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# FCM Faculty Meeting & Awards

Tuesday, July 9<sup>th</sup>, 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





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State of the Department FY15 – FY19  
Family and Community Medicine  
Roger Zoorob MD, MPH, FAAFP

Thank you!!!

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# Departmental Growth

## Overall

- Ranked 4<sup>th</sup> on primary care and 13<sup>th</sup> 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!



# Education Mission - UME

## 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

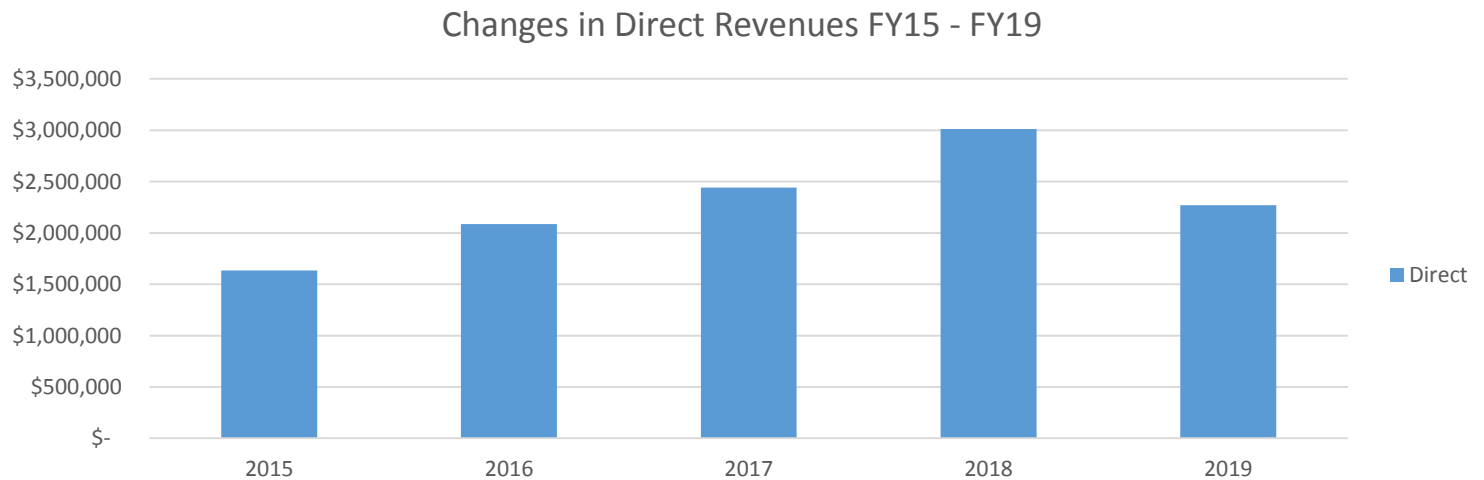


# Education Mission - GME

- 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



