Faculty Association Meeting
April 16, 2024; 5:00 PM – 6:30 PM
VTCSOM Auditorium (M203) and via Zoom

Meeting Agenda:

1. Welcome – Dean Learman

2. Year In Review: Report from the Academic Committee Chair – Dr. Joshua Adams, Associate Professor, Surgery

3. Carilion Clinic Update – Dr. Tony Seupaul, Chief Physician Executive, Carilion Clinic; Professor, Emergency Medicine

4. VTCSOM “Identities” Curriculum – Dr. Leslie LaConte, Associate Dean for Research and Foundational Science Curriculum Director

5. Enrollment Growth – Dean Learman

6. VTCSOM Well-Being Commitment Statement – Dr. Lisa Uherick, Chief Well-Being Officer; Associate, Professor, Emergency Medicine

7. VTCSOM Humanitarian Statement – Dean Learman

8. Q&A – All

Future Events:

❖ Commencement Ceremony, Class of 2024 - Jefferson Center, Saturday, May 4 at 9:00 AM (reception following immediately after). Keynote Speaker – Dr. Brian Unwin, Chief of Geriatrics & Palliative Medicine for Carilion Clinic

❖ Inaugural Class of 2014 Reunion - Hotel Roanoke Friday, May 17-Sunday, May 19
Year In Review by Committee

• Academic Committee
  – Chairs:
    • Rebecca R. Pauley, MD
    • Christi A. Stewart, MD
    • Joshua D. Adams, MD
  – Highlights:
    • Approved the Creation of the Department of Neurosurgery
    • Revised Faculty Bylaws to be more in line with VT
    • Created new Library and Instructional Technology Advisory Committee
Year In Review by Committee

• Appointment, Promotion and Tenure Committee
  – Chairs
    • Charles J. Schleupner, MD, MSc
    • Sandy L. Fogel, MD
  – Highlights:
    • Held first Promotion Workshop in November 2022
    • Approved 18 faculty and 1 co-appointment promotions (22-23 cycle)
    • Approved 18 faculty promotions (23-24 cycle)
Year In Review by Committee

• Faculty Governance Committee
  – Chairs:
    • Charles J. Schleupner, MD, MSc
  – Highlights:
    • Held successful committee elections 22-23 cycle
    • Removed 10 year time limit for promotion from Assoc. to Professor
    • In process of committee elections 23-24 cycle
Year In Review by Committee

- Medical Curriculum Committee
  - Chairs:
    - Jon M. Sweet, MD
    - Joanne H. Greenawald, MD
  - Highlights:
    - Revised to three phase model curriculum
    - 97.1% satisfaction with quality of education (90th Percentile)
Year In Review by Committee

• Medical School Admissions Committee
  – Chairs:
    • Thomas J. Martin, MD
  – Highlights:
    • 2023 applicants: 3200 completed; 288 interviews; 102 offers, 51 students
Year In Review by Committee

• Medical Student Performance and Promotion Committee
  – Chairs - Jennifer L. Cleveland, PharmD, MBA

  – Highlights
    • Promoted all members of classes with rare exceptions
    • Supported students academically
    • Successfully managed individual student challenges
Overview

- Research
- Education
- Clinical
Themes

- Brand Strength
- Growth
- Innovation

- Leader
- Excellence
- Mission
Today

• 120+ clinical trials
• $2 million
  • Total Trial Budgets
• $8.1 million
  • FY2022 Grant Award budget
• 60+ active grants
Future

- Clinician Scientists
- Departmental Growth
- Collaboration
Education

Carilion Clinic
Education

• Strong reputation and national brand
• GME success
• GME growth
  • Orthopedics
  • Anesthesiology
  • ACGME/non ACGME fellowships
- Fall 2023 enrollment = 1,069
- Total Undergraduate Pre-Licensure Nursing (Fall 2023) = 358
- 61% increase in 2024 Respiratory Therapist graduates over 2023
- 25% of 2023 graduating Physician Assistants joined Carilion
- Expanding presence in Roanoke to allow for growth
Strategic Domains Define Focus

- Connected, Convenient, Collaborative Care
- Clinical Advancement and Patient Safety
- Workforce Now and Tomorrow
- Financial Vitality
- Community Benefit
- Innovation and Research
- Engage Our Communities
Strong Recovery

- Steady improvements across the board
  - RVUs
  - Volumes
  - Attrition
  - Contract labor
- Market share
- Unique patients
Focus on Quality

Carilion Medical Center received Magnet Certification (5th time) and has sustained certification since 2003.

