September 22, 2018

MEMORANDUM

TO: June Pierce Youatt, PhD
    Provost

FROM: Andrea Amalfitano, DO, PhD, DABMGG
      Interim Dean of College of Osteopathic Medicine

      Norman Beauchamp Jr., MD, MHS
      Dean of College of Human Medicine
      Associate Provost and Assistant Vice President for Health Affairs

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SUBJECT: The College of Osteopathic Medicine and College of Human Medicine propose to establish Michigan State University as a national leader in orthopedics by the creation of a joint Department of Orthopedics.
Rationale
With this memorandum, we are requesting approval for the College of Osteopathic Medicine (COM) and College of Human Medicine (CHM) to establish Michigan State University (MSU) as a national leader in orthopedics by the creation of a joint Department of Orthopedics. The College of Osteopathic Medicine will be the lead college.

MSU is the only Big Ten Conference University and the only Association of American Universities (AAU) with a medical school that does not have an established Department of Orthopedics. Among the 14 Big Ten Conference schools, 11 currently house a division of Sports Medicine within their orthopedic departments. The joint Department will be unique among the Big 10 Conference as it will include manipulative medicine techniques, and ultimately, position MSU alongside its peers to continually provide the safest quality care in a healing environment.

Our goal is to have a growing and innovative Department of Orthopedics that provides best-in-class clinical care, education and research for our students, community, State of Michigan, and to be a nationally recognized leader in all orthopedic disorders. This new joint Department of Orthopedics will be a national model committed to a “culture of safety for all,” and will empower the voice of the patient and their family to have accessible, compassionate, coordinated, cost-efficient, and highest quality care in the safest environment for every patient every time. It will build upon our current orthopedic Sports Medicine Division infrastructure with the addition of current and new providers with expertise in arthritis, foot and ankle, fractures and trauma, hand and upper extremity, hip and knee, metabolic bone disease, oncology, pediatrics, rheumatology, shoulder and elbow, and spine services. However, without department status, it is challenging to recruit the very best academic orthopedic faculty and offer tenure. This new department will enhance educational opportunities for residents/fellows, medical, nursing, physician assistant, kinesiology and athletic training undergraduate and graduate students. It will also provide the nidus toward a critical mass that will allow research partnerships with biomedical engineering and industry to achieve the best clinical outcomes through academic innovation and translational research (e.g., new drugs, devices, technologies, protocols). Moreover, establishing a joint Department of Orthopedics will help develop and enhance an innovative and cross-university “human performance and well-being collaborative,” which will focus on science and education, high performance, and clinical care; and will be an intellectual incubator for exchanges within the “collaborative” and across the campus, nation, and world.

Description of Department
The field of orthopedics focuses on the prevention, diagnosis, and treatment of injuries and diseases of the musculoskeletal system, which includes one’s bones, joints, ligaments, tendons, muscles, and nerves. In 2015, the self-reported National Health Interview Survey showed that one in two US persons age 18 years and over reported a musculoskeletal medical condition, and the rate of adult chronic musculoskeletal conditions is greater than that of chronic
circulatory conditions, which include coronary and heart conditions, and twice that of all chronic respiratory conditions. Orthopedic specialists evaluate, treat, and manage adult and pediatric patients with athletic medicine/sports medicine, arthritis, foot and ankle, fractures and trauma, hand and upper extremity, hip and knee, metabolic bone disease, oncology, pediatrics, rheumatology, shoulder and elbow, and spine injuries and disorders. The areas of research include arthritis, arthroscopy, biomechanics, concussion, devices (e.g., prosthetic hip replacement), oncology, regenerative medicine (e.g., ligaments, cartilage, and bone regeneration), robotics, and sports performance.

