

Fall All School Meeting Minutes

October 29, 2020

4:30pm-6:00pm

Agenda:

- Introduction from Faculty Steering Committee – Marc Mendonca, PhD, President of the Faculty Steering Committee
- Opening Remarks from Jay Hess, MD, PhD, MHSA, Executive Vice President for University Clinical Affairs and Dean of the School of Medicine (slides attached below)
- Update from Jamie Dimond, MBA, Executive Associate Dean of Financial and Administrative Services (slides attached below)
- Update from IUHP – Dave Ingram, MS, MD, Executive Associate Dean for Clinical Affairs (slides attached below)
- Update on FAPDD – Mary Dankoski, PhD, Executive Associate Dean of Faculty Affairs, Professional Development and Diversity (slides attached below)
- Update from Pat Treadwell, MD, Special Advisor to the Dean and Chief Diversity Officer (slides attached below)
- Update from Tatiana Foroud, PhD, Executive Associate Dean for Research Affairs (slides attached below)
- Highlighted Discoveries Presented by Tatiana Foroud, PhD, Executive Associate Dean for Research Affairs (slides attached below)
- Update from Paul Wallach, MD, Executive Associate Dean for Educational Affairs and Institutional Improvement (slides attached below)
- Fall Faculty Awards Winner Announcements – presented by Paul Wallach, MD, Executive Associate Dean for Educational Affairs and Institutional Improvement (slides attached below)
- Closing Remarks, Questions & Answer from Jay Hess, MD, PhD, MHSA, Executive Vice President for University Clinical Affairs and Dean of the School of Medicine
- Meeting Adjournment – Marc Mendonca, PhD, President of the Faculty Steering Committee

Fall 2020 All School Meeting highlights:

From rising to the challenges presented by the COVID-19 pandemic to applauding recent research accomplishments and addressing diversity, equity and inclusion, this year has shined a

spotlight on critical health care topics across Indiana University School of Medicine. Faculty, staff and learners virtually attended the Fall 2020 All School Meeting on October 29 to hear important updates from Dean Jay Hess, MD, PhD, and the executive associate deans, and to celebrate [faculty award winners](#).

“Six months into the pandemic, you all have remained steadfast, and I’m extremely proud and deeply grateful for your dedication and resiliency—all of you—faculty, staff and students,” Dean Hess said. “The hard work and perseverance of the entire school community have given us a number of reasons to celebrate.”

School Highlights

Delivered by [Dean Jay Hess, MD, PhD](#)

- Philanthropy—The Bicentennial Campaign raised over \$1.7 billion, funding 99 new chairs and professorships, 144 scholarships and adding \$183.6 million in new endowments.
- Recruitment—Top leaders have been named for institutes, departments and regional campuses.
 - [Kelvin Lee, MD](#), director for the Cancer Institute
 - [Subha Raman, MD, MSEE](#), director for the Cardiovascular Institute
 - Co-directors of the [Stark Neurosciences Research Institute](#): [Laurie Gutmann, MD](#); [Bruce Lamb, PhD](#); and [Shelly Timmons, MD, PhD](#)
 - [Katherine Hiller, MD, MPH](#), associate dean for the Bloomington campus
 - [Peter Pang, MD, MS](#), chair for Department of Emergency Medicine
- Diversity, Equity and Inclusion—[Patricia Treadwell, MD](#), is the new special advisor to the dean and chief diversity officer, and three DEI task forces have been initiated.
- Special recognitions:
 - [Pat Loehrer, MD](#) — Indiana University President’s Medal for Excellence and the Indiana Governor’s Sagamore of the Wabash award
 - [Wade Clapp, MD](#), received the prestigious honor of being selected as a member to the National Academy of Medicine.

Financial Impact of COVID-19

Update delivered by [Jamie Dimond](#), MBA, executive associate dean for Finance and Administration

Indiana University, IU School of Medicine and IU Health are all in a stable and solid financial position despite the pandemic. To maintain fiscal health and remain good stewards, Indiana University directed many departments and divisions to reduce their budgets by 5 percent. Other measures impacting the school community include cancellation of merit raises, a hiring freeze and delay of capital improvement projects.

