

Baylor  
College of  
Medicine

CENTER FOR  
PROFESSIONALISM



# ANNUAL REPORT

ACADEMIC YEAR 2024-2025

## 5 REASONS PROFESSIONALISM IS IMPORTANT

### WHO WE ARE

Created in 2013, Baylor College of Medicine's Center for Professionalism extends professionalism programming throughout the BCM community, with innovations, collaborations and remediations to support and enhance a positive learning and working environment.

### WHAT WE DO

The Center strives to create a culture of civility, compassion and connection by engaging each of BCM's schools and affiliate campuses.

### HOW WE DEFINE PROFESSIONALISM

A set of attitudes and behaviors that cultivate competence and connection through positive, respectful and trustworthy relationships.

1. Increases patient and community trust in the organization
2. Improves patient safety and satisfaction
3. Heightens staff morale associated with increased productivity, increased retention, improved staff engagement
4. Promotes positive learning and work environments (professionalism is a mandatory competency per Association of American Medical Colleges and Accreditation Council for Graduate Medical Education)
5. Fosters trust, respect and accountability

### SUSTAINABILITY FACTORS

- All BCM affiliates and satellites use the Center for educational programs, validation of professionalism and remediation.
- The Center is a role model for other medical schools.

14  
NATIONAL &  
INTERNATIONAL  
MEDICAL SCHOOLS

have consulted with the Center to help develop their professionalism programs.

## OUR TEAM



**Ellen M. Friedman, M.D.,  
FACS, FAAP**

SENIOR ASSOCIATE DEAN  
OF PROFESSIONALISM  
PROFESSOR, OTOLARYNGOLOGY  
DIRECTOR, CENTER FOR PROFESSIONALISM  
BAYLOR COLLEGE OF MEDICINE



**Larry Laufman, Ed.D.**

ASSOCIATE PROFESSOR,  
DEPARTMENT OF MEDICINE AND  
CENTER FOR MEDICAL ETHICS  
& HEALTH POLICY  
BAYLOR COLLEGE OF MEDICINE



**Andrea Croft**

SENIOR COORDINATOR,  
BUSINESS OPERATIONS  
CENTER FOR PROFESSIONALISM  
BAYLOR COLLEGE OF MEDICINE



**Stacey R. Rose, M.D.,  
FACS, FAAP**

ASSOCIATE PROFESSOR, MEDICINE,  
INFECTIOUS DISEASES  
ASSOCIATE DIRECTOR, CENTER  
FOR PROFESSIONALISM  
ASSOCIATE PROFESSOR, HUFFINGTON  
DEPARTMENT OF EDUCATION, INNOVATION  
& TECHNOLOGY AND  
CO-DIRECTOR, MASTER TEACHER  
FELLOWSHIP PROGRAM  
BAYLOR COLLEGE OF MEDICINE



**Kelley Arredondo, Ph.D.**

ASSISTANT PROFESSOR,  
DEPARTMENT OF MEDICINE  
ASSISTANT DIRECTOR, CENTER  
FOR PROFESSIONALISM  
BAYLOR COLLEGE OF MEDICINE  
ASSISTANT DIRECTOR FOR IMPROVING  
CLINICAL CARE, SOUTH CENTRAL  
MENTAL ILLNESS RESEARCH, EDUCATION,  
AND CLINICAL CENTER  
INVESTIGATOR, CENTER FOR  
INNOVATIONS IN QUALITY, EFFECTIVENESS,  
AND SAFETY (IQUEST),  
MICHAEL E. DEBAKEY, VA MEDICAL CENTER

## AREAS OF FOCUS

This report features highlights from Academic Year '24-'25 reflecting these focus areas.



