

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**

Welcome and Year In Review

Joshua D. Adams, MD

Chair, VTSOM Academic Committee

Associate Professor, Department of Surgery

Virginia Tech Carilion School of Medicine

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



CARILION CLINIC

RAWLE A. SEUPAUL MD

**RIVERSIDE
CENTER**



Overview

- **Research**
- **Education**
- **Clinical**

Themes

- **Brand Strength**
- **Growth**
- **Innovation**
- **Leader**
- **Excellence**
- **Mission**

GOOD



GREAT



EXCEPTIONAL



Research





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





Education

- **Strong reputation and national brand**
- **GME success**
- **GME growth**
 - **Othopedics**
 - **Anesthesiology**
 - **ACGME/non ACGME fellowships**

**RADFORD
UNIVERSITY
CARILION**

RUC

- 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



Blue Ridge Partnership
for Health Science Careers

Carilion Clinic serves as the anchor organization, providing staff and overseeing efforts to improve health sciences education to meet the workforce needs in the region

19 Public K-12 School District Partners
4 Community College Partners
6 Four-year College and University Partners
3 Post-graduate Institution Partners
14 Employer & Workforce Partners

www.virginiahealthcareers.org

Clinical



Strategic Domains Define Focus



 **Connected, Convenient,
Collaborative Care**

 **Community Benefit**

 **Clinical Advancement
and Patient Safety**

 **Engage Our
Communities**

 **Innovation and
Research**

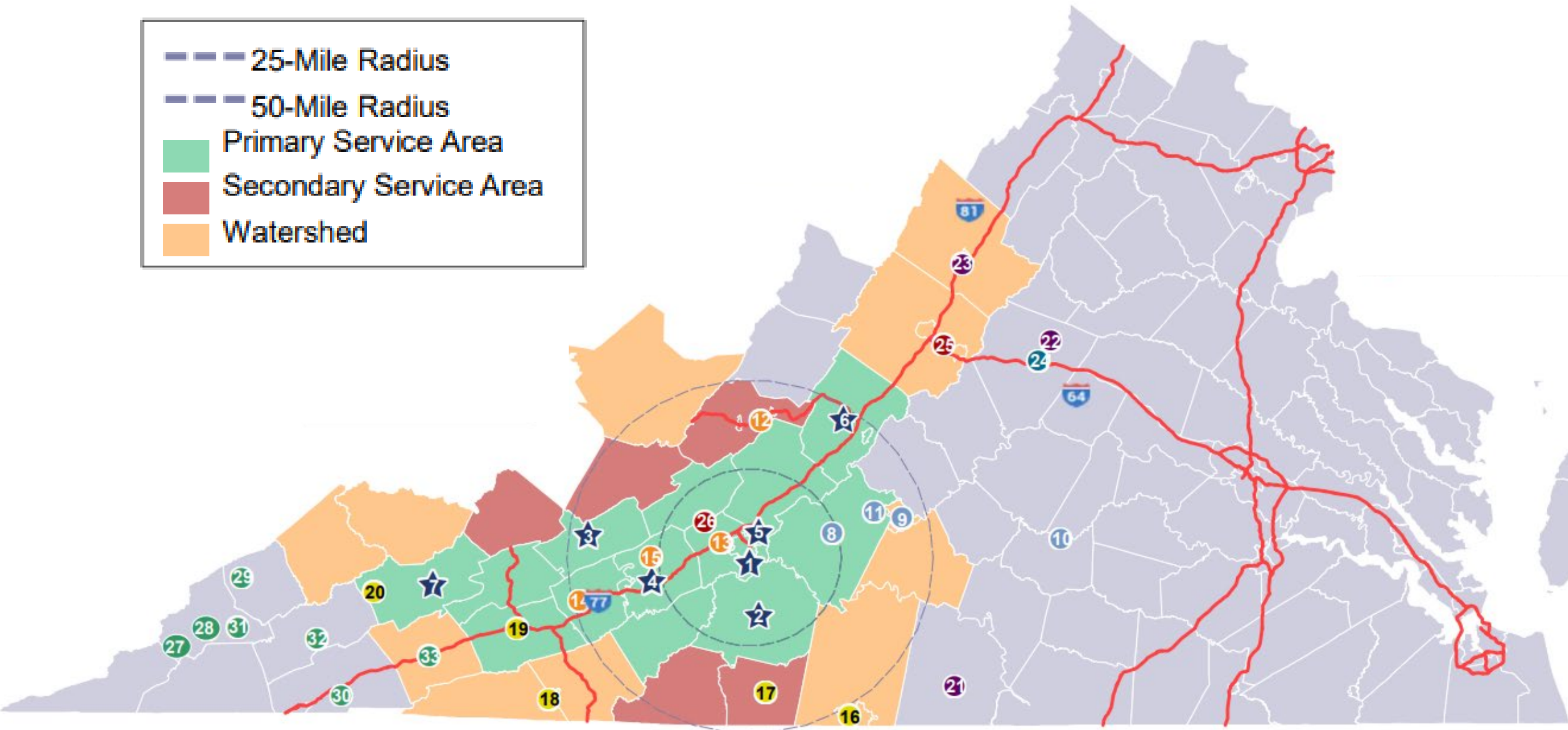
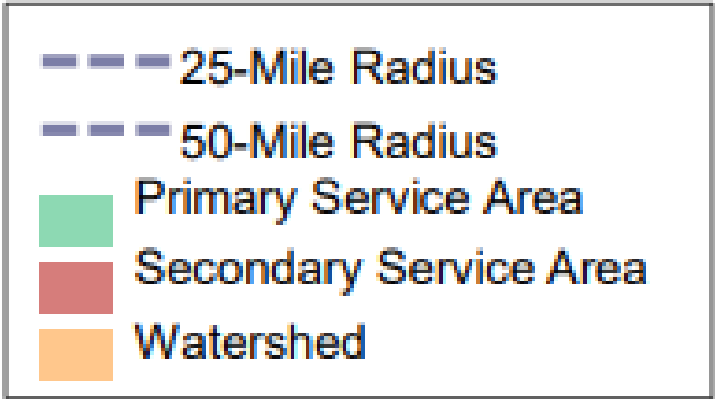
 **Workforce Now and Tomorrow**