“The reality is, we are not sure what will happen going forward; however, we are doing well in comparison to other Big Ten schools. Our people are our most critical resource, and the university has protected the ‘core’ by avoiding furloughs and maintaining compensation in a difficult environment,” Dimond said.

Strategic initiatives and future priorities include targeted leadership recruitment, optimizing and using space efficiently, targeted expense reduction to eliminate redundancy, and the IU Job Framework Redesign, which enhances the employee experience by clarifying roles and responsibilities.

Additionally, significant work continues with the planning and design for the Academic Health Center (AHC). IU School of Medicine expects to finalize construction plans by the end of 2021 and break ground in 2022.

IU Health Physicians Top 3 Areas of Strategic Focus

Update delivered by [David Ingram](#), MD, MS, executive associate dean for Clinical Affairs and president, IU Health Physicians

“The IU Health and IU School of Medicine response has been extraordinary. If you compare us to other health care systems, I would give us an A. There have been no layoffs, and we’ve managed to keep faculty salaries whole. As we see another surge in COVID-19 cases, we are prepared,” said Ingram.

The IUHP Strategic Plan goals:

- **Improve patient access**—Get new patients in to see clinicians in all departments in less than seven days by 2022. Using [Health in the Home care, virtual platforms](#) and telemedicine is improving access.
- **Expand community medicine** and implement a statewide workforce plan—The new IU Health Community Medicine Division has enabled hiring of top providers that patients want to see and has been very successful in Indianapolis.
- **Build the institutes** (cardiovascular, cancer and neuroscience)—Leadership positions have been filled, and strategic plans will encompass the tripartite missions of research, education and clinical care in a multidisciplinary way.

Supporting Faculty during COVID-19 and Improving Diversity, Equity and Inclusion

Update delivered by [Mary Dankoski, PhD](#), executive associate dean for Faculty Affairs, Professional Development and Diversity

“Our team spends the majority of our time focusing on what we can do to support our community through COVID-19, and how we can accelerate our efforts in diversity, equity and inclusion—how we can be more of an anti-racist organization. We know that the impact of COVID-19 is having disparate impact on members of our community,” said Dankoski.

A year ago, the first ever [Associate Dean of Wellness and Chief Wellness Officer](#) was hired. During the spring, [Jennifer Hartwell, MD](#), focused her efforts on urgent, short-term needs brought on by the pandemic and long-term goals which support mental health services across the organization.

The IU Vice President of Research Gender Equity in Research Task Force is addressing the challenges faced by faculty members with caregiving responsibilities at home, particularly impacting women scientists with dependents. Additionally, annual review evaluations will be updated to include a COVID-19 impact statement, as well as faculty and staff contributions to advancing diversity, equity and inclusion (DEI).

[DEI Task Forces](#) were launched this summer to address racism and equity with the input from faculty, staff and learners.

Building Cultural Competency

Update delivered by [Patricia Treadwell, MD](#), chief diversity officer and special advisor to the Dean.

Treadwell, appointed to the newly created role of chief diversity officer in June, is serving as co-chair of one of the DEI taskforces and will be evaluating data and recommendations.

“We are looking at different aspects of promoting diversity and inclusiveness at every level. This has to be interwoven into our everyday practices,” said Treadwell.

A series of Diversity Town Halls this fall gave school leadership the opportunity to hear from faculty, staff and learners about areas of concern. Future town halls are being planned.

Advancing in Research

Update delivered by [Tatiana Foroud, PhD](#), executive associate dean for Research Affairs

Since 2015, the school’s National Institutes of Health (NIH) funding has increased by 92 percent, and overall funding for research has increased by 40 percent. IU School of Medicine is currently ranked 28th for NIH funding and ranked 14th for public medical schools nationwide.

