FACULTY FOCUS GROUP PROJECT

Significant Correlates of Vitality*

1. Culture

   relationships/inclusion
   value alignment
   work-life integration
   institutional support

2. Higher medical school NIH funding ranking

Not significant: academic rank, primary role (clinician, researcher, teacher, administrator), age, gender, URM status, region of country

*Defined as: I feel energized by my work, look forward to coming to work, am proud to work here, find my work to be personally satisfying, don't feel burnt out.

	Annual Rate
Left P&S	3.5%
Joined P&S	9.5%

COLUMBIA UNIVERSITY COLLEGE OF PHYSICIANS & SURGEONS

Focus Group Feedback

RON SEIFERT

PROJECT OVERVIEW

Goals:

- How P&S can best reinforce its strengths while also improving in other areas.

- Support the 2020 Strategic Plan goal of 'being a great place to work, study, visit, and get medical care".

Roles:

- Initiated by the Dean, organized by Human Resources, guided by the Advisory Committee, and facilitated by Hay Group.

Process:

- Faculty Advisory Committee provided guidance for the Hay Group which conducted confidential focus group sessions and distilled the data into key themes.

Participation:

- 10% of faculty randomly selected to participate, 44% attendance rate.

SUMMARY OF KEY FINDINGS

Strengths:

- Faculty are proud and energized to work at Columbia because of the collegiality, great people, and integrated research, patient care, teaching, and community service.

- Appreciation for P&S's financial turnaround and fiscal stability.

Challenges and opportunities:

- Stress is increasing while work-life balance is decreasing; faculty often are unsure of the context for why many changes have been implemented.

- Increased barriers to getting work done include resource constraints, increased administration/bureaucracy, and incompatible systems.

Bottom line:

- Strong base of high performing professionals who have high expectations for themselves and others with opportunities for improvement.

- Tone and content of findings very consistent with expectations in a rapidly changing and challenging academic medicine environment (e.g., managed care, flat NIH budget, electronic medical record mandate, increased compliance, etc.).

KEY THEMES

Streamline systems & processes:

- Align Columbia systems and processes better with NYP; coordinate and simplify compliance, credentialing, certification, etc.; engage faculty to fix these challenges.

Reallocate resources:

- Reallocate resources to increase administrative support; provide centralized support for some administrative services and grant-writing.

Optimize communications:

- Make leadership (chairs, dean, senior hospital administrators) more accessible; align messages from School and Hospital that explain the *what* and *why* of decisions; create informal mechanisms for faculty communication and feedback.

Model respect, recognition, trust and commitment:

- Create a culture of appreciation; support collaboration across departments; recognize contributions from junior faculty as well as from "world experts"; explicitly address the organization's desire to enhance diversity in the faculty.

KEY THEMES (CONT.)

Clarify performance expectations and advancement requirements:

- Increase consistency across departments regarding what faculty need to do to advance; implement a performance management process to provide feedback to faculty; departments should have a more transparent pay structure .

Provide mentoring and support (Mentorship):

- Implement a formal on-boarding process for new hires to get them connected quickly with consistent and meaningful mentoring programs; enhance opportunities for gender and racial community connectivity.

Create and enable communities:

- Establish community identity and faculty connectivity by promoting "branding" and other approaches to emphasize common strength; enhance information exchange across departments.

Improve work environment (Facilities):

- Address issues with space, noise, and cleanliness; continue efforts to improve the interior and exterior physical work environment.

CONCLUSIONS

- Faculty face new challenges as health care and academic medicine change.

- Engage faculty in efforts to streamline administrative and regulatory tasks.

- Better communications and transparency can improve trust between senior leaders and faculty, help faculty understand alignment between P&S and the Hospital while ensuring that P&S, NYP, the departments and divisions are not perceived as overly focused on finances.

- Performance expectations and advancement for faculty should be clear, fair, well documented, and relevant to all school missions .

- Faculty should feel valued for enhancing the various missions of the institutions and given the respect, trust, recognition, and commitment to achieve success.

- Mentoring and connectivity are key for faculty development.

- Improved branding and better physical facilities can improve morale.

- Columbia has many strengths that have and should continue to attract and retain premier faculty.

Action Plan

Issues raised by faculty:

- are valid, important, and addressable.

- will require a school-wide response.

Five task forces will be empaneled to design and implement solutions to the key findings:

- Simplify Systems & Processes

- Faculty Development, Collaboration & Recognition

- Communication & Connectivity

- Environment (Facilities, Work Life, & Benefits)

- Collaboration & Common Mission

Each task force will include:

- Leadership and resources from the Dean's Office

- Broad-based faculty representation

P&S is energized to achieve our goal of being a great place to work.

COLUMBIA UNIVERSITY

College of Physicians
and Surgeons