

EUGENE P. FRENKEL, M.D.

CLINICAL SCHOLARS PROGRAM

The Eugene P. Frenkel, M.D. Clinical Scholars Program is a faculty recruitment and development program to promote enduring excellence in patient care in oncology, that is empathetic, precise, personalized, and patient-centered. The purpose of this program is to develop the next generation of exceptional cancer care providers at UT Southwestern and the Simmons Cancer Center.

Goals of the Program:

- 1) Recruit and mentor exceptional, young, clinically-oriented physicians to become the future extraordinary leaders in the Cancer Center by supporting their early careers to ensure they have the ability to both provide comprehensive care for their patients and advance their academic development and clinical research mission.
- 2) Develop and provide support that:
 - a) Generates an infrastructure for highly personalized, patient centered interactions focused on empathetic healthcare for cancer patients.
 - b) Provides mentoring in specific oncologic diseases so that junior and early mid-level faculty will evolve into nationally recognized experts in these cancers, thus providing state-of-the-art care for patients at UTSW and the Simmons Cancer Center.
 - c) Provides time and mentoring for academic pursuits, such as teaching, or clinical or translational research.
 - d) Provides individual instruction and mentoring for optimal team management. A fully integrated patient care team is central to both patient satisfaction and optimal outcomes, and development of management skills will be a high priority for all Frenkel Endowed Scholars. These skills will facilitate effective interaction with the patient and promote an environment that is responsive to and empowers the patient as their needs occur either by phone, email, chart access, or to other means of communication.
 - e) Generate a network of the most likeminded, effective, and responsive consultative members of the faculty to provide rapid, consistent and focused care for any problems identified by the Endowed Scholars.
 - f) Participate in a program that educates subsequent generations of physicians in the pattern of patient care delivery that adds distinction to the classical and best aspects of patient-centered care.

Program Structure

1) Program Leadership

The Program will be directed by Dr. Carlos L. Arteaga, Director of the Harold C. Simmons Comprehensive Cancer Center. Dr. Arteaga is internationally recognized for his work in laboratory-based translational research and advancing the care of breast cancer patients. Dr. Arteaga will report directly to the Dean and Provost and have overall responsibility for all aspects of the Program.

2) Internal Advisory Committee

Dr. Arteaga will be assisted by an Internal Advisory Committee comprising Center-wide senior oncology faculty with recognized qualities of excellent, empathetic, and highly responsive patient-centered care relationships as well as clinical investigation, who have been identified by the Dean in conjunction with Dr. Arteaga. This select, senior committee will serve to i) identify the key areas for focused recruitment (see below), ii) coordinate and direct the longitudinal efforts of the program, iii) identify and recruit candidates, and iv) identify senior mentors for selected candidates.

3) Areas of Thematic Development

In order to achieve maximum effectiveness, the Internal Advisory Committee will first review and identify selected areas of Oncology (i.e. breast, lung, hematopoietic, gastrointestinal, and urologic cancers) where new

Frenkel Endowed Scholars would have the maximum impact. This will allow the appointment of specific recruitment teams in order to focus candidate selection for this program. In each program, the recruitment team will have the responsibility for defining an optimal set of Scholar skills (e.g., surgery vs oncology vs radiation oncology) to assure highly effective patient management.

4) Monitoring of Program

This monitoring and supervisory committee will meet at least quarterly to compare the progress of their candidates and share areas of potential conflict that could impede rapid results. In addition, the committee or their selected designates will carry out periodic evaluation of the academic performance of the candidates to ensure that the career trajectory is on target for development as future faculty leaders. They will deliver an annual presentation of their progress to Dr. Arteaga and their respective mentoring committee as well as prepare an annual report to the Dean and Provost and to President Daniel Podolsky.

5) Candidate Mentoring and Monitoring

New candidates for this position will be closely mentored by the Program Director in consultation with the Dean under his auspices. Candidates will be generated from within the institution or recruited from stellar oncology programs within the United States.

