Preparing for the Department Review

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10th Annual AAAEM/AACEM Retreat
San Diego CA
March 13, 2018
OVERVIEW

✓ ORGANIZATIONAL STRUCTURE
✓ PROCESS
✓ REVIEW COMMITTEES
✓ REVIEW DOCUMENTS
✓ ADMINISTRATOR ROLE
✓ LESSONS LEARNED
Penn Medicine Overview

TRUSTEES OF THE UNIVERSITY OF PENNSYLVANIA

PENN Medicine Board

President of the University

University EVP/SOM Dean

School of Medicine

Health System Clinical Components

Clinical Practices of the University of Pennsylvania (CPUP)

Hospital of the University of Pennsylvania (HUP)

Penn Presbyterian Medical Center (PPMC)

Pennsylvania Hospital (PAH)

The Chester County Hospital (TCCCH)

Lancaster General Health (LGH)

Princeton Medical Center

Clinical Care Associates (CCA)

Penn Home Care and Hospice Services (PHC&HS)

Penn Medicine @ Rittenhouse (in partnership with Good Shepherd Penn Partners)

Academic & Research

Clinical
UPHS- PSOM PROCESS

- Dean Charters Review Committee
  - Cycle is every 6 years
  - 3 terms is maximum terms renewed
- Conduct Internal Review
- External Consultants recommended by Department
- External Review Committee
- Final recommendations to Dean and UPHS Senior Leadership
- Timeframe: 3-6 months
Chair of PSOM Department (OB-GYN)
Hospital CEOS
Key Division Chiefs other Departments e.g. Cardiology, Trauma, Psychiatry, Anesthesia,
School of Medicine Representatives Research and Teaching

*No Emergency Department Representatives*

Interview Key stakeholders across all missions: not all department faculty
e.g. Residents, Key department faculty and leaders, other department representatives; system leaders
EXTERNAL REVIEW COMMITTEE

- Three nationally known chairs of Emergency Medicine - One of them serves as chair
- Review internal review committee documents
- Interview key stakeholders:
  - Internal Review Committee Representatives
  - System Leadership
  - Department Representatives all missions
- Summary meeting with UPHS Leadership and Dean
- Conversation with Department Chair being reviewed
- Prepare final summary document for Dean
I. ACADEMIC PLAN
   A. State of the Department
   B. Faculty
   C. Staff
   D. Space
   E. Programmatic Assessments
   F. Initiatives
   G. Key Indicators Summary
      Organizational Charts
      Multi-Year Operational Reports
II. INFORMATION BASE

A. Faculty
B. Education
C. Sponsored Research
D. Department Space
E. Financial
F. Clinical Services
ADMINISTRATOR ROLE

- Prepare summary document
  - Team effort
  - Keep separate folder
  - Professional look
- Assist Chair in selection of external chairs
- Provide additional data as requested by committees
- Present to committees (internal and external)
  - Prepare notes
  - Highlight your accomplishments/role in leading the department
LESSONS LEARNED

- Know how to tell your department’s story
  - Successes
  - Opportunities for Improvement
  - Identification of Needs
- Be prepared - Understand your role
- Be prepared for feedback on yourself
- Reviews may not be congruent
- Be patient
- Select the right external reviewers
QUESTIONS

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Preparing for an Administrative Review

Steven T. Petrovic, MBA
Administrator – Emergency Medicine
University of Cincinnati
System Overview

College of Medicine (Dean) & Faculty Practice Plan
UC Emergency Med
Health System (CEO)
How is it Structured?

- **Review Committee Composition**
  - Appointed by the Dean
  - 7 Member Committee
    - 5 Faculty Members / 2 External Consultants
    - Faculty can’t be member of Department being reviewed
    - At least 1 faculty member must be a Chair from another Department
    - Chair reviews internal panel and is able to suggest another member
    - External Consultants must be present or past chairs in the same specialty as the chair being reviewed.
    - 1 External reviewer will be selected from a list of 3 options from the Chair
    - 1 External reviewer will be selected from a list of 3 options from the Departments’ Faculty
  - The committee shall choose interviewees for the review out of the individuals who request an interview with the review committee.
  - Conflict between the Committee and Chair is resolved by the Dean
Self Assessment Document

- Overview of Department
- Faculty
  - Roster & Effort
  - Demographics
  - National Participation
  - Awards, honors, & distinction
  - CV of Department Chair
- Financials
- Education
- Research
- Clinical
- Future Direction, goals, and needs for the next 5 years
Lessons Learned / Tips

• Review Committee is the most important decision
• Don’t wait to start working on the Self-Assessment Document
• Don’t let chair be caught off guard
• Have a plan of what you want out of this review
• Use relationships to help focus reviewers on areas that are lacking and need support to excel.
• Don’t expect all positives
Preparing for Academic Department Review

Tuesday, March 13, 2018

Travis W. Schmitz, PhD, MBA
Administrator – Emergency Medicine
Northwestern Medicine
Program Review at NU

How is it structured?

- Primer on Organizational Structure
- Northwestern University Office of Program Review
  - Led by Associate VP of Program Review
  - Reports through the Office of the VP for Administration & Planning
  - Over 30+ years
- Every university department goes through a review every ~10 years
  - Our department’s first
  - Process starts about 18 months prior to the actual review
- And, oh, by the way (and I quote):

  *By design, the process focuses on identifying ways to strengthen units and strategically position them for the future assuming constant resources. Therefore, the process is neither a tool to downsize programs nor to request additional resources.*
Program Review at NU
What does the actual review look like?

• 3 external chairs of EM are chosen
• 2 internal chairs within your school are chosen
• Each department spends 12-18 months preparing the “self-assessment”
  – Looks at past, present, and future
  – Follows university guidelines, structure, and requirements
  – Focuses heavily on education, research, and university administration
• 2.5 day on-site review, meeting with:
  – Every faculty member (and the administrator) in the department, including those with only academic appointments
  – Groups of medical students, residents, chief residents, and fellows
  – Institutional leaders at SOM and University level
Program Review at NU
What are the outcomes of this process?

- The reviewers, collaboratively as a group of five, compile their report and present it back to the Program Review Office (PRO)
- After an initial assessment for accuracy, it is presented to the department chair with instruction for dissemination
- The report is then shared with the Dean of the SOM, the Program Review Council, and the Board of Trustees/President of NU
- The PRO organizes the report into key areas of focus and then develops what is called the “implementation agreement” where the department agrees to address particular areas and identifies the metrics by which they will be held accountable (or viewed as “successful”) – this is then agreed upon by the university leadership and SOM Dean
- Formal follow-up hearing is set for one year after the acceptance of an implementation agreement
Program Review at NU
What did we learn / what tips would I share?

• The most important decision you will make is related to the makeup of your review committee – TAKE THIS STEP SERIOUSLY.
• Do you have the staff/faculty resources necessary to do this work?
• Be smart about the work you are doing – we had an RRC site visit scheduled for the following year --- combine these efforts where you can.
• Prepare to get your feelings hurt. (I have been on both sides of this situation.)
• Do not underestimate the importance of this process – even if it is just viewed as a means to substantiate your efforts and direction.
• If you feel comfortable, have frank conversations with your EM chair colleagues about key points on which they should focus attention.
• Spend time prior to the review aligning with your internal reviewers, which are there to help external reviewers understand the “culture” and environment.