



TEXAS TECH UNIVERSITY  
Health Sciences Center  
Paul L. Foster School of Medicine™

**Paul L. Foster School of Medicine**

**El Paso, Texas**

**CHAIR, DEPARTMENT OF FAMILY  
AND COMMUNITY MEDICINE**

**POSITION SPECIFICATION**

**February 2009**

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**WITT / KIEFFER**

## **THE OPPORTUNITY: CHAIR, DEPARTMENT OF FAMILY AND COMMUNITY MEDICINE**

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Texas Tech University Health Sciences Center (TTUHSC) Paul L. Foster School of Medicine seeks a dynamic leader who will assume the position of Chair, Department of Family and Community Medicine. This individual will be the academic and clinical chief of the Department of Family and Community Medicine. The position reports to the Founding Dean of the TTUHSC School of Medicine, Jose Manuel de la Rosa, playing an instrumental role in helping the Dean establish and sustain a commitment to leadership, vision, and maintaining excellent resident and student education, research and clinical quality for the Department of Family and Community Medicine.

This position represents a unique opportunity to build a strong department in family and community medicine through an innovative partnership with TTUHSC and Thomason Hospital.

The incoming Chair will be able to create the path for achieving this ambitious growth plan that aims to improve clinical outcomes through high quality clinical programs and strong research programs.

### **Paul L. Foster School of Medicine**

#### History

In 1969, the 61st Texas Legislature gave approval for a School of Medicine in West Texas, Texas Tech University Health Science Center. The School of Medicine would be a regional institution, establishing campuses in Lubbock, El Paso, Amarillo, and Odessa.

The objectives of creating the School of Medicine were to provide quality medical education, address problems of healthcare delivery in rural areas, and develop programs throughout West Texas emphasizing the importance of primary healthcare.

In 1973, The Regional Academic Health Center in El Paso, now known as Texas Tech El Paso, officially opened with a teaching affiliation with R. E. Thomason General Hospital, accepting the entire medical school class for the first five years and nearly half of the class thereafter.

In 2007, the 80th Texas Legislature passed a bill that provided the startup funds for the full four-year El Paso School of Medicine. The four-year El Paso School of Medicine included the establishment of a new campus which will consist of three buildings adjacent to the Texas Tech Health Sciences Center.

In August 2007, it was announced that the El Paso School of Medicine would be named in honor of Paul L. Foster, President and CEO of Western Refining, Inc. Foster donated \$50 million to the TTUHSC El Paso School of Medicine, the largest gift ever to be received by the Texas Tech University System. As the only four-year medical school on the United States/Mexico border, this initiative will allow the school to establish itself as the national leader in Border health research.

The Paul L. Foster School of Medicine will focus on the following areas:

- Training physicians capable of delivering quality, affordable health care.
- Offering superior health care for the community of El Paso.
- Creating Centers of Excellence for scientific research related to Border Health issues.
- Generating significant health-related economic expansion in the El Paso region.

## **THE ORGANIZATION**

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The mission of the Paul L. Foster School of Medicine at Texas Tech University Health Sciences Center at El Paso is to provide exceptional opportunities for students, trainees, and physicians; to advance knowledge through innovative scholarship and research in medicine with a focus on international health and health care disparities; and to provide exemplary patient care and service to the entire El Paso community and beyond.

In 1999, then Texas Tech System Chancellor John T. Montford shared with the Board of Regents a vision for a full-fledged four-year medical school in El Paso. A four-year medical school in El Paso could help alleviate a severe shortage of physicians in the area.

On December 9, 2003, the ground breaking for El Paso Medical Science Building I took place and two years later, January 31, 2006, a ribbon cutting followed. The 93,000 square-foot facility will house research on diabetes, cancer, environmental health and infectious diseases, as well as a repository dedicated to data on Hispanic health and a genomic facility to link hereditary diseases in families. With the Hispanic population increasing throughout the United States, El Paso has become the new face of the nation. Understanding Hispanic and Border Health issues will help scientists better understand the nation as a whole. Biomedical research conducted in El Paso will take on enormous importance and form the base of knowledge our country needs for today and tomorrow.

In December of 2005, a ground breaking was held for the medical classroom building. The 125,000 square-foot building has four floors and a partial penthouse. Included in the building are classrooms, a library, small group rooms, a clinical skills area for students, faculty and administrative areas, basic sciences labs, a gross anatomy lab, a student services area and food services.

Students graduating from Texas Tech's El Paso campus will have seen diseases that only a small fraction of medical students ever come across in their four years of medical school. El Paso students may encounter biblical diseases such as plague, and other ailments that have virtually been wiped out in the United States, but flourish in many emerging nations. The volume of patients our students see is greater than at other campuses and it provides an intense learning environment – allowing our future doctors to learn so much more than classic “text book” cases.

Today Texas Tech El Paso has approximately 1,000 faculty and staff members. It is a flourishing health sciences center and medical center with clinics located in East, West, Central and Northeast El Paso. Through community partnerships Texas Tech El Paso faculty members lend their skills to underserved areas lacking adequate healthcare.

