438th MEETING OF THE FACULTY SENATE MINUTES

3:00 PM, Wednesday, March 18, 2015

School of Medicine Administration, Boardroom 103

PRESENT: Drs. Aucott, Barone, Blakeley, Bunz, Chanmugam, Chung, Crino, Daoud, Della Santina, Dlhosh, Gonzalez-Fernandez, Hyunseok, Li, McCormack, Mian, Mooney, Pettigrew, Pluznick, Poynton, Safar, Shuler, Colon, C. M. C.

Solomon, Sperati, Tufaro, Urban

Mmes: Bettridge Mssrs:

ABSENT: Drs. Bivalacqua, Bydon, Conte, Daumit, Heitmiller, Ishii, Lacour, Lehmann, Macura, Nieman,

Puettgen, Reddy, Shepard, Sokoll, Srikumaran, Swartz, Taverna, Wade, Wilson **Mmes:** Tewelde **Mssrs:** Gable, Lee, Johnson, Puts, Rini

REGULAR GUESTS: Drs. Gauda, Skarupski, Smith

Mmes: Viertel Mssrs:

GUESTS: Dean Rothman, Mr. Shawn Celio, Mrs. Cherita Hobbs, Mrs. Julie Gottlieb, Mrs. Dulaney

I. Approval of the minutes

Meeting called to order at 3:02 PM. The minutes of the 437th meeting of the Faculty Senate held on February 18, 2015 were approved. Dr. Crino announced substitute representatives (Dr. Hyunseok for Dr. Chung, Dr. Safar for Dr. Ahuja, Dr. Della Santina for Dr. Ishii) and the newly elected representative for the Graduate Students, Kelsey Bettridge. He also encouraged reps to mark their calendars with the Spring Faculty Mixer, a beer tasting, to be held on June 11th from 4:30-6:30 PM in the Welch Library. Please e-mail Val if you would like to volunteer to be a beer pourer.

- Paul B. Rothman, M.D., Dean of the Medical Faculty, CEO, Johns Hopkins Medicine engaged the senate in an interactive discussion. Dean Rothman began by reporting on candidate searches, including the recently announced selection of Pamela Paulk as President of JHMI. The next directors of Pathology and Surgery are currently in the process of negotiating their packages. Departments searching for new directors are PM&R and Pediatrics. In other news, thorough departmental reviews have been or will be conducted for six (6) departments across Hopkins this year. Dean Rothman then announced the opening of new buildings across the Hopkins campuses, for example, in Rangos (Innovation Cup), All Children's in St. Petersburg, FL, and Bayview. Next, Dr. Rothman gave an overview of the research retreat that was held in December. The cumulative results will soon be released, including the decision to create spot teams for grants. In addition, new CORE facilities will be developed for Proteomics and Metabolomics, similar to the current Bioinformatics CORE. Dean Rothman also announced to the senate that financial transparency is a top priority. Each department will be required to show their compensation plans to faculty. To conclude his update, Dr. Rothman discussed the financial challenges with the Maryland waiver. . Questions were asked by the faculty regarding the expected duration of the PM&R Director search, current CORE facilities, changes in mentoring for clinical faculty, concerns with EPIC and its documentation requirements, and the future of clinician scientists.
- III. Shawn Ciello, MBA, Assistant Director of HR and Cherita Hobbs, Senior HR Director, discussed the 2015 Employee Engagement Survey, which seeks to measure how connected employees feel to their jobs and their organization. This survey, takes place in March and is administered by a third-party organization called *Gallup*. The survey was created in order to quantify the emotional commitment employees have to the organization's goals with the intention of using the results to make strides towards improving the workplace. Much of the proceeding discussion was centered, rather, on improving the hiring process and the limitationsfaculty have been faced with in their departments due to HR. Mr. Ciello addressed some of these concerns and assured Mrs. Hobbs would be back to the senate to delve into the restructuring and transformation HR is undergoing.
- IV. Julie Gottlieb, MA, Associate Dean, Policy Coordination and Mary Ann Dulaney, JD, MHS, Director of Interaction with Industry, Policy Coordination gave the senate an update on the Physician Payment Sunshine Act that had been presented originally in September 2014. The purpose of the Sunshine Act is to create transparency, as in, to provide the public access to information about payments from manufacturers of drugs, devices, and biologics to physicians and teaching hospitals. The data is available to the public and searchable by physician name here. Looking ahead, payment data for CY 2014 will be publicly available in June 2015 and the 45-day review and dispute period is expected for begin in April 2015. At JHM, the Sunshine Working Group meets on a monthly basis and plans to communicate updates to JHM physicians.
- V. Sarah Poynton, PhD, Associate Professor, Molecular & Comparative Pathobiology discussed the Editing Referral Service (ERS), a directory of experienced editors who can provide editorial assistance for

