

INFORMATION FOR DEPARTMENTAL REVIEW

EDUCATION

Undergraduate Medical Education

- List the average scores over the last three years on the specialty-specific shelf exam of medical students completing your course, clinical clerkship and/or elective. Indicate whether or not you use a comparison group (e.g. other Texas Tech campuses, national norms, etc.). Include comparable data from your comparison group(s).
- List the average scores over the last three years on specialty-related Objective Structured Clinical Examinations (OSCE's) of medical students completing your course, clinical clerkship and/or elective. Indicate whether or not you use a comparison group (e.g. other Texas Tech campuses, national norms, etc.). Include comparable data from your comparison group(s).
- List the number of students who have chosen elective rotations in your department during the last three years.
- List the number of graduating medical students who have chosen residency training in your specialty during the last three years.
- List the number of graduating Texas Tech medical students who have chosen your El Paso residency program during the past three years.
- Provide summaries of student evaluations of your course(s) during the past three years. Include specific student comments, both positive and negative.

Residency Training

- Briefly describe the mission of the residency training program(s), location, and its importance in the overall mission of the department.
- How many residents are currently enrolled in each year of your residency training program? What determinants do you use to size the residency program?
- Do you use the NRMP for filling your residency positions? During the last 3 years, what is the fill rate from the NRMP and how many residency positions have you filled outside the match? During the last three years in the NRMP, how far down the rank list has the program gone to fill?
- List the professional activities of your residents after graduation. Include information for the past three years about relocation site,

type of practice, academic affiliation, or additional fellowship training.

- What percentage of your graduating residents has taken the certification examination for your specialty during the past three years? What is the pass rate for first-time examinees? List the overall pass rate and the average percentile score on the certification examination.
- Provide a copy of the last internal review of your residency program.
- Provide a copy of your last RRC accreditation letter including specific comments and citations of the program. Briefly describe steps taken to correct the citations.
- For the last 3 years, how many graduating residents have stayed in El Paso? In Texas?
- What percentage of your current residents are US graduates?
- How are the residency positions funded?
- How many residency program directors have been appointed in the last 3 years?
- Provide a summary of the evaluations the residents provide about the residency program. Include comments about strengths and weaknesses.

Faculty Development

- Describe departmental faculty development programs for both junior and senior faculty.
- Describe faculty participation in faculty development programs provided by other institutions. Include the individual faculty name, program name and sponsoring organization, duration, and source of funding.

Faculty Evaluation

- Describe the faculty evaluation process including the areas included in the evaluation, the format of the evaluation instrument, and the process itself. Specifically address the evaluation of teaching, research, patient care, community service, and professionalism. Attach a copy of the evaluation instrument.
- Describe the methods used to provide faculty feedback during the course of evaluation. In particular address the methods used to advise individuals who are not on track for promotion. In those cases, describe how remediation is recommended and monitored.
- Do you use evaluation instruments beside the School of Medicine evaluation forms used for faculty and department chair

evaluation? Please comment about the usefulness of the institutional instruments and identify specific deficiencies that caused you to develop alternative instruments.

Faculty Promotion

- Describe your success with faculty promotions during the past 5 years. How many faculty members have been put forward for consideration for promotion during that time? How many have been denied promotion during that time? What are the most common reasons for denial of promotion?
- Describe the regional chair's role in the pre-promotion review process. Describe the relationship and decision-making activities of the regional chair and the department chair in the pre-promotion and promotion processes.
- Describe the regional chair's responsibilities in advising faculty members at the conclusion of the pre-promotion review process.
- Describe the institutional policies that should be changed to improve the promotions process.
- Describe departmental policies and strategy for supporting faculty recognition and promotion, particularly women and/or under-represented minorities?

Faculty Recruitment

- Describe your departmental faculty recruitment plan including the methods used to develop the plan, faculty involvement in development of the plan, methods used to assess research, educational, and clinical needs of the department, and mechanisms for re-evaluating and dealing with short-term or urgent needs.
- Describe the specific inducements you use to compete effectively with other academic centers.
- Describe the methods used to monitor and correct disparities in resource allocation, recognition, salary, and leadership opportunities for faculty members?

Faculty Retention

- List the most common reasons for faculty attrition in your department during the last three years? Describe measures employed to minimize faculty attrition.
- Describe orientation and welcoming activities used for new faculty members. Also describe how you assess the effectiveness of this program.

- Describe the departmental faculty mentoring program including descriptions of enrollment in the program, participation in the program, and methods used to evaluate the effectiveness of the program.
- Describe the departmental system used to monitor workload and service-related pressure on your faculty.
- Describe departmental programs for assuring quality in patient care and academic accomplishment.

Post-Graduate Medical Education

- Describe all departmental conferences indicating those for which faculty attendance is expected/required. Provide information about faculty attendance.
- List the departmental programs approved for CME credit presented during the past three years.
- Provide information about the number of participants in these programs according to classification (faculty, volunteer faculty, residents, students, clinical staff, outside participants).
- List all CME-approved programs sponsored by your department in off-campus settings. Include program site and information about participants as above.

