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## Building Jefferson's future

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Building

Jefferson's future.



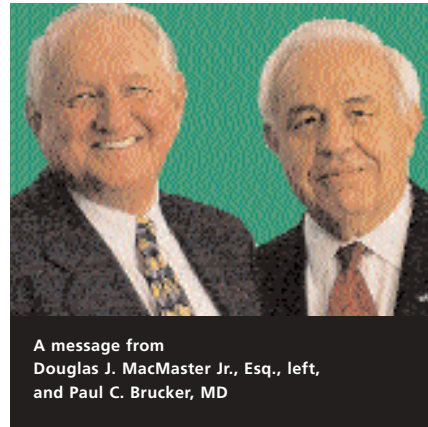


# The Jefferson Mission



- To offer quality education to future physicians, nurses, scientists and allied health professionals who will take a leadership role in healthcare.
- To target our research efforts toward innovative treatments while expanding our knowledge of people and their environment.
- To provide compassionate, efficient, affordable and quality patient care.

## Building Jefferson's Future



A message from  
Douglas J. MacMaster Jr., Esq., left,  
and Paul C. Brucker, MD

Thomas Jefferson University has long been recognized as both a national and international leader in excellence for education, research and patient care. By building on our past, we have further strengthened the Jefferson organization. The current composition of the University and its affiliated teaching institutions will help us to maintain and nurture this vision.

Our continued success faces many challenges. On the national front, budget surpluses have disappeared while regulatory requirements continue to increase. Research and education funding is vulnerable. In Pennsylvania, the state's economy combined with skyrocketing medical liability premiums for our Jefferson University Physicians are a source of grave concern. Yet amidst these challenges, we remain devoted to providing our students with an affordable education, while continuing to lead in biomedical knowledge and patient-centered care.

To aid us in our mission, we will solidify Jefferson Medical College as a leader in medical and scientific research. Jefferson College of Health Professions is building one of the finest educational programs for nurses and allied health professionals in the region and is concentrating its resources on the disciplines with the greatest workforce needs. New and expanded research programs and the development of interdisciplinary doctoral programs will continue to provide our students at Jefferson College of Graduate Studies with quality education and training.

One of the most important tools in building our future is attracting and retaining the right people to direct our effort. The Jefferson faculty is excellent, and many of our teachers and clinicians took on new roles this year strengthening our foundation. This year we have new chairs in the Medical College. [William A. Buchheit, MD](#), was appointed Chair of the Department of Neurosurgery; [Leonard G. Gomella, MD](#), is now Chair of Urology; [Vijay Rao, MD](#), was named the Chair of Radiology; [Marion J. Siegman, PhD](#), was named Chair of Physiology and [Richard Wender, MD](#), was appointed Chair of Family Medicine. Neurologist and multiple sclerosis expert [Abdolmohamad Rostami, MD, PhD](#), was appointed Chair of Neurology; noted cardiologist [Arthur Michael Feldman, MD, PhD](#), was named Chair of Jefferson's Department of Medicine and Magee Professor of Medicine; [Vincenzo Berghella, MD](#), now serves as Acting Chair of Obstetrics and Gynecology, and [Zvi Grunwald, PhD](#), is Acting Chair of Anesthesiology. Surgical oncologist [Ronald J. Weigel, MD, PhD](#), now serves as Vice Chair of Surgery.



Clockwise: University Counsel Alan B. Kelly, Esq., and staff Kristie Deyerle, Esq., Joanne Rosenthal, Esq., and John H. Cho, Esq.

Also joining the Jefferson ranks is Alzheimer's disease specialist **Samuel E. Gandy III, MD, PhD**, as the first Director of the Farber Institute for Neurosciences.

The Jefferson College of Health Professions (JCHP) is now led by Dean **James B. Erdmann, PhD**. Dean Erdmann has been a vital part of the Thomas Jefferson University administrative team for the past 15 years. **Mary G. Schaal, RN, EdD**, was appointed Chair of the Department of Nursing at JCHP.

**Flynn A. Andrizzi** has also joined the University as Vice President for Institutional Advancement. His years of fund-raising experience will be of great benefit in the current campaign to raise funds for the new Academic/Research Building that is crucial to the future of Thomas Jefferson University. Building our future also involves changing the look of the Jefferson campus. As you read this report, you'll find detailed information about:

- Plans for the development and construction of a new Academic/Research building at the site of the current University parking garage on Locust Street.
- Plans by a private corporation to build a 700-space parking and retail structure on Tenth Street between Chestnut and Sansom to replace the parking facilities that will be lost to the Academic/Research building.
- Purchase of the former Wills Eye Hospital, now known as Jefferson Hospital for Neuroscience, which houses research and treatment facilities for neuroscience. It will also be home to the Farber Institute for Neurosciences.

Our faculty, students, employees and management team continue to meet our challenges – driving the success and growth of Thomas Jefferson University. Their work and energy continue to be invaluable in our mission of building Jefferson's future.

Paul C. Brucker, MD  
President of the University

Douglas J. MacMaster Jr., Esq.  
Chairman of the Board

Jefferson Medical College

## Leading today

Jefferson Medical College (JMC) educates some of the best clinicians in the United States. Our clinical partners in three states provide our students with a superior medical education, even while facing national and local challenges that are drastically impacting the delivery of healthcare.

