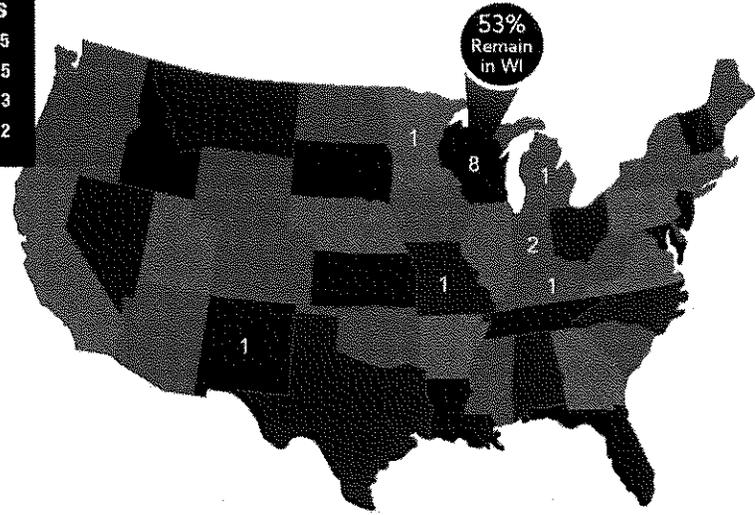
13.106 (4)(b) 2. Medical specialties and residency locations

Residency training, also known as Graduate Medical Education (GME), is a separate educational and training process following graduation from medical school. Graduating medical students enter The Match®, which is administered through the National Resident Matching Program, in which graduates are “matched” with prospective residency programs across the United States.

In May 2018, fifteen of MCW-Green Bay’s inaugural class graduated. We are pleased to report that eight of fifteen, or fifty-three percent, of these graduates will be staying in Wisconsin for residency training in the areas of family medicine, pediatrics and internal medicine. The eight MCW-Green Bay graduates who matched into residency programs in Wisconsin will be training in psychiatry (2), family medicine (3), and internal medicine (3). The seven MCW-Green Bay graduates matching into out-of-state residency programs will be training in family medicine (2), pediatrics (3), and internal medicine (2).

Summary of PG1 Programs	
Family Medicine	5
Internal Medicine	5
Pediatrics	3
Psychiatry	2

2018 MCW-GREEN BAY RESIDENCY DISTRIBUTION



13.106 (4)(b) 3. Graduates' initial post-residency practice locations

Since MCW-Green Bay recently graduated its inaugural class of medical students in 2018, initial post-residency practice location data is not yet available. These graduates are now enrolled in first-year residency programs across Wisconsin and other states. Given that residency programs typically last three or more years, and may also be followed by fellowship programs, initial post-residency practice locations will not be known until 2021 at the earliest. MCW-Central Wisconsin's inaugural class will graduate in 2019, so the earliest post-residency practice location data for that campus would be available in 2022.

FAMILY MEDICINE RESIDENCY PROGRAM REPORTING REQUIREMENTS

AS REPORTED BY THE:

MCW DEPARTMENT OF FAMILY AND COMMUNITY MEDICINE (DFCM)

Activities from July 1, 2015 – June 30, 2017

OVERVIEW OF MCW DEPARTMENT OF FAMILY AND COMMUNITY MEDICINE

The practice of family medicine was born almost 50 years ago out of the need for better health care for the people of our nation. In 1970, recognizing the need to broaden the availability of primary care in Wisconsin, the state legislature voted to enact the establishment of Family Medicine programs at MCW and the University of Wisconsin School of Medicine and Public Health.

Since then, the state's two medical schools have focused on advancing the specialty of family medicine, which combines medical knowledge and clinical skill with the understanding that the totality of the family and community play an important role in health care. The specialty of family medicine emphasizes the patient-physician relationship and the need to incorporate major life factors, including individual, family and community behavior into the daily practice of family medicine.

MCW's Department of Family and Community Medicine (DFCM) has produced more than 1,100 family physicians, educated more than 8,000 medical students, and on an ongoing basis provides care to more than 30,000 patients per year. Since 2010, 68% percent of residency program participants have stayed in Wisconsin to serve the health needs of the people of this state following graduation.

