

Dean's Advisory Committee Meeting



March 2, 2021



Welcome

Cristy Page, MD, MPH
Executive Dean

Dr. Page welcomed DAC members.

December DAC meeting notes were approved.

Dr. Page welcomed new DAC members:

- Shakira Henderson, VP Research Officer for UNC Health
- Kenya McNeal-Trice, Senior Assoc Dean for Graduate Medical Education
- Kim Nichols, Associate Dean for DEI Faculty Access and Success
- Jennifer Wu, Interim Vice Dean for Academic Affairs
- Nelson Oyesiku, Chair for Department of Neurosurgery
- Steve Burriss, COO for UNC Health

Dr. Page provided a COVID Update

- Expanded group 3 to start by March 10
- More information will be sent next week with details on vaccinating our coworkers.
- Thank you to all SOM team members who have volunteered to serve in our community vaccination clinics and encouraged teams to volunteer.
- The campus' spring reopening has been largely successful, with positivity rates low and decreasing. Our expert faculty will continue to advise the University for the foreseeable future.

- We recently held a moment of silence to commemorate the 500,000 lives lost to COVID, and will be commemorating another milestone – the anniversary of the first COVID case in NC. In addition to multiple events planned, this is also an opportunity to take a moment with our teams to reflect on where we are now and how we are all doing over a year into the pandemic.

Dr. Page provided other organizational updates

- Reviewed scope of Novant agreement, and ways we are complementary organizations. Integrating clinical operations help us reach almost all of NC population.
- WES survey to launch June 8 – this will be the first time SOM will be included in this survey.

Agenda



Cristy Page, MD, MPH	3:30 – 3:40
Welcome	
Approval of December 2020 Minutes	
Organizational Updates	
Karlina Matthews, MBA	3:40 – 3:50
Working Forward	
Alice Ma, MD; Beat Steiner, MD, MPH	3:50 – 4:00
Student Progress Committee Report Out	
Education Committee Report Out	
Blossom Damania, PhD	4:00 – 4:15
2020 Research Rankings	
Research Strategy Discussion	
Claudis Polk, MA	4:15 – 4:25
Carolina EXCEL	
Michael Sledge, CFO	4:25 – 4:35
Budget Update	
Cristy Page, MD, MPH	4:35 – 5:00
Strategic Plan Prioritization Exercise	
Closing Remarks	

Approval of Meeting Notes



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Welcome New DAC Members



Shakira Henderson, PhD, DNP, MPH
Vice President, Research Officer
Clinical Research Integration Officer
January 2021



Kenya McNeal-Trice, MD
Chief Graduate Medical Education Officer,
Sr. Assoc. Dean Graduate Medical Education
January 2021



Kim Nichols, MD, FACS
Associate Dean for DEI Faculty
Access and Success
February 2021



Jennifer Wu, MD, MPH
Interim Vice Dean, Academic Affairs
March 2021



Nelson Oyesiku, MD, PhD, FACS
Chair, Department of Neurosurgery
March 2021

System Leadership Updates



Steve Burris, MBA
COO
UNC Health
Effective March 2021

Group 3 Vaccination Update



- Group 3 to begin tomorrow
- Frontline essential workers, including onsite instructors and support staff
- UNC SOM employees will follow UNC Health instructions



***Thank you to you and your teams for volunteering at the
Community Vaccine Clinics!***



COVID-19 Campus Update



- Conducted over 75,000 tests
- Low positivity rate – 0.6%
- Decreasing positivity rate in recent weeks
- UNC SOM faculty still involved in key advising roles



COVID Day of Reflection March 3rd



- Moment of silence 2/23 to commemorate 500,000 lives lost
- 3/3 is anniversary of first COVID case in NC
- Multiple commemorations planned:
 - Special video
 - Well-being webinar
 - Ribbons for coworkers
 - Reflection at Joint Chairs lunch meeting



Novant Partnership



Expand the medical education program



Develop a UNC Health Sciences Campus



Grow clinical research infrastructure and programs



Tighten collaboration with education, research and clinical programs in Chapel Hill



Develop a hub to offer continuum of children's care

Together we have statewide reach



Statewide opportunities

- Build upon New Hanover success
- Complementary service areas
- Strong working relationships
- Opportunities in multiple missions

New Hanover commitments

- Education campus
- Pediatric programs
- Clinical trials/research
- Future clinical collaboration

Novant Partnership Updates



- Signed agreement for Charlotte campus for MD students
- Developing vision for health sciences campus in Wilmington
- Exploring residency program enhancements
- Identifying opportunities for collaboration on clinical research and clinical trials
- Exploring additional clinical collaborations



Workforce Engagement Survey (WES)



- SOM faculty and staff will be participating in the WES survey this summer, many for the first time
- Launching June 8th



One Great Team means:

- We are better together than we are apart.
- Our effective collaboration is key to providing quality care.
- We are building an inclusive and equitable culture that encourages and supports the diverse voices of our patients and each other.



