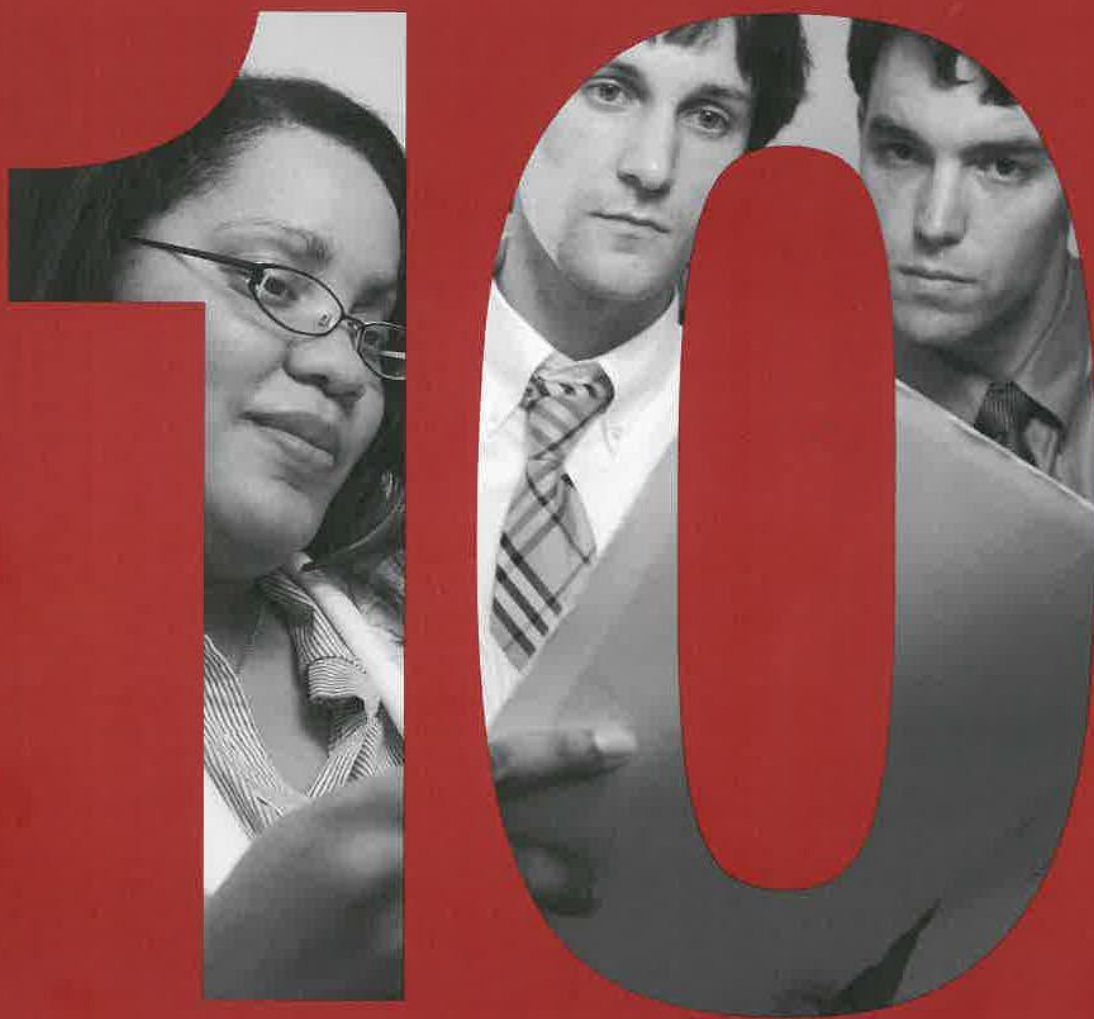


CELEBRATING TEN YEARS OF SUCCESS



MEHARRY
VANDERBILT
ALLIANCE

SINCE 1999

Dear friends,

The Meharry-Vanderbilt Alliance is celebrating its tenth year! Over that decade, Meharry Medical College and Vanderbilt Medical Center have become better, stronger places, thanks to the collaborative achievements of our faculty, staff and students.

Back in 1999, we aimed to create an Alliance "built on mutual respect, mutual trust and mutual benefit." The fruits of that respect, trust and benefit are proudly displayed in the pages of this report. A few highlights:

Our joint research grants now total more than \$267 million, with annual joint grants exceeding \$40 million each year.

Hundreds of medical students have enjoyed the open elective curriculum between the two medical centers.

We share residencies in general surgery, urology, orthopedics, ophthalmology and pediatrics, and have or are developing shared fellowships in cardiology, oncology and medical intensive care.

We are committed to eliminating healthcare disparities and to improving medical outcomes through joint research with community partners.

Through the Meharry-Vanderbilt Student Alliance (MVSA), students from each campus work together on community projects and shared educational programs ranging from global health issues to HIV/AIDS. Both student bodies are now more diverse and inclusive because of the MVSA.

Our first annual report in 2000 said, "The Alliance is a great idea whose time has come. We are fully committed to ensuring its success." **At the end of our tenth year, we are more committed than ever to the Alliance's continued success.**

Sincerely,



Jeff Balser, MD, PhD

Vice Chancellor for Health Affairs and Dean
Vanderbilt University School of Medicine



Wayne J. Riley, MD, MPH, MBA, FACP

President and Chief Executive Officer
Meharry Medical College

Ten Years of Collaboration and Achievements

In October 1998, a memorandum of understanding (MOU) was signed by the leaders of Meharry Medical College and Vanderbilt Medical Center, forming the Meharry-Vanderbilt Alliance.