 **Financial Vitality**



Strong Recovery

- **Steady improvements across the board**
 -  **RVUs**
 -  **Volumes**
 -  **Attrition**
 -  **Contract labor**
- **Market share**
- **Unique patients**







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



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



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

#4 Hospital in Virginia (CRMH)¹



Carilion New River Valley Medical Center

11th Year achieving “A” safety grade

Society of Cardiovascular Patient Care Accreditation



Accredited Chest Pain Center



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



American Hospital Association
Quest for Quality Prize®

Carilion Clinic has been chosen as 1 of 3 finalist

2024 honorees will be announced at the AHA Leadership Summit in July 2024



2023 List of Best Employers by State (Virginia)

¹ U.S. News and World Report 2023-2024 Best Hospitals.



American Hospital Association

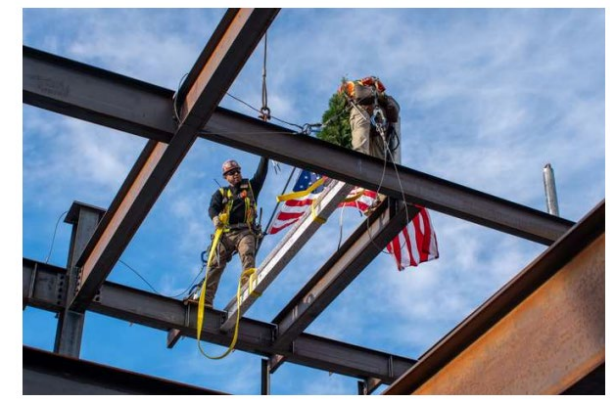
Quest for Quality Prize®



USNWR April 11

“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.”







Ranked 81st by U.S. News & World Report in the research category for medical schools.