Carolina Care means:

- We care holistically about patients and each other.
- It is our privilege to serve the people of North Carolina.
- We demonstrate kindness and compassion in every interaction.



Leading the Way means:

- We make a difference by improving lives every day and training the next generation of health care leaders.
- Our research is changing the world.
- We provide innovative care.



It Starts with Me means:

- Each of us takes ownership of, and accountability for, doing the right thing.
- We empower and trust each other to step up.
- We support each other and hold each other accountable in our work.



Working Forward

Karlina Matthews, MBA
Associate Dean for Administration

Karlina Matthews provided an overview of Working Forward

- We are not planning a “return to campus” for our SHRA and EHRA NF employees, rather, a transition we are calling “Working Forward”
- Opportunity to modernize our work culture and better utilize space on campus
- Shared feedback from administrators and managers
- Working Forward is planned over 5 phases and multiple years. The early phases focus on workforce culture change, while later phases focus on space and reconfiguration investments.
- Phase 2 begins later this month. The start of Phase 3 will begin on our transition date, to be announced.

Evolution of our work culture and journey as ONE UNC Health



OUR PAST

Recognized as a great place to work (high engagement, collegiality, work-life balance)...

...but built on traditional workplace norms that needed to evolve

TRANSFORMATION (2019)

ONE UNC Health marked the beginning of our transformation journey, starting with:

- New executive councils and aligned teams
- Regional operations
- Physician integration

COVID-19 (2020)

Pandemic disrupted our status quo and required a rapid transition to a remote workforce

WORKING FORWARD

Working Forward highlights new opportunities to rethink the way we “work”

FUTURE STATE

Redesign of our work culture is the next step in our transformation journey, incorporating lessons learned from COVID-19 and the best parts of our culture and values

Work culture transformations happening across industry



amazon



Zillow

facebook.

GAP



Uber



twitter

PROGRESSIVE

Google



slack

J.P.Morgan

Square

nielsen

Prior to COVID-19



- School of Medicine requires an additional 79,200 SF to support current demands
- 30% of current off-campus leased spaces could be relocated to campus
- By 2030, and with no changes, we project to almost triple our space needs, or “4 POBs”
- Parking demand far exceeds available parking

March 2020 – Rapid transition to remote



- March 2020+ elevated the performance of our virtual teams, highlighted new opportunities to rethink the way we “work”
- Workforce mix changed to roughly 15% onsite, 60% hybrid, and 25% remote
- Dean Burks charged SOM Leaders to rethink our workforce and space allocations

UNC SOM adjusts to current COVID-19 work culture changes



"I have gained 3 hours back to my day with working from home and no commute"

"No travel time between meetings makes for more productivity"

"Successful use of Microsoft Teams to share documents and interact via face/chat/phone"



"We have more meaningful touchbases"

"Seeing faculty more "virtually" than ever before in office"

"My team has thrived due to the flexibility available to them now"

"More huddles and team meetings"

"Our research team has become much more productive from a grant writing perspective."

