



A *Values*
BASED CULTURE

*Dedicated to Excellence.
Committed to Care.*

PLFSOM General Faculty Meeting

Wednesday, Nov 30, 2022

12:00 – 1:00 pm



OUR MISSION

Our mission is to **improve the lives of people in our state and our community** by focusing on the unique health care needs of socially and culturally diverse border populations through excellence in integrated education, research and patient care.



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Service

Serve our community

Teamwork

Include diverse perspectives to achieve our mission

Accountability

Be responsible for decisions, actions, and impact

Advancement

Improve the institution through creativity and discovery

Respect

Demonstrate high regard for self and others

Integrity

Be ethical and trustworthy in every situation

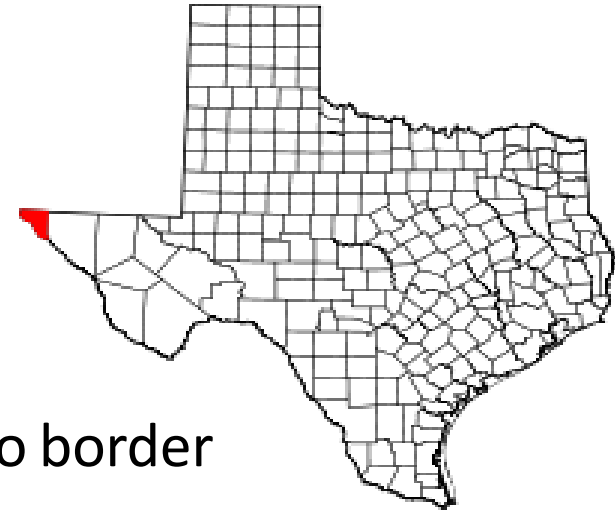
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El Paso, TX



- Only health sciences center on the U.S./Mexico border
- 1 of 3 Hispanic Serving Health-related institutions

- | | |
|--|-------------|
| • Foster School of Medicine | 2009 |
| • Hunt School of Nursing | 2011 |
| • Tx Tech Univ Health Science Ctr El Paso | 2013 |
| • Graduate School of Biomedical Sciences | 2015 |
| • Hunt School of Dental Medicine | 2021 |

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- ~450 medical students (UME)
- ~300 residents (GME)
 - Clinical Departments
 - **Anesthesiology**, Family Medicine, Internal Medicine, Neurology, Obstetrics & Gynecology, Orthopedic Surgery, **Pathology**, Pediatrics, Psychiatry, Radiology, Surgery
 - Fellowships: Cardiovascular Disease, Gastroenterology, Nephrology, Rheumatology, Sports Medicine, Minimally Invasive Surgery, Imaging, and Child & Adolescent Psychiatry

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*In 2021, 1 of every
6 El Pasoans
(>120,000) received
their care at
TTUHSC El Paso at
over 662,000
encounters*



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Making an Impact on Shortages!

More than 10 years ago, El Paso County's average number of direct care physicians was 75% less than the national average.

With the opening of the Foster School of Medicine,

**WE HAVE BEEN
ABLE TO REDUCE
THE SHORTAGE TO**



50%

Since 2009,
as a direct result of having a
four-year medical school in the area,
**El Paso County has grown
its number of direct care
physicians from**



**844 TO
1,325.**

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Making an Impact!

27 STUDENTS



from the Foster School of Medicine's class of 2025 **are native El Pasoans, and 35 come from counties on the U.S.-Mexico border.**

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Since 2013, **more than 60 of** the Foster School of Medicine's



GRADUATES

were matched to El Paso residency programs, combating the region's physician shortage.

Students in the Foster School of Medicine **gain hands-on experience from early clinical experience and volunteer work** in the Medical Student Run Clinic. Together, they contribute to the over

19,000 SERVICE HOURS



provided annually by the TTUHSC El Paso student body.



Admission Stats:



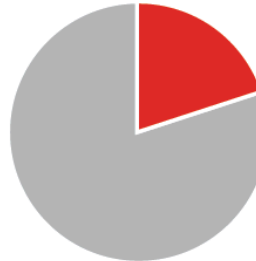
4,808
applicants applied



124
applicants enrolled



612
applicants interviewed



20% of applicants
who interviewed enrolled
into FSOM in 2022.

