



October 13, 2020

The Honorable Tony Evers
Governor, State of Wisconsin
Room 115 East, State Capitol
Madison, WI 53702

Dear Governor Evers:

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
- 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*
Amanda Mott, *Wisconsin Department of Administration*



MEDICAL COLLEGE OF WISCONSIN (MCW)
BIENNIAL MEDICAL SCHOOL AND FAMILY MEDICINE REPORT
TO THE GOVERNOR, JOINT COMMITTEE ON FINANCE, AND CHIEF CLERKS

OCTOBER 15, 2020

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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 and MCW-Central Wisconsin did so one year later. MCW-Green Bay's first class of 15 MD students graduated on June 1, 2018 and MCW-Central Wisconsin's first class of 13 MD students graduated May 30, 2019.

Since MCW-Green Bay and MCW-Central Wisconsin both feature calendar efficient curricula focused on preparing students to provide primary care, students will typically graduate from medical school in three years, versus four years at a traditional institution. However, students may elect to extend their program if they choose a specialty that requires additional study or want additional research experience. As of August 2020, both programs have a full complement of students: 82 at MCW-Green Bay, and 71 at MCW-Central Wisconsin, totaling 153 medical students.

13.106 (3)(AC) COMMITMENT TO STUDENT DIVERSITY

The Medical College of Wisconsin (MCW) recognizes that the achievement of its mission to be a leader and innovator in the education and development of the next generation of the health sciences workforce consisting of physicians, scientists, pharmacists, and health professionals requires us to cultivate a more demographically diverse student body within our degree-granting educational programs. A diverse workforce that reflects our community is essential for addressing health equity.

Our ***Student Diversity Policy*** describes the learning environment and student experience we work to cultivate through our recruitment practices and educational programs.

Medical College of Wisconsin Student Diversity Policy

An educational environment with people from diverse backgrounds provides an enriched environment for learning in which students gain critical preparation for professions that increasingly require the ability to manage ambiguity and complexity, work effectively in diverse teams, and engage in life-long learning.

Increasing the demographic diversity of our student population is vital to redressing historical injustices, improving healthcare equity, addressing health disparities, and ensuring quality and equity in scientific research. Demographic diversity is also critical for scientific inquiry as endorsed for example by the National Institutes of Health's (NIH) 2015 Statement on Diversity (NOT-OD-15-053):

“Every facet of the United States scientific research enterprise – from basic laboratory research to clinical and translational research to policy formation – requires superior intellect, creativity and a wide range of skill sets and viewpoints. NIH’s ability to help ensure that the nation remains a global leader in scientific discovery and innovation is dependent upon a pool of highly talented scientists from diverse backgrounds”

The term diversity covers many dimensions of human differences that are important to innovation and excellence at MCW. However, a growing number of accrediting and funding organizations require evidence of a policy which defines diversity categories particular to increasing demographic diversity and reporting outcomes of related programming, education, professional development, and training. For example, the Liaison Committee on Medical Education (LCME) has implemented a diversity standard required for full accreditation, which requires that institutions have a definition of diversity as part of their policies.

Academic institutions are challenged to address the growing need for an academic and health professional workforce that can respond to complex human and social needs. MCW is committed to educating a diverse, technically competent, and diversity proficient academic and health professionals. To accomplish this, MCW recognizes the need for intentional institutional activities that promote equitable access to advanced academic and health professional education, from preparation and socialization to matriculation into educational programs.

MCW understands 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, matriculation and graduation of talented students from diverse backgrounds.

MCW recognizes that identification of a particular group as underrepresented may vary by discipline, availability in the local areas from which a school draws the majority of its student population, and by the communities served through research and clinical care. Thus, the MCW definition of diversity is based on periodic analysis of the student demographics of MCW educational programs, the populations that are served by our research and clinical practices, and availability of groups within the areas served from ten-year U.S. Census data.

Accordingly, the following groups are underrepresented in MCW educational and training programs and are formally referred to using the term underrepresented group (URG) for institutional reporting, except as required

by regulatory or accrediting bodies. The terms underrepresented in medicine (URM) or underrepresented minority (URM) share the same definition. The term “disadvantaged” is not formally used to refer to any MCW student population.