BEGINNINGS: THE MOU

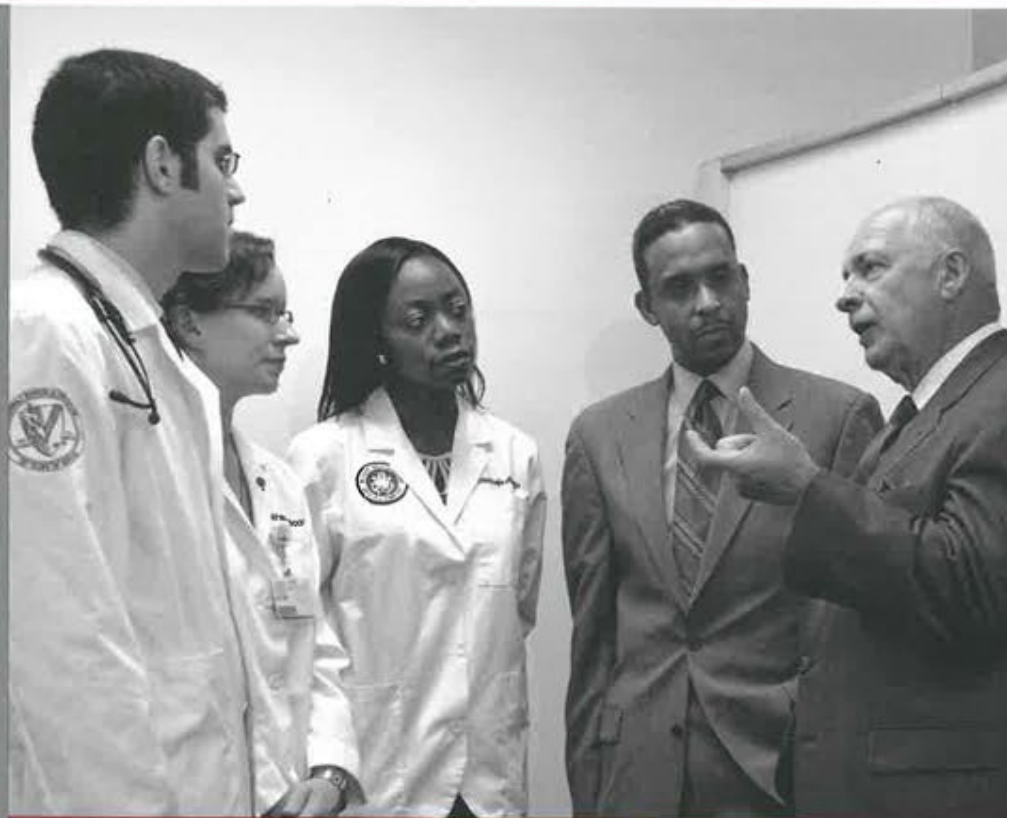
Core representatives from each institution engaged in a year-long dialogue exploring mutually beneficial partnerships. This process began with an open and frank discussion about our historical differences, unique challenges and recent successes. More importantly, these discussions identified five major areas of common interest:

1. Advance and receive support for graduate medical education.
2. Expand primary care training and health service.
3. Enhance patient care delivery through partnership.

4. Reduce duplication of effort and cost in educational training.
5. Develop cooperative programs that facilitate the enhancement of medical education and research.

On January 1, 1999, the Meharry-Vanderbilt Alliance office was opened and Clifton K. Meador, MD, became Executive Director. Under the terms of the MOU, the Alliance would focus on 10 specific goals. This report highlights those goals.

(left to right) Phil Gorrindo (VUSM), Whitney Boon (MMC) and Efe Akhigbe (MMC) with Dr. Wayne Riley, President of Meharry Medical College, and Alliance co-founder Dr. Harry Jacobson.



TEN GOALS OF THE ALLIANCE

ONE

Develop and implement cooperative, collaborative or integrated clinical science programs that enhance undergraduate medical student clerkships and graduate medical education training at the resident and fellowship level

Opened all senior elective courses at both campuses tuition free to each student body.

Created a shared residency in family medicine, directed by the Meharry department chairman.

Residents in general surgery, pediatrics, orthopedics, urology, ophthalmology and selective medical specialties now rotate at Nashville General Hospital at Meharry (NGHM) under jointly appointed Meharry faculty.

Created a shared fellowships in cardiology and hematology-oncology.

Gained congressional approval for supplemental Medicare funding for an additional 23 residency positions at NGHM.

Created a review and approval system for joint appointments, leading to more than 60 faculty with joint appointments at both institutions.

Launched a clerkship in pediatrics and surgery.



Vanderbilt medical students Rachel Ruiz and Sara Tedeschi meet with a patient at Shade Tree Clinic

Establish ongoing collaborative relationships with Vanderbilt's Informatics Center and libraries to enhance information technology and library competencies at

Meharry

TWO



Opened both libraries to faculty and students at both institutions.

Interlibrary loan fees no longer required and Meharry electronic library holdings and contracts increased.

Upgraded and digitalized the Meharry library under a contract between Vanderbilt's Eskind Library and Meharry.

Offered elective course in biomedical informatics at Vanderbilt and Meharry.

