2011-2012 Medicine

Section	Document Name
Fiscal Health	• Fall 2012 IUSM Report to the Campus - Fiscal Health Report.pdf
Fiscal Health	• Medicinefiscal health.pdf

Mission

MISSION

It is the mission of the Indiana University School of Medicine to advance health in the State of Indiana and beyond by promoting innovation and excellence in education, research, and patient care.

Education

The School of Medicine strives to produce outstanding educators, physicians and scientists. We will do so by providing quality education to students, residents, post-doctoral trainees, practicing physicians and the public that integrates the latest research advances with the best clinical practices.

Research

The research mission of the Indiana University School of Medicine is to advance knowledge about health and behavior and to make discoveries leading to improved prevention and treatment of disease, including the education of caregivers and the delivery of health services. Research is the foundation of both medical education and clinical care.

Clinical Care

The School of Medicine will provide outstanding clinical care that incorporates the latest advances in scientific knowledge, to all of our patients and the citizens of the State of Indiana. The quality care we provide will be done in a manner that supports and advances education and research.

VISION

The Indiana University School of Medicine will be one of the nations premier medical schools based on our education, scientific investigation, and health care delivery.

Goals and Objectives

Division of Continuing Medical Studies - Administrative Goals

Diversify funding sources.

Campus Planning Theme: Best Practices, Collaboration
Secondary Goals:
Sub Unit: Division of Continuing Medical Studies
Time Frame:

Actions taken for 2011-2012:

Evidence of Progress for 2011-2012:

Added new educational partners.

Activities planned for 2012-2013:

Work with alumni office to create opportunities that provide CME programs which will benefit our alumni and faculty.

Formalize QI approach to how our office performs its tasks.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: Division of Continuing Medical Studies
Time Frame:

Actions taken for 2011-2012:

Evidence of Progress for 2011-2012:

1.For the first time, the CME office created a CME component to the DAR reports for individual departments. We used this data internally to review how we interact with clients in those individual departments.

2.Conducted a CME office retreat on 9/25/12 reviewing QI approach to how we do our daily business.

3.Hosted a consultant from the IUSM Dean's Office to study our processes to improve all aspects of our work. Several of the recommendations were subsequently implemented.

4.Rewrote charge and mission for the CME Advisory Board.

Activities planned for 2012-2013:

1.Improve DAR reports sent to departments in 2013, and processes for collecting the data.

2.Schedule CME Advisory Board meetings quarterly (first one scheduled for 12/21/12).

Implement transition in CME leadership and move to new facilities.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: Division of Continuing Medical Studies
Time Frame:

Actions taken for 2011-2012:

Evidence of Progress for 2011-2012:

1.New Associate Dean began in November 2011.

2.Moved office in 8/12 to new location on IUSM campus, in Long Hospital 4th floor.

Activities planned for 2012-2013:

Interview for new Director of the Division of CME, as current Director is set to retire on 12/31/12.

Increase the quality of training and educational tools, resources and methods for planning partners and staff.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: Division of Continuing Medical Studies
Time Frame:

Actions taken for 2011-2012:

Evidence of Progress for 2011-2012:

1.Converted many of our internal tools and resources over to the "Cloud" resource supported by Indiana University, called "Box".

2.Converted all links to our website content over to Box, such that if the forms are changed in Box, the link is automatically updated.

Activities planned for 2012-2013:

1.Continue to utilize Box for future resource collaboration.

2.Demonstrate to other offices on campus the power of this Cloud service, available to anyone employed by IU and IUSM.

ACGME Institutional and Program Accreditation

Implement effective methods for measuring and fulfilling compliance with ACGME requirements.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: IUSM Office of Graduate Medical Education
Time Frame:

Actions taken for 2011-2012:

- GME will implement the new process to verify program completion of the annual program review in the Fall of 2012.

- The GME Office will require all ACGME-accredited programs to complete the Program Annual Review Summary in MedHub beginning in the Spring of 2013. The summary will provide a standard format for all program annual reviews and will help ensure timely completion and thoroughness of reviews.
- GME is finalizing the draft communication for presenting to the GMEC in late fall 2012.
- The Program Annual Review progress will be tracked through reports in MedHub.
- Data from the Program Annual Review Summary will be included in the program-portion of the Department Annual Report submitted by GME

