FCM Faculty Meeting & Awards
Tuesday, July 9th, 2019
Agenda

1. State of the Department – Dr. Roger Zoorob
2. Faculty Awards Presentation – Dr. Roger Zoorob
3. Faculty Survey Faculty Development Action Plan – Dr. Huang, Dr. Juneja, Dr. Salemi
4. Mosaic Update – Sara Rahman
State of the Department FY15 – FY19
Family and Community Medicine
Roger Zoorob MD, MPH, FAAFP
Thank you!!!
Departmental Growth

Overall

- Ranked 4th on primary care and 13th nationally in the U.S. News & World report
- Administrative office space face lift
- Administrative staff expansion

Personnel

- 16% growth in personnel over the last 5 years
- An additional 3% growth in the next 3 months with new faculty and staff hires.

Financial

- 10% growth in Medical Services Revenue
- 80% growth in Research funding
- 22% growth in overall department revenue
Faculty Development

Promotions

- 10 faculty promotions in the last 5 years.
  - 8 female faculty members
  - 3 to Assistant Professor
  - 6 to Associate Professor
  - 4 Research faculty
  - 5 Clinical faculty
- The Department has added the roles of Director and Associate Director of Faculty Development.
Faculty Development

Education Opportunities

New courses and training offered:

- Primary Care Update
- ALSO Course
- STFM Faculty Development workshop
- Tobacco Cessation training
- Alcohol Screening Brief Intervention training

Over 80 hours of free CME offered by the department with over 2500 faculty members participating in the educational opportunities over the last 5 years!
Involvement in Teaching

- 10-15 faculty each year are involved in student mentoring (Learning Community Advisors or Directors)
- 10-15 faculty each year serve as PPS facilitators
- Over 80 faculty per year have been serving as Preceptors for PPS, Clerkship, Electives, etc. and the FCM compensation plan rewards these faculty through the Z component.

Involvement in UME leadership

- 14 faculty in various UME leadership roles – Site directors, Course directors, Lecturers, Admissions Committee members, Sub-internship directors, Elective directors, etc.
- Dr. Alicia Kowalchuk has been serving as the Chair of the College’s Curriculum Committee.
- The department added a role of Elective director – Dr. Anjali Aggarwal
The residency program currently has full ACGME accreditation with no citations.

Residents entering the program have gotten stronger over the years. This past year, the lowest matched resident of 7 total was number 14 on our list.

The program has received approval from ACMGE to permanently increase the size of the residency from 18 residents to 24 residents and has secured additional funding from the State Coordinating Board to support 2 of those slots.

Additional residency stipend support was secured from the VA Hospital to bring total supported resident positions to 21.
Research Mission

Grant revenues

Changes in Direct Revenues FY15 - FY19

40% growth in 5 years
Research Mission

Scholarly work

In the last 5 years...

- Over 115 grant submissions
- 34 succinct grants funded
- 30% success rate in getting grants funded
- Over 240 publications by our faculty
Clinical Mission

Patients served over the years

<table>
<thead>
<tr>
<th>Location</th>
<th>Total # of patients from FY15 - FY19</th>
<th>Average # of patients per year</th>
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</thead>
<tbody>
<tr>
<td>Harris Health Clinics</td>
<td>1,200,423</td>
<td>240,085</td>
</tr>
<tr>
<td>Faculty Group Practice (Private Clinics)</td>
<td>188,119</td>
<td>37,624</td>
</tr>
<tr>
<td>Healthcare for the Homeless</td>
<td>169,204</td>
<td>33,841</td>
</tr>
<tr>
<td>Other community partners (SMH, HHS Homeless, San Jose)</td>
<td>69,687</td>
<td>13,937</td>
</tr>
<tr>
<td><strong>TOTAL Patient visits</strong></td>
<td><strong>1,627,433</strong></td>
<td><strong>325,487</strong></td>
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</tbody>
</table>

Over 1.9 Million patients served by our faculty and staff over the last 5 years!
Clinical Mission - FGP

Medical services revenues

- 28% growth in revenue
- Increased services provided: Behavioral Health, Weight Management clinic, Sports Medicine; Tobacco cessation
- Added new location: River Oaks Clinic
Clinical Mission - Community

Community Involvement

- Hurricane Harvey
- Deer Park chemical fire

Harris Health Involvement

- Healthy Heart Healthy You – Hypertension project
- Opening of Food bank at Strawberry.
- Pediatric Redesign project
- Breast Feeding project to obtain Baby Friendly designation
- Increased Women's health services at NWC - relocation from City Clinic
- EPIC roll out involvement with EPIC super user roles
Clinical Mission - Community
Quality Improvement Initiatives

Results from improvement efforts:

- CRC screening rates increased by 34%
- Diabetes eye exam rates increased by 48%
- Diabetes foot exam rates increased by 23%
Future of Family & Community Medicine

What’s next?