All selected candidates for the program will be closely monitored directly by selected senior master clinicians. They will be encouraged to function in small pod units so that they can serve as focused mentors, as well as desirable role models for the new candidates. In addition to this exploration of more than one master clinician for a given pod, these units can also serve to develop their individual previous experience in modes of expediting patient care, generating direct and focused access to consultants in other specialties, and providing a network for the young developing candidates to have an early and broad based introduction to the specialized talent within the institution.

The use of the “pod” concept provides the opportunity for effective interaction between individuals thereby formulating continued available coverage when the primary physician is transiently unavailable and will further help serve to define the nature of the patient’s clinical problems to assist in a focus feedback relative to the given patient. This interaction in small units then will provide cross fertilization of information as well as assessment of the decision making process for the physician.

The master clinicians will have a critical role in exploiting technologic advances, and be very important in interaction with their subspecialty colleagues to assist the new candidates in understanding how to generate an effective response to patient queries and optimal decision making in a very rapid and focused manner.

6) Ancillary Support System

In order to develop a strong cadre of candidates who will best be able to function and supervise a team in the future, a portion of the Endowed Scholar support can be allocated to dedicated mid-level (i.e. nurse practitioners, physician assistants, etc.) to optimize the impact of the Endowed Scholars and to help broaden the base of their clinical care capabilities. An experienced Department Program Manager knowledgeable about the University Clinical based programs and faculty will serve to coordinate the program under the aegis of the Program Director.

7) Program Evaluation

The Dean of UTSW Medical Center will serve to develop a construct for the evaluation of the program. Serial review of the activities and accomplishments of both the senior master clinicians, as well as the new developing faculty will be conducted in a highly organized manner. Initially, the evaluation will be used to provide frank, clear and constructive suggestions to the new “Frenkel Fellows” so that their growth and development can be maximally accelerated.

Subsequently, the evaluation of the success of individual Scholars and the program will be done through a personalized interview and discussion with the candidate(s), as well traditional measures of academic success

(e.g., publications of clinical impact, induction into academic societies, institutional and national awards, grant funding record), and a yearly formal presentation to the Program director that will include the fellow's mentoring committee. Importantly, metrics of patient centered care will also be developed and used for evaluation, with selected interviews with patients when appropriate. Evaluation of the faculty member's teaching will be assessed by evaluations from medical students, house-staff, and fellows.

8) Financial Infrastructure

The program will create ten Frenkel Scholars with appointment at the Assistant and Associate Professor levels. The primary faculty appointments may be from any clinical department at UTSW. Once a Scholar is selected, the monies will be utilized over a four to six-year period according to an approved budget that is individually tailored to optimize the best development of the candidate. All funds provided by this program in support of the scholars will be incremental and will not replace standard support otherwise normally provided by UTSW or the Simmons Cancer Center. The goal is to foster interdisciplinary collaborations and the pursuit of a scholarly, empathetic, focused patient care program as well as innovative clinical research activities. A portion of the resources (not more than 20%) will be utilized for administrative support, protected time, tuition, travel and other approved expenses to enrich the experience of the scholars beyond that possible with the standard support provided to clinical faculty.

The plan will provide a mechanism and incentives to allow the faculty committee sufficient time to mentor the fellows. The focus of the plan is to allow maximum development of an academic career focused on high quality clinical care for those involved. The University of Texas Southwestern Medical School will develop a matrix to make sure of the success of the program and provide an annual report to the O'Donnell Foundation for the continuation of the program.

9) Application process

Candidates will be nominated by the chair of any clinical department or oncology aligned center at UTSW . Nomination will include:

- Nomination letter from Department Chair or Division or Center Director
- Candidate's CV
- Two additional letters of recommendation (from outside UTSW)
- Patient Care, Mentoring, and Clinical Research Plan (2 pages)
- Budget for up to \$1 M for a period of 4 years with the possibility of extension based on productivity. The budget may include ancillary clinical support, clinical trials infrastructure, protected research time, travel, career enhancement and educational activities, publication costs, and salary support.