Enrollee Ages:

19 Youngest
48 Oldest



EY2022 Enrollee self-identification:

Asian: **36%**
Black: **4%**
Hispanic: **33%**
White: **20.1%**
Multiple: **3.2%**
Unreported: **3.2%**
Permanent Resident: **4.8%**
Non-Traditional Enrollees: **34.4%**



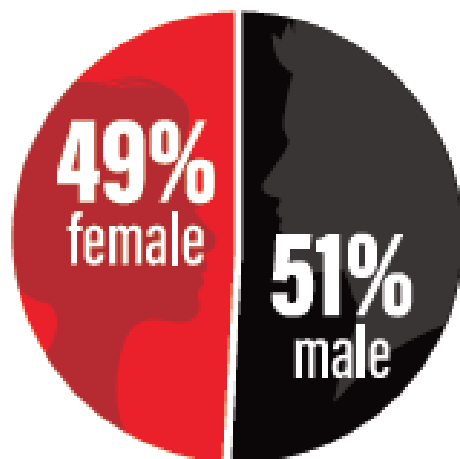
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Average GPA and Gender:

Enrollees
3.8 GPA



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Enrollee Stats:



Research Hours

0 **750** **6,786**
Minimum → Average → Maximum



Health Care Hours

5 **2,014** **17,239**
Minimum → Average → Maximum



Community Service Hours

0 **563** **6,329**
Minimum → Average → Maximum



2022 Medical School Matriculants	PLFSOM	National Average
GPA	3.8	3.75
MCAT	509	512
Gender (female/male)	54% / 46%	56% / 44%
African American	4%	8%
Asian	36%	25%
Hispanic	32%	10%
White/Caucasian	20%	42%
Multiple/other/unknown	8%	15%



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■ Paul L. Foster School of Medicine

🏠 Home

About Our School

Academic Catalog

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Department of Medical Education ▶

Departments

Faculty Affairs ▶

Graduate Medical Education ▶

LCME Accreditation ▶

Office of Medical Education ▶

PLFSOM Leadership

2021-2026 Strategic Plan

PLFSOM Strategic Plan

PLFSOM Strategic Plan

PLFSOM Mission Statement (LCME Standard 1)

The mission of the Texas Tech University Health Sciences Center El Paso Paul L. Foster School of Medicine is to provide exceptional educational and development opportunities for our diverse learning community, advance knowledge through research and innovation, and serve the needs of our border region and beyond.

PLFSOM Vision Statement (LCME Standard 1 -- queried in the DCI)

The vision of the Texas Tech University Health Sciences Center El Paso Paul L. Foster School of Medicine is to promote wellness and relieve suffering through excellence in clinical service, innovation, and leadership in border health care.

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GOAL 1. Excellence in Academics

Objective 1.1: Enhance and expand mission-focused student recruitment efforts (Aligned with TTUHSCEP Objective 1.1: Enhance student recruitment and improve student success)

Strategies	Metrics/Targets	LCME Standards
1.1.1 Implement an LCME-compliant enrollment expansion plan to reach 150 incoming students by AY 2026.	Metric: Number of new 1st-year students enrolled annually from AY 2021-26 Target: New MS1 matriculants: 117 (AY 2021), 124 (AY 2022), 131 (AY 2023), 139 (AY 2024), 148 (AY 2025), 150 (AY 2026)	4.1, 5.3, 5.4, 5.11, 5.12
1.1.2 Enhance efforts to recruit outstanding medical students that meet the school's mission and diversity goals by increasing awareness of the school, its mission, and its unique educational program.	Metric: Number of mission-oriented college recruitment events annually Target: Increase number of mission-oriented annual college recruitment events by 5% annually Metric: Number of secondary applications received annually Target: Increase number of secondary applications received by 5% annually Metric: Optimize CRM admissions platform to improve communications and engagement with prospective student applicants Target: Increase # of new profiles and recruitment communications by 5% annually Metric: Number of interviewed and enrolled: Hispanic/Latinx, El Paso del Norte region, border county, URM as defined by PLFSOM diversity mission statement Target: Increase number of interviewers by 5% annually Target: Review and update the admissions process, including applicant screening, interviewing, scheduling, and committee review in alignment with national best practices annually	3.3, 10.3, 10.6

Objective 1.2: Improve student success (Aligned with TTUHSCEP Objective 1.1: Enhance student recruitment and improve student success)