The face of healthcare is indeed changing. Across the country, healthcare entities – especially academic health centers – confront budget issues and new rules and regulations. In Philadelphia, additional challenges come into play. Reimbursement rates for care are jeopardizing the viability of many local hospitals and health systems. Medical malpractice insurance rates are skyrocketing, causing many doctors to leave the area, reduce their practices, or retire early. Yet with these unique challenges, JMC continues to innovate and grow.

Jefferson Medical College provides its students with the opportunity to learn the art of medicine in a research-oriented institution that is committed to patient-centered care. Thanks in large part to the support of our many alumni and friends, and continued support from the University, we plan to expand our focus on research and the educational facilities and programs required to help us achieve our mission. Through growth in the breadth and depth of our clinical and research faculty, we will continue to provide a state-of-the-art education for our medical students.

Thomas J. Nasca, MD, FACP  
Dean of Jefferson Medical College  
and Senior Vice President of Thomas Jefferson University



From right, Dean Thomas J. Nasca, MD, FACP,  
with JMC Class of 2006 students Kristin Mary Cam and David Michel

## Leading today

All of the faculty of Jefferson Medical College (JMC) practice and teach the science and caring art of medicine. Along with the standard medical school subjects, medical students learn to be more sensitive to their patients' spiritual and cultural needs and concerns. Last year, JMC's innovative program received the John Templeton Foundation Spirituality and Medicine Curricular Award for providing this exceptional education program.

JMC's outstanding research programs are known throughout the country. Jefferson's Kimmel Cancer Center is one of a small group of National Cancer Institute (NCI)-designated clinical cancer centers in the nation. Some of the important research findings presented by Kimmel Cancer Center faculty members this year include:

- Development of a computer-based theory that indicates a form of inherited colon cancer begins when the processes that regulate the number of adult stem cells in the colon go out of control. These clues to how cancer begins may suggest a potential target for aiming new drugs to stop cancer growth.

- Development of the first animal model of the most common type of human leukemia. The new model should lead to scientists gaining both a better understanding of the biochemical and molecular mechanisms underlying the disease, chronic lymphocytic leukemia (CLL), while at the same time providing a testing ground for potential new drugs.

- Showing that an E. coli toxin blocks the ability of colon cancer cells to grow and divide, possibly by interfering with calcium getting into cells. This study has potential to lead to new therapy for colon cancer.

- Showing in the laboratory that cox-2 inhibitor arthritis drugs many enhance the effects of radiation in fighting cancer by blocking the development of the blood vessels thus cutting off the blood supply of cancers.

Additional significant research by JMC faculty members:

- Demonstrated for the first time in the laboratory that it is possible to convert some adult human neural stem cells to brain cells that can produce dopamine, the brain chemical missing in Parkinson's disease. If the researchers can better understand the process and harness this ability, the work may someday lead to new strategies in



## Searching for Solutions

treating neurodegenerative diseases such as Parkinson's.

- Uncovered a novel receptor in the human eye that controls the body's biological clock. The "photoreceptor" in the human eye reacts to light and controls the production of melatonin, which in turn controls the body's circadian rhythms or clock. The discovery had an immediate impact on the therapeutic uses of light for treating circadian disorders.

Along with educating some of the best clinicians in the country, JMC faculty members continue to place Jefferson on the leading edge of new technologies and research. One of the foremost Alzheimer's researchers in the nation, Samuel E. Gandy III, MD, PhD, has joined the University as the first Director of the Farber Institute for Neurosciences. Dr. Gandy, who is Professor of Neurology, Psychiatry, Biochemistry and Molecular Pharmacology at Jefferson Medical College, and the researchers at the Farber Institute will focus their efforts on basic and clinical research in neurodegenerative disorders, stroke and spinal cord injuries.



Lorraine Iacovitti, PhD, and Samuel E. Gandy III, MD, PhD

In addition, a pioneer in laparoscopic live kidney donation became JMC's Chief of Transplant Surgery this year. Lloyd E. Ratner, MD, continues his research into transplanting kidneys from live donors with incompatible blood types or where antibodies previously prevented successful

*continues, page 6*

Neuroscience research is taking an unprecedented front seat at Jefferson with the opening of the Farber Institute for Neurosciences.

Founded through a gift from the Farber Family Foundation Inc., the multidisciplinary research center is focusing on basic and clinical research in movement disorders, Alzheimer's disease, Parkinson's disease, amyotrophic lateral sclerosis (ALS) and other neurodegenerative disorders, as well as stroke and spinal cord injuries.

Samuel E. Gandy III, MD, PhD, (*photo at left*) has begun his duties as the first director of the institute and has moved his leading-edge research to the Jefferson campus.

"It's very exciting to see our bench studies move to the bedside for patient therapy," Dr. Gandy said. "When I entered this field I never thought I would see someone with Alzheimer's getting better. Now I'm hopeful that we'll see an effective therapy for Alzheimer's disease."

Dr. Gandy draws an analogy between Alzheimer's disease and heart disease, saying that pebble-like protein deposits in the brain block communication between nerve cells in much the same way cholesterol clogs arteries. Most of today's Alzheimer's research focuses on finding drugs and therapies to prevent those "pebbles" from forming.