In the coming years, Texas Tech University Health Science Center at El Paso will be the catalyst for enhancing first rate medical care in the region, training more physicians and bringing more equity to the health care status of El Pasoans. The first four-year medical school on the U.S./Mexico border is expected to improve the local economy by \$1.31 billion by the year 2013. The medical school will also fill a niche in Border and Hispanic health by leading research that will have a huge impact on the nation by contributing to literature dealing with Hispanics and diseases that affect the El Paso area – diabetes, obesity and hypertension.

### Graduate Medical Education

Texas Tech University Health Sciences Center at El Paso is the sponsoring institution for eight residency programs including emergency medicine, family medicine, internal medicine, neuropsychiatry, obstetrics and gynecology, pediatrics, surgery and transitional year. The School also co-sponsors an orthopedics residency program with William Beaumont Army Medical Center. There are 188 total approved residency positions. All residency programs are fully accredited by the Accreditation Council for Graduate Medical Education (ACGME). Family and Community Medicine was the first ACGME accredited residency on campus.

The Office of Graduate Medical Education has the responsibility to maintain oversight of all residency programs, as well as the institutional accreditation for graduate medical education. The office works closely with the Institutional Graduate Medical Education Committee (GMEC) so that all requirements of the respective programs are fulfilled. The GMEC has representation from all of the residency programs, the house staff association, institutional administrators and hospital administration. The major participating hospitals involved in residency training include Thomason Hospital, William Beaumont Army Medical Center, El Paso Psychiatric Center and Providence Memorial Hospital.

In 2007, the Institution received an accreditation visit that resulted in full accreditation for three years. The internal medicine and transitional year programs were also reviewed and accredited. TTUHSC at El Paso also received approval from the ACGME for a four-year radiology residency for graduates of medical schools to begin in the summer of 2008. This is the first time in 15 years that a new residency program has been approved for the institution and is the first radiology residency within the Texas Tech University Health Sciences Center System.

TTUHSC at El Paso residents had the opportunity to present their research projects at the Annual Meeting of the Southwest Association of Hispanic American Physicians. This was also the first year the El Paso campus hosted the Annual TTUHSC Research Day, which gave researchers from TTUHSC and the University of Texas at El Paso the opportunity to share valuable knowledge, and in some cases, coordinate efforts. Awards were given to the best research

projects by residents. Many residents and faculty members also produced publications in peer-reviewed journals.

### Patient Care

Texas Tech University Health Sciences Center patient offices are united under one name and identity - Texas Tech Physicians. This effort brings together more than 500 physicians across four campuses. It is the largest network of physicians and health care professionals in West Texas.

For 35 years, these physicians have served El Paso and West Texas. At the core of Texas Tech Physicians are more than 200,000 patient visits each year. Because these physicians are also teachers, they must remain up-to-date on new treatments and diagnostics, not only to care for patients, but to pass that knowledge on to medical students, residents and clinical fellows.

#### Patient Care Summary:

- Family Medicine and Community Health
- Internal Medicine
- Neurology
- Obstetrics/Gynecology
- Ophthalmology
- Orthopaedic Surgery and Rehabilitation
- Pathology
- Pediatrics
- Psychiatry
- Surgery
- University Breast Care Center

#### ➤ Annual Volumes

○ Hospital Admissions	23,000
○ Deliveries	5,000
○ Emergency Room Visits	62,000
○ Trauma	2,400
○ Clinical Visits	220,000

**TTUHSC Clinical Departments  
Faculty and Staff**

Staff	Number	Percentage
Full-Time Faculty	152	11%
Part-Time Faculty	36	3%
Clinical Faculty	170	12%
Resident Physicians	181	13%
Support Personnel	729	53%
Medical Students	117	8%
<b>Total:</b>	<b>1385</b>	<b>100%</b>

**Annual Clinical Visits by Department**

Department	Number of Visits	Percentage
Community Partnerships & Family Medicine	25,875	12%
Internal Medicine	25,497	12%
Neurology/Epilepsy	4,485	2%
Neurosurgery	957	.02%
Obstetrics/Gynecology	37,630	17%
Orthopaedics	14,869	7%
Pediatrics	80,263	36%
Psychiatry	6,929	3%
Surgery	8,247	4%

Ophthalmology	7,949	4%
Breast Care Center	7,611	3%
<b>Group Total:</b>	<b>220,312</b>	<b>100%</b>

**General Information  
2006 Financial Report**

<b>Source of Funds</b>	<b>Total</b>	<b>Percentage</b>
State Funds	\$16,983,862	25%
General Designated	\$1,675,717	3%
MPIP Revenue	\$33,977,120	50%
Restricted Grants	\$14,769,517	22%
<b>Grand Total:</b>	<b>\$67,406,216</b>	<b>100%</b>

**RESEARCH**

Beginning in 1999, Texas Tech University Health Sciences Center – El Paso (TTUHSC-EP) has had significant opportunity to develop a strong research presence. In that year the Texas Legislature awarded Texas Tech University Health Sciences Center – El Paso a \$25 million research endowment as a result of the Tobacco Industry Settlement. The interest earnings of this endowment were to support Border Health research. During the 2001 session of the Texas Legislature, additional research funds were appropriated for the Texas Tech El Paso campus. During the 2001 session of the Texas Legislature, additional research funds were appropriated for the Texas Tech El Paso campus. These included:

- \$40 million for a research facility
- \$300,000 a year for support of a Diabetes Research Center

J.O. and Marlene Stewart generously donated 10.2 acres of land to TTUHSC-EP, and this site has become the home of the Medical Science Building and the newly opened medical Education Building. These two buildings are the core research and education homes of the Paul L. Foster School of Medicine at the TTUHSC-EP.

