Our recent faculty and staff town hall meeting offered an opportunity to share findings from our environmental assessment of the UT Health Science Center (UTHSC) and to discuss vulnerabilities and opportunities. Organizational matters and next steps toward reaching greater levels of excellence were discussed with the participating UT Trustees, faculty, staff and leaders from our partner healthcare institutions. Herein, I would like to share highlights from the town hall meeting.

Our Challenges, Vulnerabilities, Strengths and Opportunities

UTHSC’s greatest resource is our talented team members. The strongest support for this opinion is the observation that UTHSC’s wonderful, passionate talent have been successful, despite systems and processes that do not optimally support your needs and execution of our mission. Moreover, our challenges are not unique to UTHSC; they are common among academic health systems and large service organizations. Therefore, tested remedies are readily available for implementation.

In my meetings with you, six categorical challenges to achieving greatness were shared. These are: (1) non-uniform vision for the future of the UTHSC, (2) fragmented communication, (3) challenged execution, (4) limited individual accountability, (5) inconsistent levels of productivity and (6) eroding infrastructure (buildings, durables, talent management and financials).

It is critical that we identify these challenges as a preliminary activity to developing and executing our strategic plan. If these vulnerabilities are not acknowledged and mitigated, implementation of the strategic plan is put at risk. Moreover, if our strengths are not leveraged, we risk wasting resources.

Improving the Chancellor’s Office Organizational Structure and Function

The Chancellery should be a resource for you that provides responsive service towards executing your component of our mission. It is useful to identify that the chancellor’s office should provide two broad categories of services: (1) infrastructure and back office functions that are needed indifferent of our strategy, and (2) mission critical support for what is identified from our strategy as deliverables to our constituents of students, faculty, employees, patients and supporters.

The current structure for the chancellor’s office does not optimally meet the infrastructure needs of the Health Science Center. Many mission-critical functions such as human resources, legal, information technology and the UT Research Foundation (UTRF) have not routinely interacted with the Chancellery. The reporting and oversight structures for other key functions and activities such as faculty, academic and student affairs, regulatory and safety committees, finance and operations, communications and marketing and alumni affairs are counter-intuitive and cumbersome. Under such circumstances, accountability and execution become challenged.

Towards achieving operational excellence, we are restructuring the chancellor’s office so that more functions and activities are integrated. The infrastructure component of the chancellor’s office will now be composed of the following responsive team members:

- Chief of Staff -- Kennard Brown. Human Resources, the Office of Campus Safety and our Campus Police will now report to the chief of staff.
- Finance and Operations -- Interim Vice Chancellor, Pam Vaughn. In addition to transactional finances, this office will be responsible for creating transparent and comprehensible budgets with better financial forecasting and tracking for the UTHSC.
- Advancement and External Relations -- Vice Chancellor, Sue Harpole. Advancement and External Relations will include direct and indirect reporting relationships with the Offices of Development, Communications, Marketing, Alumni Affairs and Government Affairs.
- Information Technology -- Interim Chief Information Officer, Taylor Strickland.

Insight con’t on Page 2...
Insight con’t

• Research -- Interim Vice Chancellor, Leonard “Rusty” Johnson. The authority and oversight of the Office of Research will be expanded to oversee the allocation of research space and to develop more robust rewards systems for our scientists as well as approaches to increase their control of the indirect revenues from your funded research. Singular oversight of regulatory and safety committees necessary for ethical and safe research conduct will also live with the Office of Research.
• Legal Officer -- to be determined. Legal Services will be expanded from three to four FTE attorneys. Attorneys will continue to report to chief counsel in Knoxville, but the UTHSC attorney will become more embedded in the Chancellery. He/she will manage critical matters like research, educational and service contracts, rather than being focused on employment law and malpractice.

Searches are underway for permanent vice chancellors, as well as directors for the offices of human resources, federal and regional relations, and the regulatory and safety committees.

**Developing a State-wide Academic Health System**

After our human talent, our greatest resource is that we are a state-wide healthcare delivery, educational and research organization. We’ve a substantial educational and research presence in Memphis, Knoxville and Chattanooga, as well as many important smaller programs throughout the state.

