



Changing Policies & Practices

Janet F. Williams, MD, FAAP

Associate Dean for Faculty

UT Health Science Center
School of Medicine

GOAL: Glimpse Changes Supporting Faculty Women

- Orientation to UTHSCSA organization
 - Complex structure of 5 health science schools
- Changing forces drive policy/process change:
 - Recent re-accreditation processes for UTHSCSA and SOM both emphasized:
 - Diversity promotion practices
 - Data/Quality Assurance practices
- Policy
- Practices

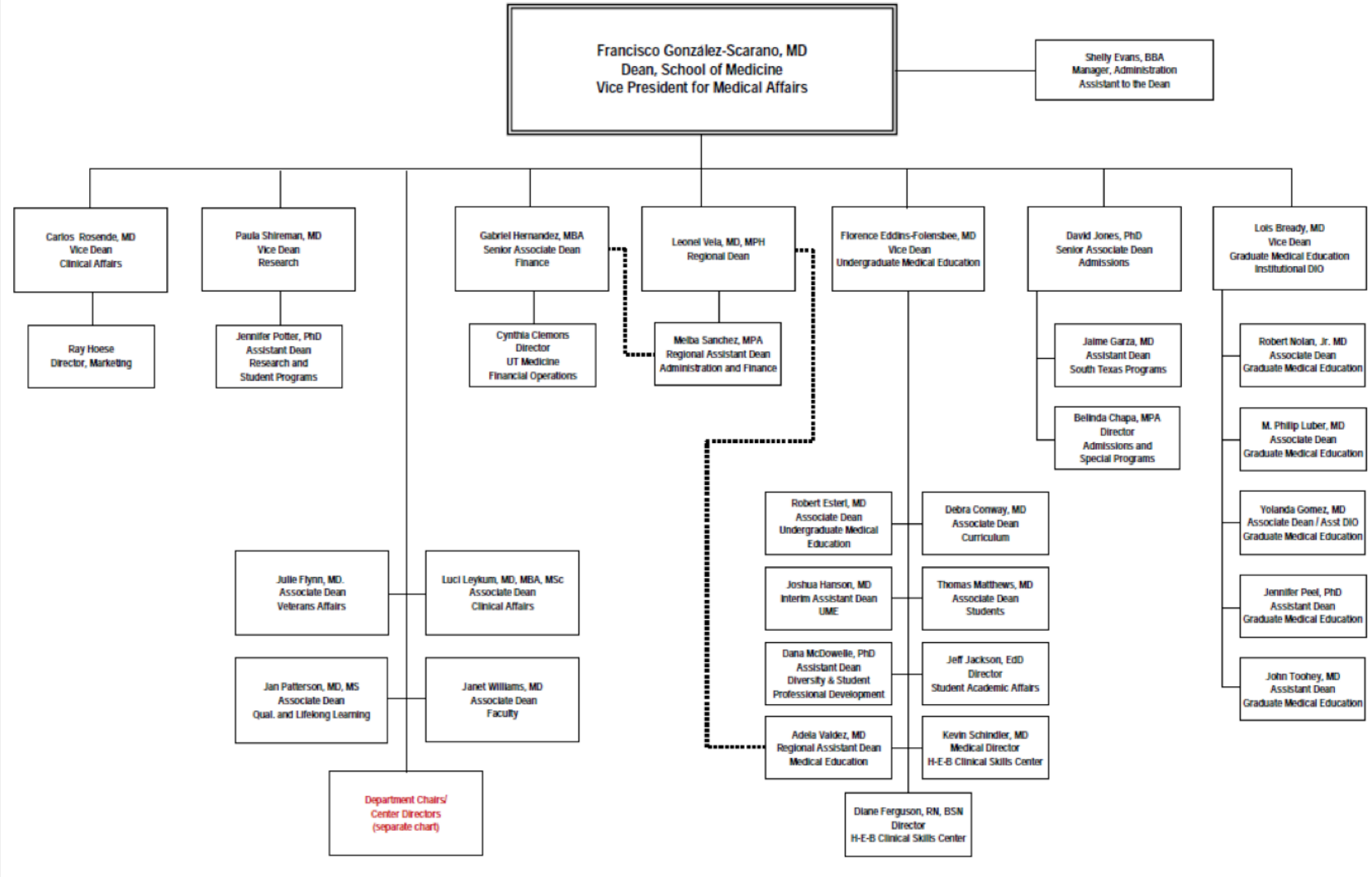


UTHSCSA Facts

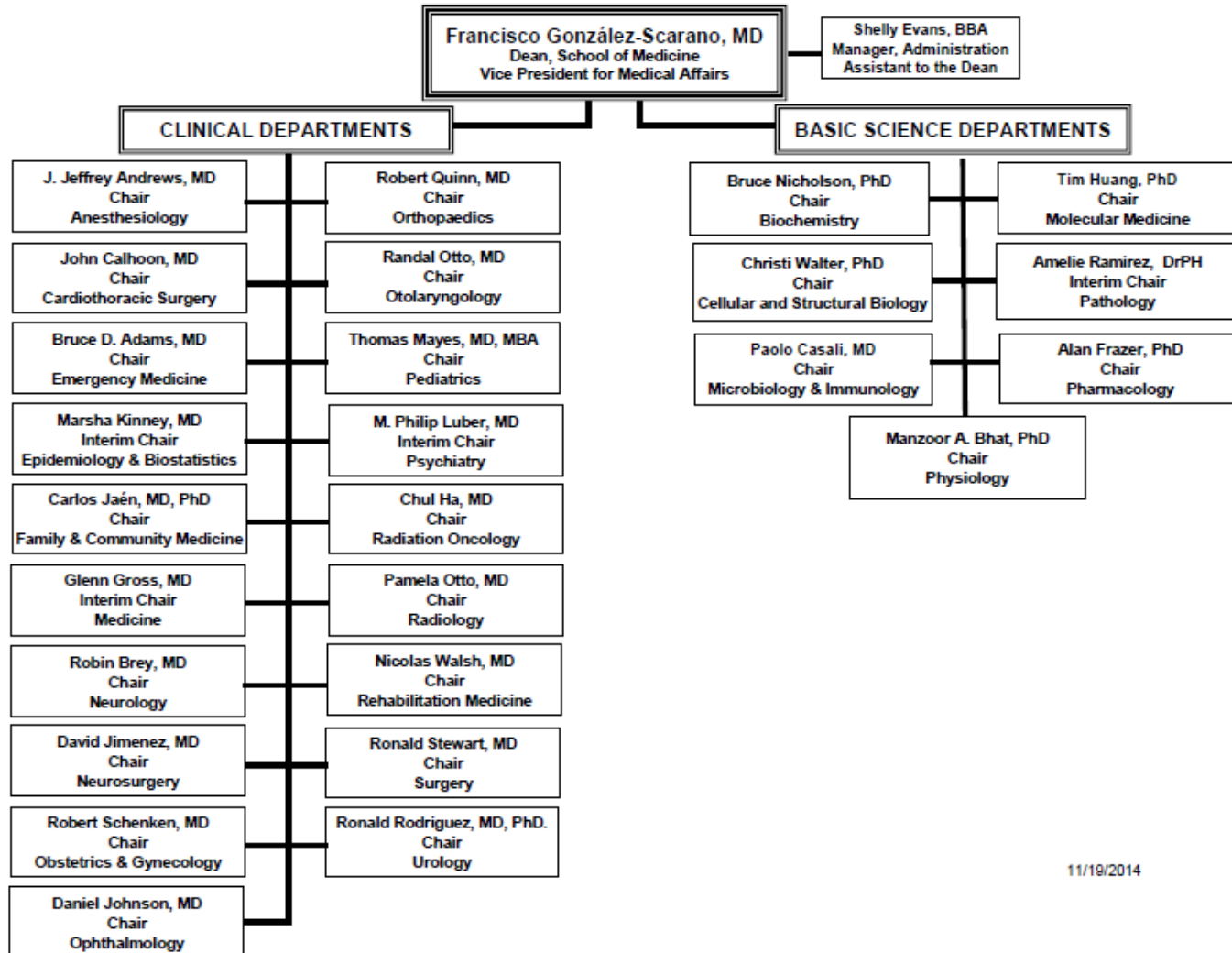


- Year established: 1959. Year doors opened: 1968
- Total annual enrollment: 3,310 plus 1,090 house staff
- Eight campuses in four cities
- Total graduates: 29,500
- Total workforce: 5,500
- FY 14 operating budget: \$765.2 million
- Budget coming from state appropriations: 23 %
- Chief catalyst of San Antonio's \$29.2 billion bioscience/health care industry
- \$15.6 million in uncompensated care

SOM Dean's Office Organizational Chart



SOM Department Organizational Chart



11/19/2014

SOM Facts

- Faculty: 1,341 plus 1,100 Adjunct faculty (volunteer teaching faculty)
 - 264 Faculty in the Basic Sciences
