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**MEMORANDUM**

**To:** Donna E. Shalala, President

**From:** Richard L. Williamson  
Chair, Faculty Senate

**Date:** April 25, 2012

**Subject:** Faculty Senate Legislation #2011-50(B) – Establishment of the UHealth Sports Performance and Wellness Institute at the University of Miami Miller School of Medicine

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At its April 18, 2012 meeting, the Faculty Senate unanimously approved the proposal to establish the UHealth Sports Performance and Wellness Institute at the University of Miami Miller School of Medicine for five years and any extensions thereafter.<sup>1</sup>

The supporting materials are enclosed for your reference.

This legislation is now forwarded to you for your action.

RW/rh

Enclosure

cc: Thomas LeBlanc, Executive Vice President and Provost  
Pascal Goldschmidt, Senior Vice President and Dean, Miller School of Medicine  
Jennifer McCafferty-Cepero, Presenter, Miller School of Medicine  
Lee Kaplan, Proposed Institute Director

<sup>1</sup> C18.2.2 Other NAMED or TITLED ACADEMIC UNITS [such as school-level Centers and Institutes] established under Bylaw 6.6 may be approved by the Faculty Senate and the President. For each such approved unit, the Executive Vice-President and Provost shall consult with the dean of the host school at five year intervals to determine whether the unit remains active and shall report to the Faculty Senate the names of those that should be disestablished.

C18.2.3 Periodic five year reviews may be conducted on all programs, centers, institutes and similar academic units as deemed appropriate by the Faculty Senate or the Executive Vice-President and Provost.

CAPSULE: Faculty Senate #2011-50(B) – Establishment of the UHealth Sports Performance and Wellness Institute at the University of Miami Miller School of Medicine

PRESIDENT'S RESPONSE

APPROVED:  DATE: 4/30/12  
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: DEAN GOLDSCHMIDT

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY  
(if other than June 1 next following)

NOT APPROVED AND REFERRED TO: \_\_\_\_\_

REMARKS (IF NOT APPROVED): \_\_\_\_\_



## Proposal to Establish the UHealth Sports Performance and Wellness Institute at the University of Miami Miller School of Medicine

### *Contents*


Mission .....	1
Background .....	1
Services and Programs .....	2
Patient-Centric Care .....	2
Research .....	2
Discovery Science Research .....	3
Clinical Research .....	3
Education and Training .....	4
Community Outreach .....	4
Organization .....	4
Organizational Chart .....	5
Leadership .....	5
Advisory Committee .....	6
Professional Staff .....	6
Membership .....	7
Space .....	7
Funding Sources and Budget Projections .....	7

### **Mission**

The goal of the UHealth Sports Performance and Wellness Institute is to deliver the best in evidence-based medicine, rehabilitation and exercise physiology to foster optimum human performance, injury care and prevention, and overall well-being for active individuals. The Institute's comprehensive team collaborates to promote healthy lifestyles and enhanced wellness in our multicultural community. Their vision is to be recognized as one of the premier sports medicine systems in the country, and as the preeminent local and regional provider.

### **Background**

This proposal seeks to formally establish the UHealth Sports Performance and Wellness Institute as part of the UHealth Sports Medicine Division in the Department of Orthopaedics at the Miller School of Medicine.



Academic sports medicine programs have traditionally served teens, college and professional male athletes, practicing a model of medicine narrowly focused on treating musculoskeletal injuries and facilitating a rapid return to sports. The proposed Institute reframes the concept of sports medicine as the life-long, multidisciplinary, multi-system management of recreational and competitive athletes as well as all others who maintain an active lifestyle, emphasizing:

1. Exercise as an essential component of health throughout life;
2. Activity-related illness/injury prevention, treatment and recovery; and
3. Performance measurement and enhancement.

The UHealth Sports Performance and Wellness Institute builds upon the strengths of the UHealth Sports Medicine Division, one of the few sports medicine facilities in the country where X-ray, magnetic resonance imaging (MRI), physical therapy, concussion specialists, nutrition advice, and an ambulatory surgery center are available in one location. The Institute's physicians are fellowship-trained in sports medicine, and nationally recognized specialists in orthopaedic surgery, physical medicine, rehabilitation, and family practice. They are actively involved in research and education to enhance patient care and athletic performance. UHealth Sports Medicine is also the official sports medicine provider for the University of Miami Hurricanes and the Miami Marlins.

The Division is the only academic-based sports medicine program in South Florida that is part of a comprehensive orthopaedics department. The Department, over thirty-five years strong, ranks in the top 20 of the 155 training programs in the country. Each year, doctors administer care through 45,000 outpatient and 9,000 orthopaedic emergency room visits and perform more than 10,000 surgical procedures.