Eskind Biomedical Library, Vanderbilt University

THREE

Develop and implement formal mechanisms to enhance each institution's academic infrastructure and curriculum of undergraduate medical education programs

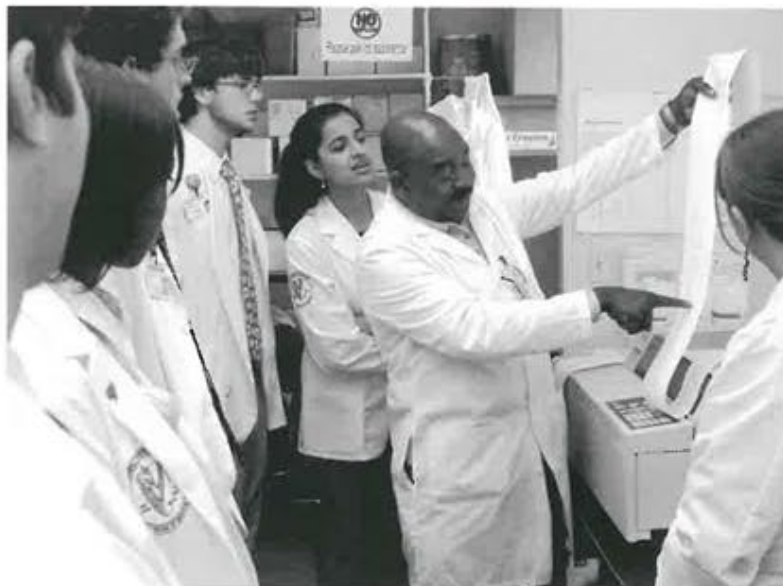
Formed undergraduate medical education work group to facilitate collaboration.

Aligned academic calendar and established dual degree programs across both campuses.

Shared curriculum ideas and added a representative of each institution to the other's campus curriculum committee.

Opened special programs, such as the Christie Scholars and the Summer Research and Training Program, to Meharry and Vanderbilt students.

In 2009, the Alliance will host the inaugural Interdisciplinary Clinical Case Competition. This event will allow Meharry and Vanderbilt faculty from various disciplines to define a case for interdisciplinary student teams, with the goal of reinforcing a team approach to patient care and management.



Vanderbilt medical students visit the sickle cell screening lab of Celestine C. Mgbemere, MD, at Meharry Medical School

Alliance staff instrumental in forming the Nashville Consortium of Safety Net Providers.

Participated in formation of Bridges to Care and Bridges to Care Plus (with the Metro Health Department and the Nashville Academy of Medicine) to provide needed healthcare service to the uninsured.

Obtained Memorial Foundation funds to study and produce improved outcomes in eye, foot and renal care of diabetes mellitus patients in five clinics.

Secured funds for retinal cameras at two clinics to photograph retinas of indigent patients, in collaboration with the VMC Department of Ophthalmology.

Participated in capital fund campaign to build a clinic for United Neighborhood Health Services in South Nashville.

Obtained funding from the Baptist Healing Trust and the HCA Foundation to fund an Evidence Based System Trial in community clinics.

Promote cooperative management agreements with other organizations, agencies and institutions in the health field, both public and private, for the purpose of providing, maintaining and coordinating health services

FOUR

FIVE

Increase the number of collaborative research projects between each institution

Established a planning grant to solicit ideas for a system of care for a specific medical condition in a defined population in Middle Tennessee or Davidson County.

Selected two proposals (colorectal cancer and cardiovascular disease) for the first phase of grant funding.

One of these grants will be funded in September 2009 for a one-year development period. Starting in 2010, the project will receive full funding for five years.

Of 160 recorded collaborative grants between the two institutions, 138 were awarded post-Alliance.

Obtained 40 training grants focused on summer research for undergraduates, pre- and postdoctoral candidates and young faculty.

Secured several grants that created new centers, including two devoted to HIV-AIDS.

Established a research cohort of 70,000 people in the Southeastern U.S., focused on the etiology of disease and conditions prevalent in African Americans, including cancer.

Two hundred-forty joint research publications resulted from these grants, with more than 90 percent following Alliance inception.

SIX

Increase levels of cooperative and collaborative research training for faculty and students at and between both institutions

SEVEN

Promote cooperative arrangements through which specialized or unique educational and training programs of the two institutions may be made available to health professions students and graduate trainees enrolled in or connected with either institution

Meharry medical students encouraged to apply to the Vanderbilt Medical Scholars Training Program for a year of mentored research.

Meharry and Vanderbilt students participated in the Volunteer Scientist in the Classroom Program.

Offered jointly conducted courses to students on both campuses through the Vanderbilt-Meharry Framework Program for Global Health.