- The GME Office is in the process of developing a GME plan for adapting to the NAS and CLER initiatives recently announced by the ACGME.
  - GME Office staff and IUSM Program Directors had an opportunity to participate in the widely publicized NAS and CLER webinar hosted by the AAMC in October 2012.
  - GME has plans to hold evening meetings to collaborate with program directors and affiliate leadership to explore adaptation, set goals, and build a momentum in moving forward in the new system.
  - One of the focus areas for patient safety under the new CLER initiative in which improvement efforts will be addressed is handoffs and sign-outs. This topic will be a standing agenda item for the quarterly meetings taking place with major affiliates as a group (CLER Group).
- Efforts to improve on-time arrival of the duty hours monitoring report from program directors were put into action by the GME Office in September 2012.
  - The "Duty Hours Review" function was presented during the September 2012 MedHub Hands-on Training for Program Directors.
  - A demonstration of the use of the new functionality was provided during the September 2012 GMEC meeting where the members voted, unanimously, to adopt the new process (and replace the current monitoring process) for fulfilling the duty hours compliance requirement.
  - This new function will provide an auto-generated report by rotation periods reflecting duty hour violations in accordance with the ACGME guidelines.
  - This monthly report allows program directors to enter feedback directly into the comment fields of this report, replacing the need to navigate to several different reports and screens in the previous monitoring process.
  - Data for the first three months of the 2012-2013 academic year was submitted to the GMEC Duty Hours Subcommittee in October 2012.
- In January 2012, GME began delivery of exit surveys on a monthly basis in an effort to make completion and collection of data routine to reach our objective of 80% completion by graduating residents and fellows. Completion and collection of the survey feedback has improved, but is not yet at 80%.
- GME has expanded the number and functions of the GMEC Subcommittees by three in the 2012-2013 academic year. To date, GME has in place the following Subcommittees:
  - The GMEC Policy Review Committee (new in 2012-2013)
  - Duty Hours
  - Quality and Patient Safety (new in 2012-2013)
  - GME Stipends and Benefits (new in 2012-2013)

Evidence of Progress for 2011-2012:

Above

Activities planned for 2012-2013:

Above

Contribute to the local, national, and international stature of faculty affairs, faculty development, and diversity initiatives in healthcare.

Advance a research agenda on issues related to faculty affairs and professional development.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: OFAPD
Time Frame: Ongoing

Actions taken for 2011-2012:

- Applied for and received funding from the Josiah H. Macy Foundation for $35,000 to support an expansion of the Faculty Vitality Survey© and participant conference.
- OFAPD faculty and staff completed four peer-reviewed publications and over 15 national conference and poster presentations.
- OFAPD representatives were seven of the only 110 speakers at the national Association of American Medical Colleges joint Group on Faculty Affairs/Group on Diversity and Inclusion conference in 2011. Their presentations and posters were competitively selected.
- Conducted and published the following study, which examines the return on investment (ROI) of a faculty development program.
- Dankoski, M., Palmer, M., Banks, J., Brutkiewicz, R., Walvoord, E., Hoffmann-Longtin, K., Bogdewic, S., & Gopen, G. (2012). Academic writing: Supporting faculty in a critical competency for success. The Journal of Faculty Development, 26(2), 47-54.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- Continue to pursue publication and dissemination outlets for our work, specifically on program impact.
- Continue to pursue external funding options for faculty development programming and research.

Advocate for faculty affairs policies and programs that increase faculty members success and vitality.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: OFAPD
Time Frame: Ongoing

Actions taken for 2011-2012:

- Published the annual State of the Faculty report for the 2010-2011 academic year at http://faculty.medicine.iu.edu/facts.html. This report details the promotion and tenure rates, attrition rates, and demographic information about faculty in the school.
- Administered the Faculty Vitality Study©, a survey developed by OFAPD designed to measure career and life management, climate and leadership, and satisfaction, engagement, productivity. These data are used to inform Department Annual Review meetings with department chairs and executive associate deans.
- Developed the online mentoring portal at http://faculty.medicine.iu.edu/mentoring. This tool helps departments and individuals to institute mentoring programs

individuals to institute mentoring programs.

- Improved the executive search and screen process by developing a faculty recruitment toolkit.
- Appointed faculty from OFAPD as co-chair for executive level searches to attend to process.
- Instituted an Exit Survey of faculty members who have left the institution to better determine the factors that contributed to their exit.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- Continue to publish the annual State of the Faculty report.
- As a part of the Sloan Accelerator Plan (details in Objective 3.1), work with the Faculty Steering Committee to develop clearer definitions for faculty appointment types.
- Share the tools and resources developed in the search and screen improvement process with department chairs and business administrators to improve the flow of the faculty hiring process at the department level.
- Review and update school grievance policy.

Determine Needs for Professional Development for GME Stakeholders

Encourage opportunities for each constituent to achieve the greatest level of effectiveness in their role.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: IUSM Office of Graduate Medical Education
Time Frame:

Actions taken for 2011-2012:

- GME has plans to hold evening meetings to collaborate with program directors during which a needs-assessment regarding NAS will be conducted.
- The MedHub future enhancements for milestones were presented to GMEC and during the September MedHub Hands-on Training for Program Directors.
- Milestones are a component of the NAS initiative.
- GME will continue efforts in communicating and training program personnel, as more information and directives are provided regarding this new initiative.
- GME will begin the planning phase for assessing the training needs of the Program Coordinators in the Spring of 2013.
- In May 2012, GME began efforts to assist IUSM in identifying methods for centrally monitoring resident participation in Resident as Teacher activities to comply with LCME Standards: [ED-24]. A proposal of recommendations was presented to the Executive Associate Dean for Educational Affairs. From that proposal, a request was made to put an action plan in place to form the framework for accomplishing the recommendations in the Phase I proposal.
- GME began Phase II of the Resident Teacher initiative in August 2012. The timeline for Phase II is August 2012-May 2013. To date the following has occurred:
    - The Resident Teacher Committee for Phase II of this project has been formed.
    - The task list for Phase II covers the timeframe of August 2012 through May 2013.
    - The committee is in the process of creating an action plan that guides enhancement recommendations in the following areas related to the LCME Standards [E24] – 1. Objective Delivery, 2. Teaching Skills, 3. Monitoring Activities, 4. Evaluating Teaching and Evaluation Skills, 5. Mentoring and Coaching