**Education/  
Training**



**Creation of  
Community**



**Validation of  
Professionalism**



**Accountability**



**Interprofessional  
Teamwork**



**Scholarship**





# EDUCATION & TRAINING

## “PROFESSIONALISM DURING TRANSITIONS IN TRAINING OR PRACTICE”

### PANEL SPEAKERS INCLUDED



**Dr. Christian Cable**

ASSOCIATE DEAN OF  
ADMISSIONS AND STUDENTS,  
SCHOOL OF MEDICINE-TEMPLE



**Dr. Sarah Keyes**

ASSISTANT DEAN OF  
STUDENT AFFAIRS, SCHOOL  
OF HEALTH PROFESSIONS



**Dr. E. Lee Poythress**

ASSOCIATE DEAN  
OF STUDENT AFFAIRS, SCHOOL  
OF MEDICINE-HOUSTON



**Dr. Teri Turner**

ASSISTANT DEAN OF  
GRADUATE MEDICAL  
EDUCATION



**Dr. Jill Weatherhead**

ASSISTANT DEAN IN THE  
NATIONAL SCHOOL OF  
TROPICAL MEDICINE



**Dr. Marendra  
Wilson-Pham**

ASSOCIATE DEAN IN THE  
GRADUATE SCHOOL OF  
BIOMEDICAL SCIENCES

### PROFESSIONALISM IN PRACTICE

Developed in collaboration with Dr. Andrew Caruso and Allison Heinen-Taylor in the Department of Medicine, Professionalism in Practice (PiP) features five-minute presentations at the beginning of Grand Rounds to share realistic vignettes on challenging professionalism themes. PiP has grown beyond the Department of Medicine to include five additional medical and surgical departments or sections within BCM.

**NEW  
INITIATIVE**

## PROFILES IN PROFESSIONALISM

<b>AUG. 1 2024</b>	Dr. Gregory Guldner, Vice President of Academic Affairs, HCA Healthcare Graduate Medical Education, presented “Creating Positive Work and Learning Environments: Lessons from an Award-winning Hospital.”
<b>SEPT. 12 2024</b>	Dr. Kaye Husbands Fealing, Assistant Director of the Social, Behavioral and Economic Science Directorate, National Science Foundation, presented “Advancing Science, Serving Society: Leadership to Action.”
<b>FEB. 27 2025</b>	Dr. Atul Grover, AAMC Research and Action Institute Executive Director and Alpha Omega Alpha President, presented “Professionalism and Public Policy.”
<b>MARCH 27 2025</b>	Dr. Fidaa Shaib, Chief Medical Officer for Baylor Medicine, spoke on “Elevating Empathy: A Journey Back to the Heart of Medicine.”

## MEPED 588 ELECTIVE “FACILITATING THE JOURNEY FROM MEDICAL STUDENT TO PHYSICIAN”

Fall 2024 | July 29 – Sept. 7

This elective uses a new curriculum called “The Professionalism Platform” to help students understand what professionalism means. Course leaders incorporate cognitive content from peer-reviewed literature and a novel visual model, concisely capturing the material and providing instruction in expected behaviors.

“*The faculty were the best part of this course.*

*Quite literally the best elective at Baylor. Should be mandatory in my opinion!*

## PROFESSIONALISM MATTERS

A special Grand Rounds offered to clinical and basic science groups to establish a shared understanding of professionalism throughout BCM and its campuses.

**67%**

OF THE DEPARTMENTS HAVE PARTICIPATED.  
OUR GOAL IS TO REACH 100% IN 2026.

# CREATION OF COMMUNITY



## PROFESSIONALISM PARTNERS

Professionalism Partners is a group of 20 faculty nominated by the leadership of each of Baylor's schools and clinical affiliates to enhance the activities of the Center across the College. The Partners contribute programming suggestions, professionalism awareness and scholarly activities. This year, the Center added eight new partners.



*Pictured are: Shannon Ronca, Kim-Lan Tran Czelusta, Marenda Wilson-Pham, Stacey Rose, Ellen M. Friedman, Geeta Singhal and Kelli Barbour.*

*Not pictured: Sara Andrabi, Uma Ayyala, Steven Charles, Ryan Coleman, Paige Moriah Farinholt, Oluwatosin Fatusin, Holland Manon Kaplan, Leah Oren-Palmer, Lindsey Pershern, Bani Ratan, Antonie Rice, Vandana Gadhia Shah, and Rose Yang*

## PROFESSIONALISM MONTH | MARCH 2025

**MARCH**  
**5**

### **“Professionalism During Transitions in Training or Practice”**

Leaders from the School of Medicine, School of Health Professions, Graduate School of Biomedical Sciences and the National School of Tropical Medicine shared perspectives and answered questions about professional transitions, such as graduating or landing a new job, and their challenges.