“Despite the impact of COVID-19, our research teams have been successful in growing grant dollars and have been very productive,” Foroud said.

On March 27, IU School of Medicine went into research hibernation due to COVID-19 restrictions; only essential research continued until the research restart on June 15. During hibernation, IU School of Medicine researchers secured 466 new awards totaling over \$122 million and 194 new NIH grant submissions totaling over \$114 million. Additionally, IU School of Medicine researchers published 1,374 publications from April 1 through August 31, many in high-impact journals. Dr. Foroud highlighted four highly meaningful studies by IU School of Medicine researchers published during this time.

Medical Education in Times of COVID

Update delivered by [Paul Wallach, MD](#), executive associate dean for Educational Affairs and Institutional Improvement

Since [Scholarly Concentrations](#) launched in the summer of 2019, six more have been created; now 17 unique programs are offered statewide. There are about 220 students currently participating and 146 new applicants. Through a new priority placement program, 34 students chose a regional campus as their first choice based on the scholarly concentrations offered there.

[IU School of Medicine was awarded a Health Resources and Services Administration Grant \(HRSA\)](#) of \$7 million over four years aimed at eliminating health care disparities. This will enable curriculum enhancements focusing on using telehealth in primary care, caring for medically underserved and vulnerable communities, and understanding the impact of systemic racism.

The pandemic brought many challenges to medical student education.

- The recruitment process for both medical students and residents was moved online.
- Medical students and faculty collaborated to design and implement a COVID-19 course.

- Residents led efforts to help hospitals manage the extra patient load due to COVID-19, and [124 medical students agreed to graduate early](#) to serve on the frontlines.
- Another 297 medical students signed up to be part of a health professions student reserve core.
- When called upon by the United States Medical Licensing Examination board, IU School of Medicine stepped up to become the [USMLE Step Test site for the Midwest](#) during a time when the pandemic closed many testing locations.
- Curriculum was redesigned in a transformative way to address the need for social distancing and minimizing the spread of COVID-19.

“This has been an unprecedented time in medical education worldwide, and how incredible it has been to work with IU School of Medicine faculty, staff and learners,” Wallach said.

“Collaboration efforts over the past seven months have been remarkable.”

You can also view a [recording](#).

Question and Answer:

Q: When we might consider returning to face-to-face work? IU Health put out an announcement that they're extending the work from home until June. So wondered if there was an update on the IU side for when IU employees could envision a return to work face-to-face.

A: The short answer is there is no hard and fast date. And I think that realistically until the vaccine is available and the majority of people are immunized we will continue to work from home. It is not always possible to do everything by zoom or sometimes build the kind of teamwork or solve complicated problems. And so I do encourage people to work from home whenever possible. But when you feel a need to create a sense of community and build a team, there is space and for example, larger rooms where masks and social distancing could help. But there can be some real advantages to bringing people together during this. What will be, as you know, a long period of time as we up the whether this pandemic.

Q: Covid seems to be getting worse right now that we may be at the start of another surge. How is the clinical faculty preparing for the surge? And do we envision any kind of redeployment like we saw in the springing?

A: That's a great question. We learned a ton from our spring experience and one of the things that incident command, which is lead at the system level, there's plenty of position representation including Kevin Gebke. We're meeting daily now and there's a two-week period of intense preparation. What I can tell you as the resource pool that we had before, which that physicians and practitioners were awesome. They stepped up to the plate and we really didn't have to pull on it that much. I think the good news is our hospitalizations

had been steady. The numbers are going up at the discharge rates are higher than they had been because we learned how to better treat patients. And not many people are getting intubated. We have a lot of personal protective equipment and I think we're in good shape there. So again, I would say there's preparation there. And, today's numbers were quite somber. Well over 3 thousand cases, but I think we're ready to go. And the other thing I would add, there's no plans to cancel elective surgeries and things at this point.

Q: Are there any plans to keep people safe if there's violence after the election.