**Departmental Organization and Membership**

The current specialists within the Sports Medicine Division are listed in Appendix C (page 8). As of August 2018, the Sports Medicine Division includes five sports medicine fellowship trained orthopedic surgeons and three sports medicine fellowship trained primary care physicians, and is incubating as an isolated clinical division reporting to the MSU HealthTeam for clinical responsibilities and to the COM Dean’s office for academic responsibilities. Thus, moving the faculty of the Sports Medicine division into the established Department of Orthopedics will be the initial step. Further, there are two spine fellowship trained orthopedic surgeons and one pediatric fellowship trained orthopedic surgeon already part of the MSU faculty that could enhance the footprint of the Department of Orthopedics. However, consolidation of these orthopedic related faculty members to the Department of Orthopedics could potentially have a negative effect on their current departments and must be discussed with transparency and fairness for all parties. Future recruitment, guided by pro forma business planning, will include faculty with expertise in arthritis, foot and ankle, fractures and trauma, hand and upper extremity, hip and knee, metabolic bone disease, oncology, pediatrics, rheumatology, shoulder and elbow, and spine services. Once a stable faculty base is established, the ability to recruit nationally will increase significantly, and there will also be the potential to recruit locally from the private sector.

The department will be led by a chair, who may come from one of the current MSU faculty or may be recruited from the outside. The inaugural chair search will be conducted within the first 6 months by the Dean of COM and CHM, who will form the search committee once the department is approved. In addition, the Dean of COM and CHM will work with their respective academic deans to establish the initial faculty appointments within this new department.

**Governance**

The current providers, space, and financial support of the Sports Medicine Division are currently within COM; thus, COM will be the lead college with the department office located in East Lansing, Michigan. CHM will provide future research, philanthropy, marketing, and educational resources. This new joint Department of Orthopedics will provide a key place for critical innovative interactions, and foster opportunities to grow beyond their current boundaries.

Appointments of title and rank will remain consistent throughout COM and CHM. Reappointment and promotion criteria also remain consistent across
COM and CHM, regardless of employment status, and the department with the majority appointment will lead on issues of reappointment, promotion, and tenure.

The College Advisory Council of COM and CHM will establish that the new department will have the same elected and appointed representation in the college's committee system as all current departments have and as governed by the same bylaws. The department bylaws and other academic governance issues will be created once the department is approved. The bylaws will be consistent with longstanding governance of COM and CHM; therefore, the faculty will not be in jeopardy on tenure or reappointment decisions. Faculty holding non-prefix (clinical/adjunct) appointments may vote and participate in department, college, and university activities as defined in the faculty, college, and department bylaws. In addition, those awarded a non-prefix appointment will be expected to work toward promotion. Those faculty with prefix (clinical/adjunct) appointments will vote on and participate in activities only as defined by the department chair and the department bylaws.

All curricular matters will be decided and governed by the college's present curriculum committee as there is no separate new orthopedic curriculum, and all the DO and MD providers will continue to teach in their respective colleges.

**Education:**
The opportunity to attract the very best students and educate the next generation of orthopedic providers to meet future recruitment needs in all of our communities is essential to a best-in-class Department of Orthopedics. The newly established joint Department of Orthopedics will enable the consolidation of the current orthopedic residency, sports medicine fellowship, and the clinical athletic training residency programs so that MSU continues to train and educate residents/fellows, medical, nursing, physician assistant, kinesiology and athletic training undergraduate and graduate students. There will be no negative impact on the accreditation of these residency or fellowship programs. Further, there will not be a separate new orthopedic curriculum or courses as the providers will continue to teach in their respective colleges within their existing medical school curriculum.

MSU has a five year ACGME orthopedic residency program affiliated with McLaren, Sparrow and Hayes Green Beach. The purpose of the orthopedic surgery residency training program is to provide the resident with the knowledge, clinical, and surgical skills in all areas of orthopedic surgery necessary to ethically practice either academic or community orthopedic surgery at the highest possible level of competence by the completion of the training program. In 2016, the program achieved Initial Accreditation from the ACGME. The program is in consortium with Michigan State University College of Osteopathic Medicine Statewide Campus System (MSUCOM-SCS) and provides educational programs consisting of structured lectures and a basic science course.
MSU also has a one year ACGME primary Sports Medicine accredited fellowship program under the family practice residency at Sparrow. The fellowship offers postgraduate sports medicine training to residency-trained practitioners in family practice, pediatrics, internal medicine, emergency medicine, and physical medicine and rehabilitation. It represents the first in-depth educational and clinical experiences involving a sports medicine fellowship at a NCAA Division I university.

In addition, MSU has a one year clinical athletic training residency program designed to educate and integrate their skills into the clinical and surgical setting as a physician extender.