With the provisional accreditation of our new 4-year Paul L. Foster School of Medicine we have begun expanding the faculty. Biomedical educators are now present who are responsible for teaching the basic sciences to our medical students and do medical education research and scholarship. Biomedical researchers are being hired who are responsible for establishing basic science research and for establishing collaborations with our clinical scientists in translational, clinical and community-based research. These endeavors for collaboration between basic and clinical scientists are being fostered by the establishment of disease-specific Centers of Excellence (COE's) which have membership of faculty from the department of Biomedical Sciences, various clinical departments, the department of Medical Education, and faculty from other local institutions of higher education (e.g., University of Texas at El Paso).

### Centers of Excellence

Currently four Centers of Excellence are being developed. Those centers focuses are infectious disease, neuroscience, cancer (with a more specific focus of women's cancers initially), and diabetes/obesity. These foci are based on the medical needs of the border region as well as the research expertise in the area.

#### 1. Center of Excellence for Infectious Disease

Infectious diseases are a major problem along the Texas-Mexico border, and because the border location places them at risk of attack with biological weapons, Texas Tech El Paso participates in the Border Infectious Diseases Surveillance (BIDS) project, a Center for Disease Control and Prevention (CDC) – sponsored bi-national program. The El Paso-Juarez-Las Cruces area is one of the program's major sites.

In June, 2008 Dr. Manjunath Swamy and Dr. Premlata Shankar joined the Foster School of Medicine as Co-Directors of the COE-Infectious Disease. They come to us from Harvard with several NIH grants and are quickly establishing their own research laboratories as well as hiring faculty into this center of excellence.

#### 2. Center of Excellence for Diabetes and Obesity

Diabetes, its associated conditions including obesity, and its complications are the most important adult health problems in the El Paso area. Therefore diabetes has been a point of significant interest for epidemiological and clinical research on this campus for many years. Even so, because of the significant clinical load of our clinical faculty progress in research has been slow as the research environment has been being built. Now Foster School of Medicine is primed for establishing a strong center of excellence in this regionally important area of research. We are beginning the establishment of this center at this time and anticipate that we will have engaged the nationally-renowned diabetes expert as the Director by the summer of 2009.

### 3. Center of Excellence for Cancer Research

Similar to diabetes, women's cancers, breast and cervical cancers in particular, are very common health problems for the people of this region. Therefore we have been developing research expertise in this arena for the past three years. In early 2006 three basic science faculty with expertise in breast cancer joined our campus. These faculty are funded by NIH, CDC and private organizations. They have established core research laboratories for our now-being-formed Center of Excellence for Cancer. We are beginning the formal establishment of the center and expect to be hiring the Center's Director over the next 9 months.

### 4. Center of Excellence for Neuroscience Research

We have a strong level of research expertise in neuroscience which ranges from work being done by Dr. Miguel Cruz (Chair of Orthopedic Surgery), Dr. Neal Adams (Chair of Ophthalmology), Dr. Ahmed Badr (Chair of Anesthesiology), Dr. Alay Tyroch (Chair of Surgery), and Dr. David Briones (Interim Chair of Psychiatry). These clinical scientists have been instrumental in developing a center of excellence for neuroscience research. With this strong clinical interest in neuroscience we have developed this center and are beginning the search process for its director.

## Support Facilities for Research

1. Laboratory Animal Research Center – Foster School of Medicine has a 20,000 square foot state of the art vivarium which contains a BSL3 facility, a major surgery suite as well as capabilities for housing all major research rodent species.
2. Division of Biostatistics and Epidemiology – The Department of Biomedical Sciences has a division of biostatistics and epidemiology which is developing a Consultant Lab which will provide service to all faculty of the school in design, data collection and storage, analysis and interpretation of research projects. The division will be led by Dr. Patrick Tarwater as its Chief and the Consultant Lab will be staffed by additional faculty with expertise in biostatistics and epidemiology as well as additional staff to support researcher's needs. Beyond this Consultant Lab, the department of Obstetrics and Gynecology has a faculty member, Dr. Zuber Mulla, who has expertise in epidemiology and regularly collaborates with faculty from around the campus on a variety of projects.
3. Clinical Trial Office and Lab – The school is currently considering the design of a clinical trial office and potential clinical trial laboratory where support staff and space are available for clinical trial work. This facility is envisioned to be a site where study coordinators could be housed in a space that is convenient to clinical space to allow patients easy access as well as being staffed with project managers who would assist faculty in the oversight of clinical research projects.
4. Grant and Contract Management – The office of the Associate Dean for Research is establishing the infrastructure needed to oversee the preparation of, submission of and

post-award maintenance of both grants and contracts. These services are currently available to faculty through the TTUHSC central offices located in Lubbock, Texas. While very proficient in their responsibilities the staff that currently does this often finds it difficult helping El Paso faculty from afar. Thus we expect to provide these services on the local campus with the next year.