TABLE 1

Categories Used for National Reporting (IPEDs and NIH)	MCW Categories based on Campus Area Demographics
Ethnicity	
Hispanic, Latino	Mexican American, Puerto Rican
Race	
Black, African American	Black, African American
American Indian, Alaskan Native	Native American
Native Hawaiian and other Pacific Islanders	No Significant Representation
Asian	Hmong/ Hmong American
N/A	Rural 1st generation college

IPEDS - Integrated Postsecondary Education Data System

NIH - National Institutes of Health

Students of Asian descent are not underrepresented in medicine or science except as indicated

MCW also recognizes the importance of creating a welcoming environment for students from other backgrounds who enrich the demographic diversity of MCW, including individuals who identify as Lesbian, Gay, Bisexual, Transgender and Queer/Questioning (LGBTQ); veterans transiting from military to civilian service and active duty personnel; and people with a disability/differing ability. MCW fosters outreach and engagement activities to welcome and retain students from these groups.

The MCW Office of Student Inclusion and Diversity (OSID) has a rich training and inclusive record, which over the years has created and maintained a strong reputation at MCW for delivering programs to elevate exposure for underrepresented students. OSID has taken advantage of the respective strengths and shared goals for creating a more diverse science workforce along with the recognition of the existence and successful implementation of training programs like Apprenticeship in Medicine Program (AIM), Research Opportunity for Academic Development in Science Program (ROADS), Diversity Summer Health-related Research Education Program (DSHREP) and Student Enrichment Program for Underrepresented Professions (StEP-UP).

Additional descriptions of the AIM, ROADS, DSHREP, and StEP-UP programs can be found on pages 8 & 9. The programs have become central pillars of our Institutional initiatives, to support the early engagement of young talent with promising potential and foster their interest in sciences and biomedical research among our local and national education systems. Our programs continue to increase participation of students underrepresented in biomedical sciences by seeking funding from sources such as the NIH, philanthropic supporters and through strategic partnerships. Our goal is to provide students from diverse populations with exposure and learning opportunities that will interest them in enrolling in our summer enrichment programs and ultimately our biomedical and health science programs at MCW.

Responsibility for developing and coordinating the identification and recruitment 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. Student applications from URG students are reviewed with a holistic approach. URG applicants who are invited to interview have an opportunity to meet with current MCW URG students during interview day.

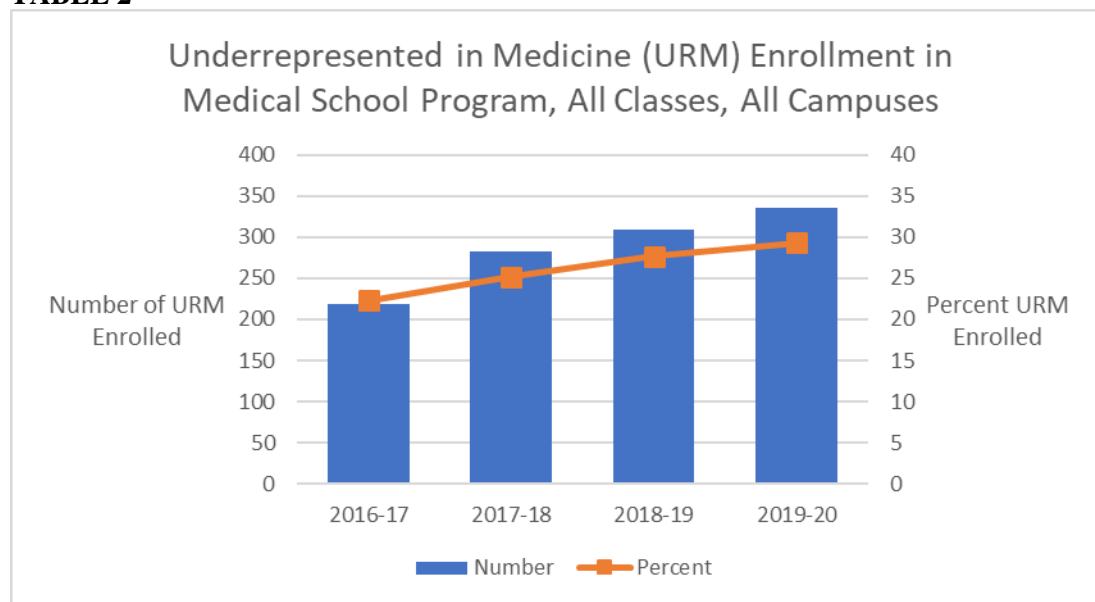
Once students enter MCW, our priority is to cultivate a culture of inclusion, so all students feel valued and celebrated and can thrive. Among the methods used to assist students in adjusting to the rigors of medical education include academic supportive services such as assistance with study skills, 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 29% of medical school enrollment and has consistently exceeded 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, Alaskan, or Hawaiian. (Please note that the Asian American minority group is not defined by the Association of American Medical Colleges (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.

