



**Virginia Tech Carilion School of Medicine Faculty  
Association  
MINUTES  
Monday, March 1, 2021  
5:45 p.m. – 7:00 p.m.  
Zoom**

Welcome

Dr. Paul R. Skolnik

Dr. Skolnik, Chair of the Academic Committee, called the meeting to order at 5:46 p.m.

The minutes of the previous meeting on March 2, 2020, were distributed for review prior to this meeting. With no discussion, *a motion for approval of these minutes was made and seconded; the motion passed.*

Dean's Update VTCSOM Initiatives

Dr. Lee A. Learman

Dean Learman thanked the VTCSOM faculty for their work over the past year and thanked them for managing the challenges COVID-19 presented as well as adapting to new initiatives brought on by the VTCSOM. Dean Learman also thanked all of the faculty who serve on the governance committees.

The Dean provided an update on the Virginia Tech School of Medicine:

- VTCSOM has four leadership departures to note. Patricia Wooten, the VTCSOM Human Resources Manager was promoted to lead a larger enterprise with Virginia Tech and has made the transition to Blacksburg. Karen Sanders, EdD, VTCSOM's Chief Diversity Officer, was pulled back to her main campus position as Assistant Provost working on pipeline programs in the Office of Admissions. Kim Blair, VTCSOM's Assistant VP of Advancement, has accepted a position with Roanoke College (her alma mater) as the Vice President for Advancement. Lastly, Kimberly Dunsmore, MD, VTCSOM's Chair of Pediatrics also departed this previous year.
- VTCSOM also has a handful of new leadership appointments. Cynthia Morrow, MD, and Natalie Karp, MD, are the new leaders of the Health Systems Science and Interprofessional Practice Domain. Melanie Prusakowski, MD, was promoted from Assistant to Associate Dean of Admissions. Our new Chief Diversity Officer is Azziza "Kemi" Bankole, MBBS, from Psychiatry. Sarah Henrickson Parker, PhD, is the new Chair of the Department of Interprofessionalism. Daniel Karolyi, MD, PhD, was promoted from Interim Chair to Chair for the Department of Radiology. Lastly, Donald Kees, MD, is the new Interim Chair for the Department of Pediatrics.
- A year ago, we spoke about a task force examining the Health Systems Science and Interprofessional Practice learning domain; some of these curricular changes have now been launched successfully within the past year. The task force report was also modified and published in a peer-reviewed journal (Medical Science Educator), highlighting our unique approach to building this new domain from an older domain of interprofessional education. The author list represents many of the leaders who served on the task force, which is an interprofessional group of authors. We are also beginning to work on faculty development, and offering our community ways to learn about Health Systems Science. An open forum type session was held on February 22, 2021, and was well attended. In the coming year, we will be implementing year two of the full curriculum for our medical students, but also starting to implement the clinical education changes we envision and that have now been budgeted through the identification of Health System Science point people or champions in each of the departments that have core clerkships.
- InclusiveVTCSOM Task Force Report: The leadership team for the InclusiveVTCSOM Task Force included Michael Jeremiah, MD, Fidel Valea, MD, and Patricia Wooten as the Chairs of the task force. The liaisons for the task force were N.L. Bishop, DMin, and Karen Sanders, EdD, and the consultants were Alicia Cohen and Erin McCann. The final report reflects the efforts of over 100 participants and a variety of working groups and the steering committee. Excellent work was done by the InclusiveVTCSOM Steering Committee. There were fifteen high-level recommendations from the task force which were based on more specific recommendations from the different working groups assigned

when we started the task force. The final recommendations and next steps in the process will be discussed on March 22, 2021 at a town hall meeting.

- After receiving the recommendations from the working groups for the InclusiveVTCSOM task force, an implementation plan was established by the VTCSOM leaders and a short order of budget requests were made and submitted to Virginia Tech finance on February 22, 2021 for \$150,000 additional budget items to support the implementation of the recommendations for FY22.
- The implementation plan for March 2021 includes designating a project manager, which will be Dani Backus, MS, PMP, SSGB, who is VTCSOM's Senior Director for Institutional Effectiveness and Accreditation. We will also be working on reviewing and finalizing the implementation guidelines under various budget scenarios as well as developing a communications strategy. All of these items will be discussed at the March 22, 2021 townhall, which will be at 5:30 p.m. for the VTCSOM Community.
- Dean Learman gave an overview of the change management approach that is being taken by Dani Backus in three phases; creating a climate for change (phase 1 - completed), engaging and enabling the entire organization (phase 2 – in progress), and implementing and sustaining change (phase 3 – pending).
- Dean Learman thanked all who have served on the InclusiveVTCSOM Task Force, its steering committee, and working groups. Special recognition was also made to the VTCSOM medical students for being engaged in every aspect of the work, and also to the task force co-chairs and Dr. Karen Sanders for ensuring that a comprehensive and informative report was completed by February 1, 2021.