academic writing on a fee-for-service basis, to Hopkins researchers. Authors can negotiate directly with the editor regarding scheduling and scope of the proposed work, and the terms and payment for the editing services provided. Editing is for content and technical aspects of form and style with the aim of creating a more concise, clear, and cohesive work.

VI. Omar Mian, MD, PhD, JHH Assistant Resident presented an update on the House Staff Council's 2014-2015 initiatives. The House Staff Council meets on a monthly basis and is made up of two residents from each department. It aims to enrich medical training experience at Hopkins by building a sense of community, providing interdepartmental opportunities, offering leadership opportunities to interested residents, and by representing the house staff to the JHH administration. Past initiatives include on-call rooms, taxi reimbursement for post-call residents, emergency fund, and the development of a Professional Development Series with "Strategies for Success". Upcoming initiatives include a Chief Resident Leadership Retreat Series, a myJHMI House Staff Portal, HSC Duty Hours survey, oncoing advocacy, social events, and the screening of *Code Black*. The House Staff Council can be contacted at <a href="https://linkingline.com/hsc-en/hsc-

Dr. Crino thanked everyone for coming and adjourned the meeting at 4:59 PM.

Respectfully submitted, Masaru Ishii, MD, PhD Recording Secretary



2015 Employee Engagement Survey

Faculty Senate Meeting March 18, 2015

Engagement Overview

- The 2015 Employee Engagement Survey will take place from March 9-29. The confidential survey will be administered by Gallup.
- Eligible SoM participants are full and part time faculty, staff and bargaining unit.
- The survey will measure employee engagement how connected employees feel about their jobs and their organization.
- Approximately at the end of April 2015, Gallup will provide managers the access to review direct and roll up reports to review your team's survey results
- Following the survey, departmental leaders and managers will work with their teams to develop and execute an action plan to address engagement throughout the SoM and JHU.

Employee Engagement

What is employee engagement?

- "Discretionary effort"; the extent to which employees choose to do more than the minimum required.
- Engaged employees are emotionally committed to the organization's goals.
- Engaged teams have higher productivity, fewer safety incidents, less absenteeism, and less turnover.

Our ultimate goal:

- To create and sustain an engaged workforce that is productive, motivated, and committed to Hopkins' strategic direction.
- Once managers review the survey results, meet with your teams to discuss topics for strategic improvement and provide an opportunity for your staff to provide their opinions and define expectations.
- Have series of meetings to discuss relevant topics not just the scores/results. Do not make it about the numbers....make it about the content and create a collaborative environment to increase feedback.
- The ultimate stakeholder must get involved to support engagement and help to create a culture where staff and faculty can express their ideas and want to remain working at JHU.

Employee Engagement

Assessing engagement:

- The Q12 measures "engagement conditions" by surveying twelve factors that drive engagement or disengagement, such as role clarity, resources, fit between abilities and requirements, receiving feedback, recognition, and feeling appreciated.
- There are 17 faculty custom questions that include diversity & inclusion, clinical & research, and financial and operational matters.
- Direct and roll up reports provide the opportunity to review past 2013 engagement results and comparison to Gallup data base.
- Review the results with your team to create an action plan to address strengths and opportunities.
- The ultimate outcome is to build collaborative and sustained engagement.

