

**IU School of Medicine**  
**Fall Faculty Meeting Minutes**  
**October 3, 2013**

**1. President's Business**

Jodi Smith, MD, PhD, president of the faculty, called the meeting to order at 4:32pm. The minutes from the Spring Faculty meeting on February 26, 2013 were reviewed. One correction to minutes was noted. With no other changes or additions, the minutes were unanimously approved.

Jodi introduced the new officers for 2013-2015; Abigail Klemsz, president-elect and Emily Walvoord, secretary-elect. Melody Darnall gave a brief overview of the Faculty Steering Committee webpage ([www.facultysteering.medicine.iu.edu](http://www.facultysteering.medicine.iu.edu)). Faculty were encouraged to review past faculty meeting minutes and recordings, faculty steering committee meeting minutes, committee and election information. There is also a link to submit agenda items or general questions to the faculty steering committee.

**2. Update from Indiana University Health Partners (IUHP)**

John F Fitzgerald, MD, executive associate dean for clinical affairs gave a brief update on the progress of IUHP. Dr. Fitzgerald's presentation is attached.

**3. Update from the Dean**

Jay Hess, MD, PhD, vice president for university clinical affairs and dean of the School of Medicine addressed the faculty for the first time as dean. Dean Hess shared his vision for the School while focusing on each area of our mission, education, research and patient care. Dean Hess's presentation is attached.

**4. Announcements**

Amy Dreischerf, MS4 spoke representing the Student Scholarship Committee and provided information for an upcoming fund raising event in honor of former student who passed away from cancer. Fliers were available for faculty and a link to information was available on the Faculty Steering Committee webpage.

*Upcoming Faculty Events*

- Mark Brothers Award Presentation is Monday, Oct. 7  
Clinical Lecture @ 4pm, ROC Auditorium  
Basic Science Lecture @ 12pm, MS 326

- Beering Award Lecture is Wednesday, Oct. 30 @ 9:30am, ROC Auditorium
- The Women Student/Faculty Mixer is Tuesday, Oct. 22 5:30pm – 7pm at Creation Cafe
- Go to [faculty.medicine.iu.edu](http://faculty.medicine.iu.edu) to register for these and other faculty events

### *Faculty Elections*

Preferences Sheet Coming Soon!! There are many ways to serve in Faculty Governance. Go to the Faculty webpage ([faculty.medicine.iu.edu](http://faculty.medicine.iu.edu)) and start looking now at the opportunities that would suit you best.

To view a full recording of this meeting using your IU network login information, go to:

<https://medaudio.medicine.iu.edu/Mediasite/Login?ReturnUrl=%2fMediasite%2fCatalog%2fFull%2f9518c4a6c5cf4993b21cbd53e828a92521%2fbdf686083e474f49ae7387da66bf454114%2f9518c4a6c5cf4993b21cbd53e828a92521>

## IU Health Physicians Update

John Fitzgerald, MD, MBA  
Executive Associate Dean for Clinical Affairs

October 3, 2013



### IUHP Mission

It is the mission of IU Health Physicians to deliver preeminent medical care and services to our patients and communities through outstanding and innovative medical leadership and practice, while participating in and supporting excellence in education and research.



### IUHP Vision

The vision of IU Health Physicians is to become the Midwest's premier academic multispecialty physician group.



### IUHP Core Values

- Patients First
- Innovation
- Excellence
- Professionalism
- Mutual Trust and Respect
- Stewardship



### IUHP Status

- 150 Practice Locations, 10 Hospitals
- 2728 Employed Personnel
  - Physicians: 1043
  - APPs: 285
  - Non-provider employees: 1400
- 2014 Operating Budget: \$541 Million
- 15% of MDs participate in leadership or governance roles within IUHP

### IUHP Governance IUSM Board Representation

- Dr. Wade Clapp
- Dr. David Crabb
- Dr. Herb Cushing
- Dr. Gary Dunnington
- Dr. Greg Kiray
- Dr. Abby Klemsz

