

## 8<sup>th</sup> ANNUAL PLFSOM FACULTY GOVERNANCE RETREAT SUMMARY

March 21, 2022

### ATTENDEES

Adam Adler, M.D.	Assistant Professor of Orthopaedic Surgery and Rehabilitation	Representative, Faculty Council
Olufemi Aduroja, M.D., M.P.H.	Assistant Professor of Internal Medicine - Transmountain	Representative, Faculty Council
Eyas Alkhalili, M.D.	Assistant Professor of Surgery	Member, Physician & Student Well Being Committee (PSWBC)
Mary Josephine Amaro Esparza, D.O., M.Sc.	Assistant Professor of Family Medicine - Transmountain	Representative, Faculty Council
Lisa Ayoub-Rodriguez, M.D.	Assistant Professor of Pediatrics	Immediate Past President, Faculty Council and Elected Representative, Academic Council
Ricardo Belmares, Ph.D.	Instructor of Medical Education	Member, Committee on Student Grading & Promotion
Blake Busey, D.O.	Assistant Professor of Family Medicine - Transmountain	Member, Graduate Medical Education
Daniel Bustamante, M.D.	Assistant Professor of Pathology	Representative, Faculty Council and Elected Representative, Academic Council
Jorge Cervantes-Gonzalez, M.D., Ph.D.	Assistant Professor of Medical Education	Representative, Faculty Council and Member, Committee on Student Affairs
Fabrizio Delgado-Ramos, M.D.	Assistant Professor of Psychiatry	Representative, Faculty Council
Abhizith Deoker, M.D.	Assistant Professor of Internal Medicine	Representative, Faculty Council
Alok Dwivedi, Ph.D.	Associate Professor of Molecular & Translational Medicine	Representative, Faculty Council
Jose Gavito-Higuera, M.D.	Associate Professor of Radiology	Representative, Faculty Council
Colby Genrich, M.D.	Assistant Professor of Family Medicine - Transmountain	Member, Curriculum and Educational Policy Committee (CEPC)
Harold Hughes, M.D.	Associate Professor of Internal Medicine	Member, Faculty Grievance & Hearing Committee
Prashant Joshi, M.D.	Associate Professor of Pediatrics	PLFSOM Representative, Faculty Senate
Shaked Laks, M.D.	Associate Professor of Radiology	Member, Committee on Faculty Appointments, Promotion and Tenure, and Comprehensive Performance Appraisal (CFAPTA)
Richard McCallum, M.D.	Professor of Internal Medicine	PLFSOM Faculty Senator
Wayde Miller, M.D.	Assistant Professor of Anesthesiology	Representative, Faculty Council
Stormy Monks, Ph.D., M.P.H.	Associate Professor of Emergency Medicine	President-Elect, Faculty Council and Elected Representative, Academic Council
Gregory Patek, M.D., O.D.	Assistant Professor of Emergency Medicine	Chair, Committee on Medical School Admissions
Steven Radtke, M.D.	Assistant Professor of Obstetrics & Gynecology	Representative, Faculty Council
Silvina Tonarelli de Maud, M.D.	Associate Professor of Psychiatry	Chair, Committee on Continuing Medical Education
Gerardo Vazquez, M.D.	Assistant Professor of Family and Community Medicine	Representative, Faculty Council
Anantha Vellipuram, M.D.	Assistant Professor of Neurology	President, Faculty Council; PLFSOM Faculty Senator; and Elected Representative, Academic Council
Mingtao Zeng, Ph.D.	Professor of Molecular & Translational Medicine	Elected Representative, Academic Council

### NOT PRESENT

Jose Castro-Garcia, M.D.	Assistant Professor of Surgery	Representative, Faculty Council
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## PURPOSE

The purpose of the Faculty Governance Retreat is to generate broad perspectives from faculty on issues to be addressed by the medical school. Representatives of the Faculty Council, Academic Council, and standing committees attend the retreat in order to identify issues of concern and generate suggested solutions. The summary is to be presented to the PLFSOM Dean and senior leadership at a later Dean's Council meeting. Due to the ongoing COVID-19 pandemic, this year's retreat was hosted virtually via Webex.

## OVERVIEW OF AAMC STANDPOINT FACULTY ENGAGEMENT SURVEY- CULTURE, COLLEGIALITY, AND COLLABORATION

Dr. Aung provided a report regarding workplace culture, collegiality, and collaboration from the 2021 AAMC Standpoint Faculty Engagement Survey results. The workplace culture dimension from the survey refers to where the workplace culture at the institution cultivates diversity, wellness, and other ideals. See presentation slides below.

- The PLFSOM had an 83.0% response rate, compared to a 58.1% response rate from the Medical School Cohort.
- An average of 61.0% of PLFSOM faculty respondents Strongly Agree or Agree that the PLFSOM's workplace culture cultivates collegiality, diversity, innovation, excellence in performance, and faculty wellness.
- Specifically, an average of 76.1% of PLFSOM faculty respondents Strongly Agree or Agree that the school's workplace culture fosters Collegiality and Collaboration.

