

NEW YORK STATE EDUCATION DEPARTMENT

Report of a visit to the

Saba University
School of Medicine

February 13-18, 2005

And

Rochester General Hospital
Rochester, NY

June 27, 2005

INTRODUCTION

The objective of the site visit was to re-evaluate the preclinical component of the program of medical education of Saba University School of Medicine that takes place on Saba, NA and the clinical component of the University's program of medical education that takes place in New York State. The major purpose of the visit to the campus on Saba was to assess that part of the University's program of medical education, primarily the basic medical sciences, which prepare students for clinical training. The purpose of the visit to Rochester General Hospital in Rochester, NY was to assess the clinical training offered to medical students and to meet with hospital staff directly responsible for monitoring and supervising clinical training that takes place at Rochester General Hospital

The Team

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Activities of the Team During the Evaluation

The team members reviewed individually all of the materials provided by the University prior to and during the visit. These included the Data Base Document, the appendices to it, and various informational handouts distributed during the site visit, student and faculty records, and curricular materials that were available on the island of Saba and at Rochester General Hospital (RGH). The team reviewed the academic facilities on Saba and hospital facilities in New York State. The team members also interviewed administrative officers, faculty members, support staff, and students on Saba and at Rochester General Hospital in New York State. On the basis of these activities, the following observations related to appropriate sections of the Guidelines for the Evaluation of Medical Programs are presented with the respect to the program of medical education offered by Saba University School of Medicine.

Forward

Saba University School of Medicine began in 1986 as an initiative conceived by Government of Saba. In June 1986, members of the Saba Government consisting of the Lt. Governor Wycliff Smith and Commissioners of Health and Education, Mr. Thomas Eric Johnson and Mr. Steve Hassell, met with Dr. David Fredrick, a medical educator from the United States, to begin discussions on establishing a medical school in the Netherlands-Antilles. The Netherlands-Antilles is a group of six islands located in the Dutch West Indies that belong to the Kingdom of the Netherlands. Prior to this time, no other medical school had been developed in the Netherlands-Antilles.

The Saba Government also considered the potential negative consequences that might result from increasing the population by perhaps 20% over a five-year period. Considerable preparation went into the way in which Saba University would recruit and accept students and maintain a constructive working relationship with the government and local citizens. It was determined at the founding of the University, that Saba University would maintain a small student enrollment and not overload the infrastructure of the island.

Development of the medical school curriculum, policies and procedures occurred over a two-year period from 1986 to 1988, when a proposal was submitted to the Federal Government of the Netherlands-Antilles in Curacao for approval. Part of the review process by the Federal Department of Education included a series of meetings and a committee appointed by the Governor General, the Honorable H. Saleh. The committee submitted their final recommendation on March 21, 1989, that Saba University School of Medicine be listed with the World Health Organization (WHO). This recommendation was forwarded to Holland for further evaluation and approval. Between 1989 and 1992, officials from Holland held several meetings, and final approval for the medical school was granted in 1992. On October 29, 1992, a charter was granted by the Government of Saba for the establishment of the Saba School of Medicine as a non-profit foundation in the Netherlands-Antilles. In 1992, the Saba School of Medicine Foundation created a four member Board of Trustees responsible for financial oversight and the overall administration and direction of the medical school. Between 1992 and 1999, the number of members on the Board of Trustees increased from four to eight, including representation from the Saba Government, international medical education, and the Saba community at large.

The first group of 20 medical students matriculated in September 1993. The initial five-year goal was to admit 20 students per semester, with a maximum enrollment of 100 students in the basic sciences on Saba, followed by an equal number of 100 students in the clinical medicine program. By 1997, the five-year goals established at the inception of the medical school had been achieved. In June 2000, Saba University graduated 86 students and placed 98% in residencies throughout the United States. Presently, Saba University has a total enrollment of approximately 400 students.

An impact study was conducted on Saba University School of Medicine for the government of the island of Saba. Although the study was conducted using financial and demographic information through 1998, the results were extremely positive. According to the

report, in 1998 Saba University contributed nearly 20% of the entire Gross Domestic Product (GDP) to the Saba economy with the prediction that the contribution to the GDP would increase to 50% with the future growth of the school. Benefits to the islands overall education, health care, and social structure were also cited

Stated Goals and Objectives

Saba University School of Medicine provides a basic science and clinical medicine education program that produces physicians who meet health care needs in the Netherlands-Antilles and other countries. This mission is being accomplished by collectively defining the latest medical science strategies for the treatment and management of patients in a broad range of social and economic settings. Saba students are prepared to demonstrate the professional and clinical skills needed for medical problem solving, health promotion, patient care, community services, and research and scholarship.