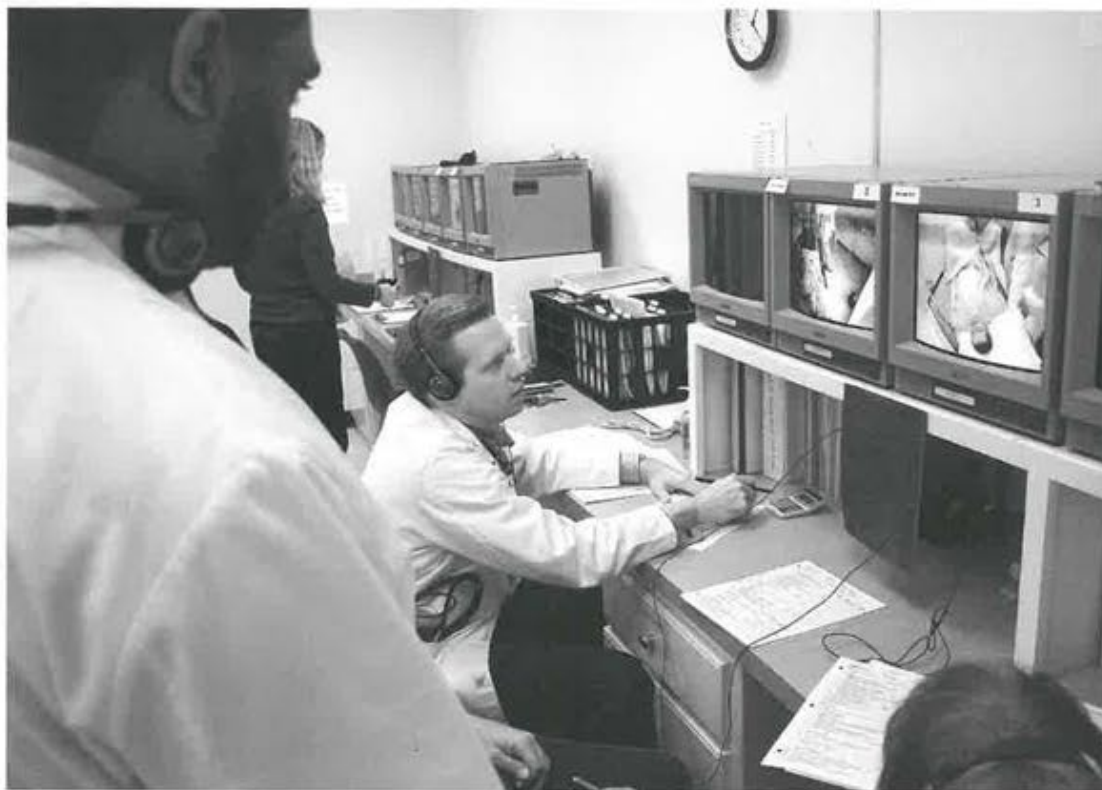
Aaron Dawes (VUSM) (left)
and Alexis Hammond (MMC),
with Associate Dean for Students
Scott Rodgers, MD, from
Vanderbilt University Medical School.



Promote the joint use of teaching and research facilities between MMC and VMC

EIGHT

Leonard Webster, MD (MMC)
(left) evaluating students in
Meharry's Objective Structured
Clinical Examinations program



Vanderbilt students and faculty used Meharry's Objective Structured Clinical Examinations program while Vanderbilt developed its own program.

Meharry and Vanderbilt research cores offered for use by faculty, staff and students at both institutions.

Promote joint continuing education programs for the benefit of graduates of each institution and all other persons who may benefit

NINE

Initiated an annual national health disparities research conference, addressing the following topics:

2003 Overcoming Diabetes Health Disparities

2004 Disparities in the HIV Epidemic

2005 Conquering Colorectal Cancer Disparities

2006 Why Do Our Babies Die?

2007 Diabetes Health Disparities: Determinants, Prevention, Treatment, and Policy

Develop and implement initiatives that enhance interaction of students and faculty between both institutions and facilitate opportunities for increased diversity at each institution

Formed the Meharry-Vanderbilt Student Alliance (MVSA) for students to work collaboratively on community outreach, education and social events, such as:

Tutoring and mentoring school children.

Seminars highlighting HIV/AIDS, genetics, women in science, multiple sclerosis and global health.

Walks to bring awareness to HIV/AIDS, MS, oral cancer, and bone marrow transplants.

Partnerships with the Big Brother/Big Sister Program, the Family and Children's Service Relative Care-Giver Program and Habitat for Humanity.

Meharry and Vanderbilt medical school students on rotation at Monroe Carell Jr. Children's Hospital at Vanderbilt

TEN



As the Alliance has grown and matured, many programs have extended our efforts into the community and at other institutions

Vanderbilt medical students received a general dental health lecture from Meharry dental faculty.

Assisted Shade Tree Family Clinic in providing dental health care for patients.

Facilitated three dental or dental-related grants for Shade Tree Clinic.

Enabled Meharry students to work at Shade Tree Clinic.

Created a resource for public schools in science and health.

Facilitated a relationship between Vanderbilt Scientist in the Classroom and Murfreesboro city schools.

Worked with Monroe Carell Jr. Children's Hospital at Vanderbilt on the Coordinated School Health Program.

TOP: An MVSA member tutors a student at the Schwab School in Nashville, through the Project PENCIL program. MIDDLE: Dental Day brought together Meharry's School of Dentistry, Tennessee State University's Dental Hygiene Program and Vanderbilt medical students to offer Shade Tree pediatric patients a free dental cleaning. BOTTOM: Brian Drolet (VUSM) and Whitney Boon (MMC) examine a patient at Shade Tree Clinic.

Revolutionary Research

The Meharry-Vanderbilt Alliance has helped further remarkable achievements in research over the last decade. Of 160 collaborative grants between the two institutions, 138 were awarded post-Alliance.

Cumulatively, Meharry and Vanderbilt have received more than **\$372 MILLION** from new joint submissions initiated post-Alliance.

Annual dollars received in FY08 totaled nearly **\$43 MILLION**. Of this, 42 percent supported health disparity-related projects and 29 percent funded research training.

In FY08 grants included **44 TRAINING GRANTS**; 12 for individual faculty or predoctoral students and 32 for multiple trainees in neuroscience, genetics, pharmacology, toxicology, ethics, women's health, informatics, microbiology, cancer, imaging, global health, addiction and vascular disease.

In FY08 alone, joint institutional training grants supported a total of **284 TRAINEE SLOTS**.

Joint Meharry-Vanderbilt research has spawned **240 RESEARCH PUBLICATIONS**, with more than 90 percent following the inception of the Alliance.

Several grants fostered the creation and support of **NEW RESEARCH CENTERS**, including the Comprehensive Center for Health Disparities in HIV-AIDS at Meharry and the Vanderbilt-Meharry Center for AIDS Research (CFAR) at Vanderbilt.

Meharry's EXPORT grant from the National Center on Minority Health and Health Disparities engages investigators



LEFT: Dr. Dolores C. Shockley (center) works with students Patrice E. Moss, Jessica L. Gadsden and Tunde O. Akinyeke in her lab at Meharry Medical College. RIGHT: Investigators Twum Ansah, PhD (MMC) (left) and Ariel Deutch, PhD (VMC) (right) work with Meharry Medical College graduate student Marcus Ferguson.