## **Services and Programs**


The UHealth Sports Performance and Wellness Institute is uniquely positioned to improve patient outcomes and gain national recognition for the discovery, invention, and cultivation of synergies between patient care, research, education, and community outreach.

## **Patient-Centric Care**

The Institute's clinical activities will include sports injuries (orthopaedics, primary care, foot and ankle, physical therapy, and concussions), sports injury prevention (exercise physiology, physical therapy, and nutrition), sports concussion prevention and treatment, nutritional services, sports psychology services, and sports performance (developing customized expert training plans that are integrated with wellness center and/or physical therapy schedules).

## **Research**

UHealth physicians and scientists from across the University are actively studying the causes and cures for a wide variety of sports-related conditions. The Institute will create an umbrella under which existing collaborations flourish and new partnerships can emerge. These ongoing research collaborations have



already translated into exciting advances in the clinic through enhanced patient care and on the playing field through improved training, performance, and injury prevention. Sustained and focused research programs will allow the Institute to more effectively compete for extramural funding and the unique collaboration of multiple disciplines will enable myriad opportunities. Specifically, the creation of the Institute will formalize the interdisciplinary research meetings and journal clubs currently attended by researchers and physicians from the School of Education, the Miller School of Medicine, Athletics and the Wellness Centers.

The Institute will focus its research efforts on acute injuries and the sequale that immediately follow. There will be a discovery science emphasis and a clinical research emphasis as described below.

### **Discovery Science Research**

Focused on the molecular, cellular, and structural aspects of injury and early repair, there are three thrust areas in the program: cartilage biology, the genetics of injury and repair, and injury models. The cartilage biology area aims to understand whether all knee cartilage is the same. Specifically, studies are ongoing and planned to investigate the acute injury microenvironment as well as possible roles for stem cells in acute injury repair. The genetics area includes both genetic and epigenetic studies of fluid, cartilaginous tissue, as well as genetic and genomic differences that arise in an acute injury compared to normal. The injury models group uses bioengineering and tissue engineering approaches to develop and test models of acute injury and the immediate sequale.

### **Clinical Research**

#### ***Radiology***

Clinical research at the Institute has two primary arms – radiology (imaging) and physical therapy/kinesiology (scoring system). The imaging arm is divided into diagnostic and interventional components. The common goal is to more effectively triage patients into those requiring operative versus non-operative treatment, and to control pain through minimally invasive procedures. Diagnostic research improves the early detection and diagnostic accuracy of sports medicine injuries relating to articular cartilage, ligaments, tendons, labrum and menisci using non-invasive state-of-the-art high resolution MRI, computed tomography and ultrasound techniques. Interventional research develops new minimally invasive ultrasound procedures that will facilitate tissue sampling for diagnosis, as well as provide image-guided therapeutic injections to treat specific conditions such as tendonitis, arthritis, and neuromas, without using ionizing radiation and ionic contrast.

#### ***Physical Therapy/Kinesiology***

The physical therapy/kinesiology group is addressing a huge gap in the field – the lack of an accepted and reproducible scoring system for acute sports injuries. The creation of such a system, similar to Gleason scoring in oncology, would dramatically improve outcomes by creating a common lexicon for care givers and researchers. The creation of such a system requires multi-disciplinary expertise including clinical as well as psychological and nutritional components.



### ***Concussions***

Clinical research on concussions at the Institute features an accelerometer study with college football players and a countywide concussion care program. The Institute will use in-ear wireless accelerometers to assess the impacts sustained by college football players during contact drills and measure their direction and force. Researchers will conduct neurobehavioral examinations immediately following significant accelerations to identify relationships between severity and neurobehavioral outcomes. Additionally, the Institute will implement a countywide concussion care program featuring Immediate Post-Concussion Assessment and Cognitive Testing (ImPACT), a computerized neurocognitive screening test administered to all high school and University of Miami football players to better manage concussions. They will collect data throughout the season to measure the frequency and duration of the concussions and the time needed to return to play.

### **Education and Training**

The Institute would be an active partner to the Division in its education and training mission. Current activities include training medical students rotating from the Miller School; residents from orthopaedics, family medicine, and physical medicine; physical therapy students and sports physical therapy residents; nursing students; and athletic training students from the University of Miami and Barry University. In addition, the Division welcomed its inaugural orthopaedic sports medicine fellow in the summer of 2010. Their programs incorporate research, scholarship and the spirit of inquiry and continue to make the achievements of the University available to everyone in Florida and beyond.

