Dean's Faculty Advisory Committee  
University of Tennessee, College of Medicine  
April 2, 2007  

Call to Order  
The meeting was called to order by the president, Dr. Art Geller, at 12:05 PM on April 2, 2007, in the Hyman building, Room 101.

Attendance  
The following members were present:  

Louisa Balazs, MD, PhD, Jack Buchanan, MD, Martin A. Croce, MD, Allen S. Edmonson, MD, Art Geller, PhD, Stanley Kaplan, MD, Leonard Lothstein, PhD, E. Haavi Morreim, PhD, William R. Morris, MD, Linda K. Myers, MD, Elias A. Giraldo, MD, Claudette Shephard, MD, Christopher M. Waters, PhD, Robert S. Waters, PhD, Thad Wilson, PhD

The following guest(s) was (were) present:  

Pat Wall, MD, Steve Schwab, MD, George Cook, PhD

Approval of minutes  
The minutes of the previous meeting were approved as written. Minutes had previously been distributed by electronic means. A hard copy of the minutes was available for review by the members.

Old Business  

Dean Wall began by reviewing recent events at the Med. Since CMS certified the Med to be in compliance following the events last August, CMS has re-visited on one occasion related to events in the trauma center, and will come again in April. Dean Wall observed that the Med, like other institutions such as Baptist Collierville, will continue to be under CMS surveillance well into the future. The CMS visits may well ultimately be a benefit, he noted, because they have forced the institution to make many important and much-needed changes in its governance and procedures.

Interim CEO Elizabeth Ostric will return to her original position in April, and a management company will be retained until a permanent CEO, COO, CFO are in place and other administrative changes are made. In the meantime, discussions will take place regarding the ongoing relationships between the Med and the other community hospitals.

Executive Dean Steve Schwab added that the CoM is committed to a high level of involvement with the Med, including to move UT faculty into key support positions at the Med. The CoM will be increasingly involved as time goes forward. Additionally, UT's involvement with Methodist is moving forward, on track and on schedule.
Dr. Wall noted that the Greely Consultant Group, brought on board last September, has been working to identify issues and recommendations for improving the Med. The Group has already recommended significant changes in administrative structure. For example, they recommend three medical directors in three areas: Performance Improvement, Case Management, and Infection Control. All three of these will be part-time, paid positions. In addition, there will be a new Vice President in charge of Performance Improvement; an internal search is currently being conducted to fill this position. Additionally, an assistant dean will be appointed, to be responsible for managing the CoM’s involvement for undergrad, grad, and faculty affairs with the Med. A similar person will be appointed to oversee the corresponding relationships with Methodist. Dr. Wall further noted that, as the Med and its complex bylaws are reorganized, it will be important to disentangle academic functions--”chairs” of departments--from those who lead medical services--”chiefs” of services.

Regarding UTMG, the CoM has proposed a $17+M contract between the Med and UTMG. Dr. Schwab observed that UTMG is heavily involved with assisting the hospital. As a medical practice, UTMG provides medical services; as such it can make up key components of physician administration, but cannot, for technical reasons, move into administration on the Board. Only the University can occupy the latter sort of position.

Dr. Schwab them provided a recruiting update:

* dean search Knoxville: finalists have been identified, with selection expected in 4-6 weeks;
* dean search Chattanooga: selection is expected by the end of the summer;
* chair of Physiology: finalists have been identified and selection will be discussed this week;
* chair of Family Medicine: semifinalists will be brought to short list soon, with final selection anticipated well before the end of summer;
  * Pediatric Radiology: finalists have been brought to campus; final selections are anticipated in the near future;
* chairs of Anatomy and Neurobiology: searches will be launched in the next two months;
  * Institute of Maternal-Fetal Medicine and Cardiovascular Medicine Institute are both expected to be launched within two months;
  * Pediatric Cardiovascular Medicine will also be a separate Institute, also to be launched soon;
* chair of Internal Medicine: funds are currently being assembled, with expectation to launch search in near future.

Overall: searches are currently working 80 recruits in active medicine for the CoM. For all 80 positions now seeking to hire, funding has already been assembled.

Dr. Schwab then explained more about the concept of Institutes. The three new ones--Maternal-Fetal Medicine, Cardiovascular Medicine, and Pediatric Cardiovascular Medicine--will be modeled on the Transplant Institute now operating at Methodist University Hospital. The Transplant Institute has just achieved top 20 status and expects top 10 status next year. Cancer care will be reviewed after the Cardiovascular Medicine is launched.

One of the key rationales for, and virtues of, such Institutes is that they can cross some of the disciplinary boundaries that can otherwise inhibit communication and the success of the
overall mission in that area of care. For clinical activities, Institute members/faculty are accountable to Institute leadership; for scholarly activities and education, department chairs will continue to have authority. An "Institute" approach will also be used to improve some operations at the Med.

Dr. Schwab also provided updates in other areas. UTMG grew 15% last year and is on track for comparable growth this year. These profits are being reinvested right back into UTMG. Further support is coming from LeBonheur and the broader Methodist system. On a broader level, Dr. Schwab indicated that clinical operations that are currently supported by "orange dollars" are being reevaluated to see how they can become more successful, so that those funds can be routed toward basic sciences. Ultimately, clinical operations that are not self-sustaining will not be propped up with "orange dollars".

Eventually, faculty responsibilities may evolve toward a state in which some faculty will focus mainly on providing clinical care, while others will focus mainly on science and research. Each faculty member will be expected to devote 80% of his/her effort to either research or clinical work, with each bearing teaching responsibilities. This will contrast with the current situation in which virtually everyone is expected to excel in all areas.

Regarding Chancellor Owen's departure, Dr. Schwab said that Pres. Peterson was here in Memphis last Friday and spoke about the Chancellor's departure. Within 10 days Pres. Peterson will announce an interim chancellor and team, and will then rapidly institute a search for a new chancellor. He indicated that he will be visiting campus frequently to communicate with leadership and with faculty. To clarify his own situation, Dr. Schwab stated that he is not interested in serving as interim chancellor, and will not serve in that capacity.

Finally, President Geller reviewed last-minute details for the upcoming Dean's Symposium, including for the poster sessions, publicity, food service, and other details.

Next Meeting

The next meeting of the committee will be held on May 7, 2007, at 12:00 Noon in the Hyman building, Room 101.

Adjournment

There being no further business, the meeting was adjourned at 1:27 PM.

Respectfully submitted,

E. Haavi Morreim, PhD
Secretary