### AAMC StandPoint Survey Respondents

**SOM response: 83.0%**  
**(253/305)**

**Medical School Cohort  
response: 58.1%**  
**(18,883/32,498)**

	Survey Respondents	% within Respondents	% within Overall Population
SOM Faculty	253	100.0%	100.0%
Full-Time	241	95.3%	91.8%
Part-Time	12	4.7%	8.2%
Basic Science	35	13.8%	13.4%
Clinical	218	86.2%	86.6%
Senior rank (Full and Associate)	92	36.4%	N/A
Junior rank (Assistant)	145	57.3%	48.2%
Men	146	57.7%	54.4%
Women	107	42.3%	45.6%
White/Asian	172	68.0%	67.5%
URiM	81	32.0%	32.5%

## PLFSOM's culture cultivates ... ..

**Table 13: Workplace Culture**

Item	N	Strongly Agree or Agree	Neither Agree nor Disagree	Strongly Disagree or Disagree	Mean
Collegiality	246	72.8%	17.5%	9.7%	3.85
Diversity	243	77.8%	12.7%	9.5%	3.96
Innovation	243	46.5%	27.6%	25.9%	3.28
Excellence in performance	244	54.9%	24.6%	20.5%	3.45
Faculty wellness*	246	52.9%	26.8%	20.3%	3.40
<b>WORKPLACE CULTURE SUMMARY SCORE</b>		<b>61.0%</b>	<b>21.8%</b>	<b>17.2%</b>	<b>3.59</b>

Q13: I feel that the workplace culture at this medical school cultivates...

\*Note: This item was not included in the survey prior to 2017.

## COLLEGIALITY AND COLLABORATION

**Table 21: Collegiality and Collaboration**

Item	N	Strongly Agree or Agree	Neither Agree nor Disagree	Strongly Disagree or Disagree	Mean
I am satisfied with the quality of personal interaction I have with departmental colleagues	238	81.1%	12.6%	6.3%	4.05
I am satisfied with the quality of professional interaction I have with departmental colleagues	238	82.8%	11.8%	5.4%	4.07
I am satisfied with how well I "fit" in my department	238	78.2%	13.0%	8.8%	3.97
I am satisfied with how well I "fit" in my medical school	238	68.5%	20.6%	10.9%	3.75
I am satisfied with the intellectual vitality in my department	237	69.2%	16.0%	14.8%	3.73
I am satisfied with the intellectual vitality in my medical school	236	60.2%	25.4%	14.4%	3.57
My departmental colleagues are respectful of my efforts to balance work and home responsibilities	238	79.4%	15.1%	5.5%	4.03
The faculty in my department usually get along well together	237	83.5%	9.7%	6.8%	4.10
I feel appreciated by my departmental colleagues	237	81.8%	11.0%	7.2%	4.07
<b>COLLEGIALITY AND COLLABORATION SUMMARY SCORE</b>		<b>76.1%</b>	<b>15.0%</b>	<b>8.9%</b>	<b>3.93</b>

## OVERVIEW OF RETREAT OBJECTIVES

Dr. Vellipuram stated the objectives of this year's retreat were to discuss issues/concerns brought forth by the general faculty of PLFSOM; elicit possible solutions to any issues identified by faculty; and identify 1-2 measurable and actionable outcomes or strategies/tactics for each topic, to be presented to PLFSOM leadership. To create realistic goals, Dr. Vellipuram encouraged the attendees to create "SMART" goals that are specific, measurable, action-oriented, realistic, and time-based.

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## BREAKOUT GROUPS

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The retreat was attended by 26 PLFSOM faculty members who represented the PLFSOM Faculty Council, PLFSOM Academic Council, the TTUHSC El Paso Faculty Senate, and the standing committees listed in the PLFSOM Faculty Bylaws. Attendees were divided into three breakout groups based on their self-identified topic preferences. The topics selected were values from the TTUHSC El Paso Values Based Culture. The following faculty officers served as moderators:

<b>TOPIC (VALUE)</b>	<b>MODERATOR</b>
<b>I. SERVICE</b>	Stormy Monks, Ph.D., M.P.H., Associate Professor, Department of Emergency Medicine, Faculty Council President-Elect
<b>II. ACCOUNTABILITY</b>	Anantha Vellipuram, M.D., Assistant Professor, Department of Neurology, Faculty Council President
<b>III. ADVANCEMENT</b>	Lisa Ayoub-Rodriguez, M.D., Assistant Professor, Department of Pediatrics, Faculty Council Immediate-Past President

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## REPORT-OUT SUMMARIES

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### **I. Values Based Culture: Service – *serve our community***

- Provide excellent education, research, and patient care
- Create positive experiences through a culture of “yes”
- Partner with our community to improve healthcare”

*Moderated by Stormy Monks, Ph.D., M.P.H., Emergency Medicine, Faculty Council President-Elect;*

*Reported by Silvina Tonarelli de Maud, M.D., Psychiatry, Chair for Committee on Continuing Medical Education*

The group discussed their perspective of the meaning of “Service:”

- a) Connecting the needs of the people with community resources
- b) Taking services to the people
- c) Leaving a positive impact on our community
- d) Promoting prevention

#### **ISSUES OF CONCERN:**

- Issues associated with the clinic:
  - Lack of sufficient parking and lack of transportation for patients.
  - High staff turnover is causing various delays.
  - Patients are experiencing delays in receiving appointments.
  - Inefficiency due to slow computers and the different EMRs at Transmountain, Kenworthy, and Alberta.
- Issues associated with the institution:
  - Faculty are being stretched thin and face competing responsibilities (i.e. providing clinical care and not having enough time for academic responsibilities such as research and scholarly activity).
  - Faculty leaving the institution.

