

9th ANNUAL PLFSOM FACULTY GOVERNANCE RETREAT SUMMARY

March 20, 2023

ATTENDEES

Adam Adler, M.D.	Associate 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
Ricardo Belmares, Ph.D.	Instructor of Medical Education	Chair, Committee on Medical School Admissions
Daniel Bustamante, M.D.	Assistant Professor of Pathology	Representative, Faculty Council and Elected Representative, Academic Council
Jose Castro Garcia, M.D.	Assistant Professor of Surgery	Representative, Faculty Council
Jessica Chacon, Ph.D.	Assistant Professor of Medical Education	Representative, Curriculum & Educational Policy Committee
Abhizith Deoker, M.D.	Associate Professor of Internal Medicine	Representative, Faculty Council
Alok Dwivedi, Ph.D.	Associate Professor of Molecular & Translational Medicine	Representative, Faculty Council
Hugo Kato, M.D.	Assistant Professor of Pediatrics	Representative, Faculty Council
Mariela Lane, M.D.	Assistant Professor of Medical Education	Representative, Committee on Student Affairs
Richard McCallum, M.D.	Professor of Internal Medicine	PLFSOM Faculty Senator
Stormy Monks, Ph.D., M.P.H.	Associate Professor of Emergency Medicine	President, Faculty Council; Faculty Senator (PLFSOM); and Representative, Physician and Student Wellbeing Committee (PSWBC)
Michael Parsa, M.D.	Associate Professor of Emergency Medicine	Chair, Committee on Student Grading and Promotion
Dale Quest, Ph.D.	Professor of Medical Education	Representative, Faculty Council
Steven Radtke, M.D.	Assistant Professor of Obstetrics & Gynecology	President-Elect, Faculty Council
Irene Sarosiek, M.D.	Professor of Internal Medicine	Representative, Committee on Faculty Appointments, Promotion and Tenure, and Comprehensive Performance Appraisal (CFAPTA)
Silvina Tonarelli de Maud, M.D.	Associate Professor of Psychiatry	Chair, Committee on Continuing Medical Education (CCME); and Representative, Committee on Graduate Medical Education (GMEC)
Anantha Vellipuram, M.D.	Associate Professor of Neurology	Immediate-Past President, Faculty Council; PLFSOM Faculty Senator; and Elected Representative, Academic Council
Sarah Walker, M.D.	Assistant Professor of Surgery	Chair, Committee on Clinical Affairs
Mingtao Zeng, Ph.D.	Professor of Molecular & Translational Medicine	Representative, PLFSOM Academic Council

NOT PRESENT

Jose Castro-Garcia, M.D.	Assistant Professor of Surgery	Representative, Faculty Council
Mary Jo A. Esparza, D.O.	Assistant Professor of Family Medicine - Transmountain	Representative, Faculty Council
Prashant Joshi, M.D.	Associate Professor of Pediatrics	Faculty Senator (PLFSOM)
Wayde Miller, M.D.	Assistant Professor of Anesthesiology	Representative, Faculty Council
Vital Rangashamanna, M.D.	Assistant Professor of Radiology	Representative, Faculty Council
Namrata Singh, M.D.	Associate Professor of Medical Education	Chair, Faculty Grievance & Hearing Committee
Gerardo Vazquez, M.D.	Assistant Professor of Family and Community Medicine	Representative, Faculty Council