Meharry joined Vanderbilt in applying for a Clinical & Translational Science Award. The resultant creation of the Vanderbilt Institute for Clinical and Translational Research (VICTR) provides a comprehensive research infrastructure and pilot grant funding to support investigators and the "translation" of basic research findings into clinical and community health practice.

from Vanderbilt and the community to build a **RESEARCH INFRASTRUCTURE** to address disparities.

A National Cancer Institute-funded project established a cohort of 70,000 people in the Southeastern U.S. in order to **UNDERSTAND THE ETIOLOGY OF ACQUIRED DISEASE**, with a focus on conditions prevalent in African Americans.

The National Cancer Institute-funded grant "Meharry and Vanderbilt-Ingram Cancer Center: Partners in **ELIMINATING HEALTH DISPARITIES**" provides infrastructure and funding to help eliminate cancer disparities.

A Meharry-Community Health Centers Network grant seeks to **REDUCE CANCER DISPARITIES** in urban and rural communities in Tennessee and Mississippi by conducting community-based education.

The **NASHVILLE BREAST HEALTH STUDY** examines gene-gene and gene-environment interactions as risk factors in development of breast cancer. Another grant, funded in part by the Department of Defense, supports development of a prostate cancer research program at Meharry.

Investigators working on a joint grant from the National Heart, Lung & Blood Institute conduct studies to answer **WHY MINORITIES HAVE HIGHER ASTHMA RATES** than Caucasians.

Joint initiatives in global health have led to development of **GLOBAL HEALTH RESEARCH TRAINING EXPERIENCES**, giving trainees short-term experience overseas combating diseases such as AIDS.

Funded by the National Institute of Neurological Diseases and Stroke, Meharry's Specialized Neuroscience Research Program has allowed Meharry and Vanderbilt faculty to **UNDERSTAND THE ETIOLOGY OF NEUROLOGICAL AND MENTAL HEALTH CONDITIONS**, such as Parkinson's and addiction.

Funded by the National Institute of Environmental Health Science, ARCH (Advanced Research Cooperation in Environmental Health) investigators examine the **IMPACT OF A TOXIC ENVIRONMENT** on development of the nervous system and disease processes.

Several grants funded by the Health Resources and Services Administration promote seat belt use and correct placement of infant carriers to reduce morbidity and **MORTALITY DUE TO TRAFFIC ACCIDENTS**.

ARCH (Advanced Research Cooperation in Environmental Health) investigators Michael Aschner (VMC) and Darryl Hood (MMC) in the Inhalation Lab at Meharry Medical College, working jointly on a grant involving environmental neurotoxins.

Extraordinary Patient Care

The Meharry-Vanderbilt Alliance has provided activation energy in community partnerships and initiatives aimed at bettering health for all Tennesseans.

THE SAFETY NET CONSORTIUM OF MIDDLE TENNESSEE

In 2000, the Alliance called on clinics serving the uninsured and underserved in Davidson County to form a collaborative organization. The effort moved into the Metro Health Department and 35 clinics and 10 Davidson County hospitals joined, agreeing to form the Nashville Consortium of Safety Net Clinics (later broadened to become the Safety Net Consortium of Middle Tennessee). In 2001, the Consortium obtained \$1 million from the Health Resources and Services Administration, matched with \$1 million from Ascension Health System, to form a collaborative system to enroll and assist the uninsured in Davidson County.

BRIDGES TO CARE

Bridges to Care (BTC) arose from the HRSA and Ascension Health System funds. BTC enrolls uninsured residents of Davidson County who have no health insurance, are ineligible for TennCare, provide evidence of family income and sign a release to permit gathering of clinical and financial information. Eligible participants may be enrolled at emergency departments of all area hospitals, participating clinics, the Department of Human Services, and the Metro Health Department. BTC assigns enrollees to a primary care clinic in the Consortium and provides transportation to the clinic.

More than 44,000 uninsured people enrolled in BTC between 2002 and 2008, with the following demographics:



LEFT: Charles DePriest, MD, Assistant Professor of Radiology, at Vanderbilt (center), and Don Moring, Jr, MMC III, visit with Sean Cato in the Matthew Walker Comprehensive Health Center in downtown Nashville. RIGHT: Rochele Corbitt participates in a weigh-in at Shade Tree Clinic.



- 42% are employed, 37% more than 20 hours per week.
- 94% have incomes below 200% poverty
- 61% white, 36% black, 3% other
- 28% born in another country, 17% Mexico
- 25% are Hispanic
- 14% homeless
- 11% cannot read

BRIDGES TO CARE PLUS (BTCP)

In 2004, the Alliance sponsored a trip to Asheville, North Carolina, to review the Access program there. Representatives of the Nashville Academy of Medicine, the Metro Health Department, the Consortium, Meharry Medical College, Vanderbilt Medical Center, and Alliance staff attended. Following the trip the Nashville Academy of Medicine agreed to launch its own program and asked its members to take enrolled BTC patients into their practices for a small

co-pay. Thus Bridges to Care Plus (BTCP) was formed. All hospitals in Metro Davidson County agreed to admit any patient in BTCP who was cared for by a member of their medical staff, allowing uninsured BTCP patients to obtain imaging studies, lab work and surgical procedures at no charge.