In partnership with three community hospital systems, the DFCM currently administers three family medicine residency programs in Wisconsin. DFCM also maintains a close affiliation with a fourth, Mosaic Family Health in Appleton and more distant affiliations with the Eau Claire Family Medicine Residency Program and the Waukesha Family Medicine Residency Program, part of the Pro Health System. Those programs are:

- The Ascension Columbia St. Mary's Family Practice Residency program in Milwaukee, which operates as part of the Columbia St. Mary's system
- Ascension All Saints Family Medicine Residency Program in Milwaukee, which functions as part of the Wheaton St. Joseph's and All Saints system
- The Community Memorial Family Medicine Residency Program in Menomonee Falls, part of the Froedtert Health System
- Fox Valley Family Medicine Residency Program at Mosaic Family Health – supported by ThedaCare and St. Elizabeth's hospitals in Appleton - This affiliation began in July 2015
- Beginning in 2016, MCW also has a limited affiliation with the Eau Claire Family Medicine Residency Program, which is supported by HSHS and Prevea Health System
- And beginning in 2017, MCW has crafted a limited academic affiliation with the Waukesha Family Medicine Residency Program which allows Waukesha faculty and residents to participate in some academic programs at MCW while the residency institutional sponsor remains Aurora Healthcare - MCW continues to support class expansion at Waukesha utilizing the expansion funding which began in the 2014-2015 biennium.

In total, MCW supports almost 90 residents in training per year distributed as shown in the Table below:

Table 1

Family Medicine Residency Program Site	FY 2014-2015 Total Residents	FY 2015-2016 Total Residents	FY 2016-2017* Total Residents	FY 2017-2018* Total Residents	FY 2018-2019* Total Residents	Projected* 2019-2020 Residents
Columbia St. Mary's (Ascension)	22	23	26	25	26	27
All Saints (Ascension)	18	17	19	17	17	19
Waukesha (ProHealth Care)	18+4	18+5	18+5	2	1	2
Fox Valley (Mosaic)	UWSMPH	20	23	21	20	21
Community Memorial (Froedtert & MCW)	-	-	-	6	12	18
Total	62	83	91	71	76	87

*18 ProHealth residents transferred to Aurora

CREATION OF A NEW FAMILY MEDICINE RESIDENCY PROGRAM IN NORTHEAST WISCONSIN

2013 Wisconsin Act 20 provided MCW with additional Family Medicine Residency Program funding, in part, to create a new family medicine residency program in Green Bay. As previously reported to the state in the 2016 biennial report, the development of this program was initially delayed due to unforeseen circumstances.

The program's development is now on track, however, with an expected launch date in 2019 or 2020. In 2017, MCW assisted the Hospital Sisters Health System (HSHS) and Prevea Health with a successful application to the State of Wisconsin's Department of Health Services' grant funding program for establishment of this new program. Those funds, available for start-up costs only, began to become available January 1, 2018 and will continue through December 31, 2020. Those funds will be matched on a dollar for dollar basis by HSHS and Prevea and will be supplemented by MCW's funding. With final HSHS approval, a national search for a Program Director has begun and candidate interviews are occurring in October 2018.

13.106 (3) (AX) FINANCIAL STATUS OF THE FAMILY MEDICINE PRACTICE RESIDENCY SITES

MCW's family medicine residencies are supported by four major funding streams: clinical dollars generated by their practices; Medicare GME and Medicare Indirect Medical Education (IME) funding passed through sponsoring hospitals; the State of Wisconsin appropriation; and federal grants.

ASCENSION COLUMBIA ST. MARY'S FAMILY RESIDENCY PROGRAM

Following State of Wisconsin expansion funding from 2013 Wisconsin Act 20, the program has successfully expanded the number of residents by two slots per year and enrolled 27 residents in training during 2018 (although one resident subsequently withdrew, leaving 26 enrolled on an ongoing basis), up from 21 in 2014. Despite the challenges the program faces as a predominantly urban Medicaid clinic, Columbia St. Mary's is MCW's most economically viable family medicine residency program. For the past few years, the Columbia

St. Mary's system has been able to increase its funding by approximately 2% per year and has maintained a stable patient panel.

ASCENSION ALL SAINTS (ST. JOSEPH'S HOSPITAL) RESIDENCY PROGRAM

The practice as a whole has grown slower than anticipated. Clinic visits have been relatively flat for several years as this program has not been able to expand its classes. Hospital service volumes also fell dramatically with the switch to St. Joseph's and have not yet recovered. The program is partly sponsored by the WFHC All Saints hospital in Racine, due to unused residency slots at that hospital. As a result of accreditation rule changes, the program has not been able to expand the number of residents in the program, but may be able to go from a six-resident per year to a seven-resident per year program by July 1, 2019.