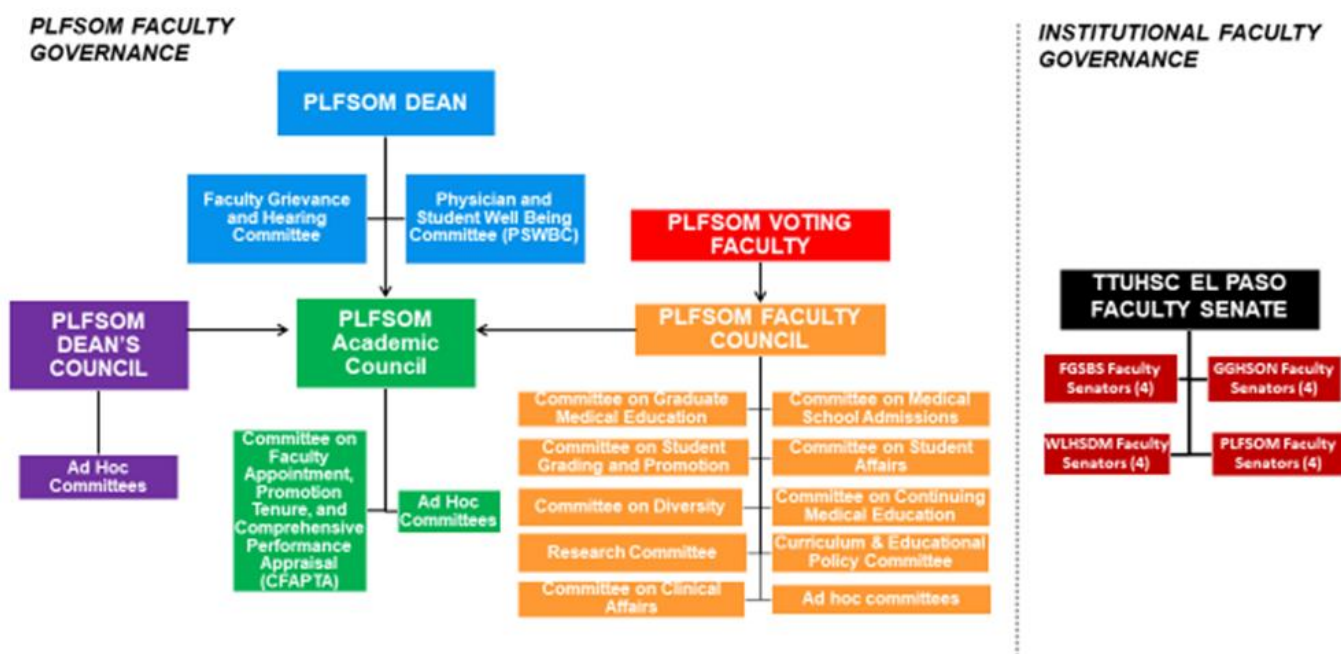
PURPOSE

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 to the medical school faculty and generate suggested solutions. The summary will be presented to the PLFSOM Dean and senior leadership at a later Dean's Council meeting or other forum. This year, the Faculty Governance Retreat was held in-person for the first time since the start of the COVID-19 pandemic.

WELCOME AND CHARGE

Koko Aung, M.D., M.P.H., Associate Dean for Faculty Affairs, PLFSOM, and Vice President for Faculty Success, TTUHSC El Paso, welcomed retreat attendees. Dr. Aung presented a charge to Faculty Governance Retreat attendees, reminding all of the importance of their input. He noted the topics are broad and asked participants to focus their discussion on concrete issues, proposed goals and solutions specific to the medical school. Dr. Aung presented a brief overview of the faculty governance councils and committees. Dr. Aung described the importance of the shared governance structure of PLFSOM and TTUHSC El Paso, noting the ways the faculty leaders present can effect change. Dr. Aung excused himself from the room to provide faculty a forum to discuss issues candidly without the presence of senior leadership.

THE BIG PICTURE



OVERVIEW OF RETREAT OBJECTIVES

Dr. Monks, Faculty Council President, stated the objectives of this year's retreat were to discuss issues/concerns brought forth by the PLFSOM general faculty; elicit possible solutions to any issues identified; and identify 1-2 measurable goals for each topic to be presented to PLFSOM leadership. To create realistic goals, Dr. Monks encouraged the attendees to create "SMART" goals that are specific, measurable, action-oriented, realistic, and time-based. Dr. Monks reminded faculty of the retreat topics from the previous faculty governance retreat in 2022:

Service, Accountability, and Advancement. Dr. Monks listed the remaining three values from the TTUHSC El Paso Values Based Culture, which will serve as the discussion topics for this retreat session: 1. Teamwork, 2. Respect, and 3. Integrity.