## **THE DEPARTMENT: FAMILY MEDICINE AND COMMUNITY HEALTH**

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The Department of Family and Community Medicine has 13 faculty members assisting with clinical care, medical student education and residency training and research, with a departmental budget of \$3.2M.

### **Mission**

To excel in the education and training of medical students and residents in Family and Community Medicine.

To excel in providing primary health care to our community, including the promotion of health and prevention of disease.

To excel in scholarship which advances the knowledge, delivery and teaching of Family and Community Medicine

### **Overview**

This department offers comprehensive family-oriented health care from infancy to elderly and includes:

- Women's health such as pap smears, prenatal care
- General pediatrics
- General medical care such as diabetes, high blood pressure, nutrition, chronic diseases, immunizations, cancer screenings
- Family planning
- Chronic and acute care
- Geriatric care
- Office orthopaedics
- Occupational health such as employment physicals
- Sports medicine

- Minor surgery such as cryosurgery, removal of warts, moles, skin lesions, laceration repair

Texas Tech Family Medicine has been the "Neighborhood Family Practice" of northeast El Paso for over 28 years. The Family Medicine Center is a 24,000 square foot practice site for Family Medicine Faculty, residents and medical students, and is located 11 miles north of our teaching hospital, Thomason Hospital. It features four patient care areas, a large precepting room, a procedure area for colonoscopy, flexible sigmoidoscopy, vasectomies and other procedures, a behavioral science consultation room, a Resident Lounge, a Chief Resident office and typical practice areas (reception area, phone room, business office and medical records). This practice implemented an electronic medical record in 2007. It also houses the Department of Family Medicine Faculty offices, a large classroom and the Administration area.

Thomason Hospital, soon to be renamed University Hospital, is building a new outpatient facility, next door to the clinic, for advanced imaging, pharmacy and laboratory sites, a rehabilitation unit, orthopedic offices and a Pain Care Center. This facility will open in Spring 2009 and will contain services vital for the practice, including the new sports medicine and musculoskeletal services. Family Medicine also cares for many patients residing in the Texas State Veterans Home, located across the street from the Family Medicine Center. In addition, the Family Medicine Department manages three clinics in high poverty, low health care access areas of El Paso County. Some of the most exciting research has been done at these "Community Partnership Clinics."

### Partnership Clinics

The Division of Community Medicine oversees three Community Partnership Clinics in which students and residents rotate as part of their established curriculum and/or as an elective. The clinics reside in separate communities in East El Paso County and are all partnered with the school districts of that particular area. The three communities are Socorro, Fabens and Montana Vista. These Community Partnership Clinics are located in some of the most underserved and impoverished sections in far West Texas. These areas of West Texas have poverty rates that reach over 30% of the population and each of the clinic communities qualifies as health professional manpower shortage area (HPSA) by the Department Health and Human Services (as a result, the clinics also serve as a National Health Service Corp. site). Many of these areas contain "*colonias*" which are small, non-incorporated areas of the county of El Paso, Texas that were developed without civic infrastructure. This means that many of these residents may be living without access to basic necessities such as running water, sewage or electricity.

As students and residents rotate through these clinics, they not only teach and hone clinical medical skills, but work at teaching the concepts founded by Dr's W. Pickle and S. Kark of Community Oriented Primary Care (COPC). By working within a COPC model, the physician not only treats his patients but tries to treat the community as well. The COPC model combines medicine with public health and offers a structure to identify community

problems and create and implement programs to address these problems. As a result, the physicians who work in these clinics are not just "Doc in the box" physicians but real community physicians, knowledgeable in their specific areas and constantly active in different community activities.

More recently, Community-Based Participatory Research (CBPR) takes place in community settings and involves community members in the design and implementation of research projects. Such activities should demonstrate respect for the contributions of success which are made by community partners as well as respect for the principle of "doing no harm" to the communities involved.

As a result of being active in the communities, an overriding topic in almost everything done is the proximity to Mexico and the bio-psycho-social consequences this brings for our patients and our communities. In response to this, during the rotations in the Community Partnership Clinics a "Border Health 101" type of experience introducing the students and residents to the cultural, economic, social and political aspects of health care along the US- Mexico border.

The Community Partnership Clinics, through the Division of Community Medicine offers an experience that is unique to this area and this area only. The combination of a COPC and CBPR oriented primary care site in the setting of the US-Mexico border provides a very rich environment for students and residents to expand and sharpen their clinical and community skills.

### Residency Program

The Residency Program has been continuously accredited since 1975 and has matured into an educational experience rich in clinical exposure, bicultural emphasis, and leadership in US-Mexico Border Health clinical and research opportunities. Their goal is to train and enable Residents to become the best possible Family Physicians that they can be. They plan to continue their rate of high passage on the American Board of Family Practice Certifying Exam, and of placing well trained Family Physicians to practice anywhere, be it Far West Texas and New Mexico or any other area of the United States.