We should build on our collective capability, rather than be constrained by our geographical distinctiveness. Transforming ourselves into a coordinated state-wide academic health system aligns with our charter, facilitates leveraging strengths and opportunities across campuses, enhances our advocacy as a single entity and mitigates the risk of the division of resources across the state. To identify and facilitate the integration of scientific, educational and/or clinical activities and initiatives across colleges and/or across geographies for a college or center, we are establishing a Chancellor-level Office of Health System Affairs that will be led by Dr. Michael Caudle, previously the dean of the Graduate School of Medicine in Knoxville.

**Achieving Excellence in Executing Our Missions**

Like achieving excellence for infrastructure support, opportunities exist to improve the chancellor’s office support of the deans and you in fulfilling our missions. The mission of educating the next generation of health providers is one that exists across all our campuses and that can be improved by greater collective and coordinated activity.

Integration of mission critical educational activities will be coordinated across our colleges and their campuses by the new Office of Academic, Faculty and Student Affairs.

Led by a new vice chancellor, this office will establish framework policies and procedures for: (1) faculty activities such as workforce planning, promotion and tenure, salary, succession planning and faculty training; (2) educational matters, such as academic processes, academic support services and academic facilities planning and (3) student affairs, such as oversee and monitor quality and effectiveness of student services such as student recruitment and application, registration, retention, financial services and student life.

A search will begin for this vice chancellor forthwith.

To fulfill our fourth mission of service to and with the community, the Office for Community Affairs will be established as part of the Chancellery. This new office will be responsible for identifying, facilitating and coordinating system-wide opportunities for UTHSC scientists and educators as they develop and implement initiatives that enhance our engagements with our community partners. Interim Vice Chancellor, Karen Fox will lead the Office for Community Affairs.

**College of Medicine**

At present, the greatest state-wide presence among our health colleges is the College of Medicine (COM). The COM has major synergistic pre- and postgraduate education and research programs in Memphis, Knoxville and Chattanooga.

The current system of direct and indirect reporting between deans and associate deans within the COM can be improved by modifying the administrative leadership to become a system of three, individual campus deans. These deans will be more attentive to individual campus needs, more accountable to each campus, have greater knowledge and credibility in advocating for their...
individual campuses, be less prone to subconscious bias for a campus, and be more sensitive to local professional culture.

The three individual campus deans (Memphis, Knoxville, Chattanooga) will report to an executive dean for the COM, who in turn will report to the chancellor’s office.

The executive dean will set a system-wide framework for educational processes, accountability and performance benchmarks across the three major campuses in the COM, as well as be responsible for implementing synergistic scientific opportunities within the COM.

Dr. Hank Herrod has stepped down as dean for the College of Medicine – Memphis campus to assume a leadership position with the Urban Child Institute of Memphis and as a tenured professor in the Department of Pediatrics.

Dr. Hershel “Pat” Wall has agreed to serve in an interim capacity for the Memphis campus; Dr. James Neutens will serve as interim dean of the Knoxville campus, and Dr. Ron Blakenbaker will continue as interim dean of the Chattanooga campus of the COM.

National searches will begin to identify an executive dean followed by similar searches led at the local campus level for permanent deans for all three campuses.

Other mission critical talent that will continue to report directly to the chancellor’s office will include deans of the Colleges of Allied Health Sciences (Dr. William Frey, interim), Dentistry (Dr. Russell Gilpatrick), Graduate Health Sciences (Dr. Dick Peppler), Health Science Engineering (Dr. Frank Dibianca), Nursing (Dr. Donna Hathaway) and Pharmacy (Dr. Dick Gourley).

There are no current plans to modify the organizational structure or reporting relationships for these colleges.

UT Medical Group (UTMG) & UT Research Foundation (UTRF)

Another component of our organization that has undergone analysis is UTMG. UTMG’s organizational vision, fiscal performance and culture have challenged its operational success. A fundamental and unresolved issue is whether UTMG intends to serve the university community as an academic, university-based medical practice or a source of supplemental revenue for “double and triple threat” academic physicians?

Although the leaders at UTMG have developed a viable corrective and preventive action plan to meet their acute financial challenges, the organizational changes occurring across the UTHSC offer an opportunity to implement other organizational changes that may facilitate the long-term success of UTMG. Therefore, UTMG’s leadership and I have agreed to proceed with a high level reassessment of the organization, titled the “UTMG Manhattan Project”.