Monitoring Activities, 7. Evaluating: Teaching and Evaluation Skills, 9. Mentoring and Coaching

---

Evidence of Progress for 2011-2012:

Above

Activities planned for 2012-2013:

Above

Development and retention of quality faculty enthusiastic about their roles as educators

Create a faculty development program for IUSM that will provide education and support for teaching career development, teaching methods, peer review, integration of emerging technologies, and opportunities for scholarship and external funding.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: OFAPD
Time Frame: Ongoing

Actions taken for 2011-2012:

- Each year OFAPD hosts and partners to present well over 150 events/programs to support our faculty. In addition to these one-time specialized workshops and seminars, OFAPD offers a selection of ongoing programs on various topics. Most are open to all faculty, but some, like the Leadership in Academic Medicine Program (LAMP), require application and a commitment to attend for a full year.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- Host a Mobile Computing in Medical Education conference in partnership with the IUSM Office of Continuing Medical Education (CME) and spearheaded by participants in the iPad Faculty Learning Community
- Expand the number of online faculty development programs and increase marketing efforts at the regional centers.
- Partnering with the Department of Family medicine on a HRSA funded project to create online modules for teaching development for statewide use.

Effectively communicate current faculty development opportunities to the medical school community and ensure optimal use of limited resources by coordinating school and university-wide faculty development offerings

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: OFAPD
Time Frame: Ongoing

Actions taken for 2011-2012:

Actions taken for 2011-2012:

- In partnership with two graduate students in the School of Liberal Arts, OFAPD conducted extensive usability testing of its website to determine the ease at which users are able to find materials and have their questions answered.
- OFAPD partnered with four different departments or units on campus to deliver programming to over 1,000 faculty, staff, and learners from across campus.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- The usability testing will be used as a basis for a website redesign.
- Develop targeted marketing of online programming for faculty at the regional centers.
- Continue to partner with the IUPUI Center for Teaching and Learning, the IUPUI Gateway to Graduation program, the IU School of Dentistry, and other campus offices to realize efficiencies by collaborating on programming efforts.

Division of Continuing Medical Education - Strategic Goals

Develop Performance Improvement (PI) and Quality Improvement (QI) initiatives

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: Division of Continuing Medical Education
Time Frame:

Actions taken for 2011-2012:

Evidence of Progress for 2011-2012:

1. Rewrote IU Health Values Fund Grant (Year 2) to describe incorporating Maintenance of Certification QI projects and disseminated to Pediatric faculty in two separate Faculty Development sessions (N=30 faculty)

2. Received grant from Pfizer in joint partnership with ACHL to create a PI-CME program on vaccine preventable pneumonia in nursing home patients.

Activities planned for 2012-2013:

1.Continue to disseminate to other departments

2. Host 20 in-service learning activities for providers in nursing home locations.

3. Work with MedLearning Group to create a QI project around improving vaccine utilization and documentation.

Expand relationships with IU and IU partners, the medical community, joint sponsors and other collaborators to increase

Expand relationships with IU and IU partners, the medical community, joint sponsors and other collaborators to increase quality of programming.

Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit: Division of Continuing Medical Education
Time Frame:

Actions taken for 2011-2012:

Evidence of Progress for 2011-2012:

1.Added educational partners to optimize sustainability for educational programs. Partners added: MedLearning Group, Medtelligence, and Focus Medical Communications.

2.Added Regularly Scheduled Series (RSS) programs with IU Health – Morgan.

Activities planned for 2012-2013:

1. Explore further partnerships and Request-for-Proposal (RFP) collaborations from industry sponsors.

2. Meet with IU Health leadership to finalize one designated provider for all affiliated IU Health facilities.

Increase marketing efforts utilizing multiple technologies and techniques.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: Division of Continuing Medical Education
Time Frame:

Actions taken for 2011-2012:

NOT DONE IN 2012

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

Use social media tools and customer relationship management software to improve communication with individual faculty learners.

Division of Continuing Medical Studies - Educational Goals

Explore a request from Indiana State Medical Licensing Board for CME office to oversee a Physician Reentry Program and determine feasibility of said request.

Campus Planning Theme: Teaching and Learning

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: Division of Continuing Medical Studies
Time Frame:

Actions taken for 2011-2012:

Evidence of Progress for 2011-2012:

Created business model of this program, ultimately determining that it was not feasible for us to create and oversee this program at this time.

Activities planned for 2012-2013:

NOT PLANNING TO CONTINUE THIS IN 2013.