Transforming our workforce: Working Forward

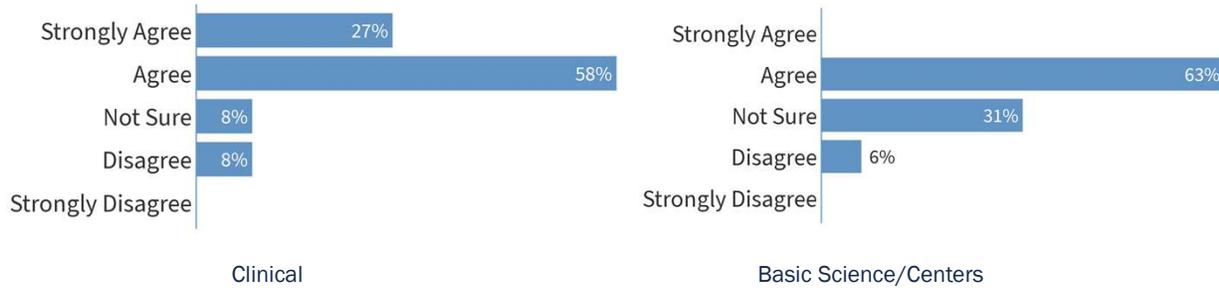


- Creating a master plan to identify like-positions (SHRA permanent and EHRA non-faculty) across the SOM that can be permanently classified as hybrid or remote makes this move **more consistent** across SOM departments and units.
- Flexibility in work location **helps recruiting and retention efforts**
- Reducing commuting times and costs benefits employees and **improves morale** without overall declines in productivity.
- Change **how we connect** with our teams and our employees (Teams, Zoom, WebEx, etc)
- Allows us to **reconfigure space** to better meet our employee & unit needs AND meet our future growth objectives/missions

Polling our leaders: what we heard



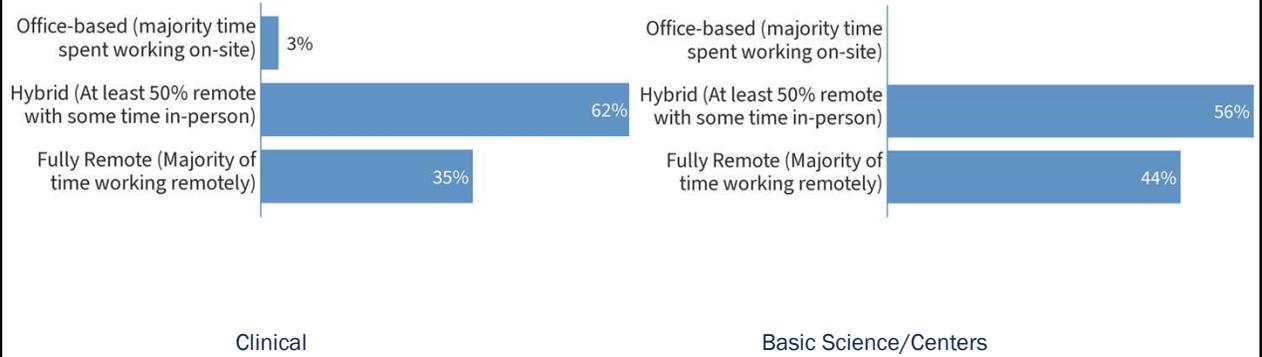
Do you feel you and your managers have the skills and training needed to manage a remote workforce long-term?



Polling our leaders: what we heard



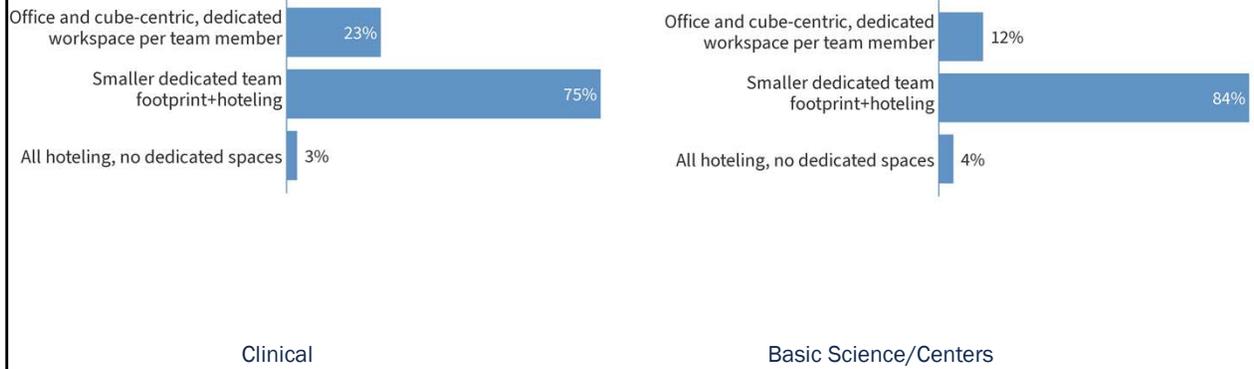
What should be our standard or default work location?



Polling our leaders: what we heard



What workspace configuration do we envision in the future?