A: As part of the incident command, starting on Monday, there has been very detailed planning about civil unrest. And I can assure you there's a lot of work being done behind the scene. And again, you know, got hope we don't see that, but there is a plan in place and we actually went through a tabletop exercise in case that occurs.

Q: More efficient use of space, will IUSM be implementing more permanent remote work plans for employees who are in positions that are compatible with from our work.

A: Well, I think it's fair to say that nothing's permanent at this point. We're kind of managing day to day, week to week. But I think that we will assess different job roles and have some more specific guidance. I think we've learned a lot through the pandemic about how much can actually be done from home and the types of positions that can be done from home. I do think it's an important question for us as we consider utilization of space and efficiencies. And I do think that this will happen on the staff side with HR leadership.

Q: Can you provide a quick update on how you and your team are approaching the space in the new building?

A: Primarily, we are trying to focus the occupants of the building on the educational mission. So we do have a limited footprint for research. Really clinical trial based research that programmatically fits with other things that are going to be on that campus. But we're really trying to keep administrative area and offices in general out and are actively looking for other alternatives/ buildings that are going to be vacated with the flexible platform and options.

Q: Will there be another year of salary freeze? What are the plans going forward?

A: The salary freeze was one of the strategies, given the unknowns, with how the fall semester was going to shake out and what the rest of the year could look like with the surge. To proactively manage and get ahead of that. Certainly, that's not the type of thing that, that anybody is big fan of or wants to hear, or frankly as, as a leader wants to roll out. But I think it was the responsible thing to do. I think it was a little bit less of an impactful action than some of our colleagues have chosen to take. And going forward, we would certainly hope that we could ease some of those limitations going forward. But I don't know that we're in a position yet to make those types of promises or considerations.

Q: IU Health and IUSM, as there are plans to stay in contact with Dr. Box or Governor Holcomb as we move forward?

A: There are regular meetings between physicians and IU Health, our deans of public health and the Indiana State Department of Health. I will say that the being right before an election is impacting some of our public health measures. Because we're, we're level five. And yet the viral rate of viral infection is soaring. I think everyone is fully aware of what needs to happen. We're in regular communication and we know what to do, but I think it's fair to say that it is looking like it's going to be a very challenging winter for us, no question about it. And we all have to be prepared for a surge that may be more severe than what we had in April.

Q: Around diversity, equity and inclusion. There's a question about when we might hear any updates on the Diversity, Equity and Inclusion Task Force's.

A: So they are off to a great start. Each of the task forces is creating quarterly updates that we are sharing, both with the dean and also with an executive oversight group. And we've created a dedicated website where we will be publishing those updates. We have just rounded the corner of that first quarter of that work so they may not be on the website but that is the place where we would be disseminating updates about the taskforce. We will also consider other avenues of dissemination when there's more progress to report such as InScope and through future town halls which are being planned.

Q: Are there any updates to your plan to reach out to the individual departments to help them increase their diversity efforts.

A: We've had some discussions about diversity and the diversity plans that each department might have. We are discussing what's going to be a good way to allow the departments to talk about their diversity efforts. I think there was a mention earlier about individuals talking about their diversity efforts. And we would also welcome that from the departments, and we'll be looking at how best to get that going.

Q: Related to the staff and hiring freezes or the wider IU plans to address workload on staff in units where there's been attrition or where attrition might occur at the salary freezes continue long-term?

A: I just want to emphasize that we all of us appreciate that the salary freezes and things that we were we're doing, but we understand that it has an impact on people and we want to address that. The faculty hiring freeze and staff hiring freeze, we actually do have an exception process and we vet those each week and if there's a problem in a particular area because they're understaffed. We are approving positions and all and we certainly don't want people to be overworked. One step is trying to workload level so that if you have people who have extra capacity, you know, to what extent can we help each other out. And I don't think it's fair to say that we have an institutional approach to that yet. But I think at the

more local level, we're going to need to do this as circumstances change and the workload changes.

Meeting adjourned at 5:58pm by FSC President Marc Mendonca.