Goals

- To prepare medical students for the study and practice of medicine through the motto of Saba University, "Education For Life." Saba University focuses on the expectation of the physician to engage in continual study and the development of professional skills;
- To serve the island population of Saba as well as the greater Netherlands-Antilles populations through improvement in local health care delivery, the provision of expert medical consultation, and the donation of equipment and supplies to local health care facilities. The medical school will interact with local agencies such as Red Cross, Hurricane Emergency Committee, Visiting Home Care Nurse, and the Saba Marine Park; and
- To promote research through epidemiological and scientific investigative projects that benefit the island of Saba as well as the regional population. Such research would provide a database for the identification of prevention of health related problems. The medical school has the additional goal of participating in health education projects for the A.M. Edward Hospital staff, the Red Cross and the local public schools. The medical school will participate directly with the Saba Marine Park and Hyperbaric Facility in the implementation of regionally related research projects.

Objectives

- Provide a foundation in the sciences, basic to the study of medicine;
- Integrate the basic sciences with the clinical sciences;
- Provide exposure to the clinical skills, procedures and knowledge that are fundamental to medical practice;

- Progressively acquire and extend scientific philosophy concepts and techniques to the practice of medicine;
- Understand how patient deviation from proper health, needs to be recognized, appropriately managed and cared;
- Use computer technology to update information and to use information technology for evidence based medicine purposes that result in making effective medical decisions;
- Ensure an awareness of the psychosocial and economic-legal context in which the practice of efficient medicine occurs; and
- Oversee planning committees and faculty workshops that complement the medical education mission.

The University has stated in the documentation submitted in preparation for the site visit that it continues to adhere to its stated educational mission. The Basic Science curriculum includes the didactic courses generally taken by students in U.S. medical schools and is supplemented by courses that facilitate the transition to Clinical Medicine. Physical Diagnosis and Introduction to Clinical Medicine are coordinated by organ system and disease process. A review course is offered in preparation for USMLE Step I, and the examination format in the basic sciences courses has been converted to a computer-based modality to further familiarize students with the examination format they will encounter in the future. Mock USMLE-type exam scores are analyzed in an attempt to counsel students on their readiness to sit for the USMLE. As a valid outcome measure, first-time pass rates for the USMLE Step I have been monitored and indicate an improved rate over 2002 to 2003.

Administration

The ownership of the school is vested in a Board of Trustees. The University states that the activities and responsibilities of the Board of Trustees are:

- There shall be a Board of Trustees of Saba University comprising such members as those recommended to the Chairperson;
- The members of the Board of Trustees shall hold office for a period of three years and shall, at the end of their terms of office, be eligible for re-election;
- An ad hoc planning committee shall, from time to time, set out the duties and functions of the Board of Trustees;
- The Board of Trustees may elect a Chairperson of the Board; if no such chairperson is elected, or if at any meeting the chairperson is not present within after five minutes after the time appointed for holding the meeting, the members may choose one of their number to be the chairperson for that meeting; and
- The Board of Trustees may meet and adjourn as it thinks proper. Questions arising at any meeting shall be determined by a majority of votes of the members present, and in the case of a tie, the chairperson will have a second or deciding vote.

The database submitted by the University listed the following individuals as members of the Board of Trustees:

Trustee	Address	Academic Degrees	Occupation
Paul L. Dalbec	63 Canterbury Road Brooklyn, CT 06234	MD	Physician
Kathryn Warr	926 Baker Street Augusta, GA 30904	BS, CPA	Accountant
Pankaj Desai	7204 Cara Cara Ct. Sykesville, MD 21784	MD	Assistant Professor of Internal Medicine
William DiGiacomo	25 Coniston Ave. Short Hills, NJ 07078	MD	Clinical Professor of Surgery
Eddie Peterson	The Level Saba, Netherlands- Antilles	Saba Community Representative	Businessman
David Pepple	600 Ranger Trail Fort Wayne, IN 46835	M.D	Physician, Clinical Professor of Family Medicine

Chief Administrative Officer (President) David L. Fredrick, PhD

The President is the Chief Executive Officer and is the leader of Saba University School of Medicine. He is the most visible agent of the University and is the principal advocate for growth and development. The President/CEO represents the strength, integrity, and vision of Saba University School of Medicine. Dr. Fredrick reports directly to the Board of Directors and is responsible for leading the School of Medicine through accreditation and licensure levels for the medical profession and state agencies. He delegates and evaluates responsibilities given to the Deans and Division Directors,

Executive Dean (Arthur Maron, MD, MPA)

The Executive Dean is the Chief Academic Officer, and has the authority and responsibility to administer all medical school activities. This includes building and maintaining a qualified faculty; developing a proposed budget; creating and fostering an academic climate for formulating and implementing school policies; providing leadership to the academic community for updating and assessing a medical curriculum consistent with the institution's mission; overseeing faculty and student guidance and supervision and bringing together a management team to administering the school budget with financial integrity.