**MARCH**  
**11**

### **Muffins with Mentors: Dr. Maria Elena Bottazzi**

Dr. Maria Elena Bottazzi, Senior Associate Dean of the National School of Tropical Medicine, discussed her career journey.

**MARCH**  
**19**

### **Power of Professionalism TEN-talks about Professionalism**

Ten Power of Professionalism (POP) award recipients shared perspectives on the power of professionalism during a celebration for all professionalism award winners.

**MARCH**  
**27**

### **Summit Talk: Dr. Fidaa Shaib**

Dr. Fidaa Shaib, Chief Medical Officer for Baylor Medicine, spoke on “Elevating Empathy: A Journey Back to the Heart of Medicine.”

## FACULTY AMBASSADORS

A network of faculty with an active and sustained commitment to professionalism and the Center's activities.



SCAN THE  
QR CODE  
FOR  
APPLICATION  
DETAILS

THIS YEAR, THE CENTER WELCOMED  
4 NEW FACULTY AMBASSADORS



Dr. Alyssa  
Abaca



Dr. Carolina  
Jorgez



Dr. Nandan  
Kumar Mondal



Dr. Tamara  
Ortiz-Perez

MUFFINS WITH MENTORS

A collaboration with the Office of Community Engagement, Muffins with Mentors provides an opportunity for learners and junior faculty to engage with leaders from across the College to learn about their professional journeys, including how they have navigated challenges along the way.



*Muffins with Mentors with featured speaker Dr. Maria Elena Bottazzi*

<b>AUG. 29 2024</b>	Dr. Ida Orenco, Professor and Chair of Dermatology
<b>OCT. 8 2024</b>	Dr. Brendan Lee, Professor and Chair of Molecular and Human Genetics
<b>JAN. 14 2025</b>	Dr. Andrea Burns, Associate Professor of Pediatrics and the Huffington Department of Education, Innovation & Technology, Co-director of the Texas Children’s Hospital Faculty College and a scholar in the Center for Research, Innovation & Scholarship in Medical Education
<b>MARCH 11 2025</b>	Dr. Maria Elena Bottazzi, Professor and Senior Associate Dean of the National School of Tropical Medicine and co-director of Texas Children’s Center for Vaccine Development at Texas Children’s Hospital
<b>MAY 13 2025</b>	Dr. Douglas Koch, Professor of Ophthalmology



# VALIDATION OF PROFESSIONALISM



## POP AWARDS

# 75

Awards given across BCM and its affiliates, including to students,

residents, fellows, postdoctoral scholars, faculty and members of staff and administration.



NOMINATE A COLLEAGUE FOR A POP AWARD.

## PEAR AWARD

# 57

Professional Educator Appreciation and Recognition (PEAR) Award was created by students to honor educators who have had a significant impact on their training. Nominations may be submitted online: <https://form.jotform.com/202256428683055>

MARCH 19, 2025

## POP TENTalks ABOUT PROFESSIONALISM

Ten Power of Professionalism (POP) award recipients shared perspectives on the power of professionalism during a celebration for all professionalism award winners.



Speakers and participants in the event included, front row, left to right, Vanessa Medrano, Michael Coburn, Ellen M. Friedman and Geeta Singhal, back row, left to right, Masih Ahmed, Bharat Joshi, Nandan Kumar Mondal, Niraj Mehta, Promise Ufomadu, Paige Farinholt and Allison Heinen.



SCAN THE QR CODE TO READ ABOUT THE ROLE PROFESSIONALISM PLAYS IN THE LIVES OF OUR INSPIRING WINNERS.