Based on a goal of developing a high level operating model(s) that describes a well-functioning, physician-led multi-specialty practice and that optimizes rewards for productivity, the UTMG Manhattan Project will be executed by UT clinical practice leaders, former UTMG physicians and business leaders.

The UTRF was also evaluated and has several challenges, vulnerabilities and opportunities similar to those observed for UTMG. Many of you shared that UTRF can be a challenging partner to identify and develop appropriations for inventions. Recognizing the need to improve services to our inventors, UTRF will establish a health science center (HSC) division.

The HSC division of UTRF will focus on our unique needs and the idiosyncrasies of invention and business development in healthcare. Currently, the leaders at UTRF are developing a charter for the HSC division that will offer its vision, organizational and operating structure, scope of work and accountability metrics.

Next Steps

A challenge for any large organization is to impart sufficient ownership and knowledge of the mission such that each individual has a crisp understanding of his/her role towards its implementation.

Strategic planning is an approach to develop common visions and goals to address common issues and capitalize on opportunities, have a clear organizational focus, minimize gaps in understanding between team members, increase efficiency and effectiveness, and solve specific problems.

Our process for strategy development will be to identify five strategy teams, one for each of our missions (research, teaching, clinical care, community service) and a fifth team for human talent.

The timeline for execution on our next steps is that the first draft of strategy development will be completed by December; a prioritized implementation plan for the strategy will be released by March 2006; and implementation will begin in the spring of 2006.

I express gratitude for making yourselves readily available as we developed the environmental assessment. Your candor and open suggestions were welcome and are yet another demonstration of the wonderful passionate talent within our organization. So, as we move forward with our transformational plans, I want to affirm that, “This is not the end. This is not the beginning of the end. It is, however, the end of the beginning.”

Art of the Motorcycle Tickets on Sale

The Office of Equity and Diversity is selling tickets for the Art of the Motorcycle exhibit presented by Wonders of Memphis in the 920 Madison Avenue Building on Mondays, Wednesdays and Fridays from 9:30 to 11:30 a.m.

The exhibit will run through Oct. 30.
As finalists in a field of outstanding Memphis area healthcare contributors, three UTHSC professors emerged as winners in the Memphis Business Journal’s annual Health Care Heroes Awards competition. Three others were recognized as finalists.

Sheldon Korones, MD, Alumni Distinguished Professor of Pediatrics, Obstetrics and Gynecology in the College of Medicine, was presented the Lifetime Achievement Award; Ann Cashion, PhD, associate professor and chair of the Acute and Chronic Care Department in the College of Nursing, received the Health Care Provider (non-physician) Award; and Bob Moore II, PhD, assistant professor in the College of Pharmacy, took home the Health Care Innovations Award.

Three other UTHSC faculty were also finalists. Rex Amonette, MD, clinical professor of dermatology in the College of Medicine, placed in the Health Care Provider – Physician category; and Phyllis Richey, PhD, assistant professor of preventive medicine and pediatrics in the College of Medicine and Waletha Wasson, DDS, associate professor of restorative dentistry in the College of Dentistry, were both finalists in the Community Outreach category.

Each of these finalists has contributed significantly to UTHSC and to the healthcare field. As the Lifetime Achievement Award winner, Dr. Korones was recognized for establishing the Newborn Center at The Med, which now bears his name.

Dr. Cashion’s award recognized her role as a researcher and in improving the health of individuals. As director of the UTHSC College of Nursing Center for Health Evaluation and Lifestyle Promotion (HELP Center), she oversees health promotion management and support for patients with chronic conditions.

Dr. Moore received the Health Care Innovations Award for his research and development of two compounds, one that reduces the loss of blood from traumatic wounds, and a second that is used to treat hemorrhagic shock. Through fast-track funding from the Department of Defense, Dr. Moore is working with Greystone Pharmaceuticals, Inc. to deliver finished products to the military.

**Help with Health Expo**

Organizers of the “Better Health Flying Well: Health and Safety Expo of 2005” are inviting any and all UTHSC entities to participate in the event Friday, Oct. 7, by providing booths for health education, screenings and research.