THE SHADE TREE FAMILY CLINIC

The Shade Tree Family Clinic, a Vanderbilt medical student-founded and -run clinic for the medically underserved, opened its doors in 2005, at the same time that 170,000 Tennesseans were disenrolled from TennCare, the state's Medicaid program. The clinic has provided medical and social services to more than 1,300 people. Meharry participation along with Vanderbilt makes Shade Tree an example of how two institutions can work together to build a better community.

HOW BRIDGES TO CARE PLUS WORKS

BTC enrollees with income below 200% of poverty are eligible. Program is managed by Nashville Academy of Medicine

Specialists see BTC patients referred by a doctor at a Safety Net Clinic

\$10
PER VISIT

Hospitals provide services upon the request of the BTC Plus participating physician

Kroger pharmacies fill prescriptions

\$5
CO-PAY

CUMULATIVE RESULTS OF BRIDGES TO CARE PLUS

704

PARTICIPATING
PHYSICIANS

2,237

BTCP REFERRALS MADE

7,055

TOTAL PATIENT/MD
ENCOUNTERS

1,018

HOSPITAL DIAGNOSTIC
ENCOUNTERS

407

HOSPITAL
OUTPATIENT
ENCOUNTERS

230

INPATIENT DAYS

OVER \$10 MILLION

TOTAL CARE REPORTED

HEALTH CARE UTILIZATION OF BRIDGES TO CARE ENROLLEES

Data are available from
2002–2008 for over 41,000
enrollees of BTC

Tracking patients for two years
before enrollment (2002–2004)
allowed analysis of the effect
of enrolling in BTC from
2004 to 2008

*Tentative conclusions from this analysis,
which is still underway, revealed:*

Clinic visits of these subjects
increased after enrollment in BTC

Relative to overall health care use,
emergency department
use decreased after enrollment,
due in part to the very large
increase in clinic visits.

Non-emergency use of Emergency
Departments remained stable.

Emergency Department
use for chronic conditions
remained stable

Admissions to hospitals
did not change.

The major advantage BTC
offered to enrollees was the
availability of being assigned to a
medical home and having access to
medications at a reduced cost.

TOP SPECIALTIES BY REFERRALS MADE

UROLOGY
OPHTHALMOLOGY
CARDIOLOGY
ORTHOPAEDIC SURGERY
GYNECOLOGY
GASTROENTEROLOGY
DERMATOLOGY
GENERAL SURGERY
NEUROSURGERY
ENDOCRINOLOGY

TOP SPECIALTIES BY ENCOUNTERS

CARDIOLOGY
UROLOGY
RADIOLOGY
ONCOLOGY
NEUROSURGERY
ANESTHESIOLOGY
INTERNAL MEDICINE
PATHOLOGY
GYNECOLOGY
OPHTHALMOLOGY

PHYSICIANS BY HOSPITAL AFFILIATION

BAPTIST
CENTENNIAL
ST. THOMAS
SUMMIT
SOUTHERN HILLS
SKYLINE

In the past two years, enrollment in BTC has dropped. The Board of the Consortium is exploring new and different directions for the BTC programs. The recent availability of reduced costs for medication at several alternative outlets appeared to be the source of this drop in BTC enrollment.

An intensive analysis of inpatient utilization by BTC and BTC Plus enrollees is underway by Celia Larson, PhD, Director of Research and Patient Access at MHD.



Innovative Partnerships in Education

Six years ago, students from Meharry Schools of Dentistry, Medicine and Graduate Research and from Vanderbilt Schools of Medicine, Nursing and graduate research, formed the Meharry-Vanderbilt Student Alliance (MVSA).

MVSA students work together on community outreach and educational programs, and promote activities that encourage students to appreciate the contributions and differences of all members of the healthcare team.

MVSA accomplishments prove the Alliance's strong commitment to student education. They include:

- Aligning academic calendars for Meharry and Vanderbilt Schools of Medicine
- Facilitating cross-campus scholarly activities and research.
- Arranging Meharry medical student participation in the Vanderbilt Medical Scholars Program, Christie Scholars, and the Summer Research and Training Program.
- Opening financial aid programs to students from both campuses.