Strategies	Metrics/Targets	LCME Standards
1.2.1 Foster student success through proactive student services programming (Aligned with TTUHSCEP Strategy 1.1.5: Foster student success through proactive school based success programs, i.e., leveling courses, academic counseling.)	Metric: 4-year graduation rate Target: 4-year graduation rate of 85% by 2026 (national benchmark) Metric: 6-year graduation rate Target: 6-year graduation rate of 95% by 2026 (national benchmark) Metric: USMLE Step 1 first-time pass rate Target: USMLE Step 1 first-time pass rate at or above nationally-benchmarked projections (2019 AAMC MCAT Validity Data Report) Metric: USMLE Step 2-CK first-time pass rate Target: USMLE Step 2-CK first-time pass rate at or above nationally-benchmarked projections (2020 AAMC MCAT Validity Data Report) Metric: USMLE Step 2-CK score Target: USMLE Step 2-CK score at or above nationally-benchmarked projections (2020 AAMC MCAT Validity Data Report) Metric: Overall Residency match rate Target: Overall residency match rate at or above national average (NRMP Benchmark data) Metric: 3 first-time pass rate Target: USMLE Step 3 first-time pass rates at or above national benchmarks Metric: Remediation rate (number of students remediating 1 or more units, courses, or clerkships) Target: Average unit/course/clerkship remediation rates below comparative annual remediation rates for AY 2015-20 cycle Metric: Student satisfaction with Student Services programming (academic counseling, peer tutoring, student counseling services, accessibility services, etc.) Target: Student satisfaction with medical school support and services at or above the national average (AAMC Y2Q and GQ questionnaires)	10.1, 11.1

Objective 1.3: Promote student achievement through a commitment and dedication to continuous innovation in education and teaching (Aligned with TTUHSCEP Objective 1.3: Promote student achievement through a commitment and dedication to continuous innovation in education and teaching)



GOAL 1. Excellence in Academics

Objective 1.1: Enhance and expand mission-focused student recruitment efforts (Aligned with TTUHSCEP Objective 1.1: Enhance student recruitment and improve student success)

GOAL 2. Excellence in Clinical Affairs

Objective 2.1: Expand presence and programs

GOAL 3. Excellence in Research

Objective 3.1: Provide an environment to advance excellence in basic, clinical, translational and population health research

GOAL 4. Excellence in Outreach and Engagement

Objective 4.1: Enhance PLFSOM's mission-based regional-to-global outreach and engagement

GOAL 5. Excellence in Stewardship

Objective 5.1: Promote PLFSOM brand awareness, and actively cultivate the school's opportunities for development

GOAL 6. Excellence in Culture

Objective 6.1: Recruit, develop, and retain highly qualified and diverse leaders, faculty and staff to fulfill the teaching, clinical service and scholarship missions of the school

Strategies	Metrics/Targets	LCME Standards
6.1.1 Ensure adequate number of faculty and staff to support strategically identified academic areas	Metric: Needs assessment for faculty and staff to support the identified academic areas Target: Needs assessment to be completed by 2022 Metric: Number of faculty and staff to support the identified academic areas Target: Number of faculty and staff new hires aligns with the needs identified in respective academic areas	4.1
6.1.2 Invest in faculty and staff by providing professional development opportunities to support each person in reaching his/her greatest potential	Metric: Number of individuals trained in leadership and professional development programs Target: Increase the number of staff and faculty participating in formal and leadership and professional programs Metric: Number of faculty members participating in the Mid-Point Tenure and/or Promotion Review Target: Increase the number of faculty members participating in the Mid-Point Tenure and/or Promotion Review in comparison to the previous academic year	4.5
6.1.3 Retain highly valued faculty and staff by implementing programs that recognize faculty and staff	Metric: List of faculty and staff award recipients as awarded by TTUHSC El Paso and/or TTU System Target: Compilation of faculty and staff award recipients by 2022 Metric: Annual faculty and staff retention rates Target: Establish a baseline	4.1



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88th Texas Legislative Session (2023)