TABLE 2



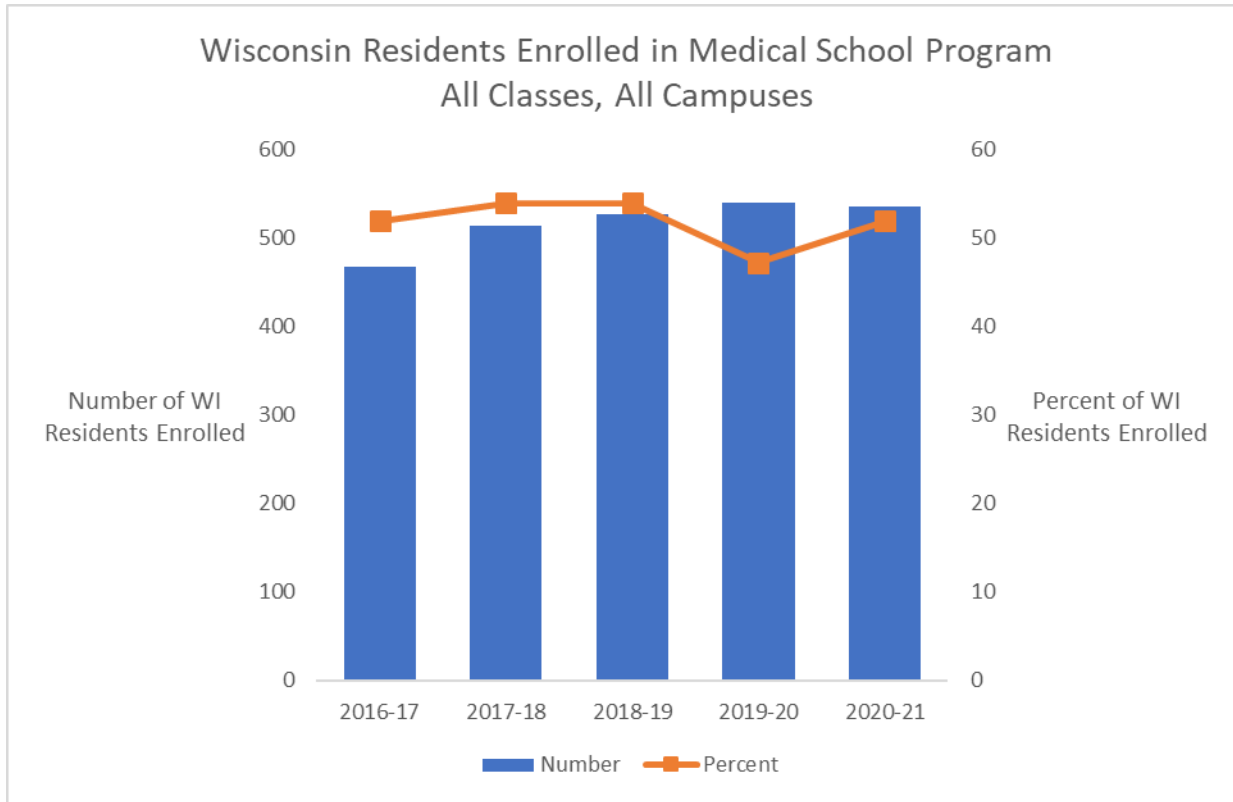
**Minorities reported include students who self-reported in one or more minority classifications as part of the AAMC’s centralized medical school application process.*

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 540 in the 2019-20 academic year. This 42% increase of Wisconsin residents within five 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, 86% 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 increased over the last five years and residents have made up an average of 48% of the students. This is a significant increase from 2011 when Wisconsin residents represented 38% of students enrolled.