### Academic Departments Within IUHP

- Neurology
- Urology
- Medicine
- Dermatology
- Surgery (General)
- Anesthesiology
- OB/Gyn
- Emergency Medicine
- Orthopedics
- Otolaryngology
- Family Medicine

### Academic Departments Expected to Join in Next 6 – 9 Months

- Medical and Molecular Genetics
- Physical Medicine and Rehabilitation
- Radiology
- Psychiatry
- Radiation Oncology
- Pediatrics
- Surgery (non-general)

### Other Groups Recently Acquired

- Methodist Orthopedic Trauma
- Tower Surgery
- Heart Partners of Indiana
- Northside Primary Care
- Eagle Creek OB/Gyn

### IUHP 2014 Challenges and Priorities

- Complete the creation of the Practice Plan, establish tighter link to Departments
- Population Health Management
- Expand the Primary Care Base
- Increase Market Share in Tertiary and Quaternary Services
- Create Higher Value for Patients, Employers, and Payers
- Adopt LEAN Process Improvement Philosophy

# IU School of Medicine Update

Jay L. Hess MD, PhD, MHSA  
Dean

October 3, 2013



## Mission

It is the mission of the Indiana University School of Medicine to advance health in the State of Indiana and beyond by promoting innovation and excellence in education, research, and patient care.



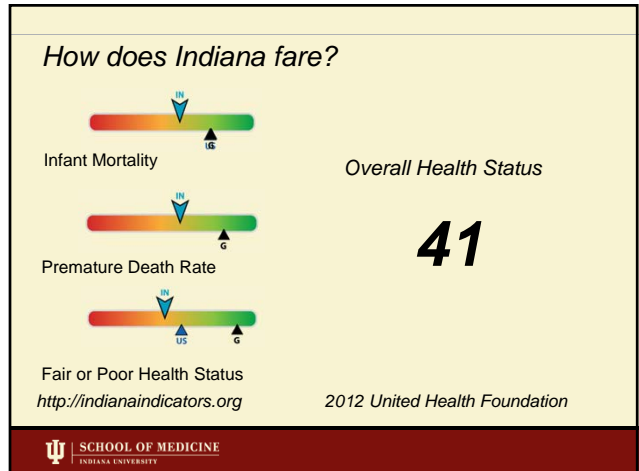
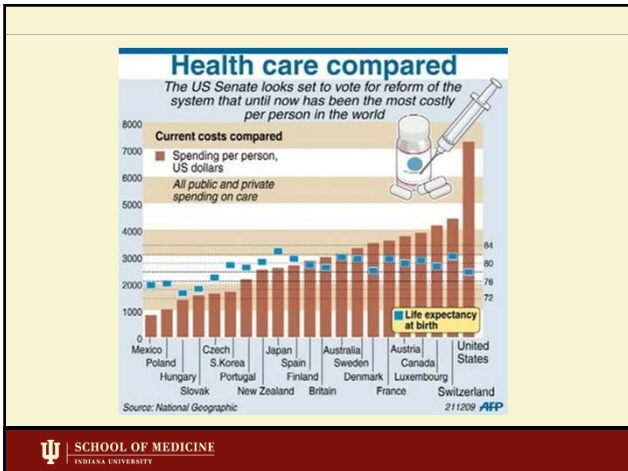
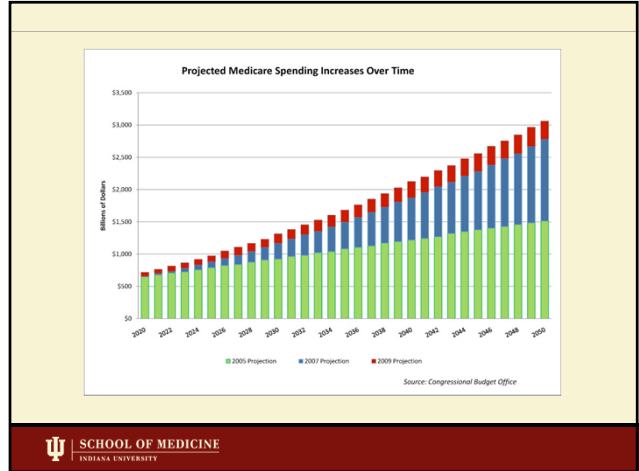
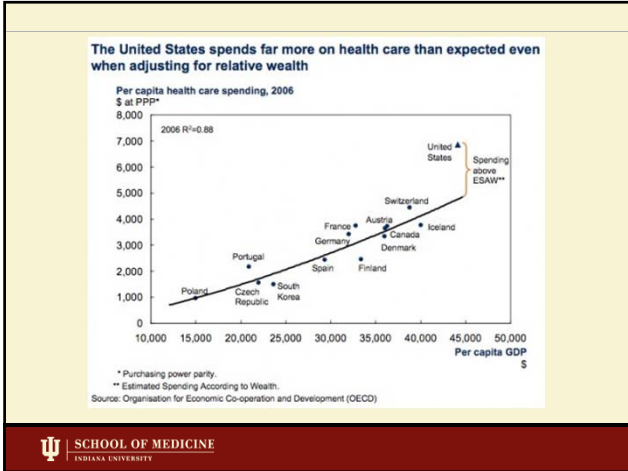
*The way we pursue each of these missions is undergoing dramatic transformation.*