Engagement Survey Questions – SOM Faculty & Staff

Q12 Questions

- Q00: Satisfaction question
- Q01: I know what is expected of me at work.
- Q02: I have the materials and equipment I need to do my work right.
- Q03: At work, I have the opportunity to do what I do best every day.
- Q04: In the last seven days, I have received recognition or praise for doing good work.
- Q05: My supervisor, or someone at work, seems to care about me as a person.
- Q06: There is someone at work who encourages my development.
- Q07: At work, my opinions seem to count.
- Q08: The mission or purpose of my company makes me feel my job is important.
- Q09: My associates or fellow employees are committed to doing quality work.
- Q10: I have a best friend at work.
- Q11: In the last six months, someone at work has talked to me about my progress.
- Q12: This last year, I have had opportunities at work to learn and grow.

Engagement Survey Questions – SOM Faculty Diversity & Inclusion

SOM Faculty:

- Everyone at this organization is treated fairly regardless of ethnic background, race, gender, age, disability, or other differences not related to job performance.
- If I raised a concern about discrimination, I am confident my employer would do what is right.
- My organization is effective in communicating its diversity program goals and accomplishments.
- My organization's leaders demonstrate they value the perspective of people who are different.
- At work, I am treated with civility, respect and dignity.

Engagement Survey Questions - SOM Faculty Custom Questions

- My current clinical and administrative responsibilities (division/unit work) load allow me sufficient time for focusing on research work.
- The School of Medicine encourages me to pursue my research activities.
- The School of Medicine encourages its faculty to be innovative in use of various teaching methodologies.
- The School of Medicine provides me with support for continuing education and professional development.
- The School of Medicine provides an environment where faculty and staff are encouraged to share their views freely with the administration.
- The School of Medicine is able to retain its talented faculty.
- The School of Medicine is able to attract the right quality of faculty.

NEW 2015 FACULTY QUESTIONS:

- I receive information about financial and operational matters of my department.
- I receive information about financial and operational matters of The School of Medicine.
- I receive information about financial and operational matters of Johns Hopkins Medicine.
- I receive detailed financial information about my own activities and results.
- I receive detailed financial information about the calculations for my compensation.

Building Engagement – Action Plan Strengths and Opportunities

This conversation – which is found on the back of the survey results report – is to be held with the team.

The result is one survey item on which the team decides to focus.

Divisional or departmental HR can provide assistance.

	as of opportunity.
0	Do our results on any of these items surprise you?
0	What were you thinking about when you answered this particular item?
0	Do the results reflect how you feel now?
0	What would a "5" look like on this particular item?
0	What are we doing that makes this a strong or a weak result?
4 °	What does our work unit need to do to improve on this item?