- Clinical initiatives
- Research
- Education and faculty development
- Initiatives driven by results of faculty survey
Growth Opportunities and Promotion/Tenure

- Establishment of the Office of Faculty Development (OFD) for the department.

- Provide regular communication on topics of faculty development to increase awareness and visibility of opportunities.

- Provide guidance and mentorship

- Conduct Society of Teachers of Family Medicine (STFM) training on how to teach to 30 faculty directly involved in education.

- Consider a part time faculty development fellowship
Future of Family & Community Medicine
What’s next? - Faculty Survey driven initiatives

Clinical Practice

- Institute routine smaller group meetings with faculty
- Protection of education related FTE
- Details regarding compensation and effort to faculty
HH Contract Negotiations Update

• Consulting group on site in late May; the Chairs, Chiefs, and Administrators were invited to large group and small group sessions.

• BCM legal team and consultants used this feedback to help them in mocking up another draft of the Harris Health contract which has been sent back to Harris Health about 2 weeks ago.

• The attorneys representing Harris Health reached out to BCM, and both groups’ attorneys have weekly discussions to help move things to closure.
Questions and Comments
FY19 Department Faculty Awards

Dr. Roger Zoorob
Outstanding Clinician Award

Excellence demonstrated in:
- Distinguished Service
- Patient satisfaction
- Positive quality indicators
- Innovation in clinical care
- Number of patients served

Baylor College of Medicine
Outstanding Clinician Award

Nihita Shah, MD
Outstanding Clinician Award

Melissa Johnson, FNP
Outstanding Educator Award

Excellence in:

Evaluations of teaching
Evidence of curriculum development
Leadership in education
Outstanding Educator Award

Ann Gotschall, MD
Outstanding Educator Award

Nidhi Mehrotra, MD
Outstanding Researcher Award

Excellence in:

Quality and quantity of scholarly work including publications and funding
Outstanding Researcher Award
Sandra Gonzalez, PhD, LCSW
Outstanding Researcher Award

Jason Salemi, PhD, MPH
Outstanding Service Award

Excellence in:
Service in any domain
Adding a new line of work
Excellence in clinical education or other areas
Outstanding Service Award

Peter Jian, MD
Outstanding Service Award

Thomas Porter, MD
Chair’s Recognition Award

Outstanding service, leadership, and dedication to the Department of Family and Community Medicine
Chair’s Recognition Award

Fareed Khan, MD
Congratulations!
Office of Faculty Development
Overview of a new departmental initiative
The Why

A CLEAR OPPORTUNITY FOR IMPROVEMENT IDENTIFIED BY YOU ON THE 2018-19 AAMC FACULTY SURVEY

- 52% of department faculty completed the survey; of the respondents:
  - 81% of faculty reported being interested in opportunities for new roles and responsibilities; however, only about half of faculty were satisfied with the pace of professional advancement and opportunities for professional development
  - More than half of faculty reported that path to promotion in rank was either unclear, unreasonable, or without adequate support
The Who

- A new departmental Office of Faculty Development (OFD) was developed with leadership from clinical, education, and research areas.

- Initial charge was to make progress on these departmental opportunities for improvement and to advance the overall quality of faculty development.
What WE did (initially)
We followed up with **YOU** for clarification

**OPEN-ENDED QUESTIONS TO ELICIT FURTHER DETAIL ON HOW YOU PERCEIVE THE PROBLEM AND THINGS YOU WOULD LIKE TO SEE IN RESPONSE**

- 27 faculty responded
  - CHP: Harris Health Community Clinics (22)
  - FGP: Family Medicine Private Clinics (3)
  - Research (2)
What **YOU** said

**PROMOTION AND TENURE REQUIREMENTS**

- Provide faculty with reminders, emails and biannual/quarterly updates on topics of faculty development to **increase awareness and visibility of opportunities**. Keep it simple with links and notifications.

- Provide not only access to promotion guidelines, but also **mentoring and guidance** on activities like CV development, applying for awards, and engaging in scholarly activities.

- Provide CV **workshop sessions and one-on-one mentoring periodically** (e.g., annually), to include a review of all promotion materials prior to departmental committee review.
What YOU said

FACULTY DEVELOPMENT

- Ensure the availability of faculty mentors **knowledgeable** with the promotions process to guide the selection of faculty development activities while being **realistic** about the time allotted to engage in such activities.

- **Start** assessment and consultations **early** so that faculty can make short- and long-term plans to ensure timely completion of faculty development activities that enhance the likelihood of promotion.