The Residency Program at the El Paso Campus of Texas Tech University Health Sciences Center has a 34-year history of training family physicians to care for families and communities. Being a fully accredited 3-year program, eight positions are offered each year. The program is designed to train Board Certified family physicians who can:

- Provide personal medical attention to the broad range of health concerns that occur in all phases of life.
- Serve as an advocate for the patient in the health care system.
- Assume responsibility for continuous and comprehensive care of patients. Confidently enter any type of family practice setting.

- Our program's philosophy is based on learner-directed professional development. We expect each resident to develop his/her own personal goals and objectives for the three-year training experience. In turn, it is our responsibility to help them reach those goals and objectives through planning and careful individualized guidance.

The state-of-the-art program provides well-balanced ambulatory and hospital experience. Residents follow their panel of patients in a continuity clinic environment throughout their three years. Clinical experiences include trauma, chronic diseases, acute care, a high incidence of infectious diseases no longer common in other U.S. areas and other Border Health issues. Concurrently, the residents provide family practice in-patient services at Thomason Hospital, the primary teaching hospital for the program. Extensive experience is available in obstetrics with a high volume of labor and delivery, including a special three-month rotation in the third year that includes operative obstetrics.

Residents also train at William Beaumont Army Medical Center, with community preceptors and at various clinics, some serving the underprivileged areas of the city. Teaching affiliations with nursing home and other community institutions and agencies afford broad opportunities for the pursuit of individual career interest, including rural health care. For example, inhabitants of *colonias* (unincorporated, poor neighborhoods without running water) are also services by our residents as part of their training. In addition, there is opportunity to rotate at the Mescalero Apache Indian Reservation located in nearby New Mexico.

Opportunities to provide health-care services in Juarez, Mexico, El Paso's sister city, are provided through the efforts of the Texas Tech Christian Medical and Dental Society. Residents learn first-hand the healthcare challenges of those living in a developing country.

The Texas Tech Family Medicine Center serves as the focus of the resident's training. The community-based practice offers residents the opportunity to follow their own panel of families throughout their training experience. Here they also learn procedures such as flexible sigmoidoscopy, vasectomy, colposcopy, circumcision, tympanometry and removal of skin lesions. In addition, the training includes a strong behavioral health component and the clinic is equipped with a behavioral science consultation room.

### Sports Medicine

The Texas Tech - El Paso Department of Family & Community Medicine is currently planning on opening a sports medicine fellowship program in the next three years. The planning for the fellowship has started and the following is a preliminary look at what they hope to offer.

A Fellowship in Sports Medicine should enable the physician to reach competency and a level of comfort when providing patient care to athletes. The Vision of this program is one that has a core in the traditional sports but that focuses on outdoor pursuits. This will be achieved actively as the Fellow pursues both the academic and patient care experiences afforded by the Fellowship. At the end of the year, the Fellow should not only be competent

for the Certificate of Added Qualification in Sports Medicine offered by the AAFP, but will also be comfortable as a participant and leader in the field. In addition the El Paso Texas Tech program plans to offer additional education in Wilderness Medicine. As a result, the fellow at the end of training should be very comfortable in the care of athletes both in traditional sports and in more wilderness and remote settings.

The curriculum will consist of a combination of longitudinal clinical experiences as well as subjects organized into modules. We anticipate the longitudinal portion to consist of patient care experiences with: (1) the Texas Tech – El Paso Department of Family & Community Medicine Residency Program; (2) Sports Medicine clinic at the Northeast Family Medicine Center; (3) Sport teams at area high schools and the local university; (4) an Orthopedic – sports medicine surgical rotation; (5) Casting, splinting and rehabilitation; (6) Wilderness Medicine topics as they pertain to the outdoor athlete. This year-long curriculum also involves the ongoing pursuit of research experiences.

The learning modules will reflect the academic objectives of the program. The modules are: (1) Exercise Physiology; (2) Sports Nutrition; (3) Musculoskeletal Imaging, Anatomy and Physical Examination; (4) Team Physician; (5) Mass Event Coverage; (6) Outpatient Sports Medicine and Family Medicine; (7) Sports Psychology; (8) Neurophysiology of head injury; (9) Practice Management and Ethics; (10) Outdoor Sports & Environmental Hazards; (11) Management of the remote patient; (12) The non-traditional athlete; (13) (if applicable to the needs of the Fellow) Faculty Development.

An elective rotation of up to 1 month is available. This is designed for a possible away rotation or for a one month winter sports (ski resort) rotation.

Payor Mix

**Department of Family and Community Medicine  
Payor Mix  
Northeast Clinic**

<b>Payor</b>	<b>Percentage of Revenue</b>
Commercial Insurance	17.1%
Medicaid	21.8%
Medicare	32.8%
Self Pay	25.1%
Other	3.2%

**Department of Family and Community Medicine  
Payor Mix  
Community Partnership Clinics**

<b>Payor</b>	<b>Percentage of Revenue</b>
Commercial Insurance	2.6%
Medicaid	47.7%
Medicare	19.0%
Self Pay	30.4%
Other	.3%

## **R.E. Thomason General Hospital**

Thomason Hospital is the largest hospital located directly on the U.S./Mexico border. Its mission, since opening in 1915, has been to enhance the health and wellness of the El Paso community by making high quality, affordable healthcare services available to all.