The Executive Dean is responsible for providing an environment within the medical school that will facilitate quality teaching and further the goals of Saba University. The Dean is accountable to the President and the Board of Trustees for Saba University.

For management and supervisory assistance, the Dean has the following qualified senior deans to offer assistance and to provide professional services

Associate Dean, Basic Sciences (Vincent Knight, PhD)

Has overall responsibility for seeing that the mission of the Basic Science program at Saba University is accomplished in an effective manner in accordance with established policies. The Associate Dean for the pre-clinical program has in part the responsibility for all campus activities on Saba, including student promotion & retention, academic programs & medical curriculum, fiscal and physical matters related to campus operations, faculty promotion recommendations, and administrative decisions which support the University. The Associate Dean of Basic Sciences evaluates student evaluations of faculty each term and does periodic classroom evaluations of faculty.

Associate Dean for Clinical Affairs (Patricia L. Hough, MD, PhD)

The Associate Dean of Clinical Medicine has overall responsibility for seeing that the mission of the Clinical Clerkship Medicine program at Saba University is accomplished in an effective manner in accordance with established policies. The Associate Clinical Dean has in the responsibility for student promotion and retention, curricular matters pertaining to the Clinical program, marketing matters pertaining to the recruitment of Clinical programs, supervision of the Clinical Coordinator Services for developing and evaluating hospital rotations, fiscal matters pertaining to clinical hospital placements, continuity and articulation with graduates who are applying for residencies and/or state licensing and the development and supervision of clinical affiliation agreements between the University and select hospitals and medical centers. The

associate dean and her staff conduct on site hospital program evaluations and collect data from student evaluations.

Assistant Dean for Student Affairs (David Paton, MD, DSc)

Mir Saleem, MD

Associate Dean for Academic Affairs

Dale Berne, Ed.D

Officers of Academic/ Student Affairs (Dale Berne, Ed.D)

Assistant Dean of Basic Science

Hugh Duckworth, MD

Registrar:(Bernice M. Ouellet)

Chief Fiscal Officer (David Minchenberg, CPA)

The Chief Fiscal Officer (CFO) of Administration/Finance is an experienced professional who manages the fiscal, banking, CPA, public relations, marketing, purchasing, University travel expenses, budget plans for the facilities, financial loan and security requirements of the University. The CFO is an officer of the medical school and reports directly to the President. The CFO assists the Dean, administrators, and faculty of the University in all aspects of financial development.

Since the last visit by the NY State Education Department, Dr. Vincent Knight, Associate Dean of Basic Sciences, replaced Dr. Igor Aksenov in June 2003. Dr. Knight is an experienced medical educator and administrator who continues to function at the University in his new position in an effective and professional manner. Dr. Nicholas Macri, a popular faculty member, was named to a new position as Assistant Dean of Basic Science and is currently on a leave of absence for research. Dr. Hugh Duckworth has been named to the position of Assistant Dean of Basic Sciences to assist Dr. Knight in his administrative and operational functions. Dr. Mir Saleem, a newer faculty member with an impressive background in education and student support, has been named Assistant Dean of Students. These three senior administration officials met with the Executive Dean during his September 2004 visit and have been functioning in what the University describes as “a very collegial and efficient manner.” The University feels that this new administrative team on Saba has brought positive interaction and morale among the faculty, student body and support staff to an unprecedented level. In the U.S. Office in Gardner, MA, Dr. Dale Berne has been added as Associate Dean of Academic Affairs. Dr. Berne has a unique experience with Caribbean medical education and will assist Dr. Fredrick in his responsibilities and assume the senior administrative position in Admissions.

The University also considers the hospital coordinators as members of the administration.