Topics we'll need to address



- Help leaders be more comfortable with remote tools when leading their teams.
- How to make virtual touchbases become more intentional and meaningful.
- Shift how we think about accountability and productivity.
- Help faculty work more effectively with remote support.
- Ensure onsite responsibilities (patient-facing, facilities issues) are covered.

Phases of Working Forward



Next Steps in Working Forward



PHASE 2 - REINVENTING OUR WORK CULTURE



Help leaders prepare for, communicate, and execute change

Workforce type recommendations and Manager's Toolkit provided to departments for review

HR meetings scheduled with departments and centers to review & discuss next steps

Departments develop their workforce plan, making adjustments as needed to onsite, hybrid, and remote workspaces/scheduling

March

April

May

June

July



August 2021



Student Progress Committee Report Out

Alice Ma, MD, FACP
Chair, Student Progress Committee

Dr. Ma provided an update on the Student Progress Committee, which reviews the academic and professional performance of medical students. Reviewed summary of the holistic review of records of 85 students for academic or administrative reviews.



SPC Function: The SOM has established a SPC to review the academic and professional performance of medical students, including compliance with the Technical Standards.

Student Progress Committee



- 9 Voting members
 - Chair
 - 4 Basic Science Faculty
 - 4 Clinical Faculty
- 4 Alternate members
- 5 Ex-officio members
- Voting members serve renewal 3-year terms

SPC Activity 2019-2020

- Performed holistic review of the records of 85 students
- Met with 25 students
- 19 students reviewed for professionalism
- 34 students reviewed for academic concerns
- 12 students reviewed for dismissal
- 983 information items



Academic Issues include:

- Foundation Phase block failure
- Application Phase course failure
- Shelf exam failure
- Step 2 CS failure



Administrative Reviews

- 6 Students reviewed for December graduation
- 2 Students reviewed for extension of 6-year graduation rule
- 6 Students reviewed for return from Leave of Absence (LOA)
- Remediation plan review



Student Progress Committee

- Fewer Honor Court reviews than past years
- More appeals of decisions and need to standardize appeals process.
- Will need to coordinate SPC function with new Professionalism Committee
- During the last half of the academic year, meetings became virtual in response to the pandemic.





Education Committee Report Out

Beat Steiner, MD
Sr. Associate Dean
Medical Student Education

Dr. Steiner took a moment to thank Dr. Ma and the work of the Student Progress Committee.

Dr. Steiner provided an update regarding the implementation of key recommendations from the 2020 Social Justice Curricular Task Force. This work around social justice will greatly shape our curriculum moving forward.

He underlined the importance of reporting and follow up on student mistreatment; reports have decreased consistently across 3 years, and below the national average last two. But we want to do more. We want to create a positive learning environment.

Dr. Page thanked the presenters and informed that ACGME institutional accreditation is scheduled for March 22-23; thanked Janet Hadar and Kenya McNeal-Trice for their leadership in preparing for the site visit and thanked the committee members involved in preparation for the site visit.

Education Committee Report - focus on DEI

Implementation key recommendations from
2020 Social Justice Curricular Task Force

- Content Review in All Phases ✓
- Faculty Development ✓
- Continued Focus on the Learning Environment ✓
- Foundation Phase Revision ✓



Integrated Foundation Phase Curriculum – Fall 2022

Learning Communities

Small Group Case Based Learning

Inclusive

Trust and Belonging

Inquiry-Based

Self Directed Learning

Evidenced-Based

Cognitive Learning Theory



Education Committee Report

Focus on DEI

Carolina Excel

led by Office of Inclusive Excellence in partnership with OME

- One Year Pathway Program for URM students
- Conditional Acceptance into UNC SOM
- Clinical Academic and Professional Development
- 10 students will enter UNC SOM in Fall 2023 prepared to **excel!**





Class of '25. Becoming Part of our Community Despite COVID!



2020 Research Rankings & Research Strategy Discussion

Blossom Damania, PhD
Vice Dean for Research

Dr. Damania provided an update on the 2020 Research Rankings

- New Blue Ridge rankings issued; despite COVID, were able to increase all NIH funding (excluding contracts) by \$29M
- Rankings stayed the same nationally, but moved to #5 for public medical schools.
- All 6 Basic Science departments ranked in top 10; 12 Clinical departments ranked in top 30, with several seeing positive changes in rankings

Dr. Damania invited John Buse to provide a quick overview of the CRSO, and, they launched a poll to collect feedback that will be used by the CRSO.