Only 1% of Magnet hospitals across the nation have been recognized four or more times.

Rated “High Performing” in 2 Specialties and 14 Procedures / Conditions

#4 Hospital in Virginia (CRMH)¹

Accredited Chest Pain Center

“Gold Seal of Approval” for Hip and Knee Replacement Surgery and Primary Stroke Center (Carilion Roanoke Memorial Hospital)

“Most Wired” Award for 14th year in a row and 19th time in Carilion’s history

Carilion New River Valley Medical Center

11th Year achieving “A” safety grade

2023 List of Best Employers by State (Virginia)

Carilion Clinic has been chosen as 1 of 3 finalist

² U.S. News and World Report 2023-2024 Best Hospitals
“U.S. News’ analysis of all High-Performing Maternity Care Hospitals in the U.S. identified just 26 hospitals nationwide achieving excellent outcomes for cesarean section and unexpected newborn complications among Black patients.”
Reaching Far, Caring Close
A campaign to transform cancer care
Achieved >65% threshold of dollars raised for $100M campaign

Expanded ambulatory footprint at Tanglewood Mall
Carilion Mental Health

Announced plans to offer Adult Renal Transplant service and named David Salzberg, M.D. program leader

EMR Project completed
Kicked off Enterprise Resource Planning System replacement project (moving to Workday)

Opened Bluefield Clinic and Telehealth location
Peds Urology - Robotic Surgery

Human Factors

Biodesign

Robots in Giles!
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<th>EFFICIENCY</th>
<th>INFRASTRUCTURE OPTIMIZATION</th>
<th>STRATEGIC POSITIONING</th>
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<td>Partnerships</td>
<td>Rural Hospital Viability &amp; Alternate Care Delivery Models</td>
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<td>OR Access &amp; Efficiency</td>
<td>Organizational Structure</td>
<td>Service Location &amp; Growth</td>
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Current list of additional potential projects has a range of $30-$80mn in improvement over the next 18 months.
Curriculum Overview
VTCSOM Faculty Assembly
April 16, 2024

Jed Gonzalo, MD MSc | Senior Associate Dean for Medical Education
Leslie LaConte, PhD | Associate Dean for Research, Director of Foundational Sciences Curriculum
The team

Jed Gonzalo, MD, MSc
Sr. Assoc Dean, Medical Education

Brock Mutcheson, PhD
Asst Dean, Assessment & Evaluation

Leslie LaConite, PhD
Assoc Dean, Research, Dir., Phase 1 Curriculum

Andrew Binks, PhD
Assoc Prof, Basic Science Education

Jenn Cleveland, PhD
Co-Director, PBL

Renée LeClair, PhD
Assoc Prof, Basic Science Education

Tarin Schmidt-Dalton, MD
Assoc Dean, Clinical Science, Years 1 & 2

Emily Holt Foerst, PhD
Asst Dean, Student Affairs

John McNamara, MPA, MS, DC
Director, Anatomy
Medical Education Strategic Planning – Sept 2022 – Feb 2023

Values
- What do we stand for?
  - Our ethics, principles, and beliefs

Vision
- Where are we going?
  - What are our aspirations?

Mission
- What do we do as a SOM?
  - Who do we do it for?

Strategic Initiatives
- How will we reach our vision?
  - How will we grow?

Actions and Operationalization
- What do we have to do?
  - What will we measure?

