

Initial Response of the Task Force to review the proposal for the development of a New Department of Emergency Medicine

Dr. Gardner: The task force has been reviewing the available data, the proposal submitted by Dr. Callaham for the establishment of a new Department of Emergency Medicine, and responses by Dr. Ellen Weber to our initial concerns.

Overall the task force is in favor of this proposal but we have several concerns that warrant further exploration. We would like to see more details on the plans for developing the infrastructure of this Department in order to position the Department for success.

Our initial thoughts and responses focused on predominantly three areas:

1. **Financial:** This is one of our top concerns. It seems that there is needed strategic support from the School of Medicine and the Medical Center for this plan to be successful. Though we have reviewed the financial plan, we feel that more detail is needed for us to have a better understanding of how funds will flow, whether start up funds are needed, have all aspects of initiating this program been considered,

I, as chair of the task force have met briefly with Interim Dean Hawgood, and Dr. Bruce Wintroub who was able to shed some light on the background of this proposal. There is a meeting planned between Dr. Wintroub, Dr. Hawgood, and Dr. Callaham later this month to review more of the details of this proposal. I will be meeting with Dr. Wintroub after this meeting as taken place to be updated on the financial aspects of this proposal.

We had concerns about the impact the succession of Emergency Medicine for the Department of Medicine. I have received a letter of support from Dr. Talmadge King for the Department of Emergency Medicine.

Along the issues of money comes the issue of space. There was no clear outline of how the issue of chronically inadequate space would impact the establishment of a new Department of Emergency Medicine. With proposals for a progressively expanding residency program and plans to broaden the research program, there needs to be allocation of space. Some of this was addressed by Dr. Weber in a detailed response letter, with there being more available space at the SFGH. However, we still have concerns regarding adequate space for the academic administrative support that will be needed, as well as the needed research assistants, coordinators, and support staff. Residents and fellows need some space as well. I know this is an issue for programs in the Internal Medicine field and its subspecialties and I suspect the ACGME requires there be a dedicated space of residents and fellows in Emergency Medicine.

2. **Research:** Dr. Weber has provided a detailed response to our concerns that there is little in the way of established faculty in the In-Residence track to be leaders and mentors in the field of Emergency Medicine. This is a very young faculty and our concerns were centered on the emphasis on these faculty getting funding, without a lot of mentorship available. The SFGH section does have a

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more mature faculty and there is potential for the provision of mentorship. In addition there is the possibility of collaborative research with established investigators being able to provide mentorship for the more junior faculty.

3. **Faculty Development:** There is a heavy reliance on medical staff physicians (MSP) for provision of clinical services. In review of Dr. Weber's response a dual track plan is in place for faculty either being on a clinical track or an academic track. Issues regarding recruitment, retention, and promotion need to be developed. Clinical faculty typically still have academic interests, if not in active research, then typically in delivery of care, teaching, and establishing a niche of some sort.

Our task force is not prepared to submit our final recommendations as we still are gathering information. Dr. Callaham is apparently out of town and will be returning later this month. After the meeting between Drs. Hawgood, Wintroub, and Callaham, I will have the opportunity to meet with Dr, Wintroub and get a better understanding of the financial concerns that we have about this proposal.

Sincerely,

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