TABLE 3



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.

TABLE 4

Basic Science Departments	2018-2019		2019-2020	
	MCW - FY19	AAMC 2018 Report	MCW - FY20	AAMC 2019 Report
Instructor	\$60,601	\$69,700	\$62,143	\$71,900
Assistant Professor	\$90,698	\$104,200	\$94,026	\$105,800
Associate Professor	\$117,352	\$133,900	\$125,505	\$137,400
Professor	\$206,950	\$202,200	\$201,409	\$208,800

Clinical Departments	2018-2019		2019-2020	
	MCW - FY19	AAMC 2018 Report	MCW - FY20	AAMC 2019 Report
Instructor	\$118,129	\$196,900	\$139,967	\$202,800
Assistant Professor	\$276,435	\$265,900	\$285,107	\$270,500
Associate Professor	\$310,422	\$308,600	\$313,117	\$315,300
Professor	\$418,033	\$352,900	\$420,164	\$361,800

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. 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. AIM is an intensive six-week summer program where high school students participate in a variety of enrichment experiences such as classroom lecture with an introduction to anatomy and physiology, suture clinics, heart dissections, clinical shadowing and team exercises. This program offers a stipend upon completion of the program.

Research Opportunity for Academic Development in Science (ROADS)

Students are provided with experiences in a research laboratory setting to stimulate their career interest in biomedical research. ROADS is an intensive seven-week summer program where high school students participate as an active member of a research team with the goal of preparing them for the rigors of college. Students learn strategies to improve upon their learning skills and increase their scientific knowledge. They are exposed to a variety of professional development seminars, biomedical innovation and career exploration.

Undergraduate and Enrichment Programs

Diversity Summer Health-Related Research Education Program (DSHREP)

Open to undergraduate, graduate, and medical students of color, students learn basic science topics and how science and research inform medical practice. DSHREP is a 10-week summer program supported through an R25 research education grant funded by National Heart, Lung, Blood Institute (NHLBI), an agency of National Institutes of Health (NIH) where undergraduate and post-baccalaureate students participate in a variety of enrichment experiences such as weekly lecture seminars, professional development, teambuilding activities and professional school preparedness strategies. Students gain valuable research experience, refine critical thinking skills, enhance their mentoring network and explore a variety of science disciplines.

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.

Student Enrichment Program for Underrepresented Professions (StEP-UP) Middle School

Students will have an early exposure to a variety of experiences to inspire the pursuit of a career in medicine and science. Students will participate in learning modules that are engaging and supplemental to their current foundation of scientific knowledge. Each session will include interactions with MCW medical and graduate students, hands-on activities, and personal and professional development sessions. These half day sessions will take place on virtually on Saturdays, six times during the academic school year.

Student Enrichment Program for Underrepresented Professions (StEP-UP) High School

Students will be exposed to an array of career options, personal and professional development opportunities, and hands-on activities to include basic biomedical and scientific principles. These activities will help to nurture, support, and develop, students' interest in medicine, and biomedical science careers. These half day sessions will take place virtually on Saturdays, six times during the academic school year.

Student Enrichment Program for Underrepresented Professions (StEP-UP) Undergraduate

Students will participate in biomedical science enrichment sessions that will focus on research and clinical topics, receive preparation for the entrance examinations (MCAT or GRE) to advance their training, support to help develop study skills and master the necessary science curriculum for medical or graduate school. Students will participate in soft-skill development sessions including mock interviewing, reflective discussions and writing assignments, and teambuilding exercises to prepare them for the professional expectations of medicine and research. These sessions will take place on Saturdays, every month during the academic school year.