Features that the committee would like to see included: biostatics support, more collaboration with the HCS population, speed up contracting process, increase responsiveness, database development help, facilities template with up-to-date information for grants, help direct clinical investigators to the right resources to avoid mistakes like COI, access to clinical research support staff and biostatisticians, support for learners, and help writing grants including training grants.

New research technologies noted by committee members: single cell genomics, magnetic

encephalography, fly genetics, zebrafish, more help with data analysis, MDG, lipidomics, clinical MRI-guided focused ultrasound, CyToF, and metabolomics

Committee feedback on how to position UNC SOM to compete for very large grants and fast-moving RFAs: how does moving clinics off campus impact research recruitment; prepare more junior faculty members to be ready to lead and give them more support to take on these large projects; space for clinical research; rapid response team and grant writers, administrative support plus coaching from PIs who have been successful before, graphic artist team for grant writing, central infrastructure for finance and writers, matching funds for clinical research, need a centralized group that has health system collaboration, PhD level support staff, establish workgroups in key areas, and better central coordination.

UNC SCHOOL OF MEDICINE
NIH FUNDING (BRIMR- *includes all grants except contracts*)

Year	Direct	Total
2017	\$208,588,659	\$272,644,942
2018	\$219,597,335	\$293,009,911
2019	\$235,572,596	\$316,414,062
2020	\$260,234,462	\$345,729,473

Increase in Direct Costs between **2019** and **2020** = **\$24,661,866**

Increase in Total Costs between **2019** and **2020** = **\$29,315,411**

2020 Blue Ridge Institute for Medical Research (BRIMR) Rankings

Ranked #5 among public medical schools

Rank	Name	School of Medicine Award
1	UNIVERSITY OF CALIFORNIA SAN FRANCISCO	\$601,764,262
2	UNIVERSITY OF CALIFORNIA LOS ANGELES	\$590,984,767
3	JOHNS HOPKINS UNIVERSITY	\$533,502,805
4	YALE UNIVERSITY	\$512,119,543
5	COLUMBIA UNIVERSITY HEALTH SCIENCES	\$495,776,752
6	UNIVERSITY OF PENNSYLVANIA	\$494,238,165
7	STANFORD UNIVERSITY	\$493,769,966
8	WASHINGTON UNIVERSITY ST LOUIS	\$487,905,544
9	VANDERBILT UNIVERSITY	\$481,285,742
10	DUKE UNIVERSITY	\$467,393,741
11	UNIVERSITY OF MICHIGAN ANN ARBOR	\$443,438,740
12	UNIVERSITY OF PITTSBURGH	\$443,239,861
13	UNIVERSITY OF CALIFORNIA SAN DIEGO	\$405,067,791
14	EMORY UNIVERSITY	\$395,173,435
15	ICAHN SCHOOL OF MEDICINE MOUNT SINAI	\$375,619,531
16	NORTHWESTERN UNIVERSITY CHICAGO	\$356,724,304
17	UNIVERSITY OF NORTH CAROLINA CHAPEL HILL	\$345,729,473
18	UNIVERSITY OF WASHINGTON	\$345,293,021
19	NEW YORK UNIVERSITY SCHOOL OF MEDICINE	\$329,502,288
20	BAYLOR COLLEGE OF MEDICINE	\$317,960,825

Total 2020 NIH Awards to Basic Science Departments

All 6 Basic Science departments in the UNC SOM ranked among the Top 10 in the nation

2020

DEPARTMENT	RANK	TOTAL DOLLARS
Biochemistry	#4	\$20,607,724
BME	#6	\$4,773,174
Genetics	#6	\$33,570,482
Microbiology & Immunology	#3	\$24,793,827
Pharmacology	#4	\$21,226,770
Physiology	#2	\$22,090,613



http://www.brimr.org/NIH_Awards/NIH_Awards.htm

*

Total 2020 NIH Awards to Clinical Departments

12 Clinical departments in the UNC SOM that are ranked among the Top 30 in the nation

2020

DEPARTMENT	RANK	TOTAL DOLLARS
Anesthesiology	#12	\$6,742,260
Emergency Medicine	#12	\$2,502,081
Dermatology	#16	\$1,919,876
ENT	#21	\$2,146,252
Family Medicine	#6	\$4,193,346
Medicine	#14	\$109,068,602
Pathology	#26	\$9,719,427
OB-GYN	#3	\$10,775,880
Pediatrics	#23	\$17,142,270
PM&R	#17	\$738,339
Psychiatry	#19	\$17,968,080
Radiology & Rad Onc	#24	\$7,557,608



http://www.brimr.org/NIH_Awards/2020/default.htm



SOM Research: Looking into the future

Your feedback is important to us

Please open **PolleEv** app or pollev.com/somdo2

We have just built a Clinical Research Support Office (CRSO). Are there features you would particularly like to see in the CRSO?