The College of Nursing, along with the Memphis Shelby County Airport Authority, is hosting the event at the Memphis International Airport in celebration of the 30th anniversary of the Dorothy L. Bobbitt Health Station.

To sign up as a vendor, contact June Reed, airport clinic coordinator, at 922-8026 or jreed32@utmem.edu.

**Second Annual Memphis BioImaging Symposium**

Friday, Nov. 4

Fogelman Executive Conference Center

Register Online: www.membis.org

Registrations postmarked after Saturday, Oct. 1 are subject to late fees.

**The First Tennessee Chair of Excellence Symposium**

“Pharmacogenetics Prescribing and Drug Development”

Wednesday, Sept. 28

10 a.m.

GEB, Room A-102

*Alastair J.J. Wood, MD*

Associate Dean, Professor of Medicine, Professor of Pharmacology, Vanderbilt University
Duane Miller, PhD, chair of the Department of Pharmaceutical Sciences and Van Vleet Professor in Pharmacy, has won the 2005 Wheeley Award for work in commercializing the results of his research in a testosterone replacement drug.

The $7,500 prize was established by B. Otto and Katherine Wheeley in 1989 to recognize and encourage technology transfer. Dr. Miller will receive this, the most prestigious research award given by UT, on Wednesday, Oct. 5.

Ioannis Dragatsis, PhD, assistant professor of physiology, has been awarded a $143,348 National Institutes of Health (NIH) grant to generate a mouse model for Familial Dysautonomia (FD), also known as Riley – Day syndrome.

The mouse model will allow researchers to collect and study affected tissue at different developmental stages, which is impossible to do in humans because of the progressive degeneration caused by the disease. Dr. Dragatsis hopes the research can lead to more effective treatments and new drugs.

Rennolds Ostrom, PhD, assistant professor in the Department of Pharmacology and the Vascular Biology Center of Excellence, has been awarded a $154,000 two-year grant by the American Heart Association’s Innovation Funding Program.

Dr. Ostrom will study cardiac regulation, which could lead to new treatments for heart failure. His research mission is to understand the structural basis of certain enzymes inside the heart muscle.

Ivan C. Gerling, PhD, associate professor in the College of Medicine and VA Medical Center collaborative investigator, has been awarded a $100,000 two-year grant from the American Diabetes Association’s Innovation Funding Program.

Dr. Gerling hopes to solve a problem that has plagued diabetic transplant patients, the destruction of insulin producing cells transplanted into the liver.

Andrzej Slominski, MD, PhD, director of Dermatopathology Fellowship and professor in the Department of Pathology and Laboratory Medicine, was invited to speak on “Melanin Synthesis in Melanoma: Clinical Implications” at the Sixth World Melanoma Conference in Vancouver on Tuesday, Sept. 6.

Also, Dr. Slominski and colleagues from pathology and laboratory medicine had a paper, titled “Enzymatic Metabolism of Ergosterol by Cytochrome P450scc (CYP11A1) to Biologically Active 17a,24-Dihydroxyergosterol,” published in the August 2005 issue of the journal Chemistry & Biology.

Dr. Morris Robbins, DDS, assistant to the dean in the College of Dentistry, was recently re-elected as chair of the American Dental Association Commission on Dental Accreditation for an unprecedented second term.

The commission is responsible for the accreditation of all dental and dental auxiliary programs in the U.S.

Mona Newsome Wicks, PhD, RN, professor in the College of Nursing, has been awarded a $219,000 three-year National Institutes of Health (NIH), National Institute of Nursing Research grant.

The study will investigate whether or not a regular support group intervention with African-American family caregivers of patients with end stage renal disease (ESRD) will reduce the caregiver’s symptoms of depression and anxiety.

Narendra Kumar, PhD, instructor in the Department of Physiology, has received a $141,456 grant from the Crohn’s & Colitis Foundation of America. Among the top two percent of funded grants in terms of priority, his research will focus on finding new therapeutic targets for treating inflammatory bowel disease (IBD) such as ulcerative colitis, Crohn’s disease and colon cancer.

In Memoriam

The UTHSC community extends condolences to:

Richard Cleave, service supervisor, on the death of his wife, Mattie M. Wicks-Cleave, on Monday, Aug. 22. She was a retired school teacher for the Memphis City Schools.