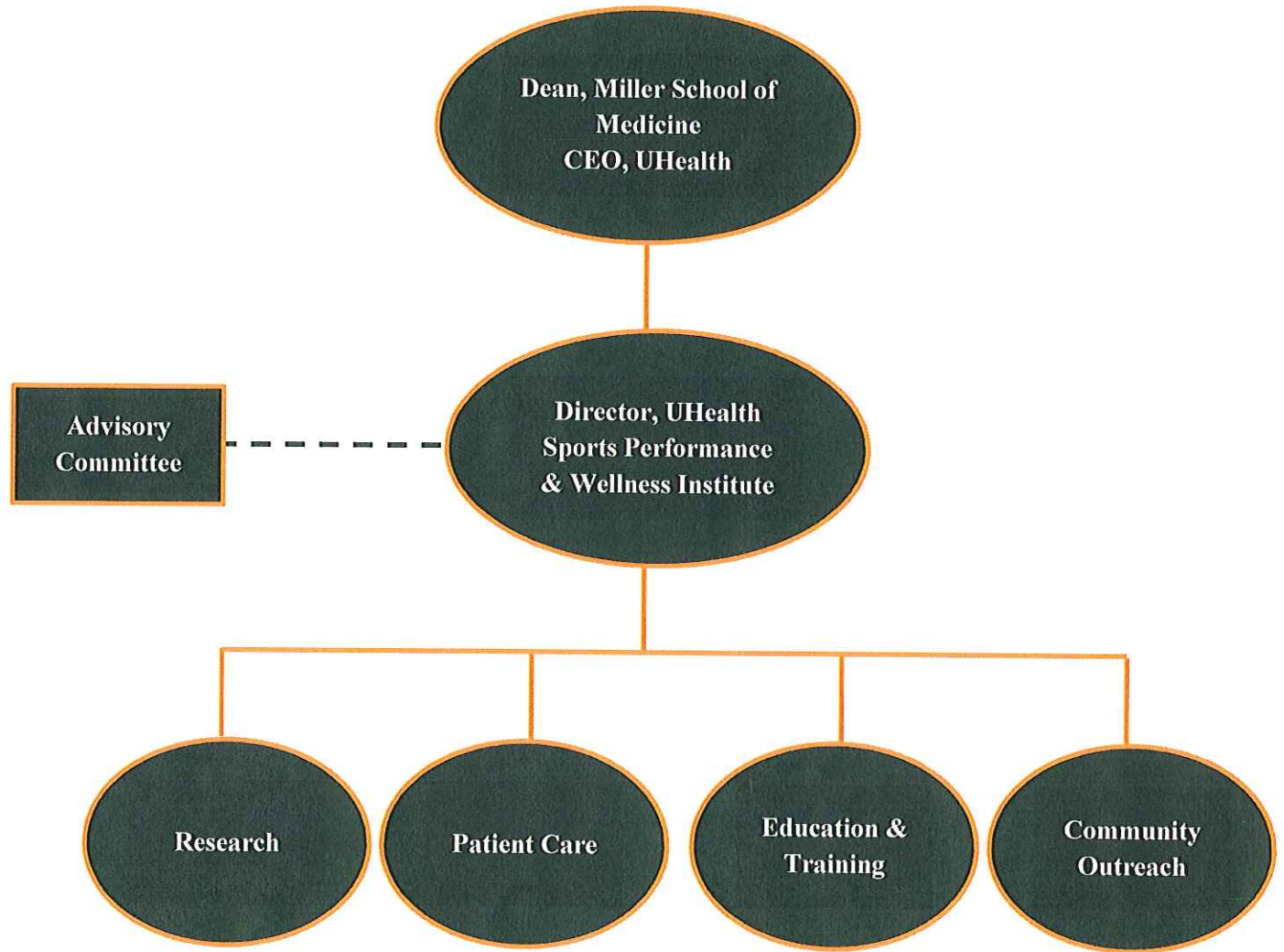
### **Community Outreach**

The Institute will serve as a community resource to promote healthy living for athletes of all ages and skill levels. For example, the Institute will develop and deliver life skills workshops targeting student athletes. For retired professional athletes who call South Florida home, the Institute will serve as a hub for a variety of activities ranging from access to clinical trials, to support groups, to policy discussions on topics such as concussion in sports. The Institute also plans to design educational training on managing concussions for high school and college coaches and athletic trainers.

### **Organization**


The Institute will be organized as per the chart on the following page.