Lorraine D. Iacovitti, PhD, (*photo at left*) Professor of Neurology and Associate Director of the Institute, is involved in looking at ways to replace and restore cell function in other neurodegenerative disorders such as Parkinson's disease. Dr. Iacovitti joined the JMC faculty in 1998.

One of the bottlenecks in the research is that the disease progression in neurodegenerative disorders is very slow. Dr. Gandy said recent advances in creating national research networks are helping to speed the evaluation of new drugs and to improve the reliability of the studies.



## Innovative Programs Enhance Clinical Skills

Physician education does not end with graduation at Jefferson Medical College of Thomas Jefferson University. The Jefferson Medical College Office of Continuing Medical Education (CME) is home to a number of innovative programs that are designed to enhance the clinical skills of doctors throughout the area so that they may provide better care to their patients.

Geno J. Merli, MD, Senior Associate Dean of Continuing Medical Education, says the programs also provide a more integrated educational approach for physicians, pharmacists, nurses, and the healthcare industry.

The Office of CME has established several Centers of Excellence that support these objectives. The Novartis Center of Excellence is one of five programs being offered in the country that provides training for pharmaceutical representatives in such areas as cardiovascular disease, osteoporosis and infectious diseases. Also under development is the Center of Excellence for Diabetic Education and Management, which will measure changes in the care physicians are providing diabetic patients following physician participation in the program.

"This multifaceted care program will measure the changes in physician behavior following completion," Dr. Merli said. "We're not looking at whether or not they write more prescriptions, but if they provide better, more informed care for their patients."

CME is also taking advantage of the opportunities provided by the Internet to offer The Jefferson Education Teaching Service – an online speakers' bureau of Jefferson physicians. Plans are also under way for an online resource for physicians to provide instant access to care information in the hospital.

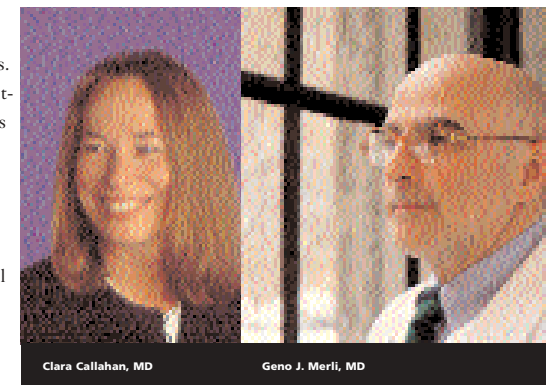
"We're very excited about all of these programs," Dr. Merli said, "as they continue the Jefferson tradition of excellence in clinical care."

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transplantation as well as the ways to improve kidney transplant success. Dr. Ratner is also focusing on patient-care issues in researching the reasons people may be reluctant to donate organs.

The JMC Dean's Office continually strives to better meet the needs of medical students and faculty. Several organizational changes were made during the year to aid that process. These changes included:

- Appointing Clara Callahan, MD, as Vice Dean for Academic Affairs. A Clinical Associate Professor in Pediatrics, Dr. Callahan was previously Senior Associate Dean for Admissions and Student Life and Lillian H. Brent Dean for Students (*photo at left above*).
- Naming Geno J. Merli, MD, Senior Associate Dean for Continuing Medical Education (CME) (*photo at right above*). Plans for the CME program include developing a nationally recognized program for CME and a premier program in faculty development. Dr. Merli was also named Vice Chair of Clinical Affairs in the Department of Medicine and will continue as Ludwig A. Kind Professor and Director of the Division of General Internal Medicine.



Clara Callahan, MD

Geno J. Merli, MD

- Forming an Office of Faculty Affairs to assist faculty in its mission of education, research and patient care by providing career development support, educational skills development support and administrative support to programs and activities centered around faculty interests.

Jefferson Medical College's leadership and achievements continue to draw accolades. The College was again named by *U.S. News & World Report* as among the 50 best medical schools in the country for both research and primary care, and seven Thomas Jefferson University Hospital programs chaired by JMC faculty ranked among the top in the country.

# Building tomorrow

Attracting and training the researchers of tomorrow is a top priority at Jefferson College of Graduate Studies (JCGS). Competition among the graduate schools for the best talent is keen, especially since the pool of applicants is shrinking.

The job opportunities for PhD researchers and MS graduates include positions in industry, regulatory agencies and other areas outside academia. To assist the students, JCGS has taken many measures to enhance its career advising, and several elective courses offer the students opportunities to develop skills that are important in the private sector.

A new Master's program in Public Health was launched in Fall 2002 to meet the growing need for trained professionals in this field. This part-time program, which is designed to accommodate the needs of working professionals, has attracted much advance interest.

Trainees holding a PhD or other doctoral degree are key members of the research teams in basic sciences. In keeping with the national trend, this year the College has assumed responsibility for these programs, which in the past have been individually administered.

**Jussi J. Saukkonen, MD**  
Dean, JCGS  
and Vice President for Science Policy, Technology Development and International Affairs



Clockwise from upper right: Jussi J. Saukkonen, MD, Georganne K. Buescher, MS, EdD, James Diamond, PhD, James D. Plumb, MD, JCGS MPH Program faculty

## Building tomorrow

The Jefferson College of Graduate Studies (JCGS) expanded its focus during 2002, adding a strong program in public health to its successful basic science programs. The new Master of Science Program in Public Health (MPH) is structured along the same lines as the College's four existing master's programs in basic sciences while drawing expertise from statistics, epidemiology, toxicology, population genetics and social and behavioral sciences. It is being administered through the Graduate Center for Education and Training.

