

MEMO

To: Thomas Borchert, President of the Faculty Senate
From: Stephen Everse (Chair), Christopher Burns, Louis deRosset, Anthony Julianelle, Catherine Paris, Christie Silkotch, Cory Teuscher, Timothy Tourville, and Scott Van Keuren
Date: March 23, 2022
Re: Review of A Proposal to Form a New Department of Emergency Medicine from the Larner College of Medicine

Executive Summary

As required by Senate *Procedures Related to the Establishment, Reorganization, and Elimination of a Department*, this committee has reviewed a proposal submitted by Larner College of Medicine (LCOM) Dean Richard Page to remove the Division of Emergency Medicine from the Department of Surgery and to establish a new Department of Emergency Medicine (EM). This arrangement, once common, is no longer the standard in medical education: of the 221 EM residency programs in the US, UVM is one of only eight programs at allopathic US medical schools without an independent EM Department. The transition to department status will enhance their ability to recruit talented resident and faculty physicians. A Department of EM will elevate the national reputation of UVM, while enhancing their contributions to the University's mission of education, research, and service.

Following review and discussion of the proposal, the ad hoc committee voted unanimously to recommend that the Senate approve the proposal.

If approved by the Faculty Senate and the UVM Board of Trustees, the transition of Emergency Medicine to a department would be effective July 1, 2022.

Description and Rationale

Academic Emergency Departments comprise only 5% of total Emergency Departments in the US, but their role in modern health care is critical. They provide high-value, evidence-based emergency care to the communities they serve, support medical research and scientific advancement, and educate the next generation of the healthcare workforce. They lead prehospital and disaster preparedness efforts across systems-of-care and serve as a safety net for society's sickest and most vulnerable populations. Since the creation of Emergency Medicine as a distinct medical discipline nearly 50 years ago, the field has evolved into one of the most competitive specialty choices for graduating medical students. This holds true at

UVM, where EM serves an essential role in our tripartite missions of research, education, and service.

Goals

The goals of the EM Department, as articulated in the proposal are to:

- Year 1: Establish the academic EM Department with a departmental structure/design that broadly represents the interests, goals, and talents of the diverse group, and establishes EM as a leader within the UVMHN in the pursuit of patient-centered care.
- Year 3: Support the growth mindset and collaborative culture among the EM faculty and staff while focusing on full UVMHN integration around the academic, clinical, and service missions of the Department of EM by:
 - Retaining EM residency graduates as practicing emergency physicians at surrounding Eds thus broadening the regional footprint
 - Disseminating best practice guidelines and training opportunities to EM providers across the Network
 - Expanding the reach of EM into the community through our population health initiatives
 - Expanding our LCOM teaching and leadership roles
- Year 5: Establish UVM EM as a leading innovative, nationally recognized academic Department.

Impact

An academic EM Department at UVM will create the appropriate organizational structure to support a faculty that has grown significantly (more than doubled) in the last five years and enable them to take on greater regional and national leadership roles representing UVM. An independent department will foster the ability to recruit the best medical school graduates from around the country to fill the 18 EM residency training positions.

Over the past decade, EM has been one of the fastest growing and most competitive medical specialties nationally. All LCOM students complete a fourth-year EM clerkship at LCOM-affiliated Network emergency departments; UVM EM was recognized as both the 2020 and 2021 clinical “Department” of the Year by LCOM students for quality of teaching, mentorship, and clinical excellence. Currently EM is one of the three most popular specialties chosen by graduating LCOM students, and its faculty provide an important role in longitudinal mentorship and advising.

Federal research funding is increasingly being allocated to EM since it is the entry point for acute care, and funding sources outside the NIH have grown considerably to support patient-centered outcomes research, cost and quality effectiveness, and improved accessibility and affordability of healthcare services. Currently, EM has more than \$9.3M in total active

research funding with 50 ongoing IRB-approved studies, and since 2015, EM faculty have produced more than 150 peer-reviewed publications.

Budget

Currently, the Department of Surgery provides administrative support for the Division of Emergency Medicine as part of their FY22 responsibilities. This proposal assumes that the entirety of administrative support can be cost-shared by the new Department of EM and the Department of Surgery to avoid duplication of staff positions. Specifically, EM will support a portion of the FTE for the positions that currently support EM, including a Recruitment Process Coordinator, Business Support Generalist, Student Specialist, Academic Assistant, and Grants Specialist. With the rapid growth of EM over the last five years, the need for greater support will be reassessed at intervals after Department establishment. Based on the anticipated General Funds distribution for FY23, a positive margin for a Department of EM is expected after accounting for overhead, faculty salaries, and staff salaries. There will be no immediate need for additional office space in the creation of the Department.

Evaluation Metrics

In accordance with Section 303.2.2 of the *University and University Officers' Manual*, a Department of EM will be expected to:

- Develop an appropriate program of instruction, research, and service consistent with that of College and the University;
- Study and employ ways to make its instruction more effective;
- Maintain and effectively utilize the resources entrusted to it by the University.

The LCOM Dean will hold the EM Department Chair responsible for meeting these objectives as part of an annual review, an in-depth third year review, and a comprehensive five-year review, consistent with the process used with all chairs in LCOM.

Summary of Committee Actions

This ad-hoc review committee for the creation of the Department of Emergency Medicine proposal was charged on February 21 by Senate President Thomas Borchert. We met for the first time on March 4 to discuss the proposal. An electronic vote was taken after the close of the public comment period.

Final Recommendation

The ad-hoc committee unanimously endorses the move of the Division of Emergency Medicine from the Surgery Department to an independent Department of Emergency Medicine in the Larner College of Medicine.