CLINICAL

- List the clinical site(s), the aggregate FTE of faculty time/site, patient visits/site and aggregate support staff/site.
- List the net clinical income versus expenses of each clinical site.
- Describe the decision process used to determine either the establishment of new clinics or the closure of old clinics
- Describe the quality assessments and quality improvement projects in the clinical practices over the last 2 years.

RESEARCH AND SCHOLARLY ACTIVITY

- Describe the priority of research in the department, the goals and objectives of research and how research is encouraged and rewarded. Specifically, describe the relative importance of research, clinical services, and education in departmental decisions concerning allocation of resources, faculty assignment, release time, and consideration for promotion.
- List research support in terms of staff and space.
- List amounts, terms, purposes, and recipients for any departmental discretionary funds dispersed for research activities.

- List the national presentations, refereed abstracts, and full publications of the faculty for the last three complete fiscal years.
- List current grant funding providing title, Principal Investigator, funding source, duration of funding, and dollar amount.

SERVICE/ADVOCACY

- Describe the faculty/departmental roles in state and national organizations.
- Describe the department's relationships with elected local, regional, state and national officials and the impact on the departmental mission.
- Describe the chair's effectiveness in working in intramural and extramural cooperative programs including relationships with institutional administrators and other department chairs.
- How many of your faculty members participate in University service activities such as committees, students' mentoring, or university sponsored community activities? Provide a list of these activities for the past three years.
- List the members of the department faculty who serve on University committees. Specify the names of the committees and any leadership positions held by department faculty members.
- List the members of the department faculty who serve on any hospital committees. Please specify the names of the committees and any leadership positions held by department faculty members.
- Describe how citizenship in discipline-related organizations is fostered and rewarded. Specify names of those participating in other community organizations.

FINANCE AND OPERATIONS

- List all revenue sources and amounts: clinical, SOM, hospital, state, grants, contracts, other, and total.
- List all expenses for the last fiscal year: faculty/staff salary and benefits, rent, equipment, travel/dues, taxes, Dean's practice plan, other, and total.
- List all discretionary accounts including endowments and quasi endowments. Describe the source of these funds, including accumulation of lapsed salaries. What are your plans for the use of these funds? How do you develop a plan for the use of these funds?
- Compare all of your faculty salaries by rank with the means for the Southern Region in the most recent AAMC publication on salaries. Compare appropriately for full institutional or clinically augmented

- incomes. Be certain to include all faculty augmentation but show separately as a subtotal.
- Describe the departmental budget process. Include a description of personnel involved in the process. In particular, describe faculty involvement in the process. How is it developed, reviewed, and finally, approved? How are decisions made to develop new programs or eliminate established programs?
 - Provide a copy of the departmental Medical Practice Income Plan (MPIP). Describe how faculty members are involved in the development of the plan. When was the plan last reviewed by the department faculty? List special augmentations and other faculty allocations provided through MPIP during the past three years. Include amounts and dates.
 - Who is responsible for Medicare and Medicaid compliance within the department? Describe the process, including methods used to enforce compliance or to take corrective action for noncompliance.
 - Describe the management systems used to ensure billing/coding compliance.
 - Describe the organization and management of the department's billing, coding, and compliance systems including descriptions of how they are managed and financed. Describe the number and level of training of "coders," business associates," "patient services specialists," etc. involved in the process, salaries and their source.
 - Does your department provide periodic training in billing, coding, and compliance for its physicians and staff? What tools are utilized? How is it financed?
 - How are new physicians oriented to the coding and billing rules?
 - Are audits done on all your medical records? If not, what percentage of your charts is audited? How is this process financed?
 - Do you report changes to billing codes and diagnosis? If so, describe the process and how it is financed.
 - Do you have a corrective action plan in place to ensure specific issues are addressed and prevented from recurring? If so, who is responsible for it and how is it financed?
 - Is there an Institution-wide Compliance Department? If so what is your Department's financial contribution to it (percentage contribution to their overall budget)

ORGANIZATION

- Outline the chair's experiences that are relevant to leadership of a department, the length of chair's tenure and major accomplishments since becoming the chair.

- Provide a copy of the departmental vision, mission, and strategic plan statements. Outline briefly when these were developed, how they are used, and how often they are re-evaluated.
- List major institutional committees and responsibilities of the chair. (Append an organizational chart of the Health Sciences Center showing the chair's relationship to administrators at various levels.)
- Provide a departmental organizational chart.
- Outline the major administrative roles in the department, including a list of the individuals who fulfill these roles, and release time allotted for performance of each role. (FTE)
- List the administrative support positions and their individual and cumulative FTEs plus the FTE/faculty.
- Describe the use of information technology (IT) within the department. Does the department have IT services separate from those provided by the institution? How are these services funded? How is the decision made to develop these services?
- How do you collect data for operations needs and function of the department? How are these data used and presented?