The primary goal of the MPH program is to provide students such as Sue Souder, *(photo next page)* Biosafety Officer, Department of Environmental Health and Safety, with a sound theoretical and practical foundation in public health. Students will be prepared to work with communities in identifying health problems, formulating and implementing solutions, monitoring progress and evaluating outcomes. The program reflects the changing healthcare environment, and graduates will be able to assume or continue professional and leadership public health roles in research, policy development or teaching. Students should be able to complete the program in two years.

JCGS has assumed training for Jefferson's more than 250 postdoctoral fellows. National standards and corporate responsibility are being developed for postdoctoral fellows, and through JCGS oversight the postdoctorate program will be structured similar to the medical residency program. This change will help Jefferson's postdoctoral candidates receive the best possible Jefferson experience. The requirements for the postdoctoral community are now being defined.

The Office of Technology Transfer has been completely reorganized with a new director, Katherine Chou, and new staffing. The Office has taken a very aggressive approach to marketing Jefferson technology and is experiencing a great deal of success both internally and externally. The Office is working with several startup companies and a number of established biotechnology and pharmaceutical firms to market the commercial applications of Jefferson discoveries. Jefferson technology has an outstanding reputation in the industry and there is great interest in developing cancer treatments, medical devices and some gene therapies for commercial application. The Office is working closely with Jefferson researchers to increase awareness of the Technology Transfer

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Office of Technology Transfer  
Bringing Jefferson to The World



Sue Souder and Master of Public Health Assistant Program Coordinator Jennifer Ravelli, MPH



Katherine Chou

Jefferson's very successful technology transfer program expedites the translation of its faculty's inventions into therapies or diagnostic treatments to benefit patients.

"We have taken a very aggressive approach to marketing our faculty's inventions" said Katherine Chou, (photo at left) Director of the Office of Technology Transfer. "We are the link between researchers and the outside business world."

Ms. Chou joined the University in September 2001, after serving for five years in a similar capacity at Harvard University. She has reorganized and expanded the Office to better serve the University's endeavors. She said the key to success is close working relationships with both the research faculty and with the commercial sector.

"The University seeks a fair return to its investment in research. I am very impressed with the technology being developed here," Ms. Chou said. "There are a lot of wonderful inventions which can be brought to help patient care. We do our best to expedite the process."

Office of International Exchange Services



Janice M. Bogen, MA

The research and educational programs of Jefferson have a strong international component and the Office of International Exchange Services (OIES) is responsible for maintaining much of the University's international flavor.

OIES helps Jefferson students who wish to study abroad. Grants from the Foerderer Fund are used to assist students who wish to observe health-care in other countries. During the past year, 25 students studied for up to two months in more than a dozen different

countries in South America, Southeast Asia, Europe and Africa.

"The program can really be a life-changing experience for many students," said Janice M. Bogen, *(photo above)* Director of the OIES. "When they return we ask them to take part in a symposium and submit a written report that can be used by future students interested in taking part in the program."

Thomas Jefferson University's OIES also serves as the U.S. headquarters of the International Federation of Medical Students Association (IFMSA). More than 70 countries are part of IFMSA, which helps to facilitate medical student exchange programs around the world.

One of the main tasks of the Office is helping international researchers, visiting faculty, employees, students and volunteers with U.S. visa and immigration requirements – a process that became much more complicated following the events of September 11, 2001.

"The recent changes in regulations will have a significant impact on our operation," Ms. Bogen said. "The requirements for tracking international students and the forms that must be used are all new. The security checks for those entering the country are a lot tighter and can take from two weeks to several months."



S. Parvathy, PhD

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program and to assist them in the patent and licensing process. Research conducted in labs across campus by faculty, doctoral candidates and scientists such as S. Parvathy, PhD, of Farber Institute for Neurosciences *(photo above)* holds promise to yield new therapy, technology

and inventions for action by the Office of Technology Transfer. In fiscal 2002, 30 new patents were issued to Thomas Jefferson University researchers.

Jefferson's international flavor is reflected in JCGS's Office of International Exchange Services. This year, the Office, under the direction of Janice M. Bogen, celebrated 10 years of serving the needs of the University's departments, visitors, students, faculty and administrators who work and study abroad. The University's Foerderer Fund provides grants for Jefferson students interested in studying abroad. In 2002, the fund enabled 25 students to observe healthcare in more than a dozen countries.

The Office of International Exchange Services was also instrumental in bringing the 2002 Lennox Black International Prize Winner in Medicine, Andrew M. L. Lever, MD, FRCP, MBBCh, FMedSci, MRCP, to Jefferson. Dr. Lever spent three months at Jefferson in a laboratory in the Division of Infectious Diseases continuing his research and lecturing about HIV.