 - 1,077 Faculty in the Clinical Sciences
 - 35% are **WOMEN** whether Basic or Clinical Sciences
 - 20% are Part-Time Faculty
 - 22% have Tenure
- 60 = Average number of faculty Promotion/Tenure submissions annually (75% of Institutional P/T load)
- Institute of Medicine members: 7

Faculty Policy & Practice Changes: How To

- University chain of approval:
 - Faculty member/group through School (Dean-level), Deans' Council, and/or the all-school Faculty Senate informs VP Academic, Faculty & Student Affairs Office who advises the President.
- SOM chain of approval:
 - Faculty through Medical Faculty Assembly, Dept. Chair, Dean or Director apprise the SOM Dean.
- 'Institute change & ask for forgiveness later.'

Policy & Practice Changes: Diversity

- UTHSCSA Strategic Plan updated
 - DIVERSITY IS A CORE VALUE.
 - President explored schools' desire for Diversity VP
 - Schools wanted school-specific Diversity focus.



- SOM Strategic Plan updated
 - DIVERSITY Mission, Vision, Policy & Strategy
 - LCME Accreditation: **Intentional** Diversity Includes faculty, house staff, staff and students.



SOM Diversity Statement

The SOM's inclusive culture continues to seek, attract, retain, educate, train, develop and advance (although is not limited to) individuals with any of the following:

- Life experience &/or professional expertise related to health inequities &/or healthcare disparities, including **women's health & healthcare needs**;
- A family of origin background inclusive of any of the following: poverty, low educational attainment, rural or South Texas origin;
- **Female gender**;
- **Military veteran status**;
- Race/ethnicity of any groups historically underrepresented in medicine, including: Hispanic or Latino, particularly of Cuban, Mexican or Puerto Rican origin, and of any race; Black or African American; American Indian or Alaskan Native; Native Hawaiian or Other Pacific Islander.

Policy Informs Practices

- Faculty Recruitment
- Faculty Appointment
- Faculty Orientation
- Faculty Salary Comparison



Policy Informs Practices

- Faculty Recruitment



- Search ad statement revised to enhance diversity. (NSF)
- Search Committees receive unconscious bias training.
- Committee ‘interacts’ with search progress re: diverse pool

- Faculty Appointment – Data collection, accuracy

- New Faculty Orientation

- Receive implicit bias training.
- New SOM leadership is oriented.