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

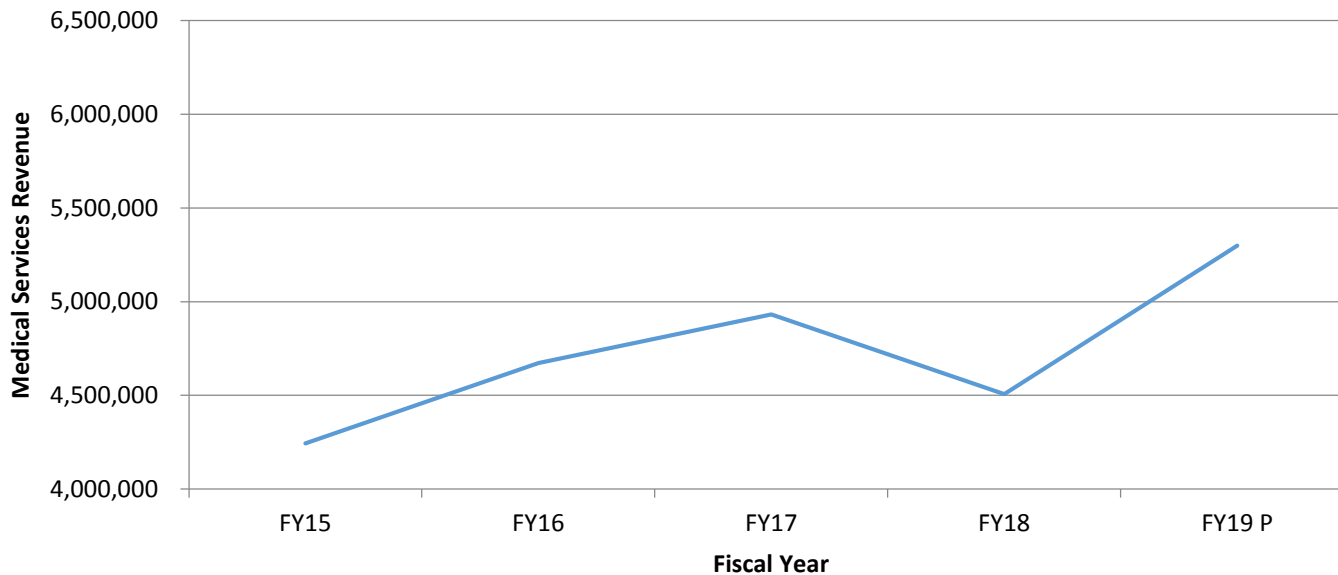
Patients served over the years

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

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

# Future of Family & Community Medicine

What's next? - Faculty Survey driven initiatives

## 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



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# 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

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# Outstanding Clinician Award

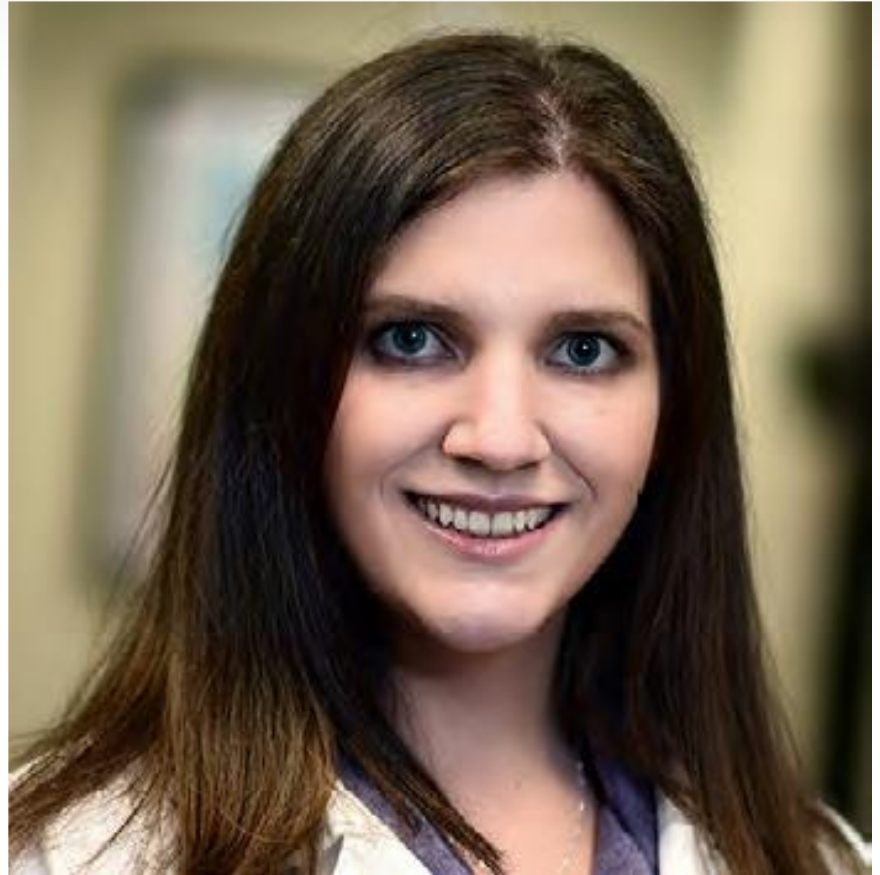
Nihita Shah, MD





# Outstanding Clinician Award

Melissa Johnson, FNP



# Outstanding Educator Award

Excellence in:

Evaluations of teaching

Evidence of curriculum development

Leadership in education

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# 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

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# Outstanding Researcher Award

Sandra Gonzalez, PhD, LCSW



# Outstanding Researcher Award

Jason Salemi, PhD, MPH



# Outstanding Service Award

Excellence in:

Service in any domain

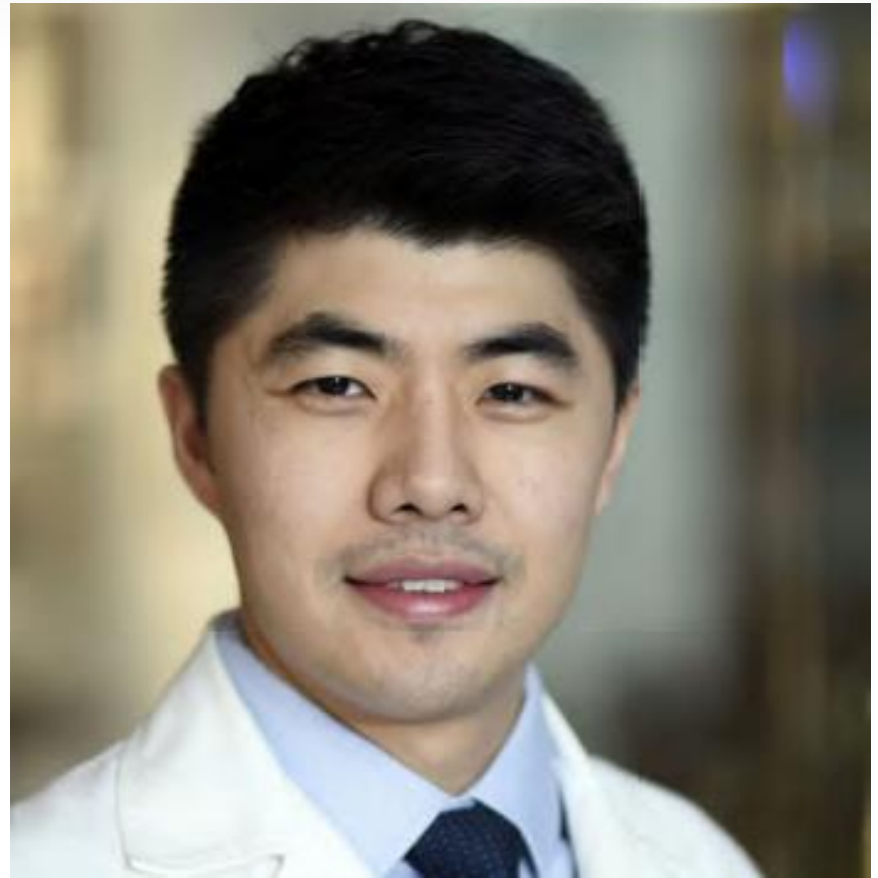
Adding a new line of work

Excellence in clinical education or other areas

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# 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

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# Chair's Recognition Award

Fareed Khan, MD



A celebratory graphic featuring a bright yellow sun with rays, white and blue waves, and the word 'Congratulations!' in black text.

Congratulations!





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# 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:
  - o 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
  - o More than half of faculty reported that **path to promotion in rank was either unclear, unreasonable, or without adequate support**

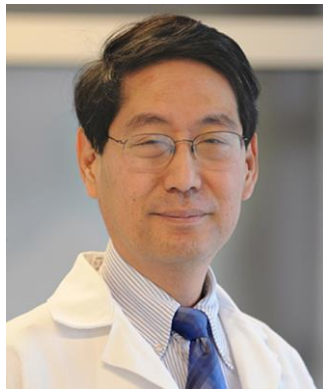
# The Who

- 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

## Departmental Office of Faculty Development



**Roger J. Zoorob, MD, MPH**  
Professor and Chair



**William Huang, MD**  
Associate Professor  
Vice Chair of Education



**Jason L. Salemi PhD, MPH**  
Associate Professor  
Director of Faculty Development



**Malvika Juneja MD**  
Associate Professor  
Asc. Director of Faculty Development

## Departmental Resource Affiliations



**Mohamad Sidani, MD, MS**  
Professor  
Vice Chair for Clinical Services



**Eric Warwick, MD**  
Associate Professor  
FCM Residency Director



**Shruti Varadarajan, MD**  
Assistant Professor  
Director of Quality and  
Community Contracts



**Fareed Khan, MBBS**  
Associate Professor  
Vice Chair for Community  
Health Programs



**Hamisu Salihu, MD, PhD**  
Professor  
Vice Chair for Research



# 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
  - o CHP: Harris Health Community Clinics (22)
  - o FGP: Family Medicine Private Clinics (3)
  - o 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.