# Responding to crisis



Jefferson College of Health Professions (JCHP), along with its university partners, Jefferson Medical College, Jefferson College of Graduate Studies, as well as its health system partner Thomas Jefferson University Hospital, is uniquely positioned to play a critical role in healthcare in this region. It is widely recognized that there are currently severe shortages of nurses. Workforce projections from the U.S. Bureau of Labor Statistics and other expert sources predict similar shortages in other healthcare fields, such as physical and occupational therapy. Dramatic growth in the population of the elderly and attrition among healthcare practitioners because of retirement and burnout are contributing significantly to the rising demand for these healthcare professionals.

Addressing this societal need is a challenge and responsibility that JCHP is taking very seriously. We feel the responsibility acutely since we are part of a major academic health center and are thus in the ideal position to provide the kind of interdisciplinary learning experience that best prepares the healthcare workforce for today's and tomorrow's needs.

In order to take full advantage of our unique position, we are going to make certain that we are utilizing all of our available resources as part of an academic center. Are we as close as we should be to the delivery side of healthcare to make certain that our curricula reflect what our graduates must do when they become part of the healthcare team? Further, we are examining the dynamics of the interactions of the healthcare team and are considering whether expanded interdisciplinary learning experiences for the different professionals involved will improve the quality and cost effectiveness of the care. We must even ask whether we are using the facilities optimally so that our contribution to the workforce through our educational programs is reaching its full potential.

For these reasons and with these objectives in mind, Jefferson College of Health Professions is exploring all of the ways we can increase and fully integrate our activities in education, research, and patient care with our other partners in the Jefferson community to better serve our students.

**James B. Erdmann, PhD**  
Dean, Jefferson College of Health Professions



Experience in the healthcare environment is an important component of health professionals' education. Here Jefferson College of Health Professions Dean James B. Erdmann, PhD, right, and Thomas Jefferson University Hospital President and CEO Thomas J. Lewis discuss JCHP Class of 2004 nursing student Jennifer E. Wright's clinical experience.

## Responding to crisis

**During a year of transition,** Jefferson College of Health Professions (JCHP) maintained and improved its academic health and stability. Dean James B. Erdmann, PhD, plans to continue to expand and grow the reputation and scholarship of JCHP.

As the workforce needs of the healthcare industry continue to grow, JCHP continues to look for new ways to attract students. Many programs and

agencies are focusing on attracting workers to the professions, so JCHP is targeting its message to those same students in an effort to bring them to Jefferson. As a result of a diversified media mix and expanding communication with applicants, the number of inquiries and applications are running significantly ahead of previous years. Greater coordination between the College's marketing, admissions office and academic departments is helping achieve better results in recruiting.

In order to provide prospective students with the programs they need when they need them, JCHP is adding programs and increasing the flexibility of scheduling. Academic additions to the College include:

- A one-year accelerated BSN program for second-degree students in nursing. Interest in the program has been strong with more than twice the number of anticipated students enrolled in the first 12-month session.
- A neonatal nurse practitioner program in response to requests from Thomas Jefferson University Hospital.
- Approval to begin planning a Doctor of Physical Therapy degree program.

- A new associate degree program in emergency medical services.
- A Bachelor of Science degree program in management.
- Consideration of additional entry-level programs in occupational therapy, lab sciences and diagnostic imaging.

As JCHP defines its future direction, it is looking at ways to improve its integration with the rest of the Jefferson campus. The Learning Resource Center has been consolidated with the other campus resource centers and placed under the auspices of Scott Memorial Library. Similar changes are being examined for other offices whose functions fit with other activities on campus. The College's connections with Thomas Jefferson University Hospital are being strengthened in nursing and with hospital leadership. JCHP and Jefferson Medical College are planning for the joint development of clinical teaching space in the proposed Academic/Research building, and work is under way with the Jefferson College of Graduate Studies to streamline processes between the two colleges.

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## Improving the Delivery of Healthcare



Jefferson College of Health Professions Class of 2004 students in the Occupational Therapy program learn techniques to help children with motor problems. From left, are Kathleen M. Rooney, on swing, Michael Burgo and Tricia Bassant.



Laura N. Gitlin, PhD

Reaching out to serve the needs of older community members and family caregivers, the Community and Homecare Research Division (CHORD) in JCHP, founded by and under the direction of Laura N. Gitlin, PhD, (photo at left) focuses on developing and testing innovative home and community based interventions involving occupational therapy, physical therapy and nursing. CHORD currently has over \$6 million in committed funds from federal

agencies and foundations. Its nationally and internationally recognized research initiatives are directed at improving quality of life of frail elders and persons with dementia, and helping family caregivers manage the daily stresses of caregiving.

"Older people have a strong desire to stay at home and age in place," said Dr. Gitlin. "We are testing ways to support aging at home by modifying living environments and providing techniques to help manage everyday tasks so that older people can remain independent. Family caregivers also seek to keep their elder family member at home for as long as possible. They too need support and skills to effectively manage caregiving tasks."

As part of a recent National Institute on Aging Geriatric Academic Leadership grant awarded to Dr. Gitlin, CHORD is establishing a University-wide infrastructure for multidisciplinary, clinical and intervention research on elder healthcare and service delivery issues. With this grant award, JCHP will advance an initiative to establish a center on aging. The Center's primary goal will be to close the gap between research and clinical practice by promoting applied research activities, initiating innovative clinical services based on research findings, and developing educational initiatives for health professionals that offer the latest scientific advances in elder care.