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)

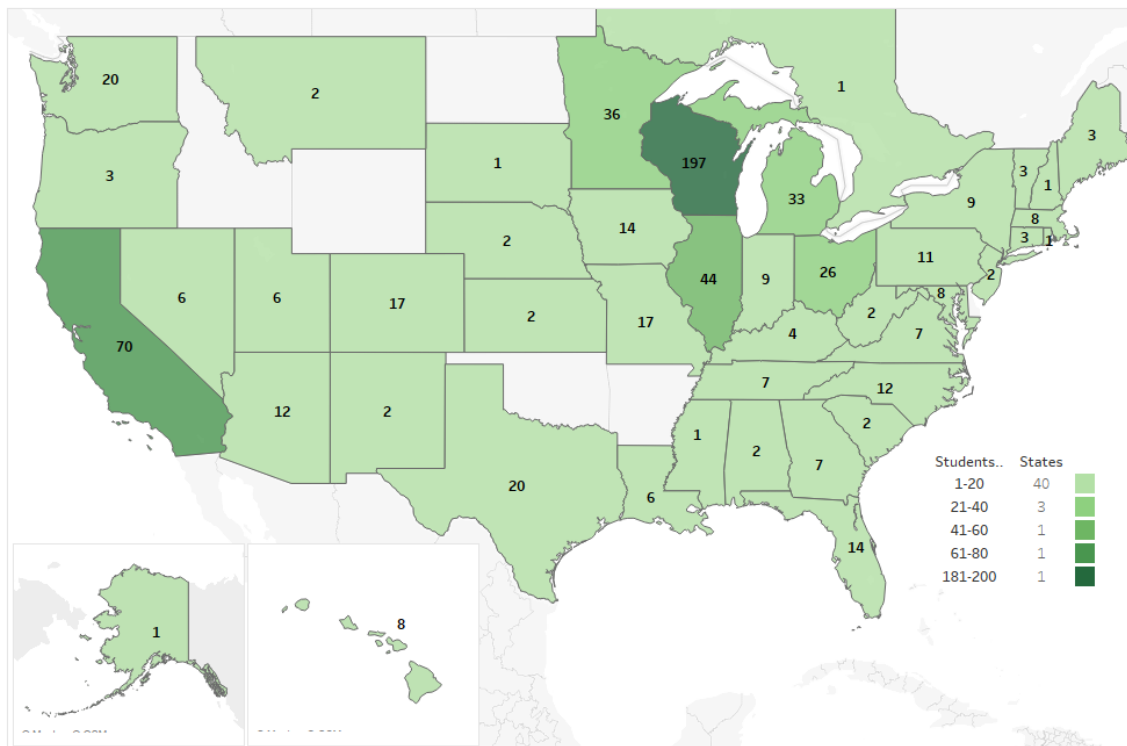
The program provides initial and continuing education to southeast Wisconsin's EMT and Paramedic Emergency Medical Services personnel and establishes the clinical benchmarks for over 350 Paramedics that serve in the Milwaukee County EMS system.

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

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 2019, 32% of the students matched to programs in Wisconsin and in 2020 the percentage of students who will remain in Wisconsin was nearly 27%. Over the past three years, 28% of graduates have remained in Wisconsin for their residency and 27% have remained in the Midwest, but outside Wisconsin.