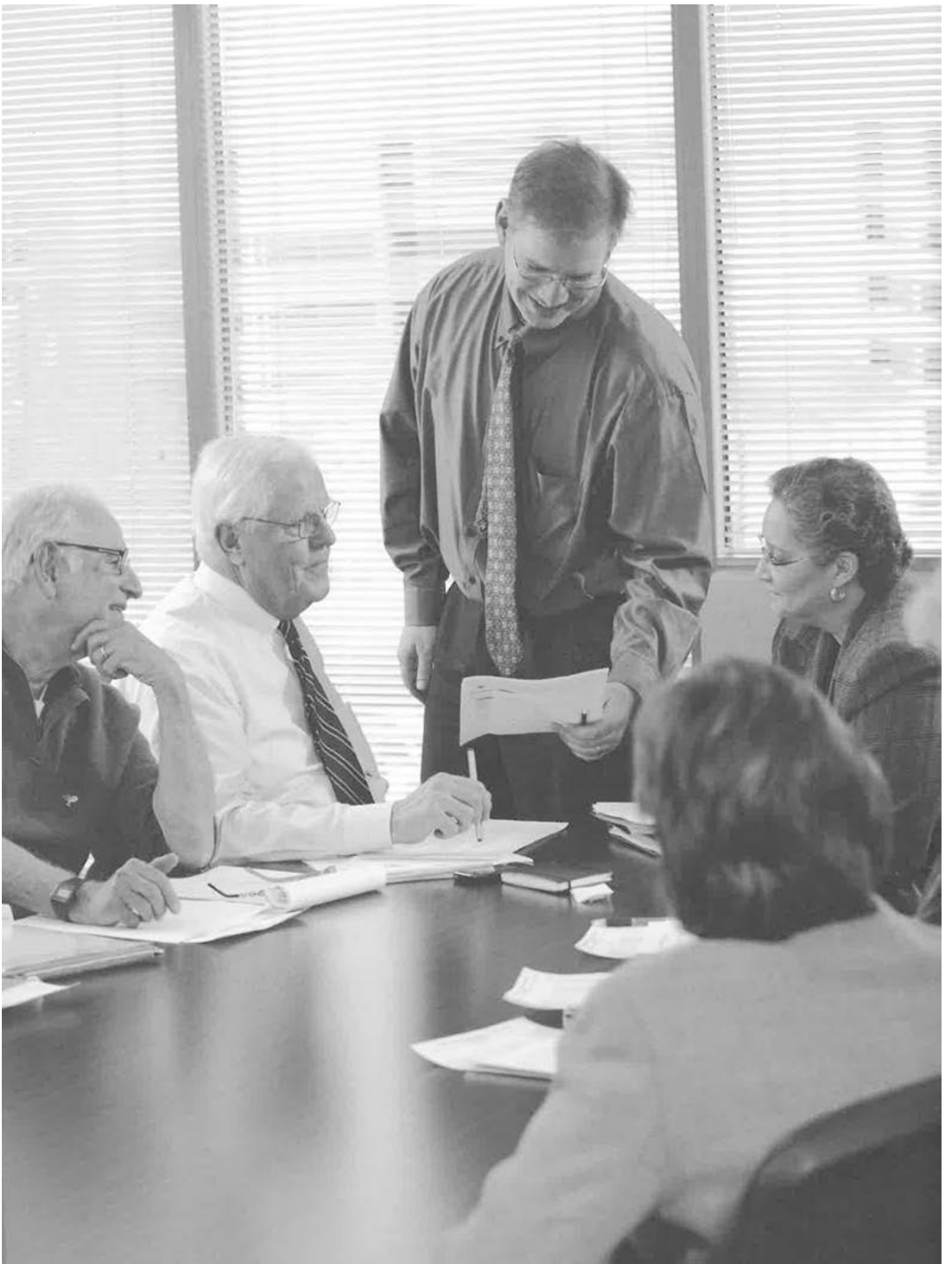
- Sponsoring Grand Rounds at Meharry for the departments of psychiatry at Meharry and Vanderbilt.
- Recruiting Meharry faculty and student participation on the Center for Health Services Advisory Board.

MVSA IN THE COMMUNITY

MVSA forms partnerships with local agencies to serve the community and raise student awareness. MVSA students serve Nashville public schools as reading and math tutors, and a partnership exists between MVSA and the PENCIL Foundation (Public Education Needs, Community Involvement, Leadership). MVSA helped the Vanderbilt Nutrition Education Department provide nutrition education at Haynes Middle School by using the school's chorus and music di-

LEFT: Uninsured patients at the Shade Tree Clinic receive dental care from the Meharry Dental School. Dental hygiene support is provided by Tennessee State University. RIGHT: MVSA programs bring Meharry and Vanderbilt medical students into Nashville public schools.





rector to write a song about food groups and by facilitating nutrition education games.

An MVSA partnership with the Tennessee State University Dental Hygiene Program and the Meharry School of Dentistry provides dental care for patients of the Shade Tree Clinic. MVSA students also presented a lecture about special needs patients at the Shade Tree Clinic. In addition, MVSA students have joined forces with Nashville Cares and the Comprehensive Care Center to deliver an HIV/AIDS educational program, and they sponsored the MVSA Cares AIDS walk team.

Other partnerships include Big Brothers/Big Sisters, Family and Children's Service Relative Care-Giver Program, YWCA Battered Women's Shelter, Hispanic Achievers, Black Achievers, Haynes Design Center, Middle School for the Health Sciences, Matthew Walker Comprehensive Care Center, Cover the Uninsured and the Bicycle Safety Program.

In its commitment to provide educational programs designed by students for students, MVSA has developed interesting and timely programs, including:

- *Unsung Heroines: Women in Science*
- *Global Health, Conflict, and Refugees: Why We Should Care*
- *Pharmacogenomics Panel: Personalized Medicine and the Future of Health Care*
- *Turning the Tide: The Future of Health Care Under the Obama Administration*
- *Viewing and Discussion of "Out of Control, AIDS in Black America" (ABC News Primetime Live)*
- *Viewing and Discussion of "A Class Divided" (PBS Frontline)*

INTERDISCIPLINARY CLINICAL CASE COMPETITION

In fall 2009, Meharry and Vanderbilt students and faculty will take part in the inaugural Interdisciplinary Clinical Case Competition, sponsored by the Alliance. Other participants include the University of Tennessee schools of Social Work and Pharmacy, and the deans of the Schools of Health Science at Tennessee State University and Belmont University.

The Competition will enhance student knowledge and appreciation of other disciplines while encouraging a team approach to patient care. Faculty will build and judge the case, and three interdisciplinary teams of nominated senior students will represent their school or program. Each team will learn from the different disciplines and solve the case together, relying upon the knowledge, background and participation of all team members.

The disciplines include:

- Medicine and Biomedical Science
- Nursing
- Dentistry
- Nutrition
- Social Work
- Pharmacy
- Law
- Public Health

Left to right: Lewis Lefkowitz, MD (VMC), Clifton Meador, MD (MVA), Samuel A. MacMaster, PhD (UT) and Pamela Williams, MD (MMC), at a planning meeting for the Interdisciplinary Clinical Case Competition.

The Meharry-Vanderbilt Alliance Foundation

The Alliance Foundation is a not-for-profit private 501 (c) (3) fund raising and development foundation created to support the clinical, medical education, research and training initiatives in a joint collaboration between Meharry Medical College and Vanderbilt Medical Center.