Dean Learman gave an update on the VTCSOM Strategic Planning Process:

- The strategic planning effort has been underway since the fall and some of the strategic plan recommendations will include some of the recommendations from the diversity task force.
- Dean Learman laid out the strategic plan timeline, and highlighted the positive strategic plan survey response. The survey was used to gain input from various stakeholder groups on the current strategic plan priorities as well as our vision, mission, and values statements. This led to a series of engagement sessions where individuals looked at the survey results for their particular areas, and were able to provide other insights and advice to help interpret the survey recommendations. We are now in the process of assisting the task force in taking the data, input, and feedback and developing a strategic planning report that will be due in a couple of months. We hope to have more information available by June 1, 2021 regarding the overall strategic plan

Dean Learman gave an update on the VTCSOM class size growth potential:

- One year ago, we discussed growing our VTCSOM class size by one small group (seven students), and we said we were going to do this on the basis that we are currently able to grow in our current foot print and in a way that was going to be sustainable. The 2019 task force established a request to the LCME to request approval for growth to 49, and it was approved with the potential for incremental growth to 56 per class.
- Dean Learman gave an overview of the current growth plan timeline, which has the first class size of 49 hitting their clinical rotations in AY22-23. Dr. Vari is chairing a task force, which is going over the original growth plan and refreshing the plan for the possibility of class size increases to 53 and 56.
- Last year there was a 48% increase of applications overall to VTCSOM (6,374 received). This compares with an approximate 20% increase nationwide, so our 48% increase from last year's applications received has been quite remarkable. With that said, we do not want to grow in a way that outweighs our ability to deliver the quality education that we offer our current 49 students. The preservation of those most important features of VTCSOM will assist with guiding our growth planning.
- The 2021 Task Force on Capital Growth was introduced by Dean Learman as a team that will determine the potential for growth VTCSOM is able to have, as well as the need for additional space and buildings to accommodate what that growth would require.

Departmental Transformation

- A request has been made to Virginia Tech to change the name of our department of Interprofessionalism to Healthcare Innovation and Implementation Science. The interprofessionalism department is currently a home for faculty that instruct within the Interprofessionalism Education domain. As the department transforms, it will be taking on the HSSIP Domain, which focusses on health system science, and will also continue to work closely with the community and culture programs. Additionally, the new vision for this department includes the establishment of strong research programs in the science of healthcare delivery. More information will become available in the coming months.

#### 2021-2020 Preview

- We will welcome the second class of 49, and consider future growth. A year from now we will have a better idea on what that is going to look like.
- We will continue our Health System Science and Interprofessionalism curriculum implementation.
- We will adapt our curriculum as needed to address a USMLE Step 1 pass/fail grading system.
- We will implement the Inclusive VTCSOM recommendations and refreshed Strategic Plan.
- We will recruit research faculty, and submit a proposal to establish a transdisciplinary center.
- We will continue our robust fundraising efforts.

Lastly, Dean Learman recognized the VTCSOM alumni who have returned to serve in the Roanoke community. Dean Learman welcomed back Drs. Moore, Brown, Vile, Eikenberg, Joy, and Gerrish.

#### Carilion Clinic Update

Dr. Patrice M. Weiss

Dr. Weiss, Chief Medical Officer, presented an update on Carilion Clinic. She announced the expansion of Carilion Children's services at the Tanglewood mall location. It is scheduled to be open in October 2021. This expansion will allow us to consolidate more than a dozen of our pediatric and adolescent specialties and sub-specialties in a single location. This addition to Tanglewood will give a boost in revitalization to the area. We are looking forward to this consolidation both from a standpoint of patient care and medical education and recruitment.

Dr. Weiss also presented an overview of the CRMH expansion. This is one of the largest construction projects in all of southwest Virginia. Once complete, CRMH will have a 2.4 million square foot size, making us one of the largest hospitals in Virginia. The new building will house a larger capacity emergency department, a 40-bed observational unit, as well as a 76-bed cardiovascular institute. There will also be additional parking. Dr. Sarah Parker has assisted with the project in terms of the best possible design taking into consideration safety and patient experience, as well as the employee experience.