Doctor of Medicine Placement TABLE 5

Doctor of Medicine Placement Map, 2018-2020 Graduates



Residency Training Program Placement
TABLE 6

**LOCATION OF MCWAH HOUSESTAFF WHO
 COMPLETED TRAINING IN ACADEMIC YEAR 2019/2020**

State	2017-18	2018-19	2019-20	State	2017-18	2018-19	2019-20
Alabama	2	1	0	Montana	0	0	0
Alaska	1	2	0	Nebraska	1	2	2
Arizona	1	2	4	Nevada	0	0	1
Arkansas	1	1	2	New Hampshire	2	1	0
California	11	9	8	New Jersey	2	0	0
Colorado	1	3	4	New Mexico	2	0	0
Connecticut	1	1	1	New York	1	2	2
Delaware	1	0	0	North Carolina	1	1	5
Dist. Columbia	0	0	0	North Dakota	1	1	0
Florida	0	3	5	Ohio	9	6	11
Georgia	2	5	4	Oklahoma	0	1	0
Hawaii	0	0	0	Oregon	3	1	4
Idaho	0	1	0	Pennsylvania	5	3	3
Illinois	15	9	13	Rhode Island	1	0	0
Indiana	3	6	4	South Carolina	0	1	0
Iowa	3	5	4	South Dakota	2	0	0
Kansas	1	1	1	Tennessee	1	4	2
Kentucky	3	0	2	Texas	6	2	10
Louisiana	0	0	3	Utah	0	1	1
Maine	1	1	0	Vermont	0	0	0
Maryland	1	1	0	Virginia	1	2	4
Massachusetts	1	4	6	Washington	2	5	3
Michigan	7	3	7	West Virginia	1	2	1
Minnesota	11	8	10	Wisconsin	160	150*	151*
Mississippi	0	0	0	Wyoming	0	0	0
Missouri	7	4	8	Outside US	3	2	4
				Unknown	0	0	0
				Total:	278*	257	290

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

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

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. Both programs 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).

TABLE 7

Campus	Current Enrollment	Number of Wisconsin Residents
MCW-Green Bay	82	68
MCW-Central Wisconsin	71	49
<i>Total Enrollment</i>	<i>153</i>	<i>117</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.

As of August 2020, MCW-Green Bay has graduated a total of 69 students and MCW-Central Wisconsin has graduated a total of 38 students. Of these students, 36% have graduated into residencies in Wisconsin, compared to 28% of students from our Milwaukee campus.

MCW Regional Campus Graduates with Reported Residency Placement, 2018-2020

TABLE 8

Residency Specialty	Outside WI	Inside WI	Total
Family Medicine	12	17	29
Internal Medicine	14	7	21
Pediatrics	14	2	16
Psychiatry	2	8	10
Emergency Medicine	6	-	6
Surgery-General	4	1	5
Obstetrics and Gynecology	3	1	4
Anesthesiology	3	-	3
Orthopaedic Surgery	2	-	2
Internal Medicine/Pediatrics	2	-	2
Dermatology	-	1	1
Radiology-Diagnostic	-	1	1
<i>Total</i>	<i>62</i>	<i>38</i>	<i>100</i>

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 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 graduated 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, 2018 – June 30, 2020

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) provides care to more than 30,000 patients per year. Since 2010, 66% 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:

- Ascension Columbia St. Mary's Family Medicine Residency Program
- Ascension All Saints Family Medicine Residency Program
- Froedtert Health Menomonee Falls Family Medicine Residency Program

MCW's DFCM also has affiliations with (and provides financial or other support) to the following programs:

- Mosaic Family Health, Fox Valley Family Medicine Residency Program
- Eau Claire/Augusta Family Medicine Residency Program
- Waukesha Family Medicine Residency Program
- Prevea Medical College of Wisconsin Green Bay Family Medicine Residency Program

In total, MCW supports close to 90 residents in training per year distributed as shown in Table 9:

Table 9

Family Medicine Residency Program Site	FY 2017-2018 Residents	FY 2018-2019 Residents	FY 2019-2020 Residents	FY 2020-2021 Residents	Projected FY 2021-22 Residents
Columbia St. Mary's (Ascension)	25	26	27	26	27
All Saints (Ascension)	17	17	19	18	18
Waukesha (ProHealth Care)	2	1	2	2	2
Fox Valley (Mosaic)	21	20	21	21	21
Community Memorial (Froedtert & MCW)	6	12	18	18	18
Green Bay (Prevea & MCW)					4
Total	71	76	87	85	89

CREATION OF A NEW FAMILY MEDICINE RESIDENCY PROGRAM IN NORTHEAST WISCONSIN; THE PREVEA MEDICAL COLLEGE OF WISCONSIN GREEN BAY FAMILY MEDICINE RESIDENCY PROGRAM
 MCW hired a program director for a new family medicine residency program in Green Bay in May 2019. The program successfully applied to the Accreditation Council for Graduate Medical Education (ACGME) in December 2019. Due to COVID-19, the traditional site visit performed by the ACGME was postponed and then transitioned to a virtual meeting over two days. We are confident it will be approved in October 2020. MCW is currently working with Prevea and HSHS on the formation and construction of this new program. Under that plan, first-year residents are expected to enroll as early as July 1, 2021.