OUR MISSION

Approved by our Board of Directors with representation from both Institutions, the mission of the Foundation is to seek forms of philanthropy to support the Alliance initiatives that are outside of traditional funding.

OUR FUTURE

The Foundation continues to match its mission with that of the Alliance partnership to find additional resources to fund shortfalls in the areas of clinical research, medical student support, and community engaged research and to provide funding for "A Revolution in HealthCare Project": a three-phased approach to the creation of a system of care that addresses a medical condition through a continuum of care.

- More than 70 clinicians, scientists, faculty

and staff from both institutions assisted in developing the clinical concept that is currently being planned.

- Two medical conditions are currently competing for full funding this fall: colorectal cancer and cardiovascular disease.
- When developed and implemented, this system of care can become a national model to reduce healthcare costs, provide better medical outcomes and reduce healthcare disparities.

The Foundation also seeks resources to financially support more underrepresented students and those with an interest in primary care. Nationally, we have fallen behind in training more in primary care, which has had a devastating impact on the quality and cost of healthcare.



LEFT: David Eskin (VUSM) examines a patient at a Shade Tree Clinic health fair. RIGHT: Efe Akhigbe (MMC) and Katie Afrip (VUSM).



Dear friends,

Ten years ago, we set out to create a connection between Vanderbilt Medical Center and Meharry Medical College — two distinctly different yet complementary institutions that had much to learn from and share with each other.

We envisioned a bridge that would join our strengths while allowing each institution to retain its unique identity. This bridge became the Meharry-Vanderbilt Alliance, which this year celebrates a decade of truly inspiring success.

That success can be seen throughout this book, and it is the product of hearts and minds — and a lot of hard work — at both Meharry and Vanderbilt.

Over the years, our faculties have joined in clinical, research and educational partnerships. We have expanded our medical education to embrace a more diverse environment, and we have advanced scholarly research at both institutions. We have expanded joint library access and developed an enhanced digital library at Meharry. Most importantly, we have worked together to address health disparities in our city, state and nation.

These and many other successful initiatives are the bricks and mortar of the strong and lasting bridge that is the Meharry-Vanderbilt Alliance. We are proud of the Alliance's achievements and we look forward to the next 10 years of building relationships, knowledge, discovery and health.

Sincerely,



Harry R. Jacobson, MD

Former Vice Chancellor for Health Affairs
Vanderbilt Medical Center
Alliance Co-founder



John E. Maupin, Jr., DDS

Former President, Meharry Medical College
President, Morehouse School of Medicine
Alliance Co-founder

**Meharry-Vanderbilt Alliance
Steering Committee**

MEHARRY MEDICAL COLLEGE

Wayne J. Riley, MD, MPH, MBA, MACP
President and Chief Executive Officer,
Co-Chair of Alliance Steering Committee

Valerie Montgomery Rice, MD
Dean, School of Medicine,
Sr. Vice President for Health Affairs

LaMel Bandy-Neal
Sr. Vice President of Finance and CFO

William B. Butler, DDS, MS
Dean, School of Dentistry

Lori B. Donnell
Assistant Vice President of Health Affairs,
and Executive Director of Meharry Medical
Group

Maria Fatima Lima, PhD
Dean, Graduate School, School of Graduate
Studies

Angela Franklin, PhD
Executive Vice President & Provost

Osei Mevs
Associate Vice President for External Affairs

Russell E. Poland, PhD
Vice President for Research

Benjamin E. Rawlins, JD, MPA
Sr. Vice President, General Counsel and
Secretary

**NASHVILLE GENERAL HOSPITAL
AT MEHARRY**

Reginald W. Coopwood, MD, FACS
CEO, Hospital Authority
Ad Hoc Member

VANDERBILT UNIVERSITY MEDICAL CENTER

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Associate Vice Chancellor for Health Affairs
Dean, School of Medicine, Co-Chair of
Alliance Steering Committee

Gordon R. Bernard, MD
Assistant Vice Chancellor for Research

Roger Chalkley, DPhil
Sr. Associate Dean for Biomedical
Research Education and Training

Colleen Conway-Welch, PhD, CNM, FAAN
Dean, Vanderbilt School of Nursing

Robert S. Dittus, MD, MPH
Chief, Division of General Internal Medicine
and Public Health

C. Wright Pinson, MD, MBA
Chief Medical Officer and Associate Vice
Chancellor for Clinical Affairs

Martin P. Sandler, MD
Professor of Radiology

William W. Stead, MD
Associate Vice Chancellor for Strategy and
Transformation

J. Richard Wagers, Jr.
Sr. Vice President and Chief Financial
Officer

Alliance Staff

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Kim Avant, Executive Secretary

Joe Baker, Communications Specialist

Susanne Brinkley, Director, Medical Education

Fran Camacho, Workgroup Assistant

Virginia Fuqua-Meadows, Administrative Director

James E. Lawson, Deputy Director, Alliance and Executive Director, Alliance Foundation

Diana Marver, PhD, Director, Biomedical Research and Research Training, Program Director,
Alliance Foundation

The Meharry-Vanderbilt Alliance is a bridge between two dynamic academic medical centers, each of whom brings rich histories and strengths to this unique collaboration. The Alliance is established as a means for both institutions to grow stronger and more diverse, and to increase capacity in fulfilling each institution's own mission. The Alliance supports and facilitates joint programs in research, teaching, clinical care and community service with a special focus on promoting diversity within each institution, and in reducing health disparities through research, education and more effective patient care.

MEHARRY
VANDERBILT
ALLIANCE

SINCE 1999

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