BREAKOUT GROUPS

The retreat was attended by 21 PLFSOM faculty members, representing 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 self-assigned to one of three discussion groups based on his/her topic preference. The topics corresponded to values from the TTUHSC El Paso Values Based Culture. The following faculty officers served as discussion moderators:

<u>TOPIC (VALUE)</u>	<u>MODERATOR</u>
I. RESPECT	Stormy Monks, Ph.D., M.P.H., Associate Professor, Department of Emergency Medicine, Faculty Council President
II. INTEGRITY	Anantha Vellipuram, M.D., Assistant Professor, Department of Neurology, Faculty Council Immediate-Past President
III. TEAMWORK	Steven Radtke, M.D., Assistant Professor, Department of Obstetrics & Gynecology, Faculty Council President-Elect

REPORT-OUT SUMMARIES

I. Values Based Culture: Respect – *Demonstrate high regard for self and others*

- Treat others as we would like to be treated
- Be aware of how our actions impact others
- Communicate in a courteous, kind, and respectful manner
- Listen first to understand

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

Reported by Michael Parsa, M.D., Emergency Medicine, Chair for Committee on Student Grading and Promotion

ISSUES OF CONCERN:

- Faculty attrition
- Need to identify what motivates faculty to want to put in time/effort to rally behind the team
- Quality of leadership in departmental and/or school level positions; departments with strong leaders have better faculty retention
- Lack of faculty appreciation and respect
- Lack of feedback from leadership
 - Many surveys have been administered, but any action plans to address survey findings are unknown to the faculty (e.g., StandPoint Faculty Engagement Survey, student survey on clinical experiences, etc.)
- Faculty feel overworked and underappreciated
- Need to reward faculty through recognition, especially if they are not being compensated

SUGGESTED SOLUTIONS:

- Recruit and develop strong leaders
- Senior leadership should update faculty on action plans to address results of various surveys
- Implement creative ways to recognize faculty and highlight faculty accomplishments (spotlights in newsletter, interview faculty on TechTalk, consider a faculty member of the month, etc.
- Identify actionable solutions to address reasons behind faculty attrition
- Study and implement measures used by departments which have low faculty attrition

II. Values Based Culture: INTEGRITY – *Be ethical and trustworthy in every situation*

- Honor commitments
- Lead by example
- Be honest in purpose, interactions, and expectations
- Comply with laws, rules and regulations

Moderated by Anantha Vellipuram, M.D., Neurology, Faculty Council Immediate-Past President

Reported by Ricardo Belmares, Ph.D., Medical Education, Chair for Committee on Medical School Admissions

ISSUES OF CONCERN:

- Top-down communication
- Lack of delegation
- Need for ethical leadership
- Leading by example
- Lack of following through on commitments
- Low professional well-being: are faculty happy and being heard?
- Lack of avenues for answers or sharing concerns
- Faculty feel overtaxed

SUGGESTED SOLUTIONS:

- Increase recruitment of faculty
- Create a benchmark for communication of information from leadership to departments down to the faculty level to ensure people involved in implementation are aware of the goal
- Empower committee members and let them know they are valued for their work and vision
- Provide an avenue for faculty to contribute their voice to leadership decisions
- Build trust through transparency
- Consider having senior leaders attend department meetings to interact with faculty to understand needs; ensure that leadership reports are extended down to the department level
- Help increase communication via a liaison or mechanism to report on progress and concerns
- Improve delegation so that decisions from meetings make it to fruition and are implemented into policy
- Follow through with promises made to campus and departments
- Maintain spirit of flexibility and adaptability, similar to the confidence vested in the faculty during the Covid-19 pandemic

- Create a centralized location to receive faculty issues (reports of campus wide issues) when faculty don't know how to address concerns (like an institutional navigator with a creation of a "ticket" to track the issue to resolution)

III. Values Based Culture: TEAMWORK – *be ethical and trustworthy in every situation*

- Honor commitments
- Lead by example
- Be honest in purpose, interactions, and expectations
- Comply with laws, rules and regulations

Moderated by Steven Radtke, M.D., Obstetrics & Gynecology, Faculty Council President-Elect

Reported by Richard McCallum, M.D., PLFSOM Faculty Senator

The group discussed their perspective of the meaning of the value, "Teamwork:"

- Interdepartmental Collaboration
- Being part of a team
- Feeling like you are doing something meaningful
- Feeling like you are helping the patient
- Clinical satisfaction

ISSUES OF CONCERN:

- Lack of commitment to a similar work ethic
- Lack of participation from team members to help faculty meet goals
- Dissatisfaction with management of clinics: Scheduling delays and staffing shortages
- Chairs are too busy to address some faculty issues

SUGGESTED SOLUTIONS:

- Development of core faculty mentors to help guide and fertilize ideas
- Publishing a list of available faculty mentors on the website
- Improve hiring and retention of medical assistants and clinical personnel

CONCLUSION

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