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.

On September 1, 2020, MCW sent a memo to the Wisconsin Department of Administration outlining the return of \$772,913.43 in unused funds for FY20, as a result of the COVID-19 pandemic. The memo highlighted that MCW suspended all non-mission critical expenditures and activities to mitigate the economic effects of the pandemic, and this suspension also impacted the activities and expenditures within MCW's Family Medicine Residency Program. Since the initial few months of the pandemic, however, the program is operational again, and MCW expects to fully expend the full \$5.6 million appropriation for FY21 and going forward.

ASCENSION COLUMBIA ST. MARY'S FAMILY MEDICINE 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. Due to physical space restrictions at the residency program, one of these expansion positions was transferred to the Mosaic, Fox Valley Residency Program in Appleton beginning on July 1, 2020. This expansion position transfer will continue for the next two years with a remaining resident complement of 24 residents at this program. This is an overall increase in size from the original 21 resident learners since the 2013 Act 20 funding was received. In 2019, the residency program graduated eight residents who all remained in WI. In 2020, the residency graduated eight residents with four of those graduates staying in WI. Two of the four graduates who left the state did so to pursue fellowship training in sports medicine and one had a Navy commitment.

ASCENSION ALL SAINTS FAMILY MEDICINE RESIDENCY PROGRAM

This residency program continues to meet the needs of its 18 resident learners through community engagement in the underserved population in the city of Milwaukee. The program graduated six residents in 2020, with three of those residents staying in WI.

FROEDTERT HEALTH MENOMONEE FALLS FAMILY MEDICINE RESIDENCY PROGRAM

This residency program had a full resident complement of 18 learners in 2020. The residency program opened an adjunct clinic site in an underserved area of northern Milwaukee on 76th and Good Hope Road in October of 2019. This site allows the residents learners to increase their skills with a diverse population. On June 30, 2020, the first class of six residents graduated. Of those six graduates, one stayed in WI within the Froedtert Health system.

MOSAIC FAMILY HEALTH FOX VALLEY FAMILY MEDICINE RESIDENCY PROGRAM

In Appleton, the Mosaic Fox Valley Family Medicine Residency Program is an affiliate program within MCW. In 2019, MCW supported the compensation and development of one faculty under the program's ongoing operating support through MCW's Chapter 20 appropriation. While in 2020, MCW funded one full faculty, staff support and faculty mentor training through the additional State appropriation funding. A second new faculty member will start on September 3, 2020. One expansion resident slot was moved from the Ascension Columbia St. Mary's Residency Program beginning on July 1, 2020, allowing this program to stay at the 21 resident complement rather than losing one resident slot per year. This resident position was formerly supported by a grant. As those funds were not guaranteed year over year, funding this resident slot through MCW's appropriated expansion funds provided under 2013 Wisconsin Act 20 became extremely important. In 2020, Appleton graduated seven residents, six of whom stayed in WI.

PREVEA HEALTH AND HSHS SACRED HEART HOSPITAL FAMILY MEDICINE RESIDENCY PROGRAM

In 2017, MCW assisted HSHS and Prevea Health assumed sponsorship of the Eau Claire Family Medicine Residency Program after the program was at risk of closure. Using the additional state appropriation funds, Eau Claire added a behavioral health core faculty member. Though COVID-19 took a toll on recruitment efforts and slowed the search for additional physicians to grow the program, we are pleased to report that another core faculty was successfully recruited and has joined the program. This faculty member will be supported through the 2019-2020 additional State appropriation funds.

WAUKESHA MEMORIAL HOSPITAL FAMILY MEDICINE RESIDENCY PROGRAM

Although Waukesha Memorial Hospital ended its formal affiliation with MCW in 2017, both organizations maintain a limited, ongoing academic affiliation. The affiliation allowed the program to expand its ongoing resident classes by one position per year, beginning in 2018. DFCM will fund two residents on July 1, 2020, utilizing a portion of MCW's appropriated expansion funds provided under 2013 Wisconsin Act 20.