- Current state, gaps, and potential areas for growth for VTCSOM curriculum
- >75 individual 1:1 interviews with stakeholders from across all phases of the education mission
- Focus groups with directors and chairs from each specialty
- Community-wide visioning survey to faculty and students
- Medical Education Strategic Planning Task Force Committee meeting discussions

This phase resulted in the identification of five strategic areas to evolve the VTCSOM education mission.

https://medicine.vtc.vt.edu/academics/academic-taskforce.html
**VTCSOM Medical Education Mission and Values**

**Mission Statement**

**Medical Education Mission Statement:**
To inspire a community of learning that embraces unique learner characteristics and cultivates lifelong learners and health systems thinkers positioned to improve healthcare through inquiry and humility.

**Values**

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<th>Humanism</th>
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<td>Diversity, Equity, Inclusion and Belonging</td>
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<td>Professional Integrity</td>
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<td>Academic and Scholarly Excellence</td>
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<td>Coproduction</td>
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<tr>
<td>Holistic Identity Formation</td>
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*Ut Prosim* - That I May Serve
The Key Components of the Curricular Changes

Received notification of approval from LCME for proposed changes on March 5, 2024

**Goals:**
- Enhance alignment of curriculum
- Optimal integration of curricular components
- Early clinical immersion
- Promotion of self-directed, life-long medical learners
- Foster skills & mindset foundational for transition to residency

**Changes:**
- Reduction of Phase 1 class hours to align with national mean
- Phase 1 concludes in January of MS2 year (v. April)
- Addition of Phase 3 to support career development and transition to residency
- Holistic assessments

**Unchanged:**
- Focus on community, small group learning, and close faculty-student interactions
- Problem-Based Learning (PBL)
- Dedication to research, inquiry, and longitudinal, mentored research projects
- Four curricular domains
  - Basic science
  - Clinical science
  - Research
  - Health Systems Science and Interprofessionalism

Continued Updates on Website:
[https://medicine.vtc.vt.edu/academics/meded-curricular-modifications.html](https://medicine.vtc.vt.edu/academics/meded-curricular-modifications.html)
Outcomes

- Pass boards
- Ready for clerkships and residency
- VTCSOM Identities
Core Concepts to Learn
- Cerebral and spinal vasculature (anatomy, neuroscience)
- Regulation of intracranial pressure and neuronal activity (neuroscience)
- Adverse effects and toxicity of medications (pharmacology)
- History and communication with patients and families (clinical science)
- Cranial nerve examinations (clinical science)

Differential Diagnoses
- Vertigo
- Vestibular migraine
- Inner ear infections
- Hypoglycemia
- Motion sickness
- Dehydration
- Meniere's disease

VTCSOM55 — Case Presentations: Informed by health conditions most likely to be encountered by physicians practicing in Southwest Virginia
Five Courses:
1. Integrated Foundational Sciences – integrated basic and clinical science course
2. Profession of Medicine & Identities – course designed to embed and assess the attributes of our VTCSOM Identities (Master Adaptive Learner, Systems Citizen, Scientist Physician)
3. HSSIP – existing HSSIP Domain curriculum
4. Research – existing Research Domain curriculum
5. Community & Clinical Immersions – Immersion experiences in ambulatory clinics with physicians and at community sites like health department and shelters (LACE and Boots on the Ground)

- Semesters, not blocks
- No Special Studies weeks
- A balance of frequently delivered assessment types
  - low- and high-stakes; formative and summative, formal and informal
  - learners will reflect and adapt in real time on progress toward EPO milestone achievement
QUESTIONS?
Enrollment Growth at VTCSOM:
Why, How, When
LEE LEARMAN, DEAN
APRIL 16, 2024
Rationale for Growth: “The Why”

• Strategic priority of VTCSOM, Virginia Tech, Carilion Clinic
• Success and quality of graduates: uniquely prepared for the future of health care, outstanding match outcomes
• Physician workforce shortage: improve retention by linking in-state tuition funding to growth, more student retention into GME
• Expanded resources to support student opportunities and academic programs:
  – accelerated pathways into primary care/rural health, MD/PhD program, master’s degrees, implementation science research opportunities
Key Considerations: “The How”

• Multiple stakeholder inputs to assure that these current strengths are maintained or enhanced by enrollment growth:
  – High quality faculty-student, student-student, and community interactions
  – Student-centered small-group learning (PBL format)
  – Excellent clinical training and NRMP match results
  – Rigorous research and health systems science curricula
  – Diversity recruitment and pathway programs