Physician Payments Sunshine Act: An Update

Faculty Senate - March 18, 2015

Julie Gottlieb, M.A.
Associate Dean, Policy Coordination

Purpose of the Sunshine Act

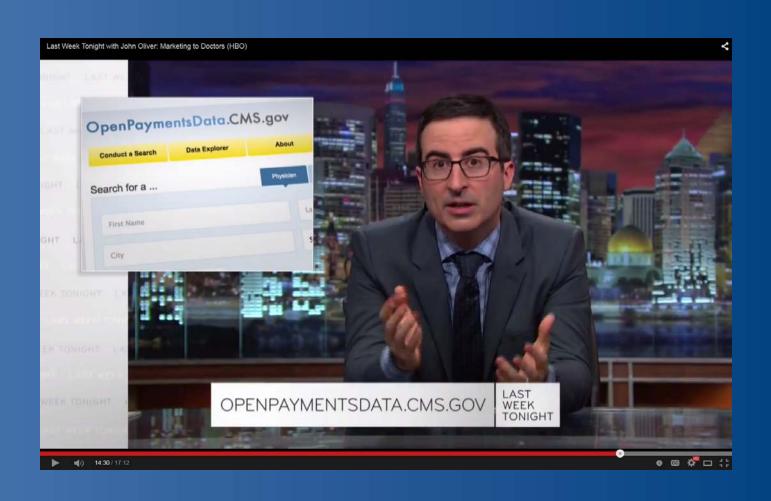


- Transparency: Provide the public access to information about payments from manufacturers of drugs, devices and biologics to physicians and teaching hospitals.
- Manufacturers must report payments and other transfers of value worth > \$10.
- Reporting burden is on manufacturers. Physicians, teaching hospitals & other "covered recipients" are the subjects of industry reports.

Open Payments on Last Week Tonight with John Oliver – "Marketing to Doctors"



(original air date 2-8-15)



2014: Experience of first year



- Payment data covering 8/1/13 12/31/13 were published on CMS-managed web site in September 2014 (updated December 2014).
- JHM teaching hospitals disputed ~ 100% of records.
- Media coverage critiqued registration process and data display format.
 - Some efforts to link physician payments from industry with Medicare payment data.
- JHM fielded a small number of media questions.
- Data are easily searchable by physician name:

https://openpaymentsdata.cms.gov/

2015: What we expect



- Payment data for CY 2014 will be publicly available in June 2015.
- The 45-day review and dispute period expected to begin April 2015
- Physicians must review and dispute their records personally. May dispute personal payments and listing as PI on research payments.
- Registration is still cumbersome. Allow sufficient time.
- Registration URL:

https://portal.cms.gov/wps/portal/unauthportal/home/

Preparations at JHM



- Sunshine Working Group meets monthly
- Communications plan
 - email notices to JHM physicians at all sites
 - JHM internal publications
 - department meetings
- Media team prepared to respond once data are published

Resources



- CMS Open Payments website
 - http://www.cms.gov/Regulations-and Guidance/Legislation/National-Physician-Payment Transparency-Program/index.html
- Office of Policy Coordination
 - http://www.hopkinsmedicine.org/Research/OPC/Policies_Regulations/Sunshine_Act
 - sunshine@jhmi.edu or 410-516-5560.
- JHU SOM Disclosure site (eDisclose)
 - http://edisclose.jhu.edu/
 - http://www.hopkinsmedicine.org/Research/OPC/Outside_Interests/Disclosure_Requirements/

Editing Referral Service (ERS)

Sarah L. Poynton Ph.D.

Department of Molecular and Comparative Pathobiology
Member, Editing Referral Service
spoynton@jhmi.edu





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"Look then, into thine heart, and write "

Longfellow, Voices of the Night



- 1. What is the ERS?
- 2. Who are the editors?
- 3. How does the ERS work?
- 4. What about payment?
- 5. What is a successful edit?



1. What is the ERS?

The Editing Referral Service (ERS) is a directory of experienced editors who can provide editorial assistance for academic writing, on a fee-for-service basis, to Hopkins researchers.

The ERS is for faculty, staff and students affiliated with Johns Hopkins University or the Johns Hopkins Medical Institutions.

The ERS is hosted by the Professional Development Office (PDO), and can also be accessed via the Office of Faculty Development.

http://www.hopkinsmedicine.org/fac_development/ researchers/publishing.html



2. Who are the editors?

Editor	Education	Preferred Subject Area	Personal Web Page	For More Info
Michelle Jones, Ph.D., ELS <u>michellejones@jonesbio</u> <u>mediting.com</u>	Ph.D., Cellular and Molecular Medicine BS, Chemistry	Basic & clinical sciences	Yes	Editor Profile
Sarah L. Poynton, Ph.D. spoynton@jhmi.edu or slpediting@gmail.com More Details: OnProcess	Ph.D., parasitology B.Sc., Biology	Basic sciences & manuscripts from non-native English speakers	No	Editor Profile
Martin Blair, Publications Coordinator ask4proof@verizon.net	Linguistics (English, Korean, Latin, Greek, French)	Research proposals, clinical sciences, public health	No	Editor Profile