**Outreach**

The current Sports Medicine Division has been integrated into the strategic fabric of MSU for decades, and will continue all their outreach efforts as part of the Department of Orthopedics. They currently provide sports medicine physician coverage for all the NCAA Division I student-athletes. They also have a 24-36 hour guarantee to get injured athletes seen including a Saturday walk-in injury clinic. Working with Sparrow Sports Medicine, they provide athletic training coverage for most of the Mid-Michigan high schools, and started the first Mid-Michigan concussion clinic dedicated to screening athletes with head injuries.

**Research**

The opportunity to achieve the best clinical outcomes through academic innovation and translational research (e.g., new drugs, devices, technologies, protocols) is essential to a best-in-class Department of Orthopedics. The Sports Medicine Division has worked with the research faculty in the Departments of Neurology, Radiology, Osteopathic Manipulative Medicine, Osteopathic Surgical Specialties, and Kinesiology for decades. To this end, the establishment of a Department of Orthopedics would significantly improve upon our research efforts and open new sources of collaboration and federal and foundation grant funding to research faculty and research scientists. Based on these existing strengths, the addition of a small compliment of research personnel would result in the further integration of research activity into the clinical environment. Using ongoing and early work to establish a national reputation for this newly established department will improve visibility among the national research community which will have significant implications for future clinical and research faculty recruitments.

**Impact on Our Patients**

The creation of a joint Department of Orthopedics will have the following net effects on our current and future patients:

- The opportunity to develop a comprehensive, multi-disciplinary, and patient- and family-centered Department of Orthopedics that focuses specialists on the evaluation, treatment, and management of adult and pediatric patients with orthopedic disorders including athletic medicine/sports medicine, arthritis, foot and ankle, fractures and trauma,
hand and upper extremity, hip and knee, metabolic bone disease, oncology, pediatrics, rheumatology, shoulder and elbow, and spine, so that every patient has coordinated and integrated care every time to ensure the safest quality care with excellence in outcomes.

- The opportunity to translate the most efficacious research into the safest quality care with excellence in outcomes.
- The opportunity to further develop and enhance an innovative and cross-university “human performance and well-being collaborative,” so that one achieves a healthier, peaceful, and purposeful life with optimum performance in mind, body, and spirit.

**Impact on Students (i.e., undergraduates, graduates, medical students, residents and fellows)**

The creation of a joint Department of Orthopedics will have the following net effects on our current and future students:

- New opportunities and enhanced collaboration to educate and train the next generation of students in all orthopedic services including athletic medicine/sports medicine, arthritis, foot and ankle, fractures and trauma, hand and upper extremity, hip and knee, metabolic bone disease, oncology, pediatrics, rheumatology, shoulder and elbow, and spine disorders.
- Better coordination of all orthopedic and athletic medicine services to enhance undergraduate, graduate, medical student, resident, and fellow education.
- New opportunities for research and other interdisciplinary activities with the addition of faculty in disciplines from CHM, COM, and the MSU community to drive academic innovation and translational research to improve clinical outcomes and to continually improve our safety and quality care.

**Impact on Clinical and Research Faculty**

The creation of a joint Department of Orthopedics will have the following net effects on our current and future faculty:

- The opportunity to develop a comprehensive, multi-disciplinary, and patient- and family-centered Department of Orthopedics that focuses specialists on the evaluation, treatment, and management of adult and pediatric patients with orthopedic disorders including athletic medicine/sports medicine, arthritis, foot and ankle, fractures and trauma, hand and upper extremity, hip and knee, metabolic bone disease, oncology, pediatrics, rheumatology, shoulder and elbow, and spine.
- Better coordination of all orthopedic and athletic medicine services to enhance undergraduate, graduate, medical student, resident, and fellow education.
- The opportunity to further develop and enhance an innovative and cross-university “human performance and well-being collaborative,” so that one achieves a healthier, peaceful, and purposeful life with optimum performance in mind, body, and spirit.
• New opportunities for research and other interdisciplinary activities with the addition of faculty in disciplines from CHM, COM, and MSU community to drive academic innovation and translational research to improve clinical outcomes and to continually improve our safety and quality care.
• Increased representation on the College Advisory Council, both through election and appointment by the Dean, and thus helping to facilitate appropriate balance (e.g., tenure vs. non-tenure, diversity).
• Increased numbers of faculty available to serve on other college committees (consistent with established principles regarding elections).
• Increase in critical mass of faculty overall, but with expectations that the relative percentages of prefix and non-prefix faculty throughout the college will not significantly change.