Improve scholarly activity of our office.
Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: Division of Continuing Medical Studies
Time Frame:

Actions taken for 2011-2012:

Evidence of Progress for 2011-2012:

1.Published piece in Annals of Internal Medicine on CME and QI. Djuricich AM. Continuing medical education and quality improvement: a match made in heaven. Ann Intern Med 2012;157(1):77-8.

Activities planned for 2012-2013:

1.Present a workshop at ACEHP in 1/13 "Perspectives in Learning through Social Media."

2.Present a poster at ACEHP in 1/13 on Education on Smoking Cessation and patient outcomes.

3. Present as part of a panel discussion on Social Media in Medicine at the IFFD conference in 4/12.

4.Present a workshop on how to use Social Media in Medicine for CME providers at SACME meeting in 4/12.

Incorporate strategies to increase the quality of content and relevance to both the IUSM and CME missions.
Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: Division of Continuing Medical Studies
Time Frame:

Time Frame:

Actions taken for 2011-2012:

Evidence of Progress for 2011-2012:

1. Met with individual department chairs to review CME opportunities (7 to date)

2. Include our faculty as content reviewers to insure relevance and compliance (scientific balance and free of commercial bias).

Activities planned for 2012-2013:

1. Continue to meet with remaining chairs of clinical departments.

2. Continue to utilize faculty expertise as content reviewers.

Increase the number of uses of content from live activities in multiple formats and improve infrastructure to more adequately address the needs of our target audience(s).

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: Division of Continuing Medical Studies
Time Frame:

Actions taken for 2011-2012:

Evidence of Progress for 2011-2012:

1.Offered programs in a variety of formats to meet learning needs of our own physicians (live, archived, webinars). Specifically, we created website link for Grand Rounds to be watched later, with opportunity for CME credits for the Department of Pediatrics, Obstetrics and Gynecology, Medicine, and Neonatal Medicine.

2. Presented three live and archived webinars through Komen around patient navigation.

3. Archived smoking cessation lecture.

Activities planned for 2012-2013:

1. Add more departments to this offering (specifically those in the Neurosciences: Neurology, Neurosurgery, Physical Medicine and Rehabilitation, and Psychiatry).

2. Will add two more webinars through Komen.

Offer personalized educational offerings utilizing social media and other emerging technologies that facilitate interactivity and measured learning.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: Division of Continuing Medical Studies
Time Frame:

Actions taken for 2011-2012:

Evidence of Progress for 2011-2012:

- Presented Webinar on Social Media for CME Professionals through Meetings.Net on 10/23/12.
- Conducted two Twitter chats (one on diabetes, one on asthma) through IU Health Patient Engagement Team.
- Presented Grand Rounds to the IUSM Dept. of Pediatrics on Social Media in Medicine and Medical Education on 3/28/12, which included a live Twitter feed during the presentation.
- Facilitated a workshop presentation at AAMC national meeting on 11/6/12 on Social Media for Medical Educators.
- Guest speaker on Sound Medicine on 4/8/12 on topic of Social Media for Physicians.

Activities planned for 2012-2013:

1. Host the inaugural "Mobile Computing in Medical Education" conference on 5/31/13, focusing on how to utilize mobile computing such as iPads for medical education.

2. Await funding for grant proposal submitted in 10/12 on creating a Social Media curriculum that spans UME, GME and CME. If funded, grant would go into effect 5/12.

Expand IUSM Research Portfolio

Innovation and Implementation Science Initiative (IISI)

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Created the Innovation and Implementation Science Initiative (IISI) to bring evidence based solutions and/or knowledge management to implement, disseminate and scale up proven healthcare improvements.

Evidence of Progress for 2011-2012:

$750K funding provided in part by IUSM, Clinical and Translational Sciences Institute (CTSI), and the Regenstrief Institute, and in addition a commitment of personnel within the Quality Unit of Indiana University Health (IUH).

Activities planned for 2012-2013:

Finalize Memorandum of Understanding for Malaz Boustani as Director of the IISI and establish a Research and Discovery Unit (RDU) within IU Health, supporting quality improvement activities within the informed clinical decision domain.

IUSM Bridging Policy

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Established an IUSM Bridging Policy for department chairs and deanâ€™s office direct reports. Provides a mechanism for department chairs/direct reports to apply for funds to bridge their research labs and support staff during periods of reduced extramural grant funding.

Evidence of Progress for 2011-2012:

Policy established and communicated to the departments with semi-annual deadlines of May and November for applications. Reviewed an application from a basic science department chair and made a one-year $400K award to support the lab and research staff until extramural funding is secured.

Activities planned for 2012-2013:

Will review applications received on the two deadline dates.

Lilly Endowment Physician Scientist Initiative (PSI)

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Expanded Lilly Endowment Physician Scientist Initiative (PSI) cadre.

Evidence of Progress for 2011-2012:

Recruited four outstanding investigators during FY12 : Drs. David Roodman (Hematology/Oncology Division Director), Mark Rigby (Pediatrics), Stephanie Davis (Pediatrics), and Sophie Paczesny (Pediatrics).