## Clinical Care

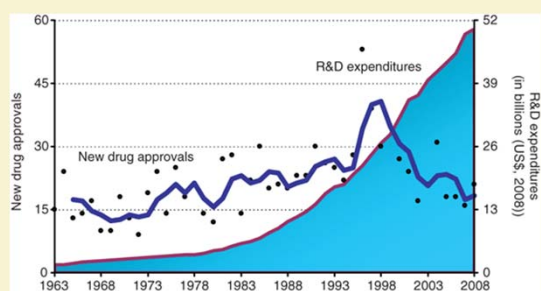
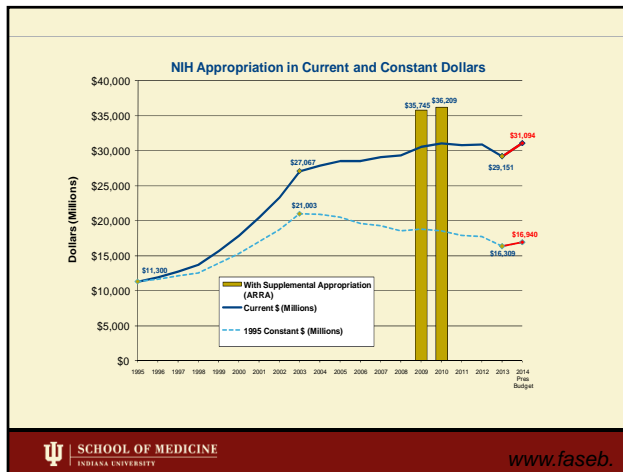
- Healthcare costs are unsustainable.
- We are not getting the results we should.
- We face an epidemic of chronic diseases.
- This is changing how we are paid and how we deliver care.





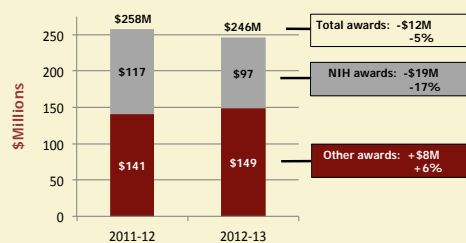
### Research

- The best of times, the worst of times
- Unprecedented pace of discovery
- NIH funding declining in real dollars for a decade
- There is a bottleneck in clinical translation
- The way we pursue research needs to change rapidly



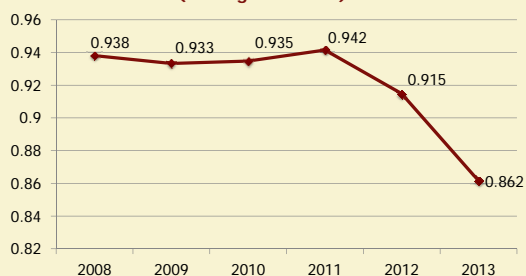
*Kaitin K.I. Clinical Pharmacology & Therapeutics 87, 356-361 (March 2010)*