Financial Considerations
This new Department of Orthopedics must be financially sustainable; therefore, we propose the development of this department using the existing Sports Medicine Division recurrent general fund dollars, generated net clinical revenue, and external research funding. Further, recruitment of other needed orthopedic providers will be guided by pro forma business planning and as negotiated with the Provost in the annual planning and budget cycle.

Consultation with COM and CHM College Advisory Councils:
This proposal was created in consultation with the strategic work group as noted in Appendix A (pages 7-8). In addition, the timeline of the review and approval process is listed in Appendix B (page 8). Further, this proposal for the establishment of a joint Department of Orthopedics was presented to the COM College Advisory Council on September 19, 2018, and the CHM College Advisory Council on September 17, 2018, and they both approved the proposal.

COM and CHM Dean’s Recommendation and Request for Approval
In consideration of the information provided in this proposal regarding the establishment of joint Department of Orthopedics, particularly the potential benefits to our students, faculty and communities, and with the endorsement of the faculty and students as represented by the College Advisory Councils, department chairs, curriculum committees, and student advisory committees, we formally request the establishment of the joint Department of Orthopedics within the College of Osteopathic Medicine and College of Human Medicine at MSU.

Appendix

A) Strategic Work Group: Dr. Avellino collaborated with the Deans of COM and CHM and the following strategic work group, who all unanimously approved this proposal: Tony Avellino, Doug Dietzel, Bailey Higgins (student-athlete), Dave Kaufman, Karen Klomparens, Jeff Kovan, Taylor
Mullins (student-athlete), Sally Nogle, Jim Pignataro, Lonny Rosen, Mike Shingles, Al Smith, Dave Weismantel, and Mike Winkelpleck.

**B) Timeline**

1) Consultation and/or development with: Provost (8/1/18); Associate Provost for Academic Services, Enrollment Management and Academic Initiatives (8/9/18); Associate Provost for Graduate Education (8/17/18); COM Dean (8/14/18); CHM Dean (8/14/18); and CEO HealthTeam (8/14/18).

2) Review and Approval:
   - COM College Advisory Council = 9/19/18
   - COM department chairs = 9/17/18
   - COM curriculum committee = 9/19/18
   - COM student advisory group = 9/17/18
   - CHM College Advisory Council = 9/17/18
   - CHM leadership committee includes department chairs = 10/4/18
   - CHM curriculum committee = 9/25/18
   - CMH dean’s student advisory committee = 9/24/18

**C) List of Current Specialists within the Sports Medicine Division**

*Orthopedic Sports Medicine Specialists:*
- Doug Dietzel, DO, has been with MSU for over 20 years, and is a sports medicine fellowship trained orthopedic surgeon. He is the director of the MSU Sports Medicine division and head orthopedic Surgeon. He is also the orthopedic residency director for mid-Michigan’s two teaching hospitals and MSU affiliates (McLaren and Sparrow).
- Sheeba Joseph, MD, began at MSU in August, 2018, and is a sports medicine fellowship trained orthopedic surgeon.
- Andrew Schorfhaar, DO, joined MSU in 2007, and is a sports medicine fellowship trained orthopedic surgeon.
- Michael Shingles, DO, joined MSU in 2001, and is a sports medicine fellowship trained orthopedic surgeon. He is currently the chief financial officer of the Sports Medicine Division. He is the orthopedic department chair of McLaren Greater Lansing and the Sports Medicine director of Sparrow Health Systems.
- Luke Wilcox, DO, joined MSU in 2013, and is a sports medicine fellowship trained orthopedic surgeon.

*Family Medicine Sports Medicine Specialists:*
- Nathan Fitton, DO, joined MSU in 2017, and is a sports medicine fellowship trained family practice physician.
- Jeff Kovan, DO, joined MSU in 1995, and is a sports medicine fellowship trained family practice physician. He is the head MSU team physician. He is also the associate director of the Sparrow/MSU Sports Medicine fellowship.
- Robert Norris, MD, joined MSU in 1997, and is a sports medicine fellowship trained family practice physician.