Activities planned for 2012-2013:

PSI applicants under consideration at this time: Drs. Titus Schleyer and Margaret Schwarz.

Program Project Planning Grant Pilot Development Team (P3DT)

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Provided $750K to the CTSI to fund the Program Project Planning Grant Pilot Development Team (P3DT), which awards up to $100K for 18 months to investigators toward the development of collaborative studies leading to successful extramural applications for Program Project Grants (PPGs defined broadly as any multi-PI, multi-project extramural grant with annual direct budgets of $500K -1M or higher.)

Evidence of Progress for 2011-2012:

Reviewed five projects and awarded a total of $330K to four groups during FY12:

- $100K to Dr. Mark Kelley and his team for their project "Collaborative Pancreatic Cancer Working Group; Model for Transformative Science Multi-Investigative Team Approach" Team members subsequently awarded an NIH R01 for $3.16M and an IUSM Biomedical Research Grant for $40K
- $80K to Dr. Raghu Mirmira and his team for their project "Indiana Diabetes Research Center"
- $50K to Dr. Michael Vasko and his team for their project "Mechanism Mediating Taxane-induced Peripheral Neuropathy"
- $100K to Dr. Fletcher White and his team for their project "Treatment of neuropathic pain by a small-molecule inhibitor of beta subunits of voltage-gated calcium channel complexes" Subsequently awarded an ISDH grant for $60K and an NIH R21 for $100K
- Proposal development services provided to Dr. Flora Hammond and her team for their project "Brain Research Aggression and Irritability Network CFDA #:84.133A-5" Subsequently awarded NIDRR grant for $2.1M

Activities planned for 2012-2013:

Continue to review projects and award P3DT funds; as of September 2012 three additional projects reviewed and one award made.

Strategic Research Initiative (SRI)

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Actions taken for 2011-2012:

Partnered with IU Health via the Strategic Research Initiative (SRI), a five-year, $75M investment by IUH into three primary foci of research with clinical applications: Cancer, Neuroscience, and Cardiovascular.

Evidence of Progress for 2011-2012:

Awarded $5M to each of the three programs for recruitments, pilot programs, research projects, equipment acquisition, etc.

Activities planned for 2012-2013:

Year 2 budgets to be submitted in spring 2013; November and May semi-annual presentations to SRI Board on progress to date.

Expansion of Graduate Medical Education in Indiana

Continue to provide leadership and consultation toward strategic expansion of GME in Indiana

Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit: IUSM Office of Graduate Medical Education
Time Frame:

Actions taken for 2011-2012:

- GME is currently in the initiation phase of seeking opportunities to collaborate with IUSM South Bend and other IUSM Regional Centers to expand the opportunities for elective rotations.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

Guide IUSM Research Enterprise

Associate Dean for Clinical Research

Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Appointed Dr. Richard Kovacs as the second faculty member to serve as IUSMâ€™s Associate Dean for Clinical Research.

Evidence of Progress for 2011-2012:

Committed funds to support a two-year assignment beginning January 1, 2012.

Activities planned for 2012-2013:

Working in conjunction with IUâ€™s Clinical and Translational Science Institute (CTSI), Dr. Kovacs will be responsible for guiding the schoolâ€™s clinical research enterprise, expanding the opportunities for translational science and increasing the number of industry-sponsored clinical trials.

First Assistant Dean for Entrepreneurial Research

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Established Dr. Mervin Yoder as the first Assistant Dean for Entrepreneurial Research to work directly with faculty and with the IU Research and Technology Corporation, the universityâ€™s technology transfer organization, to boost commercialization and patents of school of medicine scientific discoveries.

Evidence of Progress for 2011-2012:

New position created July 1, 2011.

Activities planned for 2012-2013:

Dr. Yoder states â€œone of my immediate priorities is to find innovative ways to enhance the disclosure of intellectual property from the vast amount of research and clinical discovery conducted by the faculty of the medical school and get it into the hands of IURTC where experienced business and legal teams can transform it into feasible commercial entities.â€Â

Research Space Incentive Program

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Initiated Research Space Incentive Program, allowing departments to reconfigure laboratory assignments in order to free

up space identified as recruitment labs, which then receive a two-year descending exemption from rent charges.

Evidence of Progress for 2011-2012:

Department of Microbiology and Immunology identified a total of 10 lab modules (4,450 sf) as recruitment space, with a projected savings of $164,392 in usage fees.

Activities planned for 2012-2013:

Interest in the program currently shown by the Departments of Cellular & Integrative Physiology, Orthopaedic Surgery, and Urology, as well as the Division of Nephrology within the Department of Medicine.

Transforming Research Initiative (TRI)

Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Launched the Transforming Research Initiative (TRI). In autumn 2011 the school engaged the Center for Applied Research (CFAR) to conduct interviews with key IUSM research players to answer the question: is the school moving in the correct direction to become one of the top ten public medical schools in research funding? After receiving a final report in March, the research dean called on the faculty to form workgroups to address the key points of the CFAR report. Their findings would be used by a larger group working toward a strategic blueprint for research to be presented to the new school dean in FY14.