Thomason Hospital, accredited by the Joint Commission on Accreditation of Healthcare Organizations, is El Paso's only not-for-profit, community-owned hospital. It is a 327-bed, licensed, acute care facility and the only teaching hospital in the West Texas/Southern New Mexico region.

Texas Tech University School of Medicine designated Thomason as its primary teaching facility in 1972. The Texas Tech University Health Sciences Center on the hospital campus offers resident physicians post-graduate training in Family Practice, Psychiatry, Internal Medicine, Pediatrics, Surgery, Emergency Medicine, Orthopedic Surgery, Radiology and Obstetrics and Gynecology. Texas Tech will expand its El Paso presence when it opens the new Paul L. Foster School of Medicine on the Thomason/Texas Tech campus in 2009. To more accurately reflect what Thomason has evolved into over its 93-year history, the hospital will become University Medical Center of El Paso in 2009.

Thomason is a three-time recipient of Thomson Healthcare's Top 100 Hospitals award (1995, 1996, 2007), which recognizes hospitals that have achieved excellence in clinical outcomes, patient safety, financial performance and efficiency. Additional national recognition was received in 2008 when Thomason achieved Pathway to Excellence designation from the American Nurses Credentialing Center (ANCC). According to the ANCC, the designation substantiates the professional satisfaction of nurses at Thomason and identifies it as one of the best places to work. Also in 2008, the National Association of Public Hospitals and Health Systems presented Thomason with its Community Engagement Award for its unrivaled and on-going outreach to the El Paso community.

Thomason is home to the only Level I Trauma Center within a 280-mile radius of El Paso. It is the designated medical facility to provide treatment to the President of the United States and other high-ranking federal and state officials should they require care while traveling in the region. The American College of Surgeons re-verified Thomason's Level I Trauma Center in 2008.

Thomason takes pride in its mission of service to the community. Our Associates are guided by the hospital's C.A.R.E. Values:

**Community** – Proud to be a part of the El Paso community and will maintain high involvement with community members, leaders and organizations as our partners in making El Paso a healthier place to live.

**Accountability** – Use resources wisely, completing tasks without waste or excess. Deliver good value and maintain financial viability to continue to carry out the mission.

**Respect and Dignity** – Serve others as they would wish to be served, striving always to meet and exceed what is expected.

**Excellence in Service** – Conduct selves with the highest ethical standards and integrity. Professionalism will be reflected in actions and appearance. Pursue continuous performance improvement, supported by clear performance measures. Encourage and support professional growth and development, placing high value on continuous learning.

## **Current Overview**

### Services

A wide range of state-of-the-art services are offered for both in-patients and outpatients.

### Hospital Care

As a Level I Trauma facility, Thomason is the only hospital in the region to meet the stringent requirements established by the state of Texas and the American College of Surgeons for U.S. trauma centers. Specialists are available in life-threatening situations 24-hours-a-day, everyday. Thomason also operates the largest most comprehensive ICU in the region. Its 50 all-private rooms are among the most advanced facilities ever built in El Paso. Board certified physician specialists and critical care nurses are on-site 24/7 to promote faster diagnosis and treatment, from cardiovascular care and neurosurgery to pediatric intensive care and trauma.

Thomason’s Emergency Department is among El Paso’s busiest. More than 62,000 patients seek treatment there annually. It is also home to a unique service not available at any other local hospital. Thomason CAREs for Kids After-Hours Pediatrics is a nighttime pediatric practice. Every night between the hours of 6:00 p.m. and midnight, doctors and nurses who are devoted solely to the treatment of children are available to see to kids’ needs.

The Mother/Baby division includes complete Labor and Delivery services, three levels of neonatal care nurseries, and all-private postpartum rooms. Because of the expertise associated with the hospital’s Mother/Baby division, Thomason is a regional referral center for high-risk pregnant women and their neonates. One third of all babies born in El Paso each year are delivered at Thomason.

Thomason also offers expert care in its Pediatrics, Med/Surg and Telemetry units as well at the Perioperative Services division. All of the services are supported by the professionals who staff Thomason’s fully accredited regional Laboratory, Radiology Department, and Pharmacy.

### Thomason CAREs Outpatient Services:

Accessible, high quality care also is the focus of Thomason’s primary care centers. Thomason CAREs in Ysleta, Fabens and Montwood are neighborhood care centers established to reduce unnecessary and expensive trips to the emergency department. More than 35,000 people a year

receive close-to-home, affordable, family medical care at these first class facilities. A fourth clinic now under construction in Northeast El Paso will open in 2009.

Outpatient services also are available in the following areas at various locations: Rehab (physical therapy, occupational therapy and speech therapy), Family Planning, Dental, Infusion (chemotherapy), Pharmacy, and Radiology. Thomason is also home to the West Texas Regional Poison Control Center, the only certified, bilingual poison center in the nation.

### Finance

Thomason is experiencing an unprecedented period of growth and financial stability. The hospital has posted a positive bottom line in each of the last three years after incurring operating deficits for several years prior. In 2008, both Fitch and Standard & Poors, two of the nation's leading independent credit rating agencies, took notice and upgraded Thomason's bond rating from A+ to AA-.