Start the presentation to see live content. For screen share software, share the entire screen. Get help at polllev.com/app

Are there any new research technologies we don't currently have that we should be looking to bring to the SOM to advance our research enterprise?

Start the presentation to see live content. For screen share software, share the entire screen. Get help at polllev.com/app

How do we position UNC SOM to compete for very large grants and fast-moving RFAs?

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app



Carolina EXCEL

We strive to: "Enrich our learning community, develop our students' ability to save lives, and develop their abilities to keep communities living."

Claudis Polk, MA

Director of Scholastic Enrichment & Equity

Mr. Polk provided more information about the new Carolina EXCEL program.

The Carolina EXCEL program will work to diversify the NC physician workforce by creating a pipeline to recruit unrepresented trainees who demonstrate academic promise to UNC SOM. During the year-long program, the curriculum will provide specialized training to help prepare these students for success in medical school.

Mission



The Carolina EXCEL Program exists to diversify the North Carolina physician workforce with North Carolina trainees who demonstrate educational promise. The program seeks trainees that exemplify a commitment to medically underserved communities whose talent and promise has previously gone under-appreciated

- Recruit URM and Rural residents of North Carolina
- Plot a clear path to medical school and beyond
- Provide an innovative model for inclusive medical education

Program Leadership



Claudis Polk, Jr., MA
Director



Neva Howard, MD
Co-Director,
Curriculum



O'Rese J Knight, MD
Co-Director, Clinical

Selection Criteria



- NC Resident from Underrepresented Background
- Attendance at HBCU's, UNC System MSI's, and NC Community Colleges or MED prioritized
- Demonstrated interest in serving underserved communities
- Minimum Cumulative GPA: 3.0 or higher
- Minimum Science GPA of 2.8 or higher
- Prior MCAT minimum of 494

Curriculum



- **Clinical and Professional Development**
 - Training as a scribe and Community Health Worker Certification
- **Academic Training and Study Skills**
 - Small group learning through problem-based didactics
 - NBME style testing
- **Health Services Research Training**
 - Learn to conduct health services research
 - Specific applications to NC patients
- **Mentorship**
 - Structured Academic and Psychosocial Skills Curriculum
 - Group and Individual meetings



Questions?



SOM Budget Update

Michael Sledge
CFO

Michael Sledge provided an update on the SOM budget.



Breakout Rooms

SOM Strategic Plan: Forward Together

Setting Priorities

Committee was broken into breakout rooms to prioritize select initiatives in the strategic plan, Forward Together, in light of budget cuts and pandemic.

Results:

Ranked 1 – Enhance mentoring and professional development opportunities for fixed term and URM faculty

Ranked 2 – Recruit faculty in thematic areas (establish closer links between the basic science and clinical departments)

Ranked 3 – Centralize HCS and SOM simulation resources and better define the utility of simulation for specific curricular components

Ranked 4 – Establish a global health advisory committee with identified global health champions from SOM departments



There are a few priorities in the SOM Strategic Plan: *Forward Together* that are tracking behind.

In your breakout rooms, please discuss and help us prioritize in light of budget cuts and COVID-19:

- A - Centralize HCS and SOM simulation resources and better define the utility of simulation for specific curricular components.
- B - Enhance mentoring and professional development opportunities for fixed term and URM faculty
- C - Recruit faculty in thematic areas (establish closer links between the basic science and clinical departments)
- D - Establish a global health advisory committee with identified global health champions from SOM departments.

Breakout Group Response (to be entered in PolleEv by group facilitator only)

A - Centralize HCS and SOM simulation resources and better define the utility of simulation for specific curricular components

B - Enhance mentoring and professional development opportunities for fixed term and URM faculty

C - Recruit faculty in thematic areas (establish closer links between the basic science and clinical departments)

D - Establish a global health advisory committee with identified global health champions from SOM departments

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app



Closing Remarks

Cristy Page, MD, MPH
Executive Dean

Dr. Page thanked the committee for their input as we work Forward Together.