- Increased **access to develop competencies and collaborate** with others in their area of interest.
5-point action plan

ACTIVITY #1

Promote and develop policies that support and reward excellence, recognize innovation and scholarship, and improve resources (e.g., *workshops and seminars*) for both junior and senior faculty members.
Mentor junior faculty to identify gaps and opportunities to improve chances of promotion and allowing faculty to create individual pathways of professional development.
5-point action plan

ACTIVITY #3

Implement a mid-promotion process and provide **timely** oral/written **feedback** to faculty applicants with regard to their progress toward promotion.
Provide consultation to administration and faculty regarding the Faculty Appointments and Promotions Institutional Guidelines.
5-point action plan

ACTIVITY #5

Work with junior faculty to develop scholarly products and enhance their scientific potential.
We have learned...

- We know some previous faculty development initiatives and personnel have been less-than-effective

- We have brought together a team that *genuinely cares* about empowering you to succeed

- We are trying to set *realistic and accurate expectations*

- We realize we already have access to college-level and external resources and are trying to *increase your awareness of and access to existing tools*

- We also realize we can *develop* supplementary workshops and tools *from within the department*
What the OFD process might like for you

I.AM. Pathway
Individual Advancement and Mission
Step 1. Begin by creating a current CV based on BCM guidelines. This CV is needed anyways for yearly performance review. This will allow the opportunity to get to know you and provide feedback on CV development.

Step 2. Select a conduit of development based on your work location and contact the person assigned to your primary focus and mission area (research, education, clinical care). (Dr. Salemi - Research faculty; Dr. Juneja - CHP faculty; Dr. Huang - Residency and FGP faculty)

Step 3. The designated OFD mentor will work with you to situate the first meeting to focus on ‘gap identification’, provision of resources (e.g., promotion guidelines), and to help identify internal and external resources and activities that will enhance your portfolio.

Step 4. Utilize ‘follow-through’ meetings to track your progress, provide additional consultation, and refine realistic timelines related to promotion (e.g., mid-tenure review). The ultimate utility of these meetings will depend on your assuming responsibility for pursuing the level of excellence required to achieve promotion and/or tenure.

Step 5. As you accumulate the evidence required to demonstrate excellence in your focus areas for promotion, you will meet with OFD leadership to brainstorm the most effective way to package your final portfolio, and to approve you are ready for departmental review.

Step 6. The final package will be submitted by the OFD to the Departmental Faculty Advancement and Promotion (FAP) committee. If approved, the department will request the final piece of your application: a formal letter of support by the Chair (Dr. Zoorob).

Step 7. Submission of your application to the appropriate college-level (sub)committees.
Upcoming OFD activities

Faculty Development Workshop

1. Scholarly Activity: What It Is and How to Do It
2. Giving Effective Lectures and Presentations
3. Curriculum Design: Planning, Implementation, and Evaluation
4. Working With Learners in Difficulty
Please don’t hesitate to contact us

If you want to find out about more teaching or education opportunities...

Dr. Huang

If you have a clinical research idea...

Dr. Salemi

If you want to do a quality improvement project at your clinical site

Dr. Juneja

Dr. Varadarajan

If you want to apply for a Faculty Award for...

Excellence in Education (Norton Rose Fulbright)

Dr. Huang

Excellence in Patient Care

Dr. Juneja
Mosaic – Updates

- Success Factors is scheduled to roll out on August 4th

- MFA token will be required to access SuccessFactors in any non-BCM work location, you can register through IT

- Success Factors will impact:
  - Time Management - leave requests
  - BCM Trainings
  - Management of personal information including banking, benefits, ADP, etc.
Time Management

- Approval of timesheet will be automatically done in SuccessFactors, unless exception time is recorded.
- Exception time includes vacation, sick, jury, overtime, volunteer day, etc.
- Time will be submitted weekly rather than bi-weekly. Personnel will still be paid bi-weekly.
- Time entry, time off requests and approvals can be completed using SuccessFactors mobile functionality.
Key Time Management Changes

- **Time Off Requests**
  - Time off requests will be submitted and approved within SuccessFactors.
  - Employees and supervisors will have **real time visibility to vacation and sick balances**.
  - Employees and supervisors will have visibility into team vacation schedules.
  - QGenda will continue to be used by clinical faculty for time off requests, the information will be transferred to SuccessFactors.

- **Leave of Absence Requests**
  - Entered into SuccessFactors by an employee and/or supervisor, automatically routed to HR Leave Administration for management.
  - Once approved, a notification will be sent to the employee’s Supervisor and Department Administrator regarding the leave.
Trainings

- Trainings will be offered to employees to learn basic navigation of SuccessFactors.
- Additional training will be offered for time approvers and employees who will be required to submit timesheets in the future from July 10th- August 9th More info to come
- Online, self-paced training is available for all employees to learn more about making personal updates:
  - Performing ESS
  - Accessing the new learning system (LMS)