• Careful analysis and planning to assure capacity to support growth:
  – Physical space for students, faculty, staff, instruction, evaluation, and research
  – Clerkships and clinical preceptors
  – Research mentors
  – Scholarship funds to support recruitment and debt reduction
Enrollment Growth Timeline: “The When”

- February 2020: LCME approves growth from **42 to 49** student/class
- September 2023: General Assembly approves planning request for a building double the size of the current facility + retrofit for FBRI
- March 2023: Provost signals support for short-term leasing of >16,000sf building at Jefferson & Williamson
- April 2024: LCME notified of planned growth from **49 to 72** students/class starting July 2025 (decision expected in June 2024)
- June 2026: Building funding approved, construction starts
- February 2027: LCME approves growth to “final size” TBD (~96)
- July 2028 (est): New building opens and first class of ~96 matriculates
New VTCSOM building site distances:
- Riverside Circle: 0.2 miles (5 min)
- Simulation Center: 0.1 miles (3 min)
## Enrollment Table: Intermediate Step Only

<table>
<thead>
<tr>
<th>Total Number Admitted and Enrolled Students AT THE CENTRAL/ADMINISTRATIVE CAMPUS in the Academic Years Preceding and Following the Planned Overall Increase in Class Size</th>
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*The “72” number will be our class size indefinitely. Although we anticipate the construction of a new medical school building in AY2028-2029, the timing for class size growth beyond 72 students will be explored in future years. We anticipate submitting a new Class Size Increase submission at that future date.

*Numbers exceeding 49 reflect transient increases in enrollment related to the return of students after academic or personal leaves of absence, including 5 students originally in the Class of 2024 who pursued master’s or Ph.D. degrees.*

## New Educational Space
“The building leased by VT to facilitate enrollment growth for VTCSOM is 0.3 miles (7m walk) from Riverside Circle. The two-story building includes over 16,000 net usable square feet that will be renovated to accommodate an increase in faculty and administrative staff, as well as relocation of a group of current faculty and staff with offices at 1 Riverside Circle to make room for new instructional spaces. The needed renovations will be accomplished before we welcome our first matriculating class of 72 students (July 2025).”
Enrollment Table: With New Building Open in July 2028

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VTCSOM Students on Clerkships

- **Phase 1 Shortening Overlap Feb-May 2026**
- **Class Size Increase April 1st LCME Submission**
- **New Building with Class Size Increase**

### Academic Year

- 2023-24: 49
- 2024-25: 49
- 2025-26: 49
- 2026: 98
- 2026-27: 72
- 2027-28: 72
- 2028-29: 72
- 2029-30: 72
- 2030-31: 98

### Notes
- (Spring)
Lisa Uherick, MD

Chief Well-Being Officer
WHO AM I?

Why am I here?
Organizing the Work

VTCSOM Task Force on Well-Being 2022-2023
50 Recommendations

NOW (14)

First year

NEAR (27)

Years 2-3

5-year plan

FAR (9)
A Few of the 50 Recommendations

- Appoint a Chief Well-Being Officer
- Produce a statement on well-being to be shared across the academic health center

✔
At the Virginia Tech Carilion School of Medicine, we believe that everyone deserves the opportunity to flourish at each stage of their professional journey. We recognize the significant well-being challenges in the learning and working environments of academic health centers. We commit to fostering solutions that promote individual and institutional success, while advancing a culture of well-being.
A Few of the 50 Recommendations

- Restore the VTCSOM Faculty Vitality and Professional Well-Being Committee and create a new group of champions from around VTCSOM
# VTCSOM Well-Being Champions

## CWO
Lisa Uherick

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<tr>
<th>Student Affairs</th>
<th>Faculty Affairs</th>
<th>AP Faculty and Staff</th>
<th>GME</th>
<th>Departmental Directors</th>
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<td>Elvir Berbic</td>
<td>Avery Mahaney</td>
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</table>
Come and see me in M108, Tuesdays and most Fridays

Send me an email at lauherick@vt.edu

Text or call me at (540) 529-7656