

## Faculty Steering Committee MINUTES

Thursday, December 17, 2015 • 12:00pm- 1:30pm • Daly Board Room, MS 186

<i>Topic</i>	<i>Presenter</i>	<i>Discussion</i>	<i>Action Item/Resolution</i>
<b>1. Call to Order</b> -Approval of Minutes from November 2015	Emily Walvoord	The meeting was called to order at 12:03 PM.	■ Minutes were unanimously approved
<b>2. Dean's Report</b>	Steve Bogdewic	<p>*Presentation attached</p> <p>Steve Bogdewic updated the committee on the work of the Enterprise Alignment endeavor between the School of Medicine and IU Health. The work has primarily driven a new Funds Flow and Physician Model. There was some concern by the committee with regard to communication of the implementation plan for both of these efforts. Communication tools are being developed and will be distributed once they are finalized.</p> <p>Additional Announcements:</p> <p>*Himanshu Shah, MD named Chair, Department of Radiology</p> <p>*Jamie Dimond, MBA named Executive Associate Dean, Finance &amp; Administrative Services</p> <p>*Bruce Lamb, PhD named Director, Stark Neurosciences</p>	■ Communication tools will be distributed to the FSC/FA members as soon as available
<b>3. Committee Report</b> a. Lecturer & Clinical Rank Faculty	John Christenson	<p>*Report attached</p> <p><i>Question:</i> What materials are needed for a preliminary review? <i>Answer:</i> Most cases a CV is sufficient</p> <p><i>Question:</i> What is considered scholarly activity? <i>Answer:</i> That is a point of extensive discussion by the reviewers each year. The number of papers and the impact of those are considered. Electronic only journals are considered acceptable.</p> <p><i>Question:</i> Do you have a feel of what our 5 year trend is? How many are submitting annually? What's the difference between the tenure track and clinical track? <i>Answer:</i> Emily Walvoord will provide those statistics. Another resource is the State of the Faculty report is now available on <a href="http://faculty.medicine.iu.edu">faculty.medicine.iu.edu</a></p>	
<b>4. Announcements</b>	Alan Ladd	The Nominations Committee has been formed and will begin their work in January to construct a ballot for the faculty election based on the results from the preferences sheet.	
<b>5. Questions and Adjournment</b>	Alan Ladd	The meeting was adjourned at 12:50 PM. A full recording of this meeting is available upon <a href="#">request</a> .	

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# IU Health & IU School of Medicine

## Enterprise Alignment Update

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Indiana University Health



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# Update – Enterprise Alignment

- Three work streams:
  - Vision and Goals
  - Indianapolis Physician Model
  - Funds Flow Model



# Straw Model Enterprise Vision

## Vision Statement:

*We will lead the transformation of healthcare through quality, innovation and education and make Indiana one of the nation's healthiest states.*



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# Straw Model Enterprise Goals

## Ten Year Goals:

1. Improve the health of patients and communities across Indiana
2. Provide world-class care for patients with severe and complex illness
3. Prepare the next generation of healthcare professionals for leadership in new models of care delivery
4. Accelerate discovery, development and implementation of better therapies and care delivery models
5. Ensure a thriving enterprise



# Two Remaining Work Streams

- Indianapolis Physician Model Design Team work concludes
  - Recommendation for Indianapolis Physician Model moves forward to Enterprise Team
- Funds Flow Model
  - Completed assessment of current state
  - Recommended new methodology that's simpler to understand