In addition to the Carilion building expansions, in 2016, Carilion Clinic embarked on Vision 2020, and Carilion Clinic has now launched the Carilion Clinic Vision 2025 strategic plan. Clinic Vision 2025 has seven focus areas and each have an executive champion and 2-3 senior management team (SMT) members assigned to them. The seven areas are:

- Engage our Communities: Partnerships and collaborations with individuals, businesses, and policymakers to contribute to health and economic vitality.
- Connected, Convenient, Collaborative Care: Patient-centered, coordinated, collaborative care improves health outcomes, patient satisfaction, staff productivity and morale and reduces overall cost of care. Team-based, interprofessional care is a hallmark of the Carilion way.
- Clinical Advancement and Patient Safety: Enterprise-wide (ambulatory and inpatient) shared responsibility for an effective, data-driven, continuous quality improvement culture with high reliability; safety is our number-one priority. Clinical advancement and patient safety are guided by achieving top decile outcomes, seamlessly coordinated care and excellent patient experience.
- Community Benefit: Improve outcomes for preventable mortality, morbidity and prevalence of conditions that impact adults' ability to work, children's ability to learn and seniors' ability to enhance their safety and well-being.

- Innovation and Research: Spur innovation and research to solve care delivery issues and improve patient outcomes and economic vitality.
- Financial Vitality: Delivering our care in an affordable fashion and what do we need to advance care, and how can we maintain both the financial vitality of Carilion Clinic and be true to our mission of improving the health of the communities that we serve.

Lastly, the latest edition of the Carilion Medicine magazine is out. The magazine is a joint effort between Carilion Clinic, the medical school, the Fralin Biomedical Research Institute at Virginia Tech Carilion, and our multi-disciplinary advisory panel. The newest edition had a focus on COVID-19 and Carilion Clinic's response to it. The backstory in this edition was from Dean Learman, which was an article about expanding class size and curriculum over the historic year of 2020. For three consecutive years, since the conception of Carilion Medicine magazine, it has been recognized for editorial excellence in the Folio awards. Specifically, Carilion Medicine magazine was recognized for its spring/summer 2019 edition on Building a Better Doctor.

#### Faculty Affairs Update

Dr. David Musick

Dr. Musick gave a Virginia Tech Carilion School of Medicine Faculty Affairs update. In the past year there has been a lot of growth around VTCSOM and the integration with the University. VTCSOM now has faculty fully participating in governance at Virginia Tech in terms of faculty members serving on committees, commissions, councils, and faculty senate. Dr. Musick thanked those individuals for their service.

Information was sent out to department chairs and promotion committee chairs about a COVID-19 related extension. For faculty who will be going up for promotion within the next few years that feel the pandemic has impacted your productivity, Virginia Tech is allowing for delays in the promotion process. We are also working on the ability for our faculty who are employed by Virginia Tech to earn tenure to employment with the University. This proposal is moving through the University Governance system and will ultimately have to be approved by the Board of Visitors. We are also working closely on upcoming revisions to promotion guidelines with the Virginia Tech Office of the Provost.

Dr. Musick gave a brief overview of the Faculty Bylaws. Roughly 90-95% of the changes to the bylaws were formatting changes, and very little of the contents were changed. We now have three sets of documents; bylaws, guidelines, and policies, which is consistent with how Virginia Tech categorizes this type of information. The more substantive changes being proposed that will be voted upon during this meeting are:

- The removal of the LETS-C (library) committee.
- The change of the "Faculty Assembly" name to "Faculty Association" so that it is not confused with the Virginia Tech Faculty Assembly.
- New committee: VTCSOM Honor Board, a Dean's appointed committee, whose purpose is to work with the Office of Student Affairs to implement the honor code for the VTCSOM students.
- Discontinuation of the secondary faculty appointment.
- Voting privileges for all faculty, that allows all faculty to vote on relevant issues pertaining to them, including those at the instructor rank.
- The language around visiting faculty appointments has been made clearer.
- Formal peer evaluation of teaching required for tenure to title track promotion.
- Tightening up the promotion terminology and processes.

81/81 faculty members present voted virtually by poll in support of the Faculty Bylaw changes presented by Dr. David Musick.

Dr. Musick reminded the VTCSOM faculty about the opportunities available to seek election to both VTCSOM and University faculty committees, commissions, and councils. A call for nomination will be

distributed in the coming weeks and elections will take place in early to mid-April. Committee terms begin July 1, 2021.

2019-2020 Faculty Promotion Recognition

Dr. David Musick

Dr. Musick noted that 107 faculty members have received promotion within VTCSOM from inception to June 30, 2020. All promotions are reviewed by the APRT Committees of each department, the APT Committee of VTCSOM, the Dean, Provost, President, and finally by the Board of Visitors.

Dr. Musick recognized the 15 faculty members who successfully achieved promotion during the 2019-2020 cycle. These faculty members will receive a framed promotion certificate.

Adjournment

With no additional business, the meeting of the Faculty Association adjourned by Dr. Skolnik , after a proper motion, second, and vote, at 6:47 p.m.

Quinn M. Adams  
Recording Secretary