FROEDTERT COMMUNITY MEMORIAL FAMILY MEDICINE RESIDENCY PROGRAM

In 2016, MCW received accreditation to create a new Family Medicine Residency Program at Froedtert Health's Community Memorial Hospital in Menomonee Falls. State funding for the Waukesha program was moved to the Community Memorial Program beginning July 1, 2017, when the first class of six residents matriculated into the new program. A second class of six residents entered on July 1, 2018. The first class of residents from this program will graduate and enter practice in the summer of 2020.

MOSAIC FOX VALLEY FAMILY MEDICINE RESIDENCY PROGRAM (FVFMRP)

In June 2015, MCW became affiliated with the existing Fox Valley Medicine Residency Program in Appleton. This residency program is sponsored by ThedaCare and Ministry Healthcare, which formed a new, not-for-profit corporate entity called Mosaic Family Health (MFH) to house the residency program. MFH contracts with MCW to employ the program's faculty and contracts with the Medical College of Wisconsin Affiliated Hospitals to employ the residents. MCW has utilized a portion of the northeast Wisconsin funding at the Fox Valley program in order to assist that program with hiring new faculty.

WAUKESHA MEMORIAL HOSPITAL FAMILY PRACTICE PROGRAM (WFMRP)

Although Waukesha Memorial Hospital ended its formal affiliation with MCW in 2017, both organizations maintain a limited, ongoing academic affiliation. The affiliation allows residents within the program, along with their faculty, to participate in academic programs at MCW. This has also allowed the program to expand its ongoing resident classes by one position per year, beginning in 2018. This expansion utilizes a portion of MCW's appropriated expansion funds provided under 2013 Wisconsin Act 20.

The limited academic affiliation agreement allows Waukesha residents and faculty to participate in various academic activities sponsored by MCW. Additionally, MCW has allocated some its expansion funding to support resident stipends and benefits in Waukesha for classes over and above its traditional 18 residents.

PREVEA HEALTH & HSHS SACRED HEART HOSPITAL EAU CLAIRE FAMILY MEDICINE

In 2017, HSHS and Prevea Health assumed sponsorship of the Eau Claire Family Medicine Residency Program after the program was at risk of closure. MCW is assisting both organizations primarily via crafting a three-year transition plan in cooperation with the UW School of Medicine and Public Health to prepare these hospitals for full program sponsorship.

13.106 (3) (B) NUMBER OF FAMILY MEDICINE PRACTICE RESIDENTS CHOOSING TO PRACTICE IN MEDICALLY UNDERSERVED AREAS OF THE STATE UPON GRADUATION

2013 Wisconsin Act 20 provided an appropriation increase to MCW's Family Medicine Residency Programs, to provide for an expansion of family medicine residency programs in Wisconsin, including larger classes and additional faculty. Since the expansion took effect, ten additional expansion residents have completed their training at MCW affiliated programs.

MCW is pleased to report that all ten expansion graduates entered practices in the State of Wisconsin, now serving communities throughout Oak Creek to Oconto, West Bend, Wauwatosa, Franklin, Waukesha,

Watertown and Sun Prairie. The program at Ascension Columbia St Mary's continues to enroll two expansion-residents per class via the MCW appropriation, Waukesha continues with one additional resident per class, and it is expected that the Ascension All Saints program will expand their entering class in July of 2019 via the assistance of MCW's appropriation.

Below, Table 2 provides an aggregate list of the number of program graduates that entered practice in Wisconsin following residency training, as well as the number entering practice in Medically Underserved Areas (MUA), or Health Professional Shortage Areas (HPSA) in Wisconsin following residency training at MCW's DCFM.

TABLE 2

Medical College of Wisconsin Department of Family and Community Medicine Family Medicine Residency Programs				
2010-2018 PROGRAM GRADUATES Practice Location Summary				
Year	Total Number of Graduates with Known Intentions	Annual Number and Percentage That Entered Practice or Extended Training in Wisconsin	Rolling Five Year Average of Wisconsin Retention	Number That Entered Practice in Medically Underserved Areas (MUA) or Health Professional Shortage Areas (HPSA) in Wisconsin
2010	21	13 (62%)	59%	5
2011	19	13 (68%)	60%	1
2012	20	18 (90%)	68%	8
2013	19	8 (42%)	66%	4
2014	19	12 (63%)	65%	3
2015	16	11 (69%)	67%	6
2016	24	13 (54%)	63%	6
2017	28	24 (86%)	64%	9
2018	23	16 (70%)	69%	3
Totals	189	128 (68%)	—	45