The hospital is in the midst of the largest building program in its 93-year history. Thomason's Master Site Facility Plan is a \$154 million investment in new programs, services and infrastructure, including a new bed tower. It is the largest healthcare construction project ever undertaken in El Paso and is slated for completion in 2012.

As a public hospital, Thomason receives approximately \$52 million from local taxpayers each year to fund healthcare services for the uninsured and work poor. In 2007, the hospital provided more than \$99 million in charity care. What follows is Thomason's payer mix:

Charity patients: 18.6%  
Medicaid patients: 22.4%  
Medicare patients: 12.8%  
Commercial: 17.7%  
Self-pay patients: 24.9%  
Other 3.7%

### Affiliations

Thomason has affiliation agreements with virtually all of the region's educational institutions. The largest is its partnership with Texas Tech. Thomason also has affiliation agreements with University of Texas at El Paso, El Paso Community College, New Mexico State University and Sul Ross State University. Allied Health Career students in these schools' programs receive their clinical training at Thomason. They also collaborate with the many vocational health-training programs in the region. There are over 50 memorandums of agreement with the region's educational institutions, including the area's Magnet High Schools for the Health Professions.

### El Paso Children's Hospital

Historically, Thomason Hospital has not had any market distinction in the Pediatric service line, as is evidenced by the relatively small volume of children treated in the Thomason Emergency

(20% of Thomason emergency room visits are children, versus 27% nationally, according to the Institute of Medicine's *Future of Emergency Care Report*, 2006) and the fact that most of the Thomason Department of Pediatrics medical staff members have admitting privileges at other hospitals and admit their high acuity patients to other institutions.

The Pediatric medical staff roster at Thomason consists of 23 of the 88 Pediatricians who practice in the El Paso community. Of these 23 physicians, 9 are general Pediatricians and 14 are Pediatric specialists. The majority, but not all, of the Thomason Hospital Pediatricians are faculty in the Department of Pediatrics of the Texas Tech School of Medicine and have educational and research responsibilities, in addition to their clinical efforts. (See chart for pediatric physicians by subspecialty)

The El Paso Hospital District and the leadership of R.E. Thomason Hospital have made a commitment to develop a separately licensed children's hospital. This hospital will include the comprehensive range of pediatric services that are offered at the leading children's hospitals across the country. This commitment was supported by the public approval for funding of the children's hospital in the November, 2007 general election. This, coupled with the recent approval by the Texas State Legislative to establish and fund a four-year campus of the Texas tech University School of Medicine in El Paso will facilitate vigorous recruitment of new academic leadership and faculty to the community. The sentiment about the need for a children's hospital from the pediatric medical specialists and hospital-based pediatric physicians is uniform and supportive.

The El Paso County Hospital District sale on Wall Street of \$120 million in general obligation bonds to build the hospital was very successful. The Hospital District expects to break ground on the children's hospital early in 2009. The construction should be complete by the second half of 2011. The project will consist of a 224,500 square foot hospital including pediatric surgery operating rooms, bed tower with sixty pediatric private rooms, twenty pediatric intensive care and fifty neonatal intensive care beds, outpatient and inpatient imaging, pediatric rehabilitation and ancillary services.

The immediate challenge to Thomason leadership will be to build the Pediatric program through immediate physician recruitment and program development, so that when the doors to the new Children's Hospital are opened in 2011, there will be a strong base of business to support the operation. Texas Tech must begin to immediately recruit additional faculty in order to establish the necessary base of faculty to support the four-year program.

El Paso's current Pediatric physician resources include 88 physicians, of which 50 are General Pediatricians and 38 are Pediatric Specialists. Of these 50 general Pediatricians in the community, 9 are on the Thomason Hospital staff. Of 38 specialists in the community, 14 are on the Thomason staff, for a total Pediatric medical staff roster at Thomason of 23 physicians. 21 of the 88 physicians in El Paso (See attached chart of the hospital pediatric medical staff) are faculty of Texas Tech and 67 practice in either solo or group private practice in the community.

## **THE ROLE: CHAIR, DEPARTMENT OF FAMILY AND COMMUNITY MEDICINE**

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### **THE POSITION**

Texas Tech University Health Sciences Center (TTUHSC) Paul L. Foster School of Medicine seeks a dynamic leader who will assume the position of Chair, Department of Family and Community Medicine. This individual will be the academic and clinical chief of the Department of Family and Community Medicine. The position reports to the Founding Dean of the TTUHSC School of Medicine, Jose Manuel de la Rosa, playing an instrumental role in helping the Dean establish and sustain a commitment to leadership, vision, and maintaining excellent resident and student education, research and clinical quality for the Department of Family and Community Medicine.

This position represents a unique opportunity to build a strong department in family and community health through an innovative partnership with TTUHSC and Thomason Hospital.

The incoming Chair will be able to create the path for achieving this ambitious growth plan that aims to improve clinical outcomes through high quality clinical programs, strong research programs and robust training programs in multiple subspecialties.