TTUHSC El Paso Focus

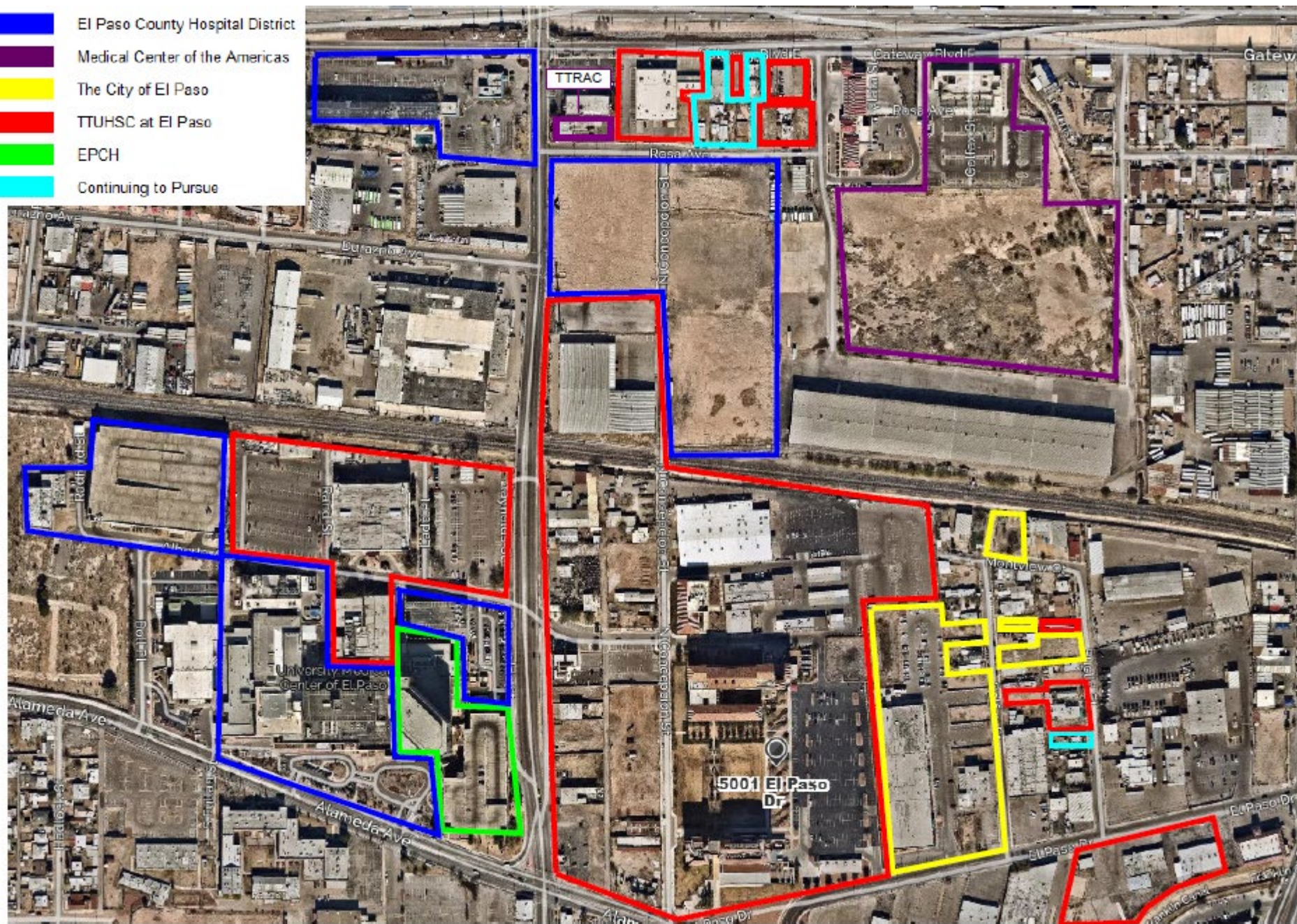
- Increase formula funding
- Additional funding for Texas Child Mental Health Care Consortium (TCMHCC)
- Community/Population Health COE
- Dental/primary care clinic building
- New clinic building (\$60M committed)



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- El Paso County Hospital District
- Medical Center of the Americas
- The City of El Paso
- TTUHSC at El Paso
- EPCH
- Continuing to Pursue



2022 RETREAT TOPICS SELECTED

The Faculty selected three topics drawn from the TTUHSC El Paso Values-Based Culture initiative:

- Service
- Accountability
- Advancement



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TOPIC #1: 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***



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Clinic:

1. Insufficient parking and transportation for patients
2. Staff turnover
3. Delays in patients receiving appointments
4. Slow computers in clinics and different clinic EMR systems

Institution:

1. Faculty with competing academic responsibilities
2. Faculty retention
3. Consistent communication between leadership and departments