Editor Profile: part 1

Editor:	Sarah L. Poynton Ph.D.
Experience:	 Freelance scientific editor, 1998 - present, clients include research institutions in Europe and Asia, and authors who are not native English speakers
	Associate Professor, Department of Molecular and Comparative Pathobiology, JHUSOM
	Associate Professor, Department of Art as Applied to Medicine, JHUSOM
	National Science Foundation Visiting Professor 1992 - 1993
	Mercator Guest Professor, German Science Foundation 2003 - 2005
	 Instructor / course director for graduate course in scientific communication skills: American Association for Laboratory Animal Sciences; Chinese Academy of Sciences, Wuhan, China; Humboldt University, Berlin, Germany; Institute for Marine Sciences, Kiel, Germany; JHUSOM; Leibniz-Institute for Freshwater Ecology and Inland Fisheries, Berlin, Germany; National Aquarium in Baltimore; University of San Carlos, Philippines
	Author / co-author of 28 peer-reviewed papers, 1 review, 7 book chapters, and 1 book
	Neviewer for 17 scientific journals
Subject areas include:	Parasitology, pathology, protozoology, taxonomy, microbiology, ecology, limnology
Articles edited for:	Aquatic Microbial Ecology, Ecology, Environmental Microbiology, Food Control, Freshwater Biology, Geoderma, International Journal of Antimicrobial Agents, Journal of the American Association for Laboratory Animal Science, Journal of Microbial Ecology, Limnology and Oceanography, Nature, Physics and Chemistry of the Earth, Science, Science of the Total Environment, Water Resources Research
Articles reviewed for:	Archives of Pathology and Laboratory Medicine, Acta Protozoologica (Editorial Board), Aquaculture, BMC Microbiology, Bulletin of Sea Fisheries Institute (Gdynia, Poland), Canadian Journal of Zoology, Comparative Parasitology, Diseases in Asian Aquaculture, Diseases of Aquatic Organisms, Journal of Eukaryotic Microbiology, Journal of Invertebrate Pathology, Journal of Parasitology, Journal of the World Aquaculture Society, Journal of Zoo and Wildlife Medicine, Veterinary Parasitology, Veterinary Pathology, Zoo Taxa



Editor Profile: part 2

Types of Documents	Yes	No	Inquire
Journal articles	•		
Grant proposals	•		
Review articles	•		
Book chapters	•		
Books	•		
Correspondence	•		
Theses			•
Thesis proposals			•
Web pages (content)		•	
Slide presentations		•	
Newsletters			•
Brochures			•



3. How does the ERS work?

Authors negotiate directly with the editor regarding the scheduling and scope of the proposed work, and the terms and payment for the editing services provided.

- a typical scenario......
- 1. author consults the ERS directory selects a potential editor, and contacts them by email
- 2. editor requests details of work required, and the files, then estimates time and costs
- 3. author and editor negotiate terms, clarify needs and deadline
- 4. editor edits the files (e.g. using "Track changes" tool of Microsoft Word), returns edits to author
- 5. author is satisfied, and arranges payment



What do the editors at the ERS do?

We are "author's editors", and work with the authors to get a piece of text fit for purpose before it is submitted.

Typically an edit is for content, and technical aspects of form and style.

Technical editing includes corrections concerning: flow, emphasis, grammar, spelling, typing, punctuation, word usage, sentence structure, figures, tables, and reference citations.

Aim: clarity, consistency, conciseness, cohesion, and conviction.

Upon request we may also: format documents, check accuracy of references, provide individual tutorials.

Edits are usually done using "Track Changes" tool of Microsoft Word.



