

To: SACUA

From: Analisa Difeo Chair, Medical Affairs Advisory Committee (MAAC)

Subject: Report on Activities of Medical Affairs Advisory Committee for 2022-2023

Members: Analisa DiFeo, Ruth Carlos (Radiology), Katherine Gold, Chandan Kumar-Sinha, William Meurer, Shahzad Mian, Michal Olszewski, Sara Pasquali, Carol Shannon, Terri Voepel-Lewis, Mujtaba Hameed (graduate student), Namratha Nelapudi (undergraduate)

SACUA Liaison: Kanakadurga Singer (for fall 2022)

Meeting Dates: October 19, 2022, February 22, 2023 and May 17, 2023

Committee Charge

1. Reevaluate our success in addressing faculty and staff burnout.
- ~~2. Discussion about how Michigan Medicine is addressing childcare assistance. (cancelled)~~
3. Discussion on the progress of call centers.
4. Compensation equity analysis: implications for recruiting and retaining outstanding faculty.



Committee Actions

Meeting 1: Reevaluate our success in addressing faculty and staff burnout.

Presenter: *Kirk Brower, MD Chief Wellness Officer, Amy Cohn, Chief Transformation Officer, Sonya Jacobs, Chief Organizational Learning Officer*

Burnout/Stress major concern of faculty and mainly due to that fact that they feel they are performing more administrative work than actually seeing their patients. Many shared their frustration with issues with staffing; not able to back fill positions, doctors come up with ideas but there is no support staff to move projects forward, etc. People are publicly admitting that they can't take on more work.

Solutions discussed:

- Discussion around AI and efforts to use digital employees in a centralized function, to ease some of the burden in call centers, InBasket burden, etc.
- Hiring undergraduates to scribe for ten hours a week.
- Discussed possibly creating an internal masters program to train people and have career ladders, possibly partner with WCC.
- Expediate hiring practices and improve communication between UMMG, Nursing, and Medical School.
- Dr. Brower shared that many areas are working on wellness initiatives, and there should be a coordinated effort to obtain information so we 'don't have to reinvent the wheel' but expand on existing efforts.

Meeting 2: Discussion on the progress of call centers.

Presenter: Balqis Elhaddi, Director of Business Operations, UMMG,

Guests: Chris George, Senior Managing Director of FTI Consulting, Paul Lee, MD, JD, Executive Director, UMMG, Senior Associate Dean of Clinical Affairs, Medical School, Amy Cohn, Chief Transformation Officer

Committee was given an overview of patient satisfaction with call centers and safety assessments based on surveys such as Center Call Review Scorecard Guide. There are still issues with patient wait times and scheduling reporting error however numerous initiatives are being implemented to try to address this.

Solutions discussed:

- To boost morale, Employee Recognition awards and Employee of the Month in the Call Centers has been implemented.
- Strategies for filling staff vacancies caused by the pandemic were implemented such as in-person job fairs, social media @UMichMedJobs, and partnering with medical assistant programs across Michigan



Meeting 3: Compensation equity analysis: implications for recruiting and retaining outstanding faculty.

Presenter: *Paul Salow*, Senior Director of Faculty Affairs

Guest: Justin Dimick, MD, MPH Chair and Professor, Department of Surgery, Ganesh Palapattu, MD, FACS, Professor of Urology and Chair, Department of Urology, Paul Lee, MD, JD, Executive Director, UMMG Senior Associate Dean of Clinical Affairs, Medical School

Mr. Paul Salow presented data which highlighted the retirement and retention trends across the last 5 years. Overall, the retirement trend is consistent with prior years.

Information Obtained

- Committee requested to assess the retention rate by Department in order to ascertain whether certain Departments are struggling more than others and also determine whether certain Depts are providing excellent
- Female retention rates has declined especially from Associate to Professor positions however overall full time MDs shows UMMS retains faculty at a higher rate than does AAMC benchmark cohort (69% vs 61%)
- The retention rate of non-white tenured and clinical faculty is greater than that of comparable institutions.
- Compensation for MD was ~50th percentile and PhD ~65th percentile which was attributed to RVU

Solutions proposed:

- There is a need to enhance RVU billing, particularly in Pediatrics, where it appears that a number of procedures are not billed correctly or at all.
- For recruiting and retaining faculty, it is necessary to emphasize that compensation extends beyond salary, and department chairs must be creative in understanding what faculty members want, such as tuition reimbursement, housing benefits, etc.
- The ADVANCE program is presently attempting to implement a system that will allow us to obtain better information from exit interviews in order to comprehend why individuals are deciding to leave and potential areas for improvement.

Recommendations

- In fall 2023, it is recommended that MAAC devote a meeting to discussing plans for the new childcare facility, with Tedi Anne Engler as a contact person for identifying speakers and helping to plan content.
- In order to provide information to the faculty at large, the committee discussed disseminating MAAC meeting topics to the wider Michigan Medicine community to make them aware of committee and activities in the Medical School Newsletter, Faculty Newsletter and the Wire. Therefore, at the end of the year Analisa DiFeo will

work with Rose Glenn, Chief Communications & Marketing Officer, to publish a summary of what was discussed and proposed solutions/future initiatives.