Julius W. Jennings, a craft specialist in the Physical Plant, on the death of his mother, Ann Jennings, on Tuesday, Aug. 16.
Congressman Tours Eye Institute

Congressman Harold Ford Jr. (second from the left) tours the Hamilton Eye Institute during a visit to UTHSC last month.

Mary Smith, with the eye institute, Congressman Ford and Henry Herrod, MD, dean of the College of Medicine-Memphis, look on as Dr. Barrett Haik, Hamilton Professor and chair of ophthalmology, (far right) introduces them to the pediatric area of the institute with its eye-catching solar system display.

Women Who Make a Difference

Memphis Woman Magazine has named its 2005 50 Women Who Make a Difference in the Mid-South. The following is a highlight of a number of our UTHSC family members who are changing lives in the Memphis community.

• Denise Fabian, president of the Maternal League of Memphis. She is the wife of Timothy Fabian, MD, chair of the Department of Surgery.
• Nancy Hardt, MD, professor of Preventive Medicine in the College of Medicine.
• Kathryn L. (Kathy) King, RN, a registered nurse in the Department of Otolaryngology-Head & Neck Surgery at UTMG.
• Espi Ralston, director of the Latino Health Programs Children’s Foundation Research Center of Memphis.
• Carol Ann Robertson, community activist & philanthropist. She is the wife of Jon Robertson, MD, professor and chair of neurosurgery.
• Renate H. Rosenthal, PhD, director of Medical Student Education in Psychiatry at UTHSC and a licensed clinical psychologist at UTMG.
• Peggy Ingram Veeser, EdD, APRN, director of UTHSC University Health Services and professor in the College of Nursing.

These women were honored at a banquet on Monday, Aug. 29 at the Hilton Hotel.

United Way Campaign to Get Underway

The United Way Mid-South Campaign for 2005-2006 will begin soon, and we, as a health science center family, are making plans to participate.

Sharon Richardson will again serve as this year’s UTHSC campaign coordinator. Steering committee members have been appointed and include: Mamel McCain, Brenda Scott, Corliss Finlay, Missy Robinson, Marcetta Booker, Connie Burk, Pat Raburn, Jerry Hall and Dennis Black. Betsy Forney will serve as treasurer.

Chancellor William F. Owen, Jr., MD, has expressed support for the campaign and encourages everyone to contribute in some way.

The committee members will be contacting employees within their area beginning this month and will have pledge forms available for those who want to give to this year’s campaign.

A specific United Way agency can be selected to receive a donation by using the donor designation codes. Payroll deduction is the easiest method for contributing, or a one-time cash or check donation is also an option. All forms and contributions should be returned to the steering committee representative.

Sharon said this year’s goal is to increase the total percentage of employee giving, which has been decreasing over the past several years. “Any amount of contribution would be appreciated, and we hope our employees will show the community that the UT family cares,” she added.

The University Dental Practice will add a new prosthodontic specialist starting this month. Mounir Kharchaf, DDS, who is also an assistant professor in restorative dentistry, will begin his private practice at the 910 Madison Building, Suite 608.

Prosthodontics is an American Dental Association recognized specialty in dentistry for the restoration and replacement of teeth. Call 448-6476 for an appointment.

Eye Institute Open House

Thursday, Sept. 29
10 a.m. to Noon

• All UTHSC students, faculty and staff are invited to tour the institute at 930 Madison Ave.
• Tours will begin on the first floor and light refreshments will be served.
• This event is in celebration of Phase II construction of the Eye Institute, which includes adult and pediatric patient care clinics.
UTHSC Volunteers Help Make Memphis Heart Walk a Success

Thanks to faculty, staff and students, the UT Health Science Center not only doubled its fund-raising efforts from last year, raising approximately $33,500, but it also brought the most number of participants to the American Heart Association’s Heart Walk.

With 330 walkers from UTHSC, participants showed their support for the American Heart Association as they joined the three-mile walk around downtown Memphis on Saturday, Sept. 10.

“The success of the UTHSC campaign was the result of many people opening up their hearts and pocketbooks to help fight this deadly disease, which affects so many,” said Sharon Richardson, co-coordinator of the campus campaign. “The ‘sea of orange’ T-shirts at the Heart Walk was a sight to see and demonstrated the support and caring attitude of our campus.”