- Faculty Salary Comparison

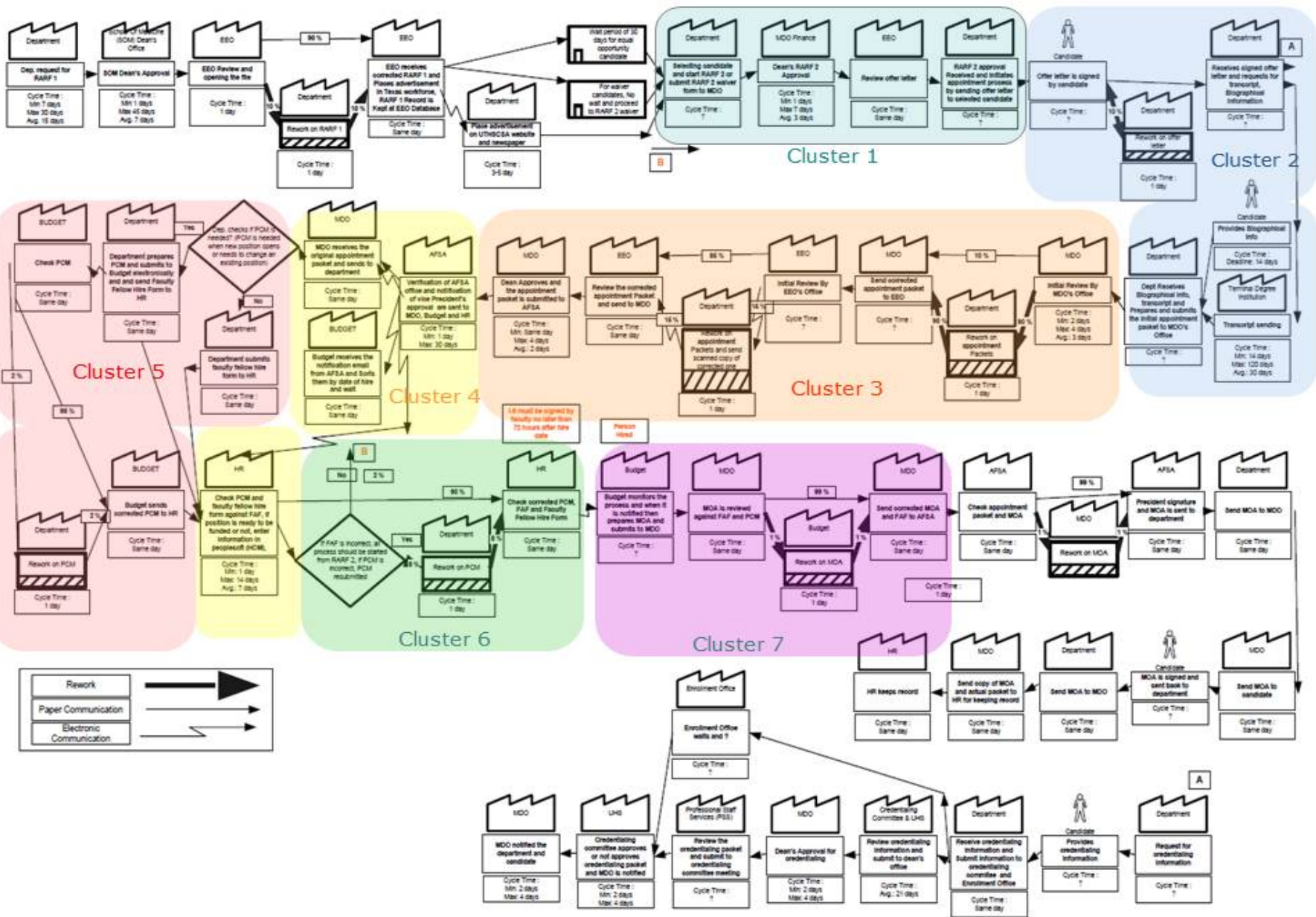


LEAN Applies to More Than Manufacturing

- LEAN = Elimination of waste, i.e. non-value-added activities with VALUE defined by the customer
- Define the value stream = sequence of all activities & resources needed to get product to customers
- Analyze the current state
- With a common vision, define the future state of operations
- Process Improvements; CQI
- Collaboration UTSA CAMLS