### Research awards to IUSM (Most recent 12 months, Sept-Aug)





### IUSM market share of NIH awards to medical schools (Through 9/24/13)



### Education

- The healthcare provider of the future will need different competencies
- “Flipping the classroom”
- Medical school debt remains a big problem
- Increasing diversity remains a major challenge
- Applications to IUSM continue to increase

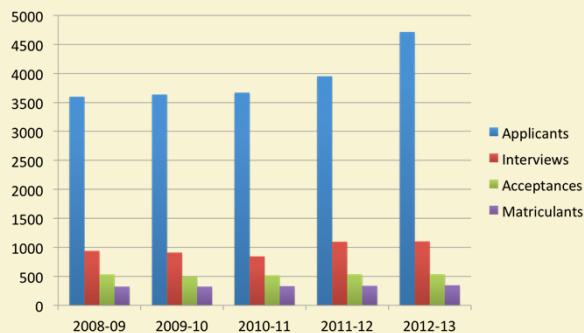
Table 2. Competencies Needed to Optimize Health Care Delivery and Systems\*

Domains	Competencies
1. Focusing on patient needs	Prioritize, understand, and measure the needs of patients and populations of patients.
2. Thinking in systems	Describe and analyze health care as a system comprising interdependent microsystems, mesosystems, and macrosystems; identify and use process engineering principles to optimize performance.
3. Measuring performance	Identify relevant metrics to assess performance, understand variation, and correct gaps in performance.
4. Managing change in complex systems	Differentiate between technical and complex adaptive problems; plan processes to support change; identify and engage important constituents; recognize and manage barriers to change.
5. Optimizing cooperative work	Describe and evaluate different forms of collaboration and teamwork; assess the competencies of others in the environment and assign responsibilities accordingly; establish cooperation across boundaries of time and geography.
6. Innovating to continuously improve safety, quality, and satisfaction	Identify and implement current best practices in prevention, diagnosis, treatment, and safety; measure their effectiveness and propose innovations that address the unique needs of the microsystem; understand human contributions to errors; conduct root cause analyses; mitigate errors and discuss errors with patients; disseminate results.
7. Using technology	Understand the use of technology to assist in measurement, monitoring, decision making, and communication; recognize when technology is malfunctioning.
8. Eliminating waste and increasing efficiency	Manage finite resources to achieve optimal health outcomes as safely and efficiently as possible.
9. Demonstrating accountability for systems results	Focus on outcomes, as well as processes; accept responsibility for monitoring the performance and results of all who affect patient care.
10. Accepting accountability for personal expertise and lifelong learning	Identify and use strategies to measure personal effectiveness in all aspects of care delivery; develop personal learning plans to address learning needs.

\* Adapted from Berwick and Finkelstein<sup>8</sup> and Batalden and Davidoff.<sup>20</sup>

Lucey C.R. *JAMA Intern Med.*  
2013;173(17):1639-1643

### Admissions Data



### **Vision**

The Indiana University School of Medicine will be one of the premier medical schools in the nation based on our education, scientific investigation, and health care delivery.

### ***How?***

### **First, we'll uphold our core values**

- Excellence
- Respect
- Integrity
- Diversity
- Cooperation

### **We'll recruit outstanding chairs**

Current searches:

- Pharmacology and Toxicology
- Otolaryngology

### We'll innovate



### And in all that we do, we'll

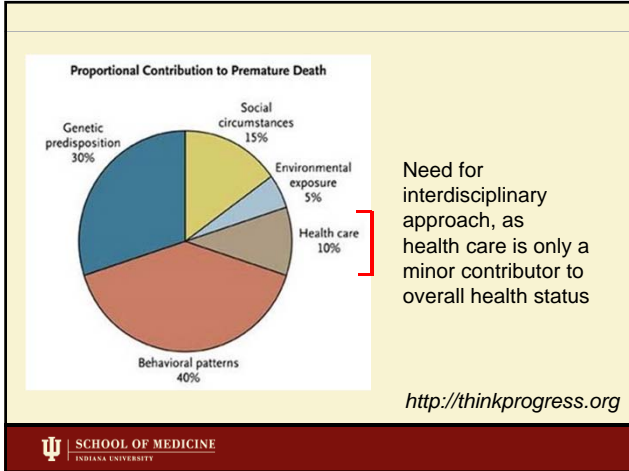
- Prioritize
- Plan well
- Execute better

### 1) Be a national leader in population health management

- Test new approaches to chronic disease management
- Test new approaches to risk-stratified management
- Leverage health informatics expertise
  - automation
  - analytics
  - home health and telepathology
- Leverage the expertise of other health sciences schools
- Center for Innovation and Implementation Science

### New Eskenazi Health facility...opens December 7th






**2) Build more nationally-recognized programs for specialty care**

- Strengthen programs with potential for achieving USNWR national ranking
- Incorporate bench to bedside research
- Expand molecular diagnostics capabilities
- Evidence-based personalized approach so right patient, right therapy, right time


**3) Speed the pace of discovery and clinical translation**

- CTSI
- Phase 1 clinical research unit
- Physician-Scientist and Strategic Research Initiatives
- Transforming Research Initiative (ex: PDTs)
- Build/recruit interdisciplinary research teams
- Pursue innovative public-public (ex; Big10 network) and public-private partnerships (ex: IBRI)
- Create capacity for research growth on Wishard site

**CTSI**



Led by Dr. Anantha Shekhar  
CTSA proposal received a score of 11



## New health sciences campus



## 4) Train healthcare professionals who will lead the transformation of healthcare

- School of Medicine Curriculum Reform
- 3<sup>rd</sup> and 4<sup>th</sup> year clinical expansion
- Center for Interprofessional Education
- Dual degree programs
- Masters degree in implementation science

## Curriculum reform

- National calls for change
  - Standardization of learning outcomes/ individualization of the learning process
  - Integration of knowledge and clinical experience
  - Development of habits of inquiry and innovation
  - Formation of professional identity
- New IUSM curriculum
  - Statewide, developmental curriculum, formal periods of assessment & remediation/tracks to facilitate deeper learning
  - Fully integrated courses across Phase 1 and 2 of the curriculum
  - Active and engaged learning strategies
  - Longitudinal experiences with peers and teachers: college and house system

Cooke M, Irby DM, O'Brien BC. *Educating Physicians: A Call for Reform for Medical School and Residency*. 2010

## AMA Accelerating Change in Medical Education

- IUSM was one of 11 schools out of 119 submitting selected for funding
- Drs. Maryellen Gusic P.I. and William Tierney Co-P.I.
- \$1 million grant
  - Teaching EMR with real, deidentified patient data
  - Provide care for a panel of "e-patients"
  - Compare decisions with practicing physicians and peers
  - Examine impact of decisions on cost

### 5) Move from silos to a system

- **Improve communication and engagement**
  - Financial transparency
  - Shared goals for deans and chairs
  - Shared recruitment plans for departments
- **Adopt structures for better integration and mission alignment**
  - Complete integration of departments into IUHP
  - Revise funds flow model
  - IUH Strategic Planning Process and Governance
- **Joint initiatives with other health sciences schools**

### 6) Strengthen Faculty Vitality

- ACE/Sloan award – 250K – 1 of 5 schools - faculty flexibility
- Collaboration with ORA on faculty development needs related to team science and the TRI implementation
- Collaboration with UME on faculty development needs of the curriculum reform teams
- Partnership with UME on AMA grant to develop master educators trained to lead and teach aspects of systems based practice and health system leadership
- Collaborate with IUHP/IUH to establish joint programs and initiatives to address physician engagement and establish a shared approach to talent management

**And finally, a reminder of our mission,  
why we are here**