# Indianapolis Physician Model Design

## Team

- **Jonathan Gottlieb, IUH EVP & CMO**
- **Steve Bogdewic, IUSM Executive Vice Dean**
- Andrew Nigh, IUH BU West CMO
- Anne Gilbert, IUHP Psychiatry / Behavioral Health
- Dave Ingram, Medical Executive, Pediatrics
- Doug Puckett, IUH BU West CEO
- Gary Dunnington, IUSM Department Chair, Surgery
- Greg Kiray, IUHP Primary Care SL Leader
- Herb Buchanan, IUH Adult AHC BU CEO
- John Fitzgerald, IUHP CEO / IUSM EAD for Clinical Affairs
- John Goble, IUH BU North CEO
- Kevin Gebke, IUSM Department Chair, Family Medicine / IUHP SL Leader, Primary Care
- Larry Stevens, IUH Adult AHC PeriOperative Services Director / IUHP General Surgery SL Leader
- Lori Luther, IUHP CFO
- Lisa Brandt, IUH SSL VP, Orthopedics
- Mandy Bates, IUHP VP HR, Interim Chief of Staff
- Marion Couch, IUSM Dept. Chair, Otolaryngology / IUHP VP Surgical Services
- Mark Geraci, IUSM Dept. Chair, Medicine
- Mary Dankoski, IUSM EAD for Faculty Affairs & Professional Development
- Mike Koch, IUSM Dept. Chair, Urology
- Mike Ober, IUHP VP Medicine Specialties / IUSM Vice Chair for Clinical Affairs
- Paul Calkins, IUH BU North CMO
- Paul Haut, IUH Riley BU CMO
- Ryan Nagy, IUH Adult AHC BU CMO
- Scott Roberts, IUHP Pulmonary & Critical Care SL Leader
- Tim Broach, IUHP Hospitalist Program SL Leader



# Indianapolis Physician Model - Key Characteristics

- IUHP will be organized to complement the academic departmental structure, and become the single employment vehicle for employed physicians practicing **downtown**.
- For physicians practicing **primarily in the suburbs**, a parallel employment opportunity within IUHP and outside of the academic department structure – called a “**Suburban Multispecialty Department**” - will be available under exceptional circumstances as determined jointly by hospital presidents and department chairs.





# What's Different

- Elevates role of department chairs and physicians to enable greater contributions to strategic planning and decision-making
- Creates a forum for addressing and resolving issues and maintaining alignment
- Increases integration of clinical, research and education missions across the enterprise
- Improves accountability and promotes collaboration across IUH, IUSM and IUHP



# Role of Department Chairs

- Will manage departmental budgets and performance across clinical, education, and research missions for the physician enterprise;
- Be supported by a leadership team that may include Vice Chairs for specific activities/missions;
- Accountable to IUSM Dean for the department's research and education missions; and to IUHP President for the department's clinical mission.



# Role of IUHP President

- Oversight of the clinical mission;
- Supports the research and education missions led by the IUSM Dean for the Indianapolis Physician Group;
- Reports to the IUH CMO and the IUSM Dean; and
- Oversees the Chairs/Suburban Multispecialty Department Leader.



# Role of IUHP Physician Leaders

- Will have a council that enables nimble, cross-entity, and cross-departmental decision making and promotes collaboration.
- Creates a forum for addressing and resolving issues that become barriers to mission critical efforts and maintaining alignment with the enterprise.



# Next Steps

- Engage work groups over the coming months to:
  - Fully define roles and plan for the implementation and migration of the enhancements to the Indianapolis Physician Model;
  - Develop a supporting funds flow model aligned with the physician model and the enterprise vision and goals; and
  - Define the role and structure of the system-wide service lines as they relate to support the enhanced physician model.



# Enterprise Alignment Work Groups

## *Executive Champions*

- **Function** - make decisions, approve deliverables and inform work streams.
- **Members**- Jay Hess, Dennis Murphy, Jonathan Gottlieb, Steve Wantz, Steve Bogdewic, John Fitzgerald

## *Enterprise Advisory Committee*

- **Function** – review, vet, and revise deliverables for all work streams.
- **Members** - Jonathan Gottlieb, Steve Wantz, Steve Bogdewic, Ryan Kitchell, Richard Chadderton, Doug Puckett, John Fitzgerald, Herb Buchanan, Sam Adams, Mike Koch, Wade Clapp, Marion Couch, Mark Geraci, Scott Roberts, Tim Broach, Tony Sorkin, Anne Gilbert, Larry Cripe, Nicholas Barbaro, Lori Luther, Diane Iseminger, Kelly Braverman, Holly Vonderheit, Jamie Dimond

## *Change Management Team*

- **Function** – develop, vet and facilitate implementation of change management and communication of all three work streams.
- **Members** - Mary Dankoski, Aric Boger, Lauren Cislak, Diane Iseminger, Kelly Braverman, Holly Vonderheit, Mandy Bates, John Fitzgerald, Jonathan Gottlieb, Steve Wantz, Steve Bogdewic

## *Alignment Work Group*

- **Function** – coordinate the work and support other teams.
- **Members** - Jonathan Gottlieb, Steve Wantz, Steve Bogdewic, Diane Iseminger, Kelly Braverman



# Questions?

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Indiana University Health



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Report for the Faculty Steering  
Committee:  
Lecturer and Clinical Rank Faculty  
Promotion Committee  
Indiana University School of Medicine  
December 17, 2015  
Presented by: John C. Christenson, MD





# Lecturer and Clinical Rank Faculty Promotion Committee: Promotions<sup>1</sup>

- 30 dossiers were submitted and reviewed.
- 29 candidates were approved.
- 1 candidate was **not** approved.