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Suggested Solutions

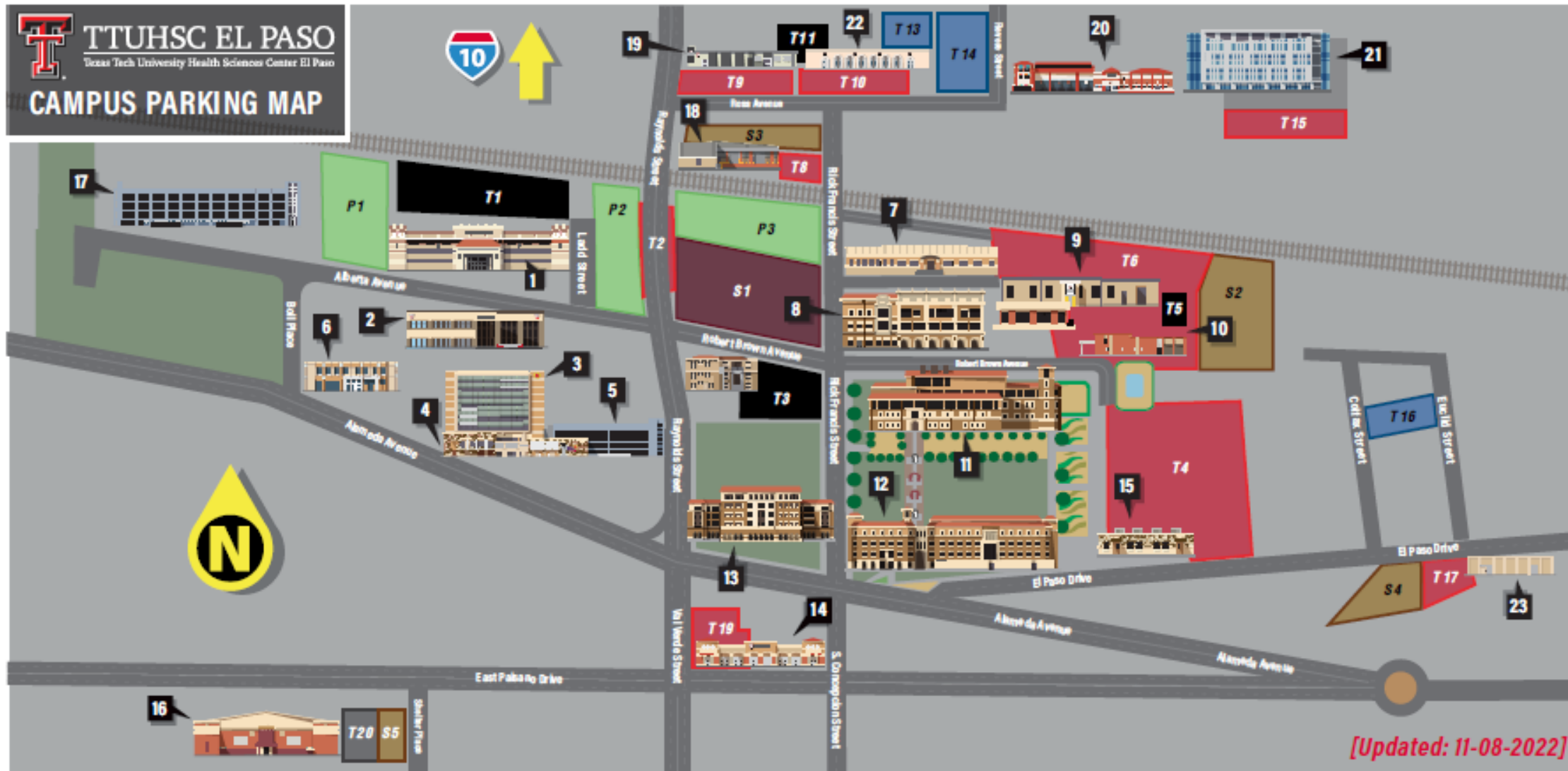
1. Competitive salaries to increase staff retention
2. Add additional parking for staff, faculty, and patients
3. Establish multiple TTUHSC El Paso clinics in the community
4. Integrate EMR systems
5. Improve communication between faculty and leadership
6. Schedule regular meetings between leadership and department faculty



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TTUHSC EL PASO
Texas Tech University Health Sciences Center El Paso
CAMPUS PARKING MAP



[Updated: 11-08-2022]

P1 West Patient Lot (4700 Alberta Ave.)
P2 East Patient Lot (4800 Alberta Ave.)
P3 Reynolds Patient Lot (200 Reynolds St.)

T1 North Clinic Lot
T3 Medical Sciences Bldg II (MSB II)
T5 Administrative Support Bldg (ASB) Canopy Area
T11 5010 Gateway East Blvd

T2 Reynolds Bridge Lot
T4 Medical Education Bldg (MEB)
T6 Administrative Support Bldg (ASB)
T8 Miles Lot
T9 Texas Tech Research Academic Center (TTRAC)
T10 4950 Gateway East Blvd
T15 Medical Center of the Americas (MCA)

T17 Facilities Services Bldg (FSB)
T19 Val Verde Street
T13 5016 Gateway East Blvd
T14 5026 Gateway E. Blvd | 5031 Rosa Ave.
T16 225 Euclid Street

T20 El Paso County Coliseum-Staff
S1 Robert Brown Avenue-MS3/MS4 lot
S2 Oral Health Clinic - Rear East Lot
S3 Tower Lot
S4 Facilities Support Building (FSB)
S5 El Paso County Coliseum-Students



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FY 22-23 Parking Fees and Refunds
Texas Tech University Health Sciences Center at El Paso

Zoned Parking for Faculty & Staff

Zone	Monthly	Annual
Black Zone	\$ 55.00	\$ 660.00
Black Zone Premium*	\$ 60.50	\$ 726.00
Red Zone	\$ 25.00	\$ 300.00
Red Zone Premium*	\$ 30.00	\$ 360.00
UMC	\$ 25.00	\$ 300.00
ADA Zone	\$ 18.00	\$ 216.00
Blue Zone	\$ 10.00	\$ 120.00
Silver Zone	\$ 8.00	\$ 96.00