*“The POP Award was a very positive reminder that professional behavior is an essential part of workplace interactions.”*

*It was valuable to me to be recognized for professionalism — it has been my primary focus for improvement for several years.*

—ANONYMOUS FEEDBACK FROM AWARD RECIPIENTS



# INTERPROFESSIONAL TEAMWORK



## CIVILITY PROJECT

- The Center guided two clinical departments at Baylor St. Luke's Medical Center through a series of structured surveys and interdepartmental meetings to promote civility and collaboration.
- The initiative led to specific improvements in interdisciplinary communication through enhanced collegiality between groups.
- Civility Projects are open to all members of the BCM community; the Center welcomes inquiries from any groups that are interested in improving interdisciplinary collegiality.

## SCHOLARLY ACTIVITIES



6

PUBLICATIONS  
1 **SOAR-MENTORED**

2

INTERNATIONAL  
PRESENTATIONS

8

NATIONAL  
PRESENTATIONS

44

LOCAL  
PRESENTATIONS

27

BAYLOR COLLEGE  
OF MEDICINE

8

TEXAS CHILDREN'S  
HOSPITAL

3

HARRIS HEALTH

1

BAYLOR  
ST. LUKE'S

1

MICHAEL E.  
DEBAKEY VA  
MEDICAL CENTER

4

OTHER

4

POSTER PRESENTATIONS  
3 **SOAR MENTORING PROGRAM**  
1 STUDENT INTERN MENTORED

1

INTERNATIONAL

1

NATIONAL

2

LOCAL

Thank you so much for your thoughtful presentation on ‘Giving and Receiving Feedback’ ... Your tips about feedback were so insightful and practical! It was very helpful, and I am going to personally use it in my practice.



—ANONYMOUS FEEDBACK FROM PARTICIPANT

## PRESENTATION HIGHLIGHTS

**AMEE 2024** *“Reinforcing Professional Behaviors in Medical Education through the Power of Professionalism Award,”* International Association for Health Professions Education Conference, Basal, Switzerland, A. Gardner, S. Rose and E. Friedman, Aug. 7, 2024.

**ABMS 2024** *“Addressing Accountability: Working with Faculty, Staff and Learners who Fall Short of Expectations,”* American Board of Medical Specialties, S. Rose, A. Lara, D. Reed. Sept. 25, 2024.

**AAIM WEBINAR** *“Professionalism in Practice: Realistic Professionalism Education Delivered in Small Doses to Enhance the Learning Environment,”* A. Caruso, A. Heinen, S. Rose and E. Friedman. Nov. 5, 2024

**ACGME 2025** *The Center’s Alternative Futures Scenario Planning Workshop*, Accreditation Council for Graduate Medical Education, Chicago, March 25, 2025. The Center participated at the invitation of Dr. Thomas Nasca, former CEO of ACGME.

**APHC 2025** Building and Rebuilding Trust: Reflection and Action in Professionalism, Academy for Professionalism in Health Care virtual conference, June 4-6, 2025.

- *“Teaching Future Doctors the Art of Trust in Healthcare: Outcomes of a Professionalism Elective for Medical Students,”* A. Agbi, E. Friedman, K. Arredondo and S. Rose
- *“Harnessing Adaptive Leadership: Building Trust and overcoming Complex Professional Challenges with your Strengths,”* M. Jenkins, M. Mitts, B. Ratan and S. Rose.

**6 MINI GRANTS** Awarded to Baylor trainees and junior faculty to support professionalism-related scholarly projects

## PUBLICATION HIGHLIGHTS

**Rose S.**, Kusnoor A., Huynh P., Greely J., Rojas-Khalil Y., Kung D., Gill A., Ismail N., & Appelbaum N., 2024. “Addressing unprofessional behaviors in the clinical learning environment: lessons from a multi-year virtual, intergenerational, interdisciplinary workshop.” *Medical Education Online*, 29(1), 2316491. <https://doi.org/10.1080/10872981.2024.2316491>

**Friedman E.**, & **Rose, S.**, 2024. “The Role of Professionalism,” *Pediatric Annals*, 53(12), e438-e439. <https://doi.org/10.3928/19382359-20241003-01>