## Addressing the Shortage of Nurses



Michele Kasper

It's no secret, healthcare needs nurses. Hospitals and universities are looking at ways to recruit new nurses and retain those who are already working in the field. The Facilitated Academic Coursework (FACT) Program at Jefferson's College of Health Professions addresses that need. Designed for second-degree students, this full-time program allows students to complete a BSN degree in just one calendar year.

"The FACT Program was developed in response to the increased demand for nurses," according to Mary G. Schaal, RN, EdD, (photo at right) Chair of the Department of Nursing, "and in response to the needs of our students. Those students enrolled in the program are bright and committed people who told us they wanted to move faster."

Response to the FACT program has been outstanding. Following its approval in December 2001, marketing began in February 2002, with enrollment in the program beginning June 2002.

In addition, to make sure all Jefferson nursing students such as Michele Kasper (photo above) are ready to enter the practice force, a preceptor model using nurses at Thomas Jefferson University Hospital has also been implemented. Students and their preceptors work the same schedule, giving the students a real nursing experience.

"By socializing our students in the hospital environment, they are ready to move directly into practice once their studies are completed," Dr. Schaal said.



Mary G. Schaal, RN, EdD

Child and Family Studies is also involved in a national community and family study with Arizona State University designed to measure the effects of research brought into practice.

Academically, all of the JCHP departments have maintained their fully accredited status. Successful site visits were completed in 2002 with the undergraduate and graduate programs in nursing under chair Mary G. Schaal, RN, EdD, receiving a full 10-year accreditation by the Commission on Collegiate Nursing Education

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Reaching out to younger community members, Child and Family Studies is looking at what can be changed about children's environment or their care to keep them active and integrated in their home and community, according to Philippa Campbell, PhD, Professor of Occupational Therapy, JCHP.

By helping to provide the best services to Philadelphia's children with developmental disabilities, care programs and education are also improved for all children.

of the American Association of Colleges of Nursing, and with diagnostic imaging reaffirming its accreditation for programs in radiography, diagnostic medical sonography and cardiovascular technology.

Financially, the College completed 2002 on target with its budget and is well positioned for the coming year.

Administration

## Managing change

One of the driving forces behind the administration of Thomas Jefferson University (TJU) is to operate as efficiently as possible. By keeping costs to a minimum, we can provide our students with an affordable and quality education, and our patients the best care at the best value.

Many of our activities during the 2002 fiscal year focused on the physical plans required to implement the University's new strategic plan. Approved by the Board of Trustees in December, the plan updates our previous objectives and balances our priorities of research and education.

We are moving ahead with plans for the development and construction of a new Academic/Research building at the site of the current University parking garage on Locust Street. Plans for the new building include two, 300-seat auditoria, a clinical skills simulation center, small group meeting spaces and research laboratories. We have selected an architectural firm and design of the building has begun. The fundraising campaign for the construction has also begun.

To replace the parking facilities that will be lost to the Academic/Research building, InterPark Corporation proposes to build a 700-space parking structure on Tenth Street between Chestnut and Sansom. This year, we entered into an innovative leasing arrangement that allows for the rehabilitation of the Barringer and Orlowitz residence halls with no major capital investment from the University. The renovations, which include modernization of the facilities, upgrading of the fire alarm system, sprinkler installation and wireless connectivity would have cost \$37 million over the next 10 years. The long-term leasing of the dormitories provides lease income to the University and allows the improvements to be made at no significant capital cost to Jefferson.

The new strategic plan will guide us through these projects and as we face continued change throughout the University.

**John P. Sullivan**  
Vice President for Administration



Inspecting recently renovated laboratory space in the new Farber Institute for Neurosciences are, from left, John P. Sullivan, Vice President for Administration; Ronald E. Bowlan, Associate Vice President for Facilities Management and Richard J. Schmid, Vice President for Finance.

## Managing change

Thomas Jefferson University strives to provide its students with a quality and affordable educational experience, and also provide outstanding patient-centered care. During fiscal 2002, we implemented cost reductions that lowered our budget 1.5 percent while still maintaining our mission.

We have begun incorporating Mission-Based Management and Budgeting in our budget process and have hired an investment firm to assist us in structuring a high-performance portfolio while taking advantage of alternative investments as part of our diversification plan.

We also strive to provide increased value to our employees. A tax-free transportation reimbursement system for employees allows them to use pre-tax salary reductions to cover commuting and parking expenses, up to the federal limit. We have also implemented reduced parking rates for employees at our remote parking lot.

This is the Information Age, and Jeff-IT continues to make great strides in enhancing the organization's IT environment.



Under the leadership of Wayne I. Thompson, Chief Information Officer, *(photo above)* this year's accomplishments include:

- Leasing PC workstations, which lowers barriers to acquisition, reduces the average age of equipment, standardizes the equipment being used, and increases available capital. The total cost of PC ownership will decrease over time as a greater percentage of our equipment is leased.
- Developing a student wireless network, providing coverage in Barringer, Martin and Orlowitz residence halls, Scott Library and portions of Jefferson Alumni Hall.



## Risk Management Critical in Medical Malpractice Crisis

- Upgrading software for the BANNER student information system, clinical scheduling and billing, and reimplementation of the human resources/payroll/benefits PeopleSoft software allowing employees self-service access to information.
- Providing global access to Jefferson resources, including the launch of Physician Home Base, a physician-centric portal, student applications and registration being accepted via the web and Jefferson Pulse – the Jefferson intranet portal.