Additional OR capacity (CRCH, CFMH, & CRBH)



EMR Project completed

Reaching Far, Caring Close

A CAMPAIGN TO TRANSFORM CANCER CARE

Achieved >65% threshold of dollars raised for \$100M campaign



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



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



Expanded ambulatory footprint at Tanglewood Mall Carilion Mental Health



Opened Bluefield Clinic and Telehealth location



Peds Urology - Robotic Surgery



Human Factors



SCHOOL OF BIOMEDICAL ENGINEERING AND SCIENCES

Biodesign



Robots in Giles!



MOODY'S
RATINGS

Focused Work

EFFICIENCY

INFRASTRUCTURE OPTIMIZATION

STRATEGIC POSITIONING

Clinical Variation

Partnerships

Rural Hospital Viability & Alternate
Care Delivery Models

OR Access & Efficiency

Organizational Structure

Service Location & Growth

Physician Practice Efficiency

Physician Practice Consolidation

Service Rationalization

Patient Transportation

Revenue Enhancement

Cost Management & Supply Chain

Current list of additional potential projects has a range of \$30-\$80mn in improvement over the next 18 months





NOVANT
HEALTH
Neuroscience Institute



Children's Hospital of Michigan



**National
Comprehensive
Cancer
Network®**

Member Institution





QUESTIONS

ANSWERS



Curriculum Overview

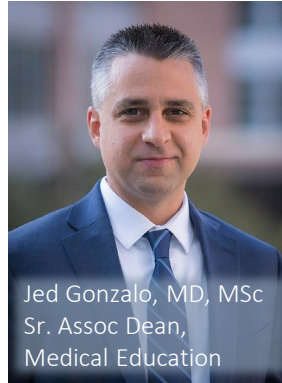
VTCSOM Faculty Assembly

April 16, 2024

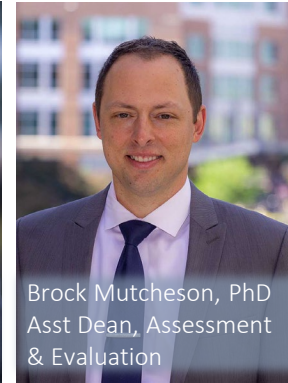
Jed Gonzalo, MD MSc | Senior Associate Dean for Medical Education

Leslie LaConte, PhD | Associate Dean for Research, Director of Foundational Sciences Curriculum

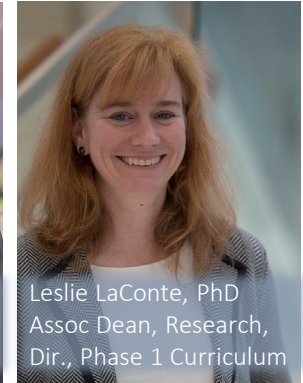
The team



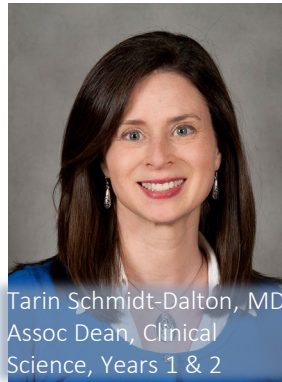
Jed Gonzalo, MD, MSc
Sr. Assoc Dean,
Medical Education



Brock Mutcheson, PhD
Asst Dean, Assessment
& Evaluation



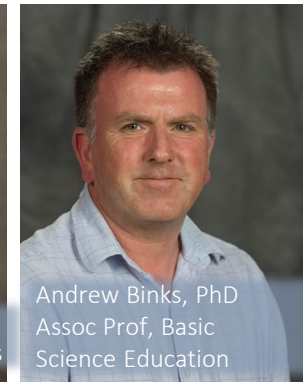
Leslie LaConte, PhD
Assoc Dean, Research,
Dir., Phase 1 Curriculum



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



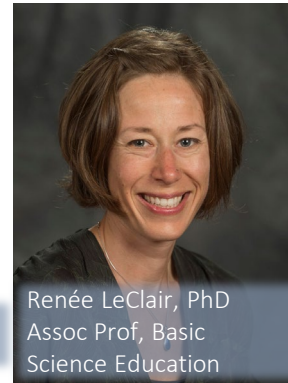
Emily Holt Foerst, PhD
Asst Dean, Student Affairs