Evidence of Progress for 2011-2012:

Three workgroups met four times each during spring 2012 to review points raised by the CFAR report. Each group prepared a summary of their discussions which were incorporated by the team leaders into a combined document, representing an executive overview of the process with key recommendations.

Activities planned for 2012-2013:

A day-long retreat will be held in August to bring together the faculty working groups with stakeholders from the IU Schools of Science, Dentistry, Nursing, and Public Health, as well as from Purdue University, IU Health, the Roudebush VA Medical Center, and Eskenazi Health. A follow-up meeting in November is planned with a proposed target of March 2013 for the strategic blueprint.

Improve IUSM Research Infrastructure

Core research equipment for the newly-constructed Eugene and Marilyn Glick Eye Institute.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Purchased $920K in core research equipment for the newly-constructed Eugene and Marilyn Glick Eye Institute.

Evidence of Progress for 2011-2012:

Equipment acquired, supplementing existing core laboratories in support of recently-recruited and existing Ophthalmology investigators.

Activities planned for 2012-2013:

An additional $40K in equipment will be purchased for the core research labs.

Expansion of auto-watering system for the Laboratory Animal Resource Center.
Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continuous

Actions taken for 2011-2012:

Completed federally-funded $491K expansion of auto-watering system for the Laboratory Animal Resource Center.

Evidence of Progress for 2011-2012:

System expanded to water all rodent cages within the Medical Research Library Building facility.

Activities planned for 2012-2013:

Acquisition of additional caging racks with remaining federal award funds.

Improve research core customer experience and fiscal management/compliance
Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Actions taken for 2011-2012:

Acquired Vanderbilt University's Core Ordering & Reporting Enterprise System (CORES) to improve research core customer experience and fiscal management/compliance of these resources.

Evidence of Progress for 2011-2012:

Contract signed, test environment deployed, planning meetings conducted with auxiliary units and Vanderbilt technical team, demonstrations provided to IUSM business managers, nightly data feed established with university financial system.

Activities planned for 2012-2013:

Eleven research support resources to implement CORES:

1) CTSI Specimen Storage Facility,

2) Biostatistics Recharge Center,

3) Indiana Center for Biological Microscopy,

4) CTSI Processing Lab,

5) Center for Medical Genomics,

6) Electron Microscopy Center,

7) Office of Visual Media,

8) Cytogenetics Lab,

9) Molecular Lab-DNA Services,

10) Molecular Services-Cell Bank, and

11) Vector Lab.

Online collaboration tool which identifies research expertise

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Implemented the Elsevier SciVal Experts Profile System, an online collaboration tool which identifies research expertise via the data mining of an investigatorâ€™s publications and grant titles. Program named IUSM ReSEARCH Connect.

Evidence of Progress for 2011-2012:

Currently profiling 851 investigators within the Schools of Medicine and Public Health.

Activities planned for 2012-2013:

Will add two modules to the system:

- Profile Enhancer, enabling faculty to add information such as non-NIH awards, teaching, clinical service, patents, honors, education, employment, etc.
- SciVal Funding, which allows investigators to search for funding opportunities using thematic information mined from their publications and NIH awards. It is also available for use by any IUSM investigator whether or not s/he is profiled in IUSM ReSEARCH Connect program, thus extending its use to post-doctoral students and faculty in visiting status.

Renovation of second floor of Wells Pediatric Research Center

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continuous

Actions taken for 2011-2012:

Received NIH approval of construction documents in November and **began ARRA-funded $8.4M renovation of second floor of Wells Pediatric Research Center to host a Pediatric Phenotyping Core.**

Evidence of Progress for 2011-2012:

Demolition completed and renovations ongoing.

Activities planned for 2012-2013:

To be occupied in December 2012

Renovation of seven Department of Pathology lab modules in the Medical Research Library Building.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: IUSM Research Affairs
Time Frame: Continous

Actions taken for 2011-2012:

Committed $640K in funding toward a $967K renovation of seven Department of Pathology lab modules in the Medical Research Library Building.

Evidence of Progress for 2011-2012:

Initiated March 2012, by end of June construction documents had been completed and project was being prepared to go out to bid.

Activities planned for 2012-2013:

Renovations slated to be complete August 2013.

Institution-wide Technological Infrastructure

Utilize technology to improve processes for greater efficiency

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: IUSM Office of Graduate Medical Education
Time Frame:

Actions taken for 2011-2012:

- GME is exploring ways to expand the use of MedHub for collecting and aggregating program data for the GME portion of the department annual reviews.
  - Enhancements for the Quality Dashboard have been submitted for analysis and implementation by MedHub programmers
- GME has begun steps to implement the new "Electronic Incoming Trainee" functionality in MedHub by spring 2013.
  - A team of GME staff is in the process of designing the forms and mapping the flow diagram for the interactive application for IUSM.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

Opportunities for Collaboration and Sharing Best-Practices

Collaborate with other IUSM Educational Affairs Units

Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit: IUSM Office of Graduate Medical Education
Time Frame:

Actions taken for 2011-2012:

Actions taken for 2011-2012:

- GME is engaging in increased collaborative partnerships with our affiliated institutions through the quarterly meetings which are taking place with our major affiliate representatives under the new group name of "CLER Group".
- GME will begin preliminary meetings to outline the method and data sets that will be provided by GME to the Dean's Office for the program portion of the Department Annual Report.
- GME is actively gathering resident and fellow award recipients' data from Program Directors and Affiliate Partners in an effort to elevate the visibility of excellence in teaching and learning throughout GME.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- Partnering with UME in the following areas:
  - Reviewing and identifying options for resident recognition of Residents as Teachers
  - Review ways that the Residents as Teacher framework could be incorporated into the Curriculum Reform process.
  - IUSM program director-led workshops for students
  - Increased diversity from medical school to residency to faculty within IUSM

To promote a diverse and inclusive environment where all members of the community can succeed to their highest potential

Establish a prominent and visible presence for diversity and multicultural affairs.

Campus Planning Theme: Campus Climate for Diversity
Secondary Goals:
Sub Unit: OFAPD
Time Frame: Ongoing

Actions taken for 2011-2012:

- Applied for and was awarded funding through the ACE/Sloan Faculty Career Flexibility grant program. $250,000 over two years. One of five medical schools in the country to receive this award. http://www.acenet.edu/leadership/programs/Pages/Academic-Medicine.aspx
- Participate in the AAMC Diversity Engagement Survey. • Expanded the Ben Carson Reading Rooms program.
- Received local news coverage for the Diversity Outreach Comprehensive Science (DOCS) initiative.
- Compiled data that indicate the number of women tenured faculty at IUSM has increased by 41% since 2008, and exceeded (1) the national average in the percent of women among new hires, (2) the percentage of tenured women faculty, and (3) the mean number of women division/section chiefs, associate/vice chairs, and total department chairs.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- Execute plans outlined in the Sloan Accelerator Plan related to issues of work life balance.
- Use the data from the AAMC Diversity Engagement Survey to explore opportunities to best engage underrepresented minority (URM) faculty.
- Work to increase the percentage of URM faculty through targeted recruiting efforts.

Undergraduate Medical Education Goals for 2012-2013

Continue efforts to improve efficiency and accountability in the Office of Undergraduate Medical Education (UME).

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: IUSM Office of Undergraduate Medical Education
Time Frame:

Actions taken for 2011-2012:

- Successful recruitment of faculty and staff by target date of May 2012. Three faculty positions (two assistant deans for curriculum of foundational sciences and clinical sciences and a director of program evaluation), three professional staff appointments (curriculum development specialist, student assessment specialist, and instructional design and technology consultant) and one clerical position (administrative specialist – curriculum development.)
- All incumbent job positions updated to reflect new roles and responsibilities.
- As UME has yet to be relocated to a permanent location, additional office space was obtained to accommodate additional personnel and an agreement made with Continuing Medical Education (CME) to share common work areas.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- Unit is currently recruiting for one faculty position (associate dean) and two professional staff positions. We anticipate identifying a candidate for the associate dean position by January 1, 2013. We also anticipate filling the two professional staff positions at approximately the same time.
- Transitioning the Office of Educational Technology to UME. This will include a review of personnel, an inventory of educational space and equipment, and a review of space usage and fee scheduling to identify areas for improvement and efficiency. A standardized lecture capture process and system to share educational/learning technologies statewide will be explored.

Continued analysis of the needs and experiences of members of the IUSM faculty and students and use of this information to inform continual improvements of the program.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: IUSM Office of Undergraduate Medical Education
Time Frame:

Actions taken for 2011-2012:

- Revised instructor and course evaluations to provide more meaningful responses and supplemented these with

selected focus groups to further explore the student experience at IUSM.

- Conducted specific data collection and analysis to provide targeted information for several departments, including: an orientation evaluation for MSA; a document analysis examining the content, sequence and assessed competencies for statewide Gross Anatomy Courses; and provide support and evaluation data to the Academic Standards Committee for the review of the Microbiology course.
- Disseminated Associate of American Medical Colleges (AAMC) Graduate Questionnaire findings and recommendations to the Curriculum Council Steering Committee and sub-committees regarding areas in need of attention and involvement in the development of action plans
- Disseminated results of the Post Graduate Year-1 Survey to the Statewide Competency Directors meeting.
- Conducted focus group sessions at Lafayette and Muncie and provided findings and recommended plans of actions to those center directors.
- Implemented an instructor review process that provides struggling faculty with guidance on how to promote student learning, including conducting educational offerings on topics of need.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- Incorporate focus groups as a formal part of the School's program evaluation process.
- Develop a complimentary instrument for students related to the PGY-1 survey given to program directors who have IUSM graduates as interns.
- Take a more active role in the AAMC Matriculating Student Questionnaire, including encouraging participation, analyzing results, and disseminating information to key stakeholders.
- Create and distribute a Course Director's Handbook based on best practices and expectations derived from interviews with current course directors and qualitative data from instructor evaluations.