Kim J., Morales J., **Friedman, E.**, & **Rose, S.**, 2024. “Inspiring Professionalism in Medicine: A Review of Incentives to Promote Positive Behaviors in Training and Practice,” *Pediatric Annals*, 53(12), e446-e451. <https://doi.org/10.3928/19382359-20241003-05> **\*SOAR Mentored**

Tomlinson M., Nasto K., Gosselin K. et al, 2024. “Fruits of the Professional Educator Appreciation and Recognition (PEAR) Awards: Learning what Students Value in Their Medical Educators,” *Med. Sci.Educ.* <https://doi.org/10.1007/s40670-024-02234-2>

Godwin K., Ali A., **Laufman L.**, **Friedman E.**, 2025. “A Multipronged Effort to Incorporate Professionalism Into Campuswide Programming Through a Center for Professionalism,” *J Grad Med Educ*, 17 (2): 229-234. <https://pubmed.ncbi.nlm.nih.gov/40417106/>

**Arredondo K.**, Caloudas A., Wittkower L., Caloudas S., Godwin K., Cully J., & Ecker A., 2025. “Psychology in health care: How psychologists’ training translates to quality improvement,” *Psychological Services*, 10. 1037/ser0000961. <https://doi.org/10.1037/ser0000961>

# ACCOUNTABILITY



## CUP OF COFFEE SESSIONS

The Center is committed to enhancing a culture of professionalism. This mission requires that perceived lapses in professionalism are addressed. The Cup of Coffee remediation process aims to be respectful, consistent and fair. Unaddressed lapses in professionalism miss an opportunity for those involved to grow and improve.

- The Center is available to support remediation interventions across the College.
- In AY '24-'25, Cup of Coffee referrals came from departments across BCM, Harris Health, Texas Children's and Baylor St. Luke's Medical Center campuses.
- Recipients of these remediations included faculty members, residents, fellows and staff members.
- 100% of the referrals did not require escalation.

**21** **44**  
LAPSES CONSULTS

- The Center provides consultative services to help navigate professionalism challenges.
- Consultations were provided across departments at BCM, Harris Health, Texas Children's, Baylor St. Luke's and affiliates.

## ALUMNI CONNECTIONS & COLLABORATIONS

The Center is collaborating with the Office of Advancement and Alumni Affairs to increase alumni awareness and participation with the Center.

## ALIGNMENT OF PROFESSIONALISM EFFORTS

The Center is working with several clinical affiliates to increase efficiency, decrease duplication and present a more coordinated approach to professionalism remediation efforts. The Center also is working to expand collaborations across all schools and other BCM partners, including the Center for Medical Ethics and Health Policy, the Office of Community Engagement and the Office of Faculty Development/Faculty Affairs.

## ABCs OF CLINICAL EDUCATION

Strategies to Promote Learner Autonomy, Belonging and Competence is an interactive, customizable session designed to foster faculty reflection on their own learning and teaching experiences while optimizing trainee engagement using principles from self-determination theory. Notably, these teaching methods are associated with improved well-being in both trainees and educators. Dr. Sarah-Ann Keyes and Dr. Alison Robins collaborated in the content development.

## NEW INITIATIVES



Baylor  
College of  
Medicine

## CENTER FOR PROFESSIONALISM

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The Center for Professionalism appreciates the support of BCM leadership and the participation by the BCM community with the shared goal of creating a culture of civility, compassion and connection.

▶ [BCM.EDU/PROFESSIONALISM](https://bcm.edu/professionalism)

## LINKEDIN SHOWCASE

The Center has launched a showcase LinkedIn profile as a means to enhance connections across BCM and with the broader community.



VISIT THE LINK OR  
SCAN THE QR CODE  
TO FOLLOW US AND  
STAY UP TO DATE WITH  
CENTER EVENTS AND  
ACCOMPLISHMENTS!

▶ [LINKEDIN.COM/SHOWCASE/BCMHOUSTON-CENTER-FOR-PROFESSIONALISM](https://linkedin.com/showcase/bcmhouston-center-for-professionalism)