PREVEA MEDICAL COLLEGE OF WISCONSIN GREEN BAY FAMILY MEDICINE RESIDENCY PROGRAM

This soon-to-be-launched program expects to welcome its first residents in July 2021. See the status update for this program in the previous section.

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

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 10

Year	Total Number of Graduates	Entered Practice or Extended Training in Wisconsin	Rolling Five Year Average of Wisconsin Retention	Entered Practice in Medically Underserved (MUA) or Health Professional Shortage Areas (HPSA) in Wisconsin
2016	24	13 (54%)	63%	6
2017	28	24 (86%)	64%	9
2018	23	16 (70%)	69%	3
2019	19	13 (68%)	70%	6
2020	28	15 (54%)	66%	3

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 2016:

TABLE 11

Year	MCW Students	National - % - US Seniors
2016	22 (11.0%) of 199	8.7%
2017	16 (8.4%) of 190	8.8%
2018	20 (9.4%) of 211*	9.3%
2019	27 (12%) of 224**	9.1%
2020	34 (14.4%) of 235**	8.6%

**Includes MCW-Green Bay*

***Includes MCW-Green Bay and MCW-Central Wisconsin*

FINANCIAL SUMMARY

13.106 (2) FINANCIAL SUMMARY OF MCW

The Medical College of Wisconsin, Inc. Statements of Activities (in Thousands)			
	Unaudited		
	2020	2019	2018
Unrestricted Revenues			
Net patient revenue	\$ 703,878	715,457	707,708
Affiliated hospital contracts	179,285	171,020	150,626
Grants and contracts	187,299	173,971	156,432
Tuition and fees	59,080	54,870	50,675
Investment income	26,818	31,041	22,913
Contributions	13,709	16,798	13,599
Other	58,421	41,912	41,907
Total revenues without donor restriction	1,228,490	1,205,069	1,143,860
Unrestricted Expenses			
Salaries and fringe benefits	932,390	897,259	855,468
Supplies and expense	226,290	224,696	207,569
Other operating	47,161	46,255	40,489
Total expenses without donor restrictions	1,205,841	1,168,210	1,103,526
Excess of revenues over expenses without donor restrictions	\$ 22,649	36,859	40,334
Nonoperating gains (losses)			
Investment gains (losses)	(16,170)	7,854	47,822
Other	(13,873)	(5,985)	347
Nonoperating gains (losses), net	\$ (30,043)	1,869	48,169
Net assets with donor restrictions			
Contributions	22,744	31,404	13,479
Investment gains (losses)	1,375	15,459	43,691
Other	(34,003)	(31,342)	(33,624)
(Decrease) increase in net asset with donor restrictions	\$ (9,884)	15,521	23,546

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

		Unaudited		
		2020	2019	2018
Assets				
Cash and cash equivalents	\$	108,228	102,139	50,807
Investments, at fair value		1,747,777	1,757,710	1,711,353
Receivables		229,221	245,028	208,080
Prepaid expenses, trusts and other assets		89,485	80,502	76,100
Right of use assets		89,687	-	-
Land, buildings and equipment, net		295,962	291,189	297,904
Total assets	\$	2,560,360	2,476,568	2,344,244
Liabilities and Net Assets				
Liabilities:				
Accounts payable	\$	117,442	113,060	109,142
Accrued payroll and related liabilities		146,079	140,191	105,168
Long-term lease obligations		95,950	-	-
Long-term debt		326,264	327,270	284,277
Other liabilities		60,068	64,212	68,071
Total liabilities		745,803	644,733	566,658
Net assets:				
Without donor restrictions		1,112,450	1,119,844	1,081,116
With donor restrictions		702,107	711,991	696,470
Total net assets		1,814,557	1,831,835	1,777,586
Total liabilities and net assets	\$	2,560,360	2,476,568	2,344,244

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

		Unaudited		
		2020	2019	2018
Net Cash Provided by:				
Operating activities	\$	57,664	50,023	29,285
Investing activities		(55,319)	(52,238)	(54,533)
Financing activities		3,744	53,547	(2,086)
Net decrease in cash		6,089	51,332	(27,334)
Cash and cash equivalents at beginning of period		102,139	50,807	78,141
Cash and cash equivalents at end of period	\$	108,228	102,139	50,807