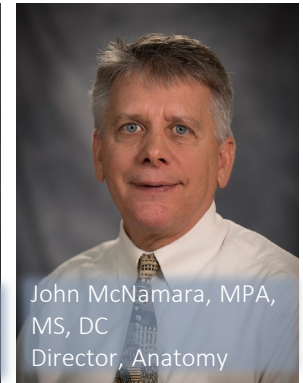
Andrew Binks, PhD
Assoc Prof, Basic
Science Education



Jenn Cleveland, PhD
Co-Director, PBL



Renée LeClair, PhD
Assoc Prof, Basic
Science Education



John McNamara, MPA,
MS, DC
Director, Anatomy

Medical Education Strategic Planning – Sept 2022 – Feb 2023



- 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.

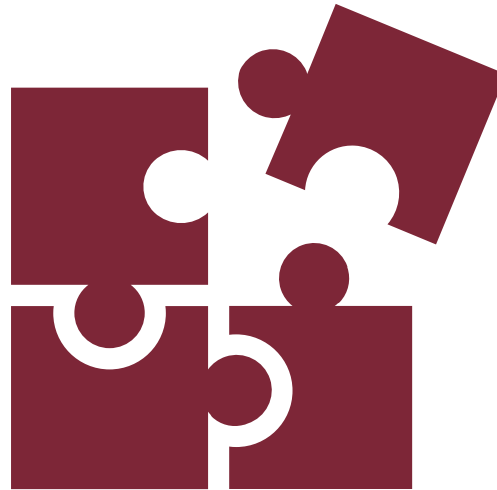
<https://medicine.vtc.vt.edu/academics/academic-taskforce.html>



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

Humanism
Diversity, Equity, Inclusion and Belonging
Professional Integrity
Academic and Scholarly Excellence
Coproduction
Holistic Identity Formation
<i>Ut Prosim</i> - 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