In an effort to continuously improve our fourth year elective offerings, we are revising elective criteria, improving learning objectives, and establishing an electronic elective approval process.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: IUSM Office of Undergraduate Medical Education
Time Frame:

Actions taken for 2011-2012:

- Continue the process of reviewing every elective to update the learning objectives, review and ultimately improve assessment methodologies, and review competency-based activities in elective rotations.
- Transitioned management of Elective Course Catalog from MSA to UME.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- Work with MSA to transition all elective approvals to the UME office.
- Analyze the manual elective system work flow process in an effort to create an electronic elective proposal and approval process.
- Develop a web-based application to update Elective Course Catalog and permit electronic grade reporting through E*Value.
- Creation of new electives
- Work on organizing electives, including combining ones with similar content, and organizing related electives into educational tracks.

In an effort to continuously improve the curriculum, we are actively engaged in a curricular reform/renewal process.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: IUSM Office of Undergraduate Medical Education
Time Frame:

Actions taken for 2011-2012:

- Implementation of E*Value, a medical education management system, to standardize preceptor evaluations within the clerkships and piloting course/instructor evaluations for ICM II.
- Implementation of ExamSoft, a secure computer-based exam software program, for use by Indianapolis first and second year course directors.
- Transitioned statewide course content from ANGEL to Oncourse.
- Implemented a statewide student contact hour policy for MS1 and MS2 years and coordinated efforts to bring all centers into compliance with the revised policy.
- Coordinated alignment of content between the Indy second year Introduction to Clinical Medicine, Pathology, and Pharmacology courses.
- The curricular reform process continued with a small team of educators, including the two Assistant Deans of Curriculum from UME, using the ideas and content from the two prior curricular reform teams to come up with a proposal for a new curriculum to be presented to the Curriculum Council Steering Committee. The proposal includes integrated courses for the first three years of the curriculum, additional and earlier elective experiences, an emphasis on active learning modalities, and foundational and clinical science being taught all four years.
- In collaboration with Office of Faculty Affairs and Professional Development and the Office of Academic Administration, developed and implemented pilot program to improve the volunteer faculty appointments process for clerkship preceptors.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- Expand use of E*Value to include curriculum mapping and statewide course/instructor evaluations.
- Expand use of ExamSoft to all statewide first and second year course directors. Work with content experts and course directors to develop the educational components and learning and assessment activities for the courses in the new curriculum.
- Explore expansion of pilot program for appointing volunteer faculty in foundational science courses and fourth year electives.
- In collaboration with Office of Medical Student Affairs (MSA), conduct a review of all student and academic policies to ensure accuracy, coordinate a centralized location of such policies, and timely dissemination of

information.

In an effort to meet the workforce need for physicians in Indiana and the United States, IUSM is expanding its class size from 280 to 364.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: IUSM Office of Undergraduate Medical Education
Time Frame:

Actions taken for 2011-2012:

- 335 medical students were admitted to the entering class in 2012.
- Expansion of learning opportunities for students in a new, distributed system of clinical education. During the 2011-2012 academic year, 4 centers (Northwest, South Bend, Terre Haute, and Fort Wayne) began formally offering all 11 required third and fourth year clinical clerkships (Medicine, Neurology, Psychiatry, Family Medicine, Pediatrics, Surgery, Ob/Gyn, Anesthesiology, Radiology, Medicine Sub-Internship, and Emergency Medicine) allowing a cohort of students to complete their entire third year within these communities.
- The Lafayette regional campus recruited faculty for and began offering the required third year clerkships in June 2012.
- With the assistance of the UME office, the Bloomington campus developed and implemented a Longitudinal Integrated Clerkship Model and the inaugural class of third year students started in the program in June 2012.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- Continued planning and implementation of clinical clerkships at the Evansville campus beginning with the 2013-2014 academic year.
- Planning for clerkships at the Muncie campus to be implemented during the 2014-2015 academic year.

Will continue to improve the quality of statewide assessment and the communication of student performance that helps drive curricular improvement.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: IUSM Office of Undergraduate Medical Education
Time Frame:

Actions taken for 2011-2012:

- Formation of Committee on Student Assessment.
- Establishment of a comprehensive 4-year student assessment plan.
- Establishment of Student Assessment website in Oncourse for all medical students.
- Correlation of Objectively Structured Clinical Exams (OSCE) checklist items with National Board of Medical Examiners (NBME) assessment categories.
- Establishment of standardized patient (SP) training in coordination with Simulation Center SP educator.
- Creation of OSCE reports (i.e. History Taking) for each student and statewide course, center, and competency

directors.

Evidence of Progress for 2011-2012:

Activities planned for 2012-2013:

- Development of tracking tool for clinical skills assessment.
- Implementation of reliability and validity measures on all statewide OSCE assessment.
- Mapping of assessment objectives with course and competency learning outcomes.
- Establishment of student assessment portfolio.
- Expansion of ExamSoft in reporting student pre-clinical performance across the state for the 2013-2014 academic year.
- Development of assessments that support IUSM curricular reform.

Fiscal Health

Reallocation Plan

Other Question(s)