# 5-point action plan

## ACTIVITY #2

**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.

# 5-point action plan

## ACTIVITY #4

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.A.M. 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.





RANGE OF OPPORTUNITIES

Opportunities at Baylor College of Medicine

FIND OUT MORE

Resources to Publish/Present

FIND OUT MORE

Faculty Awards & More

FIND OUT MORE

Faculty Promotion & Advancement

FIND OUT MORE

AWARDS

Fullbright Excellence Award

FIND OUT MORE

Clinical Awards

FIND OUT MORE

Clark Faculty Award

FIND OUT MORE

Professionalism Awards

FIND OUT MORE

CONFERENCES

STFM

FIND OUT MORE

NAPCRG

FIND OUT MORE

AAFP

FIND OUT MORE

Baylor CME

FIND OUT MORE

Departmental Grand Rounds

FIND OUT MORE

PROMOTION POLICIES AND PROCEDURES

Promotion Procedures

FIND OUT MORE

Promotion Requirements

FIND OUT MORE

Guidelines

FIND OUT MORE

CV Baylor Format

FIND OUT MORE

Promotion Request Form

FIND OUT MORE

Promotion Portfolio

FIND OUT MORE

# Upcoming OFD activities

## Faculty Development Workshop

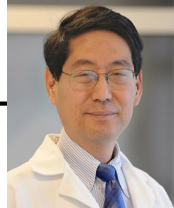


1. Scholarly Activity: What It Is and How to Do It
2. Giving Effective Lectures and Presentations
3. Curriculum Design: Planning, Implementation, and Evaluation
4. Working With Learners in Difficulty



# 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



Dr. Juneja

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

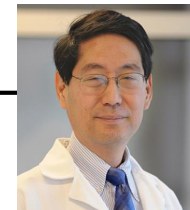


Dr. Varadarajan

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



**Excellence in Education**  
(Norton Rose Fulbright)



Dr. Huang



Dr. Juneja

**Excellence in Patient Care**



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# Mosaic Updates

Sara Rahman

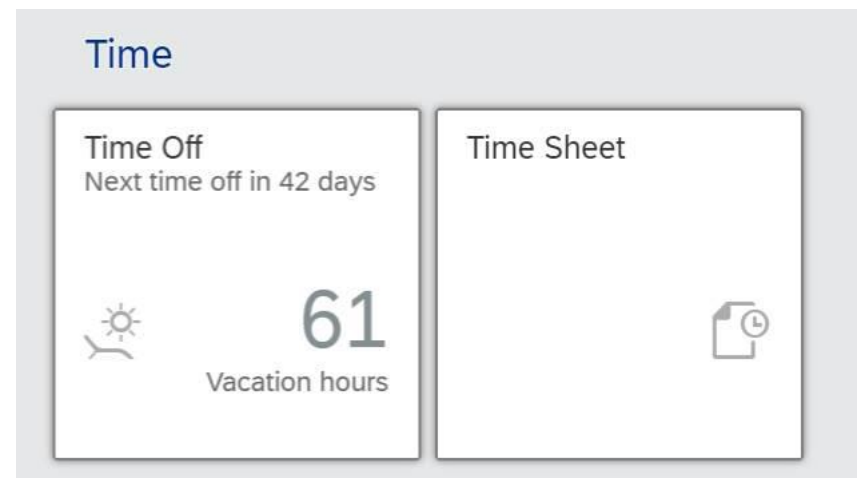


# Mosaic – Updates

- Success Factors is scheduled to roll out on August 4<sup>th</sup>
- 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 10<sup>th</sup>- August 9<sup>th</sup> 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)