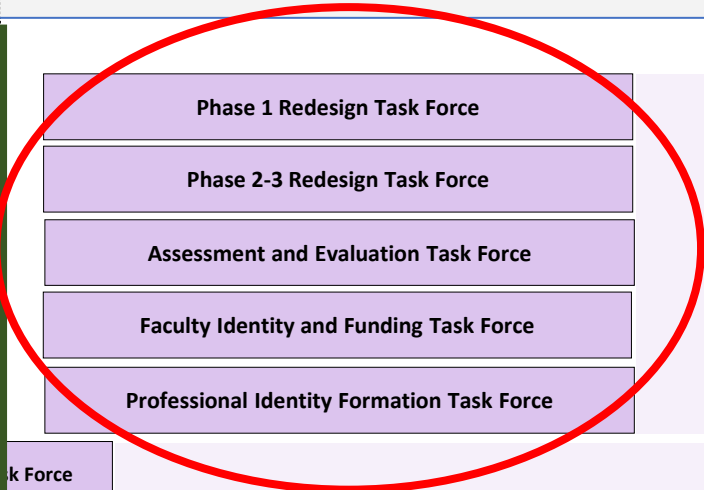


Timeline and Deliverables

VTCSOM Strategic Planning

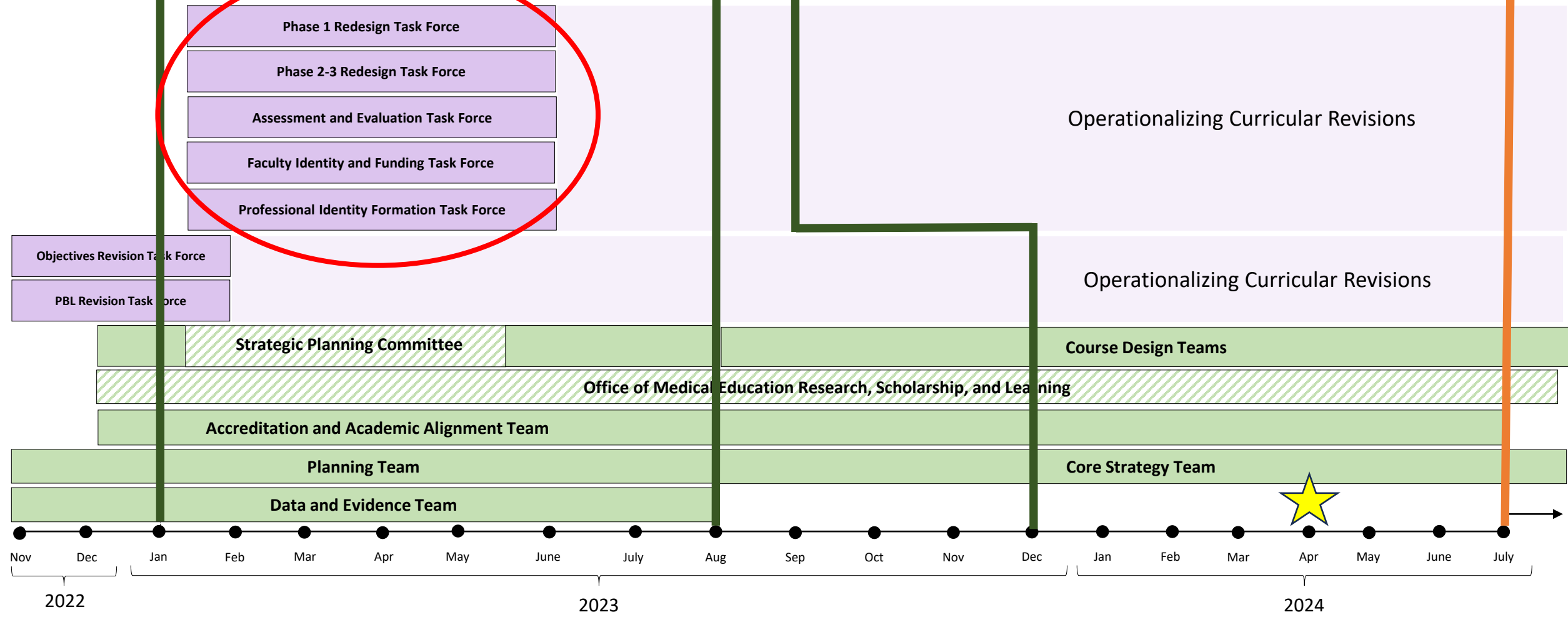
Medical Education Mission

Task Forces
Committees



Primary Goals of Strategic Planning Process

- Goal 1: January 2023, curricular schedule change approved by BIC1-2, MCC.
- Goal 2: August 2023, curricular revision/principles approved by BIC1-2, MCC.
- Goal 3: October-Dec 2023, core components of curricular revisions finalized.
- Goal 4: July 2024, curricular revisions launched.