Which material is sent to the ERS?

journal articles

review articles

book chapters

books

posters

Masters and Ph.D. theses

grant proposals

Statements of Purpose / Application essays

correspondence



4. What about payment?

Payment by the author is to be made directly to the editor.

The editors receive no financial compensation from Johns Hopkins for the editing provided through this referral service.

Authors may pay from departmental funds, or privately.

Cost typically depends on:

- (i) complexity of the work (typically 20 mins to edit 250 words = 1 pg of double spaced text)
- (i) the speed with which the client needs the work completed.





5. What is a successful edit?





Client comments......

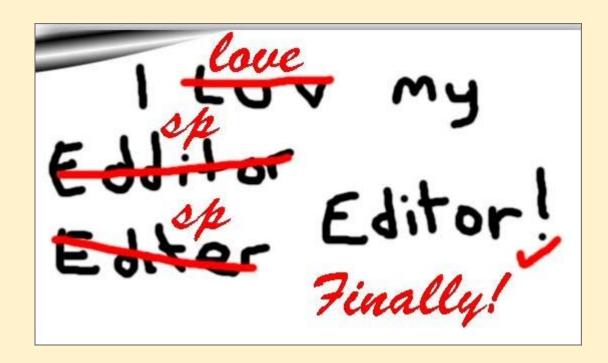
I believe that your efforts have made a durable change in her ability to write independently

I have read the paper over and over many times but had overlooked many simple and obvious grammatical errors. It felt good that someone identified them before I submitted to the journal

Very encouraging and supportive comments throughout the whole process

.....an extraordinary job, far beyond my highest expectation. Your editing has transformed my proposal from mediocre to outstanding, and I am now much more confident







What questions and comments do you have?

How may we help you?

http://www.hopkinsmedicine.org/fac_development/ researchers/publishing.html



Hopkins House Staff Council

Omar Mian, MD, PhD
Vice Chair - Communications
Faculty Senate Update
March 18, 2015

Mission of the House Staff Council



Enrich the medical training experience at Hopkins

- Build a sense of community
- Provide interdepartmental opportunities
- Offer leadership opportunities to interested residents
- Represent the house staff to the JHH administration

Meetings and Membership



- Monthly evening meetings
- Two resident representatives from each department

- Resident committee representatives
- Executive Cabinet Leadership





Chair: Carrie Nieman (Otolaryngology)

Vice Chair of Resident Affairs:

Christopher Terndrup (Medicine)

Vice Chair of Communications:

Omar Mian (Radiation Oncology)

Vice Chair of Finance:

Rebecca Baczuk (PM&R)

Some Past Initiatives



- On-call rooms
- Taxi reimbursement for post-call residents
- Interdepartmental resident workspace
- Emergency fund
- Professional Development Series 2013-2014, "Strategies for Success"
 - Loan Repayment
 - Promotion and Tenure
 - Affordable Care Act





- Chief Resident Leadership Retreat Series
 - Part 1 Introductions & Lessons Learned
 - Part 2 Leading a Team & Conflict Resolution
 - Part 3 Coaching: From Feedback to Mentoring
- Leadership & Professional Development Series
 - 3 Part Series: Residents as Teachers, Alternative Career Paths, Financial Primer
 - HSC Leadership Recognition Program
- CLER Site Visit HPSQC & Handoffs Committee
- HSC Duty Hours survey
- myJHMI Housestaff Portal

myJHMI

HOME | SOM FACULTY RESOURCES | HOUSESTAFF | LIBRARY

myJHMI > Housestaff



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HED



Messaging



Cloud



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Helpdesi



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Technology



Travel



Configure

Upcoming Events

HSC Resident Leadership & Development Series - Part 2

Alternative Career Paths Beyond Academics & Community Practice

Tues. 3/24 6-7 PM Zayed 2117 *Dinner provided.*

Panelists:

Gregory Branch MD, MBA - Director, Baltimore County Health & Human Services Gene Green MD, MBA - President, Suburban Hospital

Meena Seshamani MD, PhD - Director, US Office of Health Reform

Join the **National Physicians Alliance** for a progressive potluck dinner with Dr. Leana Wen, **Baltimore City's new Health Commissioner**.