Early on, UTHSC campaign organizers set a goal to double last year’s efforts, which raised $15,000, and Sharon credits UTHSC’s 37 teams for surpassing that goal. “The team captains deserve much credit for their dedication and excitement,” she said.

One example of this excitement is the College of Allied Health Sciences and Team Captain Tara Daniels, who placed No. 1 among the entire Memphis Heart Walk for having the most new team members signed-up during a specific week.

The Health Science Center was one of the top two teams to raise the most money for the heart association. Overall, the event raised more than $380,000, which will be reinvested in research and community programs to combat heart disease. The AHA has been a substantial supporter of UTHSC’s cardiovascular research programs.

“I extend my thanks and that of the Chancellor to all who were a part of this year’s great efforts in over doubling last year’s donations,” Sharon said. “UT has received numerous grant awards from the heart association over the years, and we were pleased we could be a part of helping raise funds for them through this event. Thank you, UTHSC.”

COMPLIANCE CORNER
By: Carolyn Moffitt - Billing Compliance/Privacy Officer

Frequently Asked HIPAA Questions

*How does the HIPAA Privacy Rule affect my rights under the Federal Privacy Act?*

The Privacy Act of 1974 protects personal information about individuals held by the federal government. Covered entities that are federal agencies or federal contractors that maintain records covered by the act, must not only obey the Privacy Rule’s requirements, but also must comply with the Privacy Act.

*Does the HIPAA Privacy Rule create a government database with all individuals’ personal health information?*

No. The Privacy Rule does not create such a government database or require a physician or any other covered entity to send medical information to the federal government for a government database or similar operation.

*When is a researcher a covered healthcare provider under HIPAA?*

A researcher is a covered healthcare provider if he or she furnishes healthcare services to individuals, including the subjects of research, and transmits any health information in electronic form in connection with a transaction covered by the Transactions Rule.

For example, a researcher who conducts a clinical trial that involves the delivery of routine healthcare, such as an MRI or liver function test, and transmits health information in electronic form to a third party payer for payment, would be a covered healthcare provider under the Privacy Rule.

Researchers who provide healthcare to the subjects of research or other individuals would be covered healthcare providers even if they do not themselves electronically transmit information in connection with a HIPAA transaction, but have other entities, such as a hospital or billing service, conduct such electronic transactions on their behalf.

For further assistance in determining covered entity status, see the “decision tool” at www.hhs.gov/ocr/hipaa/.
22  “Epithelial Cell Biology: Hepatic Stellate Cells”
Dr. Marcos Rojkind
Research Professor, Department of Biochemistry & Molecular Biology, George Washington University
3:30-4:30 p.m., 516 Nash Building
More info: dnutting@physio1.utmem.edu

27  “Deconstructing Memories of a Fly”
Josh Dubnau, PhD
Noon, Link Auditorium
More info: bjsmith@utmem.edu

28  “Great Medical Scientists Whose Science Couldn’t Cure”
Medicine Grand Rounds
James E. Bailey, MD, MPH, FACP
8 a.m., Coleman North Auditorium
More info: bedman@utmem.edu

“Transition From Prison to Community: Making It Work”
Speaker TBA
11 a.m.-2 p.m., GEB A304
More info: jtidwel8@utmem.edu or call 448-1474

29  “Making the Grade: Improving Asthma Management in Schools”
Speaker TBA
2:30-4:30 p.m., GEB A304
More info: jtidwel8@utmem.edu or call 448-1474

ANGELS High Risk OB: “Advances Maternal Age”
Speaker TBA
7-8 a.m., Le Bonheur POB, P210
More info: jtidwel8@utmem.edu or call 448-1474

“Preparedness for Special Needs Populations”
Speaker TBA
Noon-1:30 p.m., GEB A304
More info: jtidwel8@utmem.edu or call 448-1474

Performance Evaluation Trainings
Trainings are available to help both the employee and the supervisor get the most out of performance evaluations, which are being implemented campus-wide.

All exempt and non-exempt staff should be evaluated by Sept. 30.

Information about registering for these trainings can be found at www.utmem.edu/oed/Training.htm.

Performance evaluation forms also are available at http://www.utmem.edu/humanresources/Forms.htm.