- Different EMRs at Alberta, Kenworthy, and Transmountain are a barrier
- Lack of alignment between departmental, hospital, and institutional goals, such as inpatient care and academic responsibilities.
- Lack of consistent and frequent communication between leadership and the departments.
- Retreats become repetitive and lack results.

#### **SUGGESTED SOLUTIONS:**

- Increase funding to add additional parking and competitive salary for staff retention.
- Establish TTUHSC clinics throughout the city to resolve patient parking and transportation concerns, provided there is enough faculty.
- Switch to an integrated EMR system that allows patients to be seen at other campuses if one location does not have availability.
- Listen to faculty's needs and improve communication between faculty and leadership to keep them engaged. Set up regular meetings between leadership and different departments.

## **II. Values Based Culture: ACCOUNTABILITY – *be responsible for decisions, actions and impact***

- Acknowledge and learn from both successes and failures
- Promote responsible management of resources
- Be a dependable team member and leader
- Hold ourselves and each other accountable by accepting and giving constructive feedback
- Respond rather than react"

*Moderated by Anantha Vellipuram, M.D., Neurology, Faculty Council President*

*Reported by Steven Radtke, M.D., Obstetrics & Gynecology, Faculty Council Representative*

The group discussed their perspective of the meaning of "Accountability:"

- Promise and trust
- Mechanism for how goals are measured
- Ownership
- Transparency, mutual trust, feedback

#### **ISSUES OF CONCERN:**

- Lack of pre-defined way to measure key tasks, achievements, specifications, and targets (i.e. no benchmark for how many patients should be seen per day)
- Lack of defined leaders for key tasks (i.e. exam room presentation, tracking inventory, surgery scheduling), resulting in no one taking responsibility when processes fail
- Support staff are overwhelmed and unable to take on higher-level tasks
- Barely over 50% think that we are seeking performance excellence

#### **SUGGESTED SOLUTIONS:**

- Establish a Key Performance Indicator (KPI) model for each key task in a department which includes targets, goals, specifications, and appropriate feedback loop

- Develop leaders within a department that become responsible for monitoring each KPI model, with an appropriate feedback loop mechanism
- Disseminate a Point of Contact Hierarchy Chart to identify who is accountable for each key task

### **III. Values Based Culture: ADVANCEMENT – *improve the institution through creativity and discovery***

- Seek opportunities for growth, partnership, and improvement
- Promote innovation and a culture of positive change and creativity
- Demonstrate and inspire commitment to lifelong learning and personal development”

*Moderated by Lisa Ayoub-Rodriguez, M.D., Pediatrics, Faculty Council Immediate-Past President*

*Reported by Gerardo Vazquez, M.D., Family & Community Medicine, Faculty Council Representative*

The group discussed their perspective of the meaning of the value, “Advancement:”

- a) Being ready for promotion
- b) Progress in areas of interest to the faculty member (individually or in collaboration with others, internally and externally)
- c) Funding support
- d) Participate in mentorship, join a team, and be open to pursuing committee appointments
- e) Continue training to improve on weaknesses and maintaining a positive attitude
- f) Aligning and advancing personal strengths with those of the institution

#### **CONCERNS:**

- Finding a mentor can take a few years and does not take into account current workload
- The application for promotion can be daunting
- Salary disparities with promotion
- Lack of incentives, recognition and awards

#### **SUGGESTED SOLUTIONS:**

- Expand mentorship at the department level and assign faculty a mentor upon hire. The department chair or another party can determine the mentor assignment. Faculty can opt to seek an alternate mentor if their interests do not match.
- Upon promotion, match new salary of faculty members to similar national/state level academic institutions based on specialty and academic level. Faculty want to understand how promotion impacts salary from year to year “nuts
- Campus-wide involvement to encourage collaboration (basic scientists and clinical scientists could be achieved through joint appointments, based on expertise.
- School-based intramural funding; modify the seed grant award mechanism for pilot data and other studies tailored for specific disciplines.
- Open hours/office hours to have access to Faculty Affairs during the process of promotion for “nuts and bolts” assistance to ask direct questions on filling out promotion applications.

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## **CONCLUSION**

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Dr. Anantha Vellipuram, Faculty Council President, Dr. Stormy Monks, President-Elect, and Dr. Lisa Ayoub-Rodriguez, Immediate Past-President, will utilize the mechanisms in the PLFSOM Faculty Bylaws to address the issues with the Dean. Updates will be provided through the Faculty Council.

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