Hospital	Location	Coordinator
Bridgeport Hospital	Bridgeport, CT	Dr. D. Baker
Brookdale Hospital	Brooklyn, NY	Dr. Myron Sokal
Cape Cod Hospital	Hyannis, MA	Dr. Herbert O. Matthewson
Cherry Hospital	Goldsboro, NC	Dr. C. Murthy
Ft. Wayne Medical Education	Ft. Wayne, IN	Dr. David Pepple
Harbor Hospital	Baltimore, MD	Barney Johnson, President
Holy Cross Hospital	Silver Springs, MD	Kevin J. Sexton, President
Spring Grove Hospital	Catonsville, MD	Dr. David Hesel
Union Memorial Hospital	Baltimore, MD	Dr. Karim F. Rashad
Jackson Park Hospital	Chicago, IL	Dr. Peter Friedell
Michael Reese Hospital	Chicago, IL	Steven Weinstein
St. Anthony's Hospital	Chicago, IL	Dr. Sheldon Slodki
Kansas City VA Medical Ctr	Kansas City, MO	Hugh Doran
St. Luke's Hospital	Kansas City, MO	Dr. Ralph Hall
St. Mary's Hospital	St. Louis, MO	Michael Zilm, President
Leonard J. Chabert Hospital	Houma, LA	Dr. Thomas Ferguson
Memorial Regional Hospital	Hollywood, FL	Dr. Stanley Marks
Peninsula General Hospital	Brooklyn, NY	Dr. Gerald Teplitz
Rochester General Hospital	Rochester, NY	Dr. Anthony Fedullo
Valley Regional Hospital	Kentville, NS	Dr. Robert Gunn

The "Administrative" section of the Database submitted by the University lists the following faculty committees and their respective chairs:

COMMITTEE	NAME OF CHAIRPERSON
Admissions Committee	Drs. Berne, Nekic, and Collins
Curriculum Committee	Dr. Dewan Raja
Dean's Advisory Committee	Dr. Vincent Knight
Faculty Senate Relations	Dr. Hugh Duckworth
Hurricane, Evacuation and Safety Committee	Mr. Marcello Azocar
Library, Computers and Archives Committee	Wendy Ellermeyer, MLS
Promotion and Academic Policies	Dr. Mark Dykstra
Research Committee	Dr. James Stewart
Conduct and Discipline Committee	Dr. Peter Schnabel
Student Council Committee (SGA)	Dr. David Paton

The Department Chairs of each basic science department are also considered as members of the administration and are listed in the database as:

Division	Name	Title
ANATOMICAL	Dewan Raja, MD	Associate Professor
Gross and Developmental	Dewan Raja, MD Bahar Sultana, MBBS Ibrahim Ekaidi, MBBS	Associate Professor Associate Professor Associate Professor
Neuroscience	William Keller, Ph.D. Bruce Hundley, Ph.D.	Associate Professor Associate Professor
Histology	Joydeep Choudhari, MBBS	Associate Professor
MOLECULAR	Renu Agnihotri	Assoc Prof and Chair
Biochemistry	Renu Agnihotri, MD, MBBS Bruce Hundley, Ph.D.	Associate Professor Associate Professor
Genetics	Renu Agnihotri, MD, MBBS Bruce Hundley, Ph.D.	Assistant Professor Assistant Professor
Microbiology/Immunology	Mark Dykstra, Ph. D Basavaraj Jalan, M.S.	Professor Lab Technician
BEHAVIORAL	Anita Radix, MD., MPH	Associate Professor
Epidemiology	Anita Radix, MD, MPH Dheeraj Bansal, M.D.	Associate Professor Associate Professor
Medical Infomatics	Wendy Ellermeyer Wayne Gregory Paul Robb, Ph.D.	Associate Professor IT specialist Associate Dean
Medical and Legal Ethics	Paul Robb, Ph.D.	Assistant Professor
PATHOLOGY & PHYSIOLOGY	Nick Macri, PhD	Associate Professor
Pathology I	Nick Macri, Ph.D. Aloop Jalan, M.D.	Associate Professor Associate Professor
Pathology II	R. Koteeswaran, MD Michel Yakubovskyy, MD	Associate Professor Associate Professor
Physiology	James Stewart, Ph.D. Angel Kurtev, MD Ph.D.	Assistant Professor Professor
PRE-CLINICAL	Hugh Duckworth, M.D	Professor
Intro to Clinical Medicine	Deeraj Bansal, MD, MBBS Mir Saleem, M.D. Hugh Duckworth, M.D.	Associate Professor Associate Professor Professor
Pharmacology	David Paton, M.D. Peter Schnabel, Ph.D.	Professor Assistant Professor
Physical Diagnosis	Ella France MD	Associate Professor
Integrative Study of the Basic Sciences	Aruna Shanmugham, DDS	Adjunct
CLINICAL MEDICINE	Patricia Hough, MD., Ph.D	Associate Dean
Pediatrics	Arthur Maron, MD, MPA	Clinical Professor
Internal Medicine	Thomas Ferguson, MD	Associate Clinical Professor
Surgery	Sewell Dixon, MD	Associate Clinical Professor
OB-GYN	Carl Pearman, MD	Clinical Professor
Psychiatry	Patricia Hough, MD, Ph.D.	Associate Professor