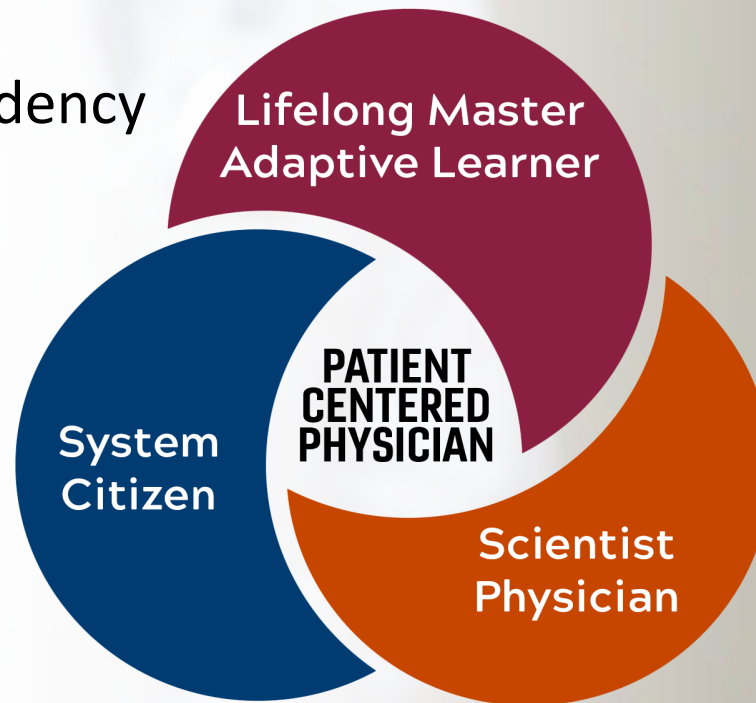
Operationalizing Curricular Revisions

Operationalizing Curricular Revisions

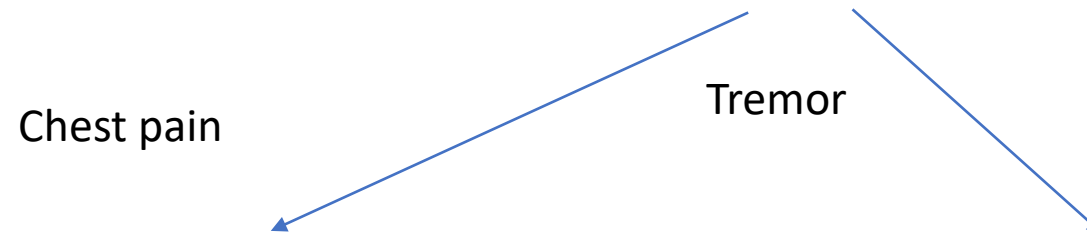


Outcomes

- Pass boards
- Ready for clerkships and residency
- VTCSOM Identities



Our Curriculum is Engineered to be Patient-Focused



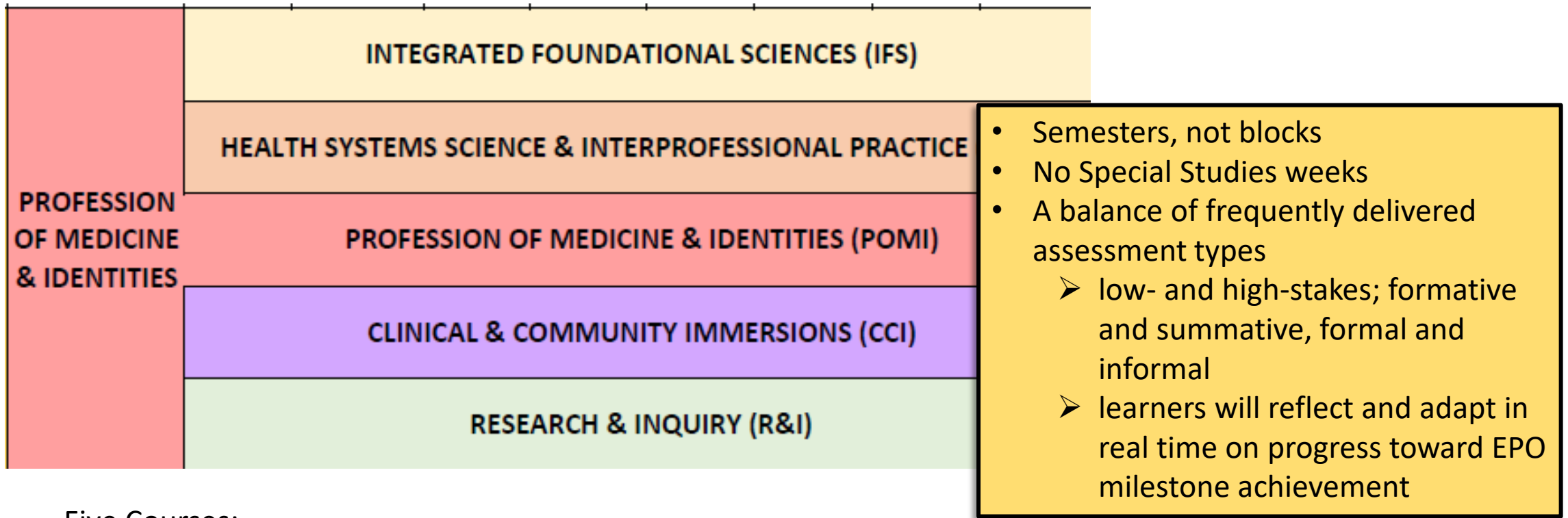
Core Concepts to Learn

- 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)

QUESTIONS?