# Lecturer and Clinical Rank Faculty Promotion Committee: **Full-time**<sup>2</sup>

- Professor [clinical]: 7 applied, 6 approved. 1 candidate was **not** approved.
- Associate Professor [clinical]: 13 applied, 13 approved.
- Affiliate [Eskenazi]: promotion to Associate Professor. 1 applied. 1 approved.



# Lecturer and Clinical Rank Faculty Promotion Committee: **Part-time** and **volunteer**<sup>3</sup>

- Affiliate [VA faculty]: promotion to Associate Professor [clinical]. 1 applied. 1 approved.
- Volunteer: Promotion to Clinical Professor. 1 applied, 1 approved.
- Volunteer: Promotion to Clinical Associate Professor. 7 applied, 7 approved.



# Lecturer and Clinical Rank Faculty Promotion Committee

- Invitations sent to 54 faculty offering optional preliminary promotion mini-review:
- 1 faculty submitted materials.
- Feedback provided.

# Lecturer and Clinical Rank Faculty Promotion Committee: demographics of full-time promotions

Rank	Total	Male	Female	White	Asian	Hispanic
<b>Professor</b>	7	5	2	4	2	0
Approved	6	4	2	4	2	
<b>Not approved</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>		<b>1</b>
<b>Associate Professor</b>	13	6	7	8	3	0
Approved	13	6	7	10	3 [2 female]	
Not approved	0					

# INTER-DEPARTMENTAL COMMUNICATION

## INDIANA UNIVERSITY SCHOOL OF MEDICINE

DATE: December 3, 2015

TO: Dr. John Christenson  
DEPT: Pediatrics  
SUBJ: Lecturer and Clinical Rank Faculty Promotion  
Stats

FROM: Lynn Wakefield  
Asst. Dir., Academic Admin.  
DEPT: Dean-Medicine  
Fairbanks Hall 5100  
TELEPHONE: 274-7215

### Promotions (to be effective 7/1/16)

30 dossiers were submitted; 29 candidates were approved; 1 candidate was not approved.

#### Full-Time:

To Professor (clinical) – 7 applied, 6 were approved, 1 was disapproved  
(2 female – 2 White approved; 5 male – 2 Asian approved, 1 Hispanic disapproved, 2 White approved)

To Associate Professor (clinical) - 13 applied, 13 were approved  
(7 female – 2 Asian approved, 5 White approved; 6 male – 1 Asian approved, 5 White approved)

#### Full-Time Affiliate (employed by Eskenazi):

To Associate Professor (clinical) – 1 applied, 1 was approved  
(1 female – 1 White approved)

#### Part-Time:

To Associate Professor (clinical) – 1 applied, 1 was approved  
(1 female – 1 White approved)

#### Volunteer:

To Volunteer Clinical Professor – 1 applied, 1 was approved.  
(1 male – 1 White approved)

To Volunteer Clinical Associate Professor – 7 applied, 7 were approved.  
(1 female – 1 White approved; 6 male – 6 White approved)

In addition invitations were sent to 54 clinical track and lecturer track faculty offering an optional preliminary promotion mini-review; 1 faculty (female White) submitted materials for a review. Feedback regarding her progress towards promotion will be provided.