Zoned Parking for Students

Zone	12 months	14 months	17 months
Brown Zone	\$ 96.00	\$ 112.00	\$ 136.00

Additional Fees	Monthly	Annual
Disability Parking	18	\$ 216.00
Two-Wheeler	4	\$ 48.00
Other	Fee	
Patient Parking	\$3/hour or \$10/day maximum; free with Texas Tech clinical appointment	
Contractor/Vendor	\$40/month or \$400/year	
Additional Permits	\$2.00	
Replacement of Non-transferable permit (w/identifiable remnants)	\$2.00	
Replacement of Transferable permit-1st replacement	\$5.00	
Transferable permit-2nd replacement	\$10.00	

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*Covered Parking Rate: Permit holder to be assessed up to an additional fee per month based on parking zone



TOPIC #2: 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***



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Concerns

1. Lack measures of key tasks, targets and achievements
2. Lack of defined leaders for key tasks (i.e., who's responsible)
3. Support staff overwhelmed, unable to take on higher-level tasks
4. 20% of faculty don't agree we are seeking excellence in the workplace



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Suggested Solutions

1. Establish Key Performance Indicators (KPI) for key tasks in departments with targets, goals, specifications and feedback
2. Develop leaders within a department to become responsible for monitoring each KPI model
3. Disseminate point of contact hierarchy chart



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Faculty Bylaws: PLFSOM Standing Committees

- Medical School Admissions
- Curriculum and Educational Policy
- Student Grading and Promotion
- Graduate Medical Education
- Student Affairs
- Continuing Medical Education
- CFAPTA
- ***Clinical Affairs***
- Diversity
- Research
- Faculty Grievance and Hearing Committee
- Physician and Student Well Being
- Ad Hoc



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8. Committee on Clinical Affairs

a. Membership: The Committee shall consist of members of the PLFSOM Voting Faculty, to include **one representative from each department**. All members from clinical departments must be **active clinician faculty members**. Members will serve three (3)-year terms, with an option to serve additional terms. The Associate Dean for Clinical Affairs, the Chief Health Informatics Officer and the Vice President for Clinical Administration will be *ex-officio* (non-voting) members.

b. Leadership: This committee **will report to the Faculty Council**. The chair shall be elected annually by committee members.

c. Charge: The committee shall **review the policies and matters regarding the clinical enterprises at the PLFSOM**. The Committee reviews clinical practices at the PLFSOM to advise the Dean or the Dean's designee on the issues that need attention, including clinical enterprise planning, health information technology initiatives and long-term space planning. The committee will **serve as a communication body between the Faculty Council and the Clinical Operations Committee regarding the management and operation of the PLFSOM clinics**. The committee will receive semi-annual reports regarding the Medical Practice Income Plan and Texas Tech University Health Sciences Center El Paso Ambulatory Clinics. The committee **will also provide feedback to the Dean and the Faculty Council regarding the clinical activities of the faculty in all clinical settings as related to the overall institutional mission, including the integration of clinical education and clinical research**.

Committee on Clinical Affairs

Last Name	First Name	Degree	Academic Rank	Department	Committee Position	Term Start Date	Term Expiration Date
<i>The committee chair shall be elected annually by the committee members, per Faculty Bylaws.</i>					Chair		
Crawford	Scott	M.D.	Associate Professor	Emergency Medicine	Committee Member	11/15/2022	11/15/2025
Sepulveda	Sarah	M.D.	Assistant Professor	Family & Community Medicine	Committee Member	11/15/2022	11/15/2025
Catinella	Peter	M.D.	Associate Professor	Family Medicine - TM	Committee Member	11/15/2022	11/15/2025
Elhanafi	Sherif	M.D.	Assistant Professor	Internal Medicine	Committee Member	11/15/2022	11/15/2025
Kohli	Maanit	M.D.	Assistant Professor	Internal Medicine - TM	Committee Member	11/15/2022	11/15/2025
Campos	Rebecca	M.D.	Assistant Professor	Medical Education	Committee Member	11/15/2022	11/15/2025
Piriyawat	Paisth	M.D.	Associate Professor	Neurology	Committee Member	11/15/2022	11/15/2025
Radtke	Steven	M.D.	Assistant Professor	OB/GYN	Committee Member	11/15/2022	11/15/2025
Lavezo	Jonathan	M.D.	Assistant Professor	Pathology	Committee Member	11/15/2022	11/15/2025
Villanos	Maria Theresa	M.D.	Associate Professor	Pediatrics	Committee Member	11/15/2022	11/15/2025
Walker	Sarah	M.D.	Assistant Professor	Surgery	Committee Member	11/15/2022	11/15/2025
<i>Vacant - No nominations submitted by department</i>				Anesthesiology			
<i>Vacant - No nominations submitted by department</i>				MTM			
<i>Vacant - No nominations submitted by department</i>				Orthopaedic Surgery & Rehabilitation			
<i>Vacant - No nominations submitted by department</i>				Psychiatry			
<i>Vacant - No nominations submitted by department</i>				Radiology			