Sunday, March 22, 5 pm until 7:30pm potluck More info and to RSVP: Click HERE

Save the date for Hopkins Bike to Work Day! May 15th, 2015



Residents, want to see your event posted here? Contact: hsc@jhmi.edu

Important Announcements

1. Nominations for HSC Executive Cabinet Positions Open Now to 3/25 - Chair, Vice Chair of Resident Affairs, Vice Chair of Communications, Vice Chair of Finances.

Online ballot at https://www.surveymonkey.com/s/JHHSCnominations.

- 2. HSC Leadership & Development Series Part 2 Career Paths Beyond Academics & Community Practice Tues. 3/24 6-7 PM.
- 3. New Early AM JHMI/Bayview Shuttle New early shuttle added to the JHMI/Bayview shuttle based on resident interest. The 1st shuttle now leaves at 6:30 AM from JHMI. The shuttle will be available for a 3-month trial.
- 4. Required: Annual Update Module Complete ASAP via My Learning it is not too late.
- **5.** Radiology Resident Consultant The Radiology Department now provides a consultation service to help house staff order radiology exams. Available in <u>ping</u> as *Radiology Resident Consultant*. The pager will be carried by a 4th year Radiology resident and will be able to assist in determining the best examination for a patient.
- 6. DUTY HOUR VIOLATIONS? PROBLEM ROTATIONS?

Report duty hour issues here: HSC Duty Hours Report Form - An anonymous form, run by residents.

Click here for Resident Benefits Information

JHU Content Proxy

Clinical Care

Welch Library - http://welch.jhmi.edu/welchone/

PubMed - http://www.ncbi.nlm.nih.gov/pubmed?holding=jhumlib fft ndi&otool=jhumlib

Hopkins ABX Guide - http://www.hopkinsguides.com/hopkins/ub

UpToDate - http://www.uptodate.com/contents/search

Residency

Evalue - https://www.e-value.net/home-main.cfm

Case Log - https://www.acgme.org/connect/login?ReturnUrl=%252fconnect PSN - http://www.insidehopkinsmedicine.org/jpl/uhc/psn_gateway.html





- Resident Committee Participation
- Ongoing advocacy:
 - RxWriter changes, new event reporting system selection, mother's room in Smith building, earlier Bayview/JHMI shuttle, Bicycle friendly campus
- Social Events
- Partnership with Johns Hopkins Medical Auxiliary & Postdoctoral Association
- Code Black Screening



House Staff Council, Medical Affairs, and the Department of Nursing presents

CODE BLACK FILM SCREENING

"EXTRAORDINARY... ILLUMINATING AND POWERFUL"



Tuesday December 9th

5:30 PM Film screening, 7 PM Discussion

Chevy Chase Auditorium

Reception to follow

Moderators:

Karen Haller, PhD, RN

Vice President, Nursing and Patient Care Services, JHH

Peter Pronovost, MD PhD

Sr. Vice President, Patient Safety and Quality, Johns Hopkins Medicine

For registration and information contact: hsc@jhmi.edu



2014-2015 HSC Meeting Speakers

- Patient Safety and Quality Improvement:
 - Life of a PSN Eileen Kasda
 - Images & Recording Policy Renee Cover
 - The Safety Culture Lori Paine
 - Patient Experience & Role of Residents Lisa Allen
 - Readmission Prevention Amy Deutschendorf
 - Patients with Limited English Susana Velarde
- EPR/POE Transition Peggy Ardolino
- Med Student Mistreatment Roy Ziegelstein
- ACGME CLER Visit Results Julia McMillan
- Value/Cost Conscious Care Pam Johnson

Contact Us



Email: hsc@jhmi.edu

- Be our guest at a meeting
 - Second Tuesday of every every month
 - 5-6pm in Zayed 2117