13.106 (3) (C) NUMBER OF GRADUATES ENTERING FAMILY MEDICINE PRACTICE AS A CAREER

The number and percentage of MCW graduates choosing Family Medicine as a specialty since 2010 may be found in the table below:

Year	MCW Students	National - % - US Seniors
2010	14 (7.3%) of 193	7.9%
2011	21 (10.2%) of 206	8.4%
2012	17 (8.4%) of 202	8.5%
2013	18 (9.5%) of 190	8.4%
2014	23 (12.5%) of 183	8.6%
2015	15 (7.9%) of 188	8.4%
2016	22 (11.0%) of 199	8.7%
2017	16 (8.4%) of 190	8.8%
2018	20 (9.4%) of 211*	9.3%

*Includes MCW-Green Bay

FINANCIAL SUMMARY

AS REPORTED BY THE:

13.106 (2) FINANCIAL SUMMARY OF MCW

The Medical College of Wisconsin, Inc.			
Statements of Activities			
(In Thousands)			
	Unaudited 2018	2017	2016
Unrestricted Revenues			
Net patient revenue	\$ 707,731	656,797	629,679
Affiliated hospital contracts	150,603	147,159	129,841
Grants and contracts	156,432	152,533	148,507
Tuition and fees	50,675	43,866	40,197
Investment income	22,913	18,646	18,190
Contributions	13,599	12,495	11,806
Other	41,906	51,267	43,338
Total unrestricted revenues	<u>1,143,859</u>	<u>1,082,763</u>	<u>1,021,558</u>
Unrestricted Expenses			
Salaries and fringe benefits	856,046	797,088	737,920
Supplies and expense	206,385	215,020	202,918
Other operating	40,489	36,310	35,518
Total unrestricted expenses	<u>1,102,920</u>	<u>1,048,418</u>	<u>976,356</u>
Excess of unrestricted revenues over expenses	<u>\$ 40,939</u>	<u>34,345</u>	<u>45,202</u>
Nonoperating gains (losses)			
Investment gains (losses)	47,823	97,916	(26,120)
Other	339	6,129	(17,238)
Nonoperating gains (losses), net	<u>\$ 48,162</u>	<u>104,045</u>	<u>(43,358)</u>
Temporarily restricted net assets			
Contributions	3,452	28,260	8,935
Investment gains (losses)	43,479	84,100	(18,764)
Other	(33,910)	(30,587)	(27,521)
Increase (decrease) in temporarily restricted net assets	<u>\$ 13,021</u>	<u>81,773</u>	<u>(37,350)</u>
Permanently restricted net assets			
Contributions	10,028	3,250	3,305
Investment gains	213	312	50
Other	286	262	(384)
Increase in permanently restricted net assets	<u>\$ 10,527</u>	<u>3,824</u>	<u>2,971</u>

The Medical College of Wisconsin, Inc.
Statements of Financial Position
(in Thousands)

	Unaudited		
	2018	2017	2016
Assets			
Cash and cash equivalents	\$ 50,807	78,141	82,139
Investments, at fair value	1,710,578	1,607,553	1,398,122
Receivables	208,081	200,312	161,484
Prepaid expenses, trusts and other assets	76,869	119,034	158,659
Land, buildings and equipment, net	297,903	245,764	200,556
Total assets	\$ 2,344,238	2,250,804	2,000,960
Liabilities and Net Assets			
Liabilities:			
Accounts payable	\$ 109,142	90,634	70,884
Accrued payroll and related liabilities	104,562	127,316	118,133
Long-term debt	284,277	294,047	304,420
Other liabilities	68,071	73,270	66,012
Total liabilities	566,052	585,267	559,449
Net assets:			
Unrestricted	1,081,715	992,613	854,184
Temporarily restricted	290,201	277,179	195,406
Permanently restricted	406,270	395,745	391,921
Total net assets	1,778,186	1,665,537	1,441,511
Total liabilities and net assets	\$ 2,344,238	2,250,804	2,000,960

The Medical College of Wisconsin, Inc.
Statements of Cash Flows
(in Thousands)

	Unaudited		
	2018	2017	2016
Net Cash Provided by:			
Operating activities	\$ 31,535	46,052	44,472
Investing activities	(54,534)	(43,155)	(157,205)
Financing activities	(4,335)	(6,895)	101,545
Net decrease in cash	(27,334)	(3,998)	(11,188)
Cash and cash equivalents at beginning of period	78,141	82,139	93,327
Cash and cash equivalents at end of period	\$ 50,807	78,141	82,139