The following expectations for achievement by the successful candidate during the early part of his or her tenure as Chair, Department of Family and Community Medicine have been identified:

### **GOALS AND OBJECTIVES**

- Expand the Department's inpatient service throughout the city in multiple hospital sites.
- Expand the scope of the residency program throughout the city in multiple hospital sites.
- Initiate a research program in the Department with emphasis on community-based participative research.
- Contribute to a culture change throughout the medical school from strictly a provider of physicians to a true academic medical center.

### **EDUCATION**

- A doctor of medicine or osteopathic medicine degree from an accredited medical school.
- Certified by the American Board of Family Medicine.

## EXPERIENCE

- Possess leadership experience of at least five years as a section or division chief, vice chair, or similar role, with demonstrated fiscal and managerial responsibility.
- Should successfully meet the criteria to become a full professor.
- Should espouse a philosophy of practice to care in the entire family and to work with the entire community.
- Should ideally have experience with community-based participative research.
- Should have national recognition and be actively involved in professional societies and physician organizations.
- Should have strong leadership skills with a desire to lead a department in implementing the model of family medicine consistent with national core values.
- Would have a personal interest in maintaining a small clinical practice.
- Should be a highly ethical and moral person who leads by example.
- Should have a strong interest in border health issues.
- Should have an appropriate balance of mission and academic orientations, and business acumen.
- Should be financially astute manager who understands the importance of clinical income.
- Should be a highly effective negotiator and an advocate for the department.
- A highly effective communicator who can effectively build a network with providers.
- One who is sensitive to the Southwestern and Latino culture.
- One who understands patient care delivery and the financial aspects of clinical practice, especially in medically and financially underserved areas.
- A strategic visionary who can engage others and involve them in that vision.
- Should be a team player and team builder who can effectively build relationships and engender respect and credibility.
- One who is very knowledgeable regarding current trends in primary care delivery, regulatory issues, and program development.
- Should be an experienced clinical educator in all areas of family medicine.

- Should be one who is open to new ideas and approaches and comfortable with constructive criticism and advice.
- Should have a track record of grants and peer reviewed contributions in respected journals.
- Should be highly confident but not arrogant – one who can effectively deal with difficult and strong personalities.
- Should be a change agent who can implement his/her vision for the department and can effectively manage a department through transition.
- Should be willing to innovate and foster creativity.

**PLEASE SEND NOMINATIONS, RESUME OR CURRICULUM VITAE TO:**

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The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Texas Tech University documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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## ATTACHMENT A

### THE COMMUNITY

#### El Paso, Texas

El Paso is the county seat of El Paso County in the U.S. state of Texas. According to the 2005 U.S. Census population estimates, the city had a population of 598,590, making it the largest in west Texas, the sixth-largest city in Texas and the 21st-largest city in the United States. El Paso is the second-largest city along the Mexican border. Ciudad Juárez, Chihuahua lies across the Rio Grande (Rio Bravo del Norte) forming a bi-national metropolitan area of 2,280,782. In all, the total population of El Paso–Juarez makes the second-largest bi-national metropolitan area on the U.S.–Mexico border.

El Paso is home to the University of Texas at El Paso (founded in 1914 as The Texas State School of Mines and Metallurgy and receiving university status 1967). Fort Bliss, a major United States Army installation, lies to the east and northeast of the city, extending north up to the White Sands Missile Range. The Franklin Mountains extend into El Paso from the north and nearly divide the city into two sections.

El Paso is located at the western tip of Texas, where Texas, New Mexico and Old Mexico meet. It is the largest international metropolplex in the world and seamlessly blends cultures and traditions: from the heritage of Native Americans to the historic Old West and the colors of Mexico.

El Paso has long been discovered. Since the early days when Spanish Conquistadors arrived at the banks of the Rio Grande in 1598, to today, with the millions who visit here on a yearly basis.

#### Mountains To Visit

The high mountains, which cut through the middle of the city, offer a dramatic setting for El Paso. Visitors can ride the Wyler Aerial Tramway to Ranger Peak to get a panoramic view of the city, or drive along Transmountain Road which cuts right through the Franklin Mountains. Visitors can enjoy a picnic in the largest urban park in the U.S.: Franklin Mountains State Park, or for outdoor explorers, there's mountain biking, hiking and rock climbing virtually any time of the year.

#### Bridges to Mexico

Juarez, Mexico is just across the border. It's easy to catch a trolley from Downtown El Paso and tour Juarez's shopping hot spots. Visitors may enjoy an ice cold cerveza or a Margarita – which was invented in one of Juarez's bars – or dine in one of many of the city's elaborately upscale restaurants or dance clubs. And many of Mexico's rich traditions are still alive and can be experienced: bullfights, greyhound racing, mariachis and colorful dances.

## Sun City

The natural beauty of El Paso is a rarity in today's world. During the day, the mountains take on shades of purple, vibrant orange and pale green. The sun shines over 305 days a year. Wide-open vistas, big skies and beautiful desert weather are the norm, and almost every day ends with a breathtaking sunset. At night El Paso lights look like a scattering of diamonds.

El Paso is Texas, but it's just a little different. So come enjoy the warmth of our sun and our smiles.