## Organizational Chart



### Leadership

The UHealth Sports Performance and Wellness Institute will be led by a Director who, in matters related to the Institute, will report to the Dean of the Miller School and represent the Institute in the Miller School and the University. He/she articulates the Institute vision and enhances the synergism and cross-fertilization of its programs by promoting common clinical, research, education and community outreach activities. The Director will work to integrate the Institute within the structure and mission of the Miller School and UHealth system by encouraging and nurturing interactions with academic departments and other Centers and Institutes. Appointment as the Institute Director does not modify the reporting



relationship that the Director has to his/her department Chair. On academic and faculty matters, the Institute Director reports to his/her department Chair.

The proposed Director is Lee Kaplan, M.D., Chief of UHealth Sports Medicine and an Associate Professor of Orthopaedics. Dr. Kaplan is a renowned specialist in sports medicine and arthroscopic surgery and has authored multiple articles on sports medicine and articular cartilage, as well as a wide range of other orthopaedic disciplines. He is a member of the American Orthopaedic Society for Sports Medicine, the American College of Sports Medicine, and is board certified by the American Academy of Orthopaedic Surgeons.

### **Advisory Committee**

An Advisory Committee will meet at least yearly to advise the Director on the management, operations, and governance of the Institute including project prioritization and allocation of resources. As the operations of the Institute evolve, so will the oversight and authority of the Committee. For example, should funds become available to support pilot studies, the Committee will work with the Director to determine appropriate mechanisms to provide internal support. The Committee will be chaired by the Institute Director and will include University of Miami faculty who are demonstrated experts in sports medicine and related fields. The faculty members will be determined by a majority vote of the Committee and will serve for three year terms, which will be renewable at the discretion of the Committee.

The Committee will reflect the multidisciplinary nature of the Institute and the variety of Schools and Colleges represented among the members. The Committee will include two external sports medicine specialists, the Chair of the Department of Orthopaedics, the Chair of Kinesiology & Sports Sciences, the Athletic Director, two basic or translational scientists, and two clinicians. The Committee may allow other members of the University community to attend the meetings.

### **Professional Staff**

The Institute will be staffed with clinical and research faculty (orthopaedic surgeons, family medicine clinicians, physical therapists, trainers, neurologists, kinesiologists, radiologists, nurses, scientists, and engineers), as well as professional staff (athletics department and administrators). The staff will emphasize a team approach, be it in the clinical, research, education, and/or community outreach activities of the Institute.

Professionals from the following University of Miami departments comprise the team:

- Department of Orthopaedics – Division of Sports Medicine
- Department of Family Medicine and Community Health
- Department of Neurological Surgery – The Miami Project
- Department of Radiology
- John P. Hussman Institute for Human Genomics
- Department of Rehabilitation Medicine



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- Department of Physical Therapy
  - University Wellness Centers
  - Department of Kinesiology and Sports Sciences
  - Department of Intercollegiate Athletics
  - College of Engineering – Biomedical Engineering Department
  - School of Nursing and Health Studies

### **Membership**

The Institute openly seeks and supports research and other activities related to its mission and does not have formal members. Per University of Miami policy all faculty (including voluntary physicians) are required to have an appointment through an academic department. University faculty interested in affiliating with the Institute can contact Dr. Kaplan.

### **Space**

No additional space is required for Institute activities. The Institute will occupy clinical space in the University Hospital and plans to strategically utilize the new Coral Gables ambulatory care facility. In addition, the University's Wellness Centers will be hubs for Institute activities and are applying for special accreditation from the American College of Sports Medicine.

### **Funding Sources and Budget Projections**

The creation of the Institute is not associated with any additional expenses for space, staff, or faculty therefore the Institute does not require any new dollars from the Miller School of Medicine or from other University sources. The Institute will be funded through clinical revenues, grant and outside agency support, and philanthropy. As the Institute's activities are an expansion of services currently provided, it is anticipated that the cost of Institute operations will change in parallel with clinical revenues and philanthropy (as clinical revenues increase, required services and activities increase). The precise expenses are difficult to approximate as the Institute is "virtual" at this point (no brick and mortar facility, no administrative structure, etc.). Below are the projections for (1) sponsored activity, (2) anticipated increase in clinical revenue due to the creation of the Institute and its aggressive marketing, and (3) philanthropy over the next five years. Note that the increases in clinical revenue are based on projections for professional fees and hospital revenue associated with the Division of Sports Medicine. These do not include physical therapy, radiology, etc. Note also that this incremental revenue may or may not be directed wholly at the Institute's activities. The specifics of the funds flow will be determined by the Director, the Chair of Orthopaedics, and others as necessary.



**UHealth Sports Performance and Wellness Institute  
Budget Projections**

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[Budget information redacted for web version of legislation.]