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PLFSOM Standing Professional Staff Committees

- ***Clinical Operations Committee***
- Medical Records Committee
- Clinic Managers Committee
- Risk Management Committee
- Professional Liability Committee
- Credentials Committee
- Infection Control Committee

PLFSOM Ad Hoc Committees

- Bylaws Committee



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A. Clinic Operations Committee

1. Appointment of members: The members of the Clinic Operations Committee shall be appointed by the Dean.
2. Reporting: The Clinic Operations Committee reports to the Dean, PLFSOM
3. Chairperson: The Associate Dean for Clinical Affairs or designee, who shall serve as the Chairperson of the Clinic Operations Committee and shall serve as an officer of the Professional Staff, as provided in Article IX, Section B (3).
4. Composition: The Clinic Operations Committee shall consist of:
 - a. one Medical Director/Clinic Director of each of the following Clinical Services shall serve as ad hoc members:



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5. Duties: The committee is the primary practice element responsible for monitoring and promoting the quality and operational efficiency of the PLFSOM Ambulatory Clinics. The duties of the Clinic Operations Committee shall be to:
- a. Receive activity reports from committees and implement recommended changes when appropriate or recommend changes to the MPIP Policy Committee;
 - b. Develop and/or approve patient care policies for the Ambulatory Clinics that are consistent with the current standards of practice and accreditation requirements; review matters relating to legal and professional conduct as it pertains to clinical operations of the PLFSOM, its Ambulatory Clinics and support staff and make recommendations as appropriate.
 - c. Monitor Quality Assessment & Improvement, Infection Control and Risk Management Program;
 - d. Recommend appropriate actions and resolutions of identified problems within the Ambulatory Clinics;
 - e. Perform such other duties as requested by the Dean



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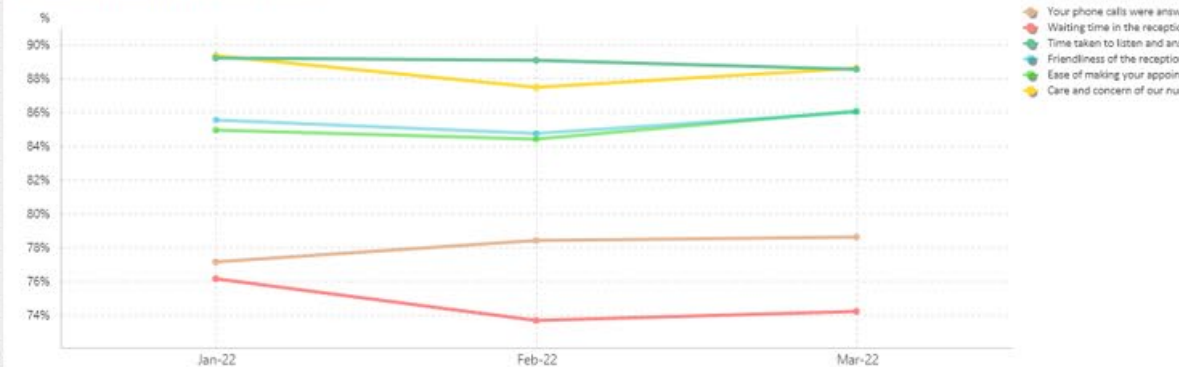
QUESTIONS	% Promoters	WORST 5 QUESTIONS	% Detractors
Time taken to listen and answer your questions	89%	Waiting time in the reception area	12%
Care and concern of our nurses/medical assistants	88%	Your phone calls were answered promptly	7%
Friendliness of the receptionist upon your arrival	85%	Ease of making your appointment	5%
Ease of making your appointment	85%	Friendliness of the receptionist upon your arrival	5%
Your phone calls were answered promptly	78%	Time taken to listen and answer your questions	5%