Enrollment Growth at VTC SOM:

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

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							
	Preceding Year	Year Increase will go into Effect	First Subsequent Year	Next Subsequent Year	Next Subsequent Year*	Next Subsequent Year*	Next Subsequent Year*
Academic Year	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Number admitted in first year class	50 ⁺	72	72	72	72	72	72
Number in second year class	50 ⁺	50 ⁺	72	72	72	72	72
Number in third year class	53 ⁺	54 ⁺	50	72	72	72	72
Number in fourth year class	47	53 ⁺	54 ⁺	50 ⁺	72	72	72
Total enrollment	200	229	248	266	288	288	288

*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

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							
	Preceding Year	Year Increase will go into Effect	First Subsequent Year	Next Subsequent Year	Next Subsequent Year*	Next Subsequent Year*	Next Subsequent Year*
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Number admitted in first year class	50 ⁺	72	72	72	72-98	72-98	72-98
Number in second year class	50 ⁺	50 ⁺	72	72	72	72-98	72-98
Number in third year class	53 ⁺	54 ⁺	50	72	72	72	72-98
Number in fourth year class	47	53 ⁺	54 ⁺	50 ⁺	72	72	72
Total enrollment	200	229	248	266	288-314	288-340	288-366

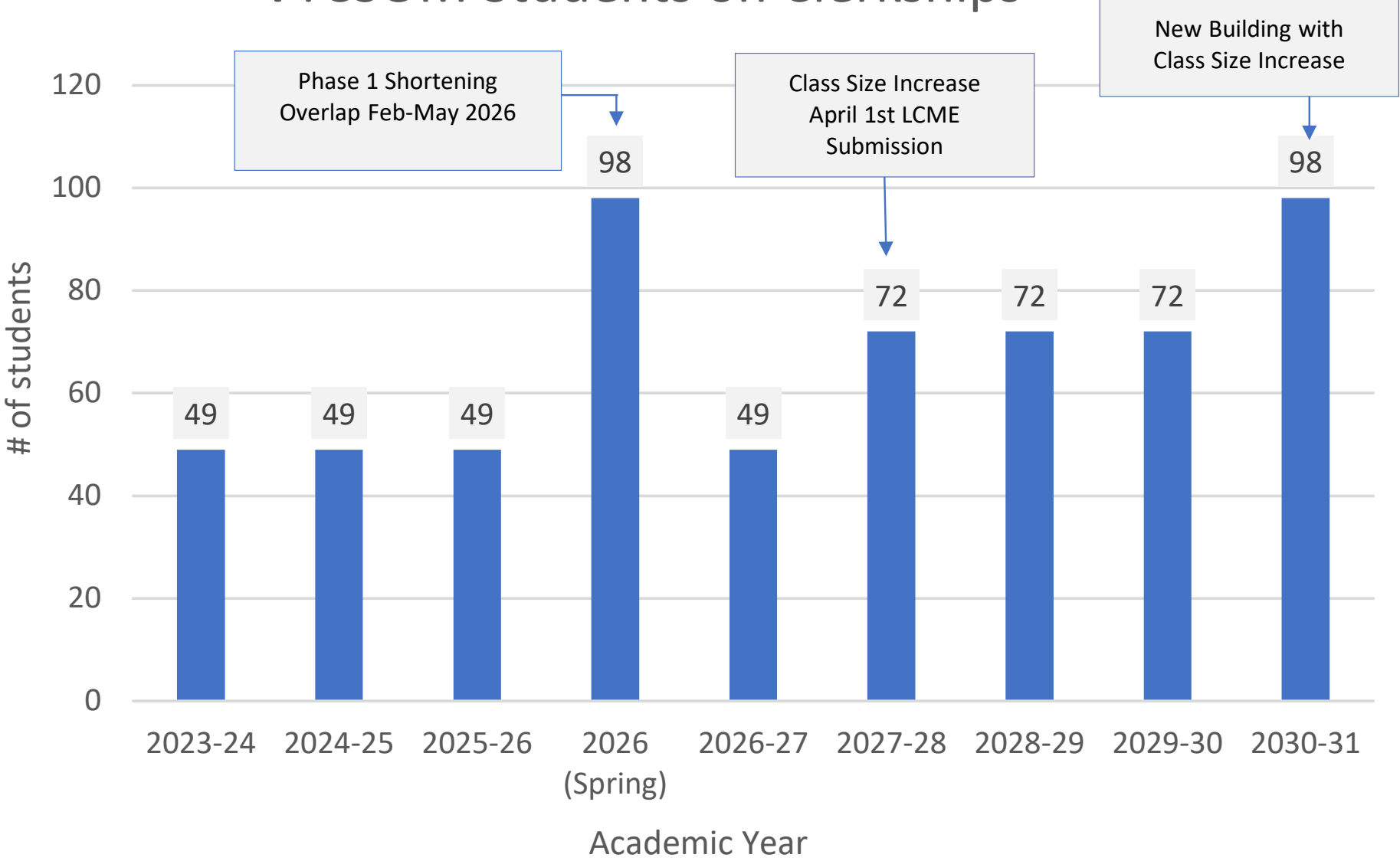
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VTCSOM Students on Clerkships