FACULTY Appointment Processes Going LEAN

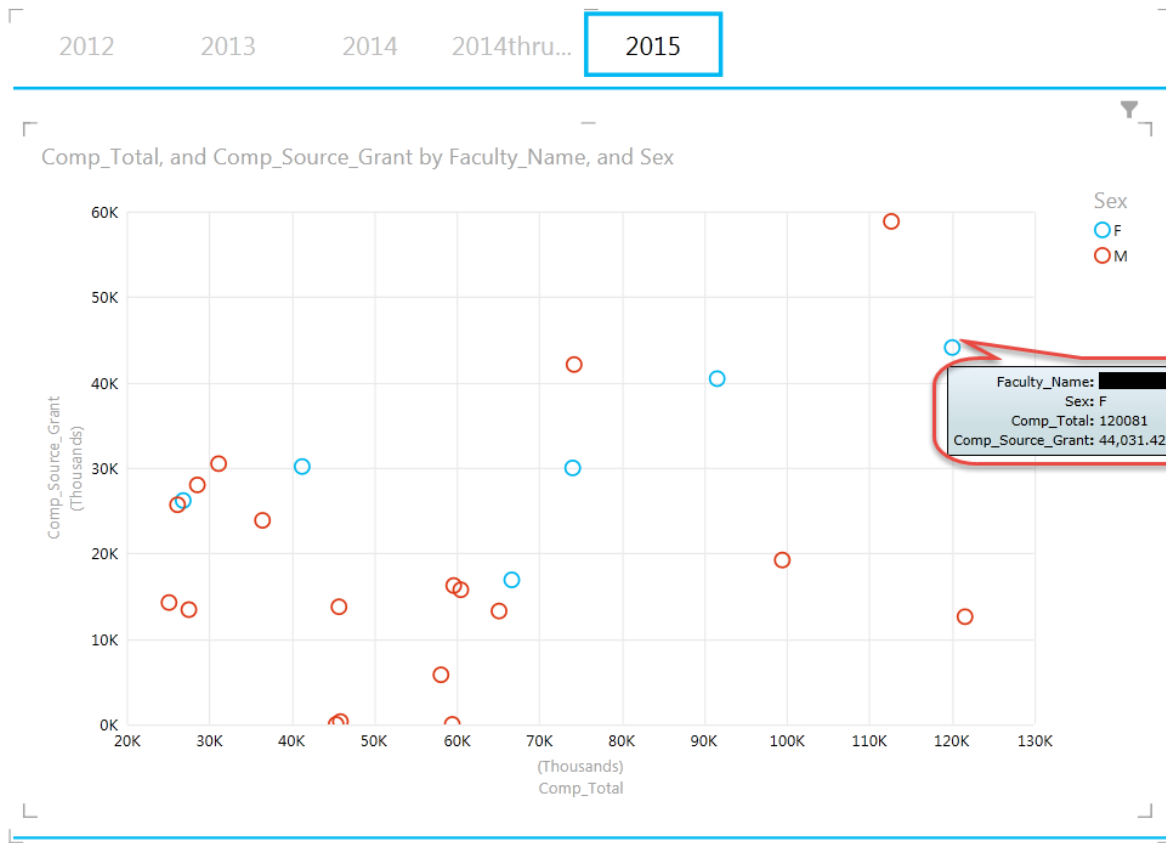


SOM Faculty Salary Comparison – In Process!

Microsoft Excel's add-in, *PowerView* transforms datasets into interactive dashboard tools:

- Connect to data tables & create charts with filtering abilities
- Hover over a data plot to reveal the raw data information generating that plot
- Allows institution to analyze compensation rates by faculty gender while factoring other key parameters, such as tenure, rank, years in rank, and race/ethnicity.

Example: Faculty Compensation Analysis



Filters

VIEW | CHART

- AAMC_Rank (All)
- Department is Biochemistry
- Sex (All)
 - (All)
 - F 37
 - M 117
- Tenure_Status (All)
- Total_Payroll_FTE_Effort is greater than or equal to 0.50

0.00 1.00

* DATA analysis plot is a hypothetical example.

Changing Policy & Practices to Support Women Faculty Careers & Leadership



UT Health Science Center
School of Medicine