Services throughout the University received the benefit of the expertise of the Office of University Counsel (*photo second page*). Some of the important goals completed during the fiscal year include:

- Revising the University's Conflict of Interest Policy and establishing a standing committee on conflicts of interest and conflicts of commitment. A database tracking all potential conflicts of interest was also created.
- Implementing a new grievance and dispute resolution procedure for all faculty members. The procedure coordinates with the JMC bylaws and physician contract provisions in relation to payment of expenses by the losing party in legal proceedings.
- Significantly revising the bylaws of the Jefferson College of Graduate Studies.

- Successfully completing the five-year corporate integrity agreement with the federal government and implementing a new shadow review program in which a compliance staff member accompanies a physician on patient rounds and reviews documentation.
- Revising the University Copyright Policy to reflect changes in the responsibilities of the Office of University Counsel and the Office of Technology Transfer.

Jefferson University Physicians (JUP), the nonprofit, multispecialty physician group practice composed of the full-time faculty of Jefferson Medical College, continued to perform well. Revenue grew significantly in a tough market environment, however medical malpractice insurance rates increased at about the same rate. The practice made excellent progress in stabilizing the environment in its business office by reducing attrition and meeting its budget targets for the year. JUP is working to both improve communication with its member physicians and to develop closer relationships with its various payor organizations, in an effort to build stronger partnerships.



Lorraine T. Sacchetti

A medical malpractice crisis swept across the nation, and national carriers have faced significant financial downgrades. Some have been placed into liquidation. Others no longer write medical professional liability coverage. Some have specifically withdrawn from the Pennsylvania marketplace. Liability premiums for area physicians are particularly affected by the crisis. The average award for malpractice cases in Philadelphia is more than double the amount in the rest of the Commonwealth. The resultant difficult environment in the insurance arena is challenging.

"Coverage availability has decreased and pricing has gone up significantly," said Lorraine T. Sacchetti, Director of University Risk Management and Insurance (*photo above*).

These challenges have also reduced the appeal of practicing medicine in Philadelphia, creating some unique problems for an academic health center. Jefferson must cope with this in training new doctors and recruiting clinical faculty.

"We have also been working with our physicians to enhance the emphasis on good risk management practices," Ms. Sacchetti said. "We believe good clinical risk management practices will help reduce the cost impact of this crisis on the University and its physicians, and thereby aid our recruitment of new faculty who may be apprehensive about practicing medicine in Philadelphia."

Pennsylvania recently passed the Medical Care Availability and Reduction of Error Act (MCARE Act) which provides for medical malpractice tort reform, but it also places a clear responsibility on healthcare institutions for patient safety initiatives and increased reporting of occurrences.

"This further enhances the need to practice good risk management," Ms. Sacchetti said.

## JUP Looks at the Big Picture



John Ogunkeye

The challenges facing the healthcare industry also impact Jefferson University Physicians (JUP), the nonprofit supporting organization for Jefferson's multispecialty physician practices.

New JUP Executive Director John Ogunkeye (*photo at left*) said the best way to survive today's healthcare marketplace changes is to look at operations and adjust to meet market demands.

"We're really trying to evolve JUP into a multispecialty physician group practice," Mr. Ogunkeye said. "By sharing information across departments and measuring our organizational

(faculty and staff) productivity, we can see our members beginning to think globally instead of locally."

Jefferson Department of Otolaryngology – Head and Neck Surgery, chaired by William M. Keane, MD, (*photo at right*) is a model for JUP practices, Mr Ogunkeye said.

The key to making those needed changes lies in communication. JUP has instituted a number of new communication programs including monthly clinical chairs' meetings, email updates and the reintroduction of the Advisory Committee. The Committee, composed of members of each department, meets quarterly to discuss key issues and initiatives. Committee members act as liaisons within their departments. In addition to training, JUP is also focusing on enhancing its physician and staff training programs through the development of automated, web-based training models. This past year several seminars featuring outside experts were held.

Most organizations actively solicit feedback from customers, but JUP's management team developed a satisfaction survey for JUP's faculty physicians. It showed that JUP needed to clarify and redefine its purpose and goals and emphasized the need to continually look for new ways to communicate.

"To become a true group practice we must begin to think and act as one organization," Mr. Ogunkeye said, "and the key is communication, communication, communication."



From left, William M. Keane, MD, with patient Rachel Holt and Tara DiFabio, RN, BSN

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The graduate programs have interdepartmental faculty principally from the following departments:

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Gerald Litwack, PhD

Microbiology and Immunology

Carlo M. Croce, MD

The Plimpton-Pugh Professor of Microbiology

and Immunology

Nursing

Mary G. Schaal, RN, EdD

Occupational Therapy

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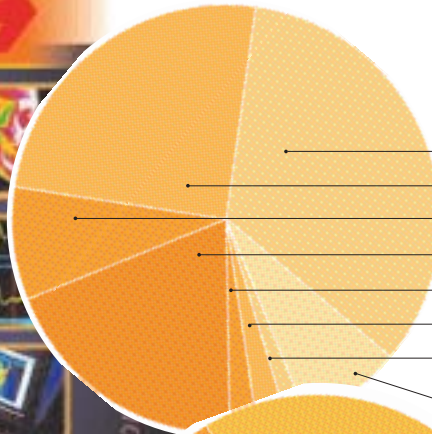
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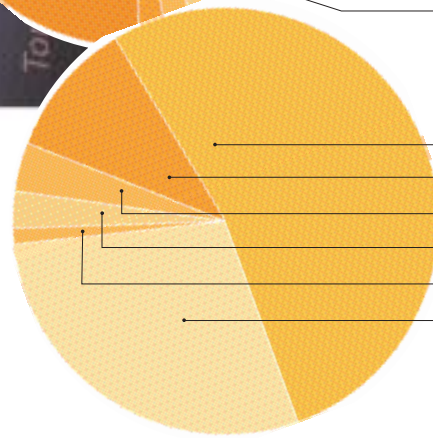
Healthcare delivery depends on accurate diagnosis. Whether our health profession students master the reading of diagnostic images or search for cell abnormalities at their microscopes, their contribution to the health profession and to the well-being of our community is enormous. The students in Jefferson's programs are prized as employees in hospitals and industry because of their skill and commitment. Here, Jefferson College of Health Professions Laboratory Sciences Program cytology student Zahid Abro examines a specimen. In cytology, Jefferson students learn to help save lives by identifying early stage disease.

future

# Financials



Operating Revenues	2002	2001
Physicians' professional services	33.8%	33.0%
Grants and contracts	24.8%	23.7%
Tuition and fees	8.5%	9.3%
Sales from auxiliary activities	19.2%	20.5%
Endowment payout	2.1%	2.2%
State appropriations	2.3%	2.6%
Contributions	1.5%	2.2%
Other sources	7.8%	6.5%



Operating Expenses	2002	2001
Salaries and wages	54.0%	54.9%
Employee and faculty benefits	11.4%	9.9%
Depreciation	3.7%	4.6%
Heat, light and power	2.8%	2.8%
Debt service	1.2%	1.3%
Other	26.9%	26.5%



## Financial Review

Thomas Jefferson University  
June 30, 2002 and 2001  
(\$ in Millions)

	2002	%	2001	%
<b>How We Received Our Revenues</b>				
Physicians' professional services	156.2	33.8%	137.9	33.0%
Grants and contracts	114.6	24.8%	99.2	23.7%
Tuition and fees	39.0	8.5%	38.8	9.3%
Sales from auxiliary activities	88.4	19.2%	85.5	20.5%
Endowment payout	9.5	2.1%	9.3	2.2%
State appropriations	10.7	2.3%	11.0	2.6%
Contributions	6.9	1.5%	9.1	2.2%
Other sources	36.1	7.8%	27.1	6.5%
<b>Operating Revenues</b>	<b>\$ 461.4</b>	<b>100.0%</b>	<b>\$ 417.9</b>	<b>100.0%</b>
<b>How We Spent Our Revenues</b>				
Salaries and wages	242.3	54.0%	230.7	54.9%
Employee and faculty benefits	50.9	11.4%	41.6	9.9%
Depreciation	16.8	3.7%	19.3	4.6%
Heat, light and power	12.5	2.8%	11.9	2.8%
Debt service	5.2	1.2%	5.6	1.3%
Other	120.5	26.9%	111.1	26.5%
<b>Operating Expenses</b>	<b>\$ 448.2</b>	<b>100.0%</b>	<b>\$ 420.2</b>	<b>100.0%</b>
<b>Subtotal</b>	<b>\$ 13.2</b>		<b>\$ (2.3)</b>	
<b>Non-operating Items, Net</b>	<b>\$ (29.0)</b>		<b>\$ (16.8)</b>	
<b>Decreases in Net Assets</b>	<b>\$ (15.8)</b>		<b>\$ (19.1)</b>	

## Statements of Financial Position

Thomas Jefferson University  
June 30, 2002 and 2001  
(\$ in Millions)

	2002	2001
<b>Assets</b>		
Cash and cash equivalents	\$ 29.5	\$ 12.2
Accounts receivable	49.7	55.1
Loans receivable from students	32.6	33.3
Self-insurance funds	16.4	10.1
Long-term investments at market	299.0	341.7
Pledges receivable	10.6	1.6
Land, buildings and equipment	177.7	193.1
Other assets	83.4	77.3
<b>Total Assets</b>	<b>\$ 698.9</b>	<b>\$ 724.4</b>
<b>Liabilities and Net Assets</b>		
<i>Liabilities</i>		
Accounts payable and accrued expenses	81.4	85.0
Accrued professional liability claims	12.5	14.8
Other liabilities	44.6	38.3
Long-term obligations	124.0	114.2
<b>Total Liabilities</b>	<b>262.5</b>	<b>252.3</b>
<i>Net Assets</i>		
Unrestricted	244.9	260.8
Temporarily restricted	113.0	121.1
Permanently restricted	78.5	90.2
<b>Total Net Assets</b>	<b>436.4</b>	<b>472.1</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 698.9</b>	<b>\$ 724.4</b>

A financial report of Thomas Jefferson University is available upon request. Please send request to:  
Ronald C. Keller, CPA  
Controller  
Thomas Jefferson University  
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