VTC

Virginia Tech Carilion
School of Medicine

Lisa Uherick, MD

Chief Well-Being Officer



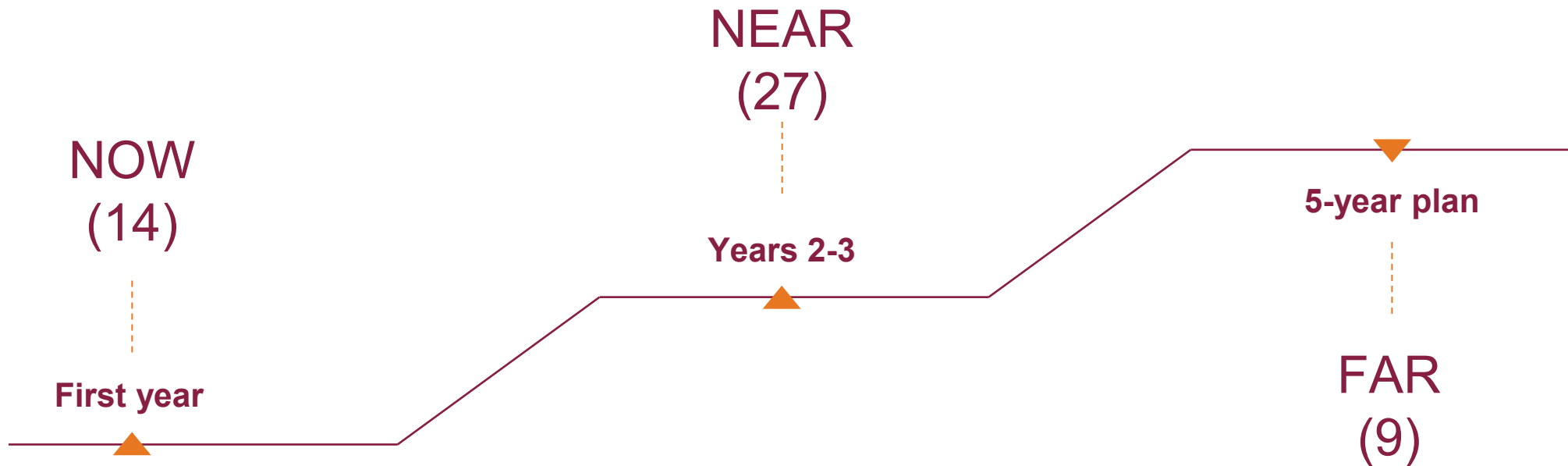
WHO AM I?

Why am I here?

Organizing the Work

VTCSOM Task Force on Well-Being 2022-2023

50 Recommendations



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

Student Affairs

Elvir Berbic
Emily Holt Foerst
Angelica Witcher

Faculty Affairs

Avery Mahaney
David Musick

AP Faculty and Staff

Courtney Powell

GME

Lindsay McKinnon
Arthur Ollendorff

Departmental Directors

Basic Science
HSIS
Ortho
Peds
OB/GYN
EM
FM
IM
Psychiatry
Surgery
Radiology
Neurosurgery

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