cc: Edward A. Liechty, M.D.  
Deb Cowley

**FACULTY STEERING COMMITTEE  
SIGN-IN SHEET  
December 17, 2015**

Name	Role	Present
Steve Bogdewic, PhD	Ex Officio	<input checked="" type="checkbox"/>
Amanda Benaderet, MD	Student Promotions	<input checked="" type="checkbox"/>
Randy Brutkiewicz, PhD	Graduate Studies	<input type="checkbox"/>
John Christenson, MD	Lecturer & Clinical Rank Faculty Promotions	<input checked="" type="checkbox"/> JWD
Deb Cowley	Ex Officio	<input type="checkbox"/>
Dipika Gupta, PhD	Regional Rep	<input type="checkbox"/> via polycom
Eyas Hattab, MD	Secretary-Elect	<input type="checkbox"/>
Paul Herring, PhD	Promotion & Tenure	<input checked="" type="checkbox"/>
Jay Hess, MD, PhD	Dean	<input type="checkbox"/>
Diane Iseminger	Ex Officio	<input checked="" type="checkbox"/>
Abigail Klemsz, MD, PhD	Past President	<input checked="" type="checkbox"/>
Alan P Ladd, MD	President	<input checked="" type="checkbox"/>
Sarah Landsberger, PhD	Awards	<input checked="" type="checkbox"/>
Chen Lin, PhD	Secretary-Elect	<input checked="" type="checkbox"/>
Tim Masterson, MD	IUHP Rep	<input checked="" type="checkbox"/> JM
Dan Rusyniak, MD	Secretary	<input checked="" type="checkbox"/>
Uma Sankar, PhD	Biomedical Research	<input checked="" type="checkbox"/> US
Margaret Schwarz, MD	Regional Rep	<input type="checkbox"/> Via polycom
Christine Stehman, MD	Academic Standards	<input checked="" type="checkbox"/>
Yuichiro Takagi, PhD	Admissions	<input checked="" type="checkbox"/>
Jonathan Ting, MD, MS	Faculty Development Coordinating Committee	<input type="checkbox"/> via polycom
Emily Walvoord, MD	President-Elect	<input checked="" type="checkbox"/>
Bree Weaver, MD	Community Relations	<input checked="" type="checkbox"/>
Emily Webber, MD	IUHP Rep	<input checked="" type="checkbox"/>
Elizabeth Whipple, MLS, AHIP	IUPUI Faculty Council	<input type="checkbox"/>
Michelle Zimmerman, MD	Curriculum Council	<input checked="" type="checkbox"/> MZ

## FACULTY ASSEMBLY

Name	Department	Present
Matt Allen, PhD	Anatomy	<input type="checkbox"/>
Todd Bertrand, MD	Orthopaedic Surgery	<input type="checkbox"/>
Bart Besinger, MD	Emergency Medicine	<input checked="" type="checkbox"/>
Thomas Birdas, MD	Surgery	<input type="checkbox"/>
Brandon Brown, MD	Radiology	<input checked="" type="checkbox"/>
Tim Corson, PhD	Ophthalmology	<input type="checkbox"/>
Ted Cummins, PhD	Pharmacology & Toxicology	<input type="checkbox"/>
Alex Dent, PhD	Microbiology & Immunology	<input type="checkbox"/>
Matthew Kuhar, MD	Pathology	<input type="checkbox"/>
Tim Masterson, MD	Urology	<input checked="" type="checkbox"/>
Lisa Mims, MD	OB/GYN	<input type="checkbox"/>
Rick Nelson, MD, PhD	Otolaryngology	<input checked="" type="checkbox"/>
Mara Nitu, MD, DC	Pediatrics	<input type="checkbox"/>
Fred Pavalko, PhD	Cellular & Integrative Physiology	<input type="checkbox"/>
Whitney Pratt, MD, PhD	Physical Medicine & Rehabilitation	<input type="checkbox"/>
Richard "Ben" Rodgers, MD	Neurological Surgery	<input type="checkbox"/>
Chandan Saha, PhD	Biostatistics	<input type="checkbox"/>
Noelle Sinex, MD	Medicine	<input type="checkbox"/>
Dan Spandau, PhD	Dermatology	<input type="checkbox"/>
Ron Wek, PhD	Biochemistry & Molecular Biology	<input type="checkbox"/>
Ken White, PhD	Medical & Molecular Genetics	<input checked="" type="checkbox"/>
Sam Yeap, MD	Anesthesia	<input type="checkbox"/>
	Family Medicine	<input type="checkbox"/>
	Neurology	<input type="checkbox"/>
	Radiation Oncology	<input type="checkbox"/>
	Psychiatry	<input type="checkbox"/>

*via polycom*