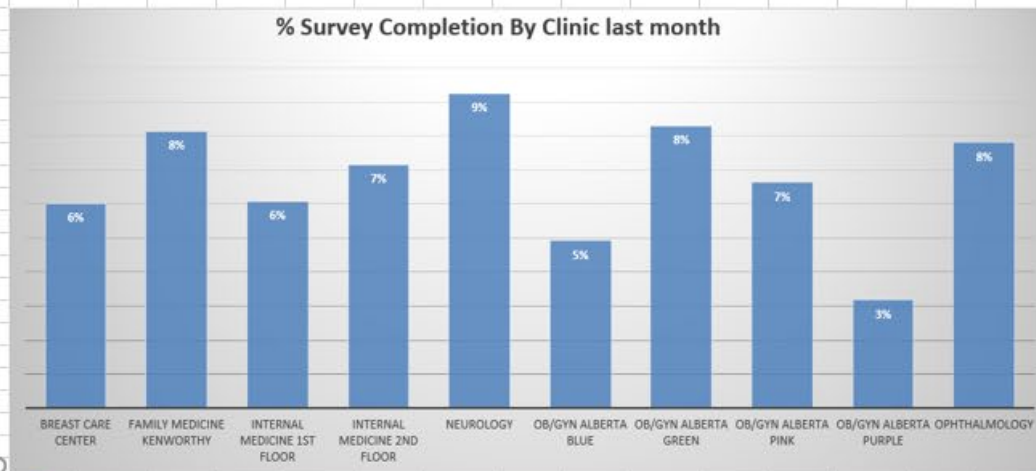
Net Promoter Score and NPS are registered trademarks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.
 Calculated based on responses to: "How likely is it that you would recommend our practice to friends/family?"
 Responses of 9 or 10 are called "Promoters", 0-6 are called "Detractors", 7 or 8 are deemed "Neutral". NPS = %Promoters - % Detractors

Net Promoter Score (NPS):
 Survey asks patient to rate on scale of 1-10, "How likely is it you would recommend our practice"
 Responses of 9-10 are "Promoters"
 Net Promoter score is % of patients who rated 9-10 on the question.

% Promoter Responses by Standard Question



% Survey Completion By Clinic last month



Please note that this graph reflects a smaller percent of change than prior instances because the system is counting both email and text. When sent we utilize both mediums, email and text. However, when responded to by the recipient only one answer is allowed.



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Location	Section	Question	Total Completed Surveys	% Responses of Promoters	% of 'Excellent' Responses	% of 'Very Good' Responses	% of 'Good' Responses	% of 'Fair' Responses	% of 'Poor' Responses
Internal Medicine 1st Floor	Appointment	Ease of making your appointment	163	84.8%	60.4%	24.4%	8.5%	4.9%	1.8%
Internal Medicine 1st Floor	Appointment	Waiting time in the reception area	155	73.1%	49.4%	23.7%	15.4%	5.1%	6.4%
Internal Medicine 1st Floor	Communication	Your phone calls were answered promptly	139	80.7%	49.3%	31.4%	12.9%	2.9%	3.6%
Internal Medicine 1st Floor	Provider	Time taken to listen and answer your questions	158	86.2%	68.6%	17.6%	8.2%	3.8%	1.9%
Internal Medicine 1st Floor	Staff	Care and concern of our nurses/medical assistants	159	86.9%	65.6%	21.3%	10.0%	1.9%	1.3%
Internal Medicine 1st Floor	Staff	Friendliness of the receptionist upon your arrival	158	82.4%	55.3%	27.0%	13.8%	3.8%	0.0%
Internal Medicine 2nd Floor	Appointment	Ease of making your appointment	386	80.5%	61.0%	19.5%	12.6%	4.4%	2.6%
Internal Medicine 2nd Floor	Appointment	Waiting time in the reception area	362	75.4%	50.5%	24.9%	10.9%	7.1%	6.6%
Internal Medicine 2nd Floor	Communication	Your phone calls were answered promptly	330	78.9%	52.1%	26.8%	15.4%	4.2%	1.5%
Internal Medicine 2nd Floor	Provider	Time taken to listen and answer your questions	375	87.0%	68.2%	18.8%	7.2%	2.1%	3.7%
Internal Medicine 2nd Floor	Staff	Care and concern of our nurses/medical assistants	370	87.4%	67.5%	19.9%	6.7%	3.8%	2.2%
Internal Medicine 2nd Floor	Staff	Friendliness of the receptionist upon your arrival	367	82.8%	55.9%	26.9%	8.9%	4.6%	3.8%



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TOPIC #3: ADVANCEMENT

Improve the institution through creativity and discovery

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

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Concerns

- Finding a mentor “can take years”
- Application for promotion can be daunting
- Salary disparities with promotion
- Lack of incentives, recognition, and awards



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Suggested Solutions

1. Expand mentorship at department level and assign a mentor upon hire
2. Upon promotion, match new salary to similar national/state academic institutions
3. Campus-wide involvement to encourage collaboration between departments
4. School-based intramural funding
5. “Nuts and bolts” assistance during promotion application process



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Season's GREETINGS



Rick and Bobette Open House



MERRY
CHRISTMAS



December 11th
Sunday, 3-5 pm

