State of the Department

David A. Schwartz, MD
Henry Claman, MD
Distinguished Professor

Scientist

Mentor

Scholar

Humanitarian

Husband

Philanthropist

Clinician

Award Recipient
Key Questions Raised in DOM Survey

- Departmental vision
- Support and recognition of our tripartite mission
- Programmatic support for career development
- Clinical expansion into Metro-Denver and front range
- Efforts to address gender equity, diversity, and salary equity
Departmental Vision

We will emerge as a top tier Department of Medicine by the year 2020
Outstanding Faculty and Partners/Affiliates

UCH (N=588)
PSL (N=14)
NJH (N=73)
DH (N=132)
VAMC (N=94)
<table>
<thead>
<tr>
<th>Outstanding Departmental Leadership</th>
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<tbody>
<tr>
<td><strong>Clinical</strong></td>
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<tr>
<td>Allergy</td>
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<td>BIPM</td>
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<td>Cardiology</td>
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<td>Clinical Pharm</td>
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<td>Endocrinology</td>
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<td>Gastroenterology</td>
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<td>Geriatrics</td>
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<td>GIM</td>
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<td>Hematology</td>
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<td>HCPR</td>
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<td>Infectious Diseases</td>
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<td>Oncology</td>
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<tr>
<td>Pulmonary</td>
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<td>Renal</td>
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<td>Rheumatology</td>
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</table>
Strong Departmental Finances

↑ revenue: $68M (44%)

Revenue ($222M)

- Research: 44%
- Clinical: 46%
- Other: 8%

↑ expenses: $53M (34%)

Expenses ($207M)

- Research: 47%
- Clinical: 43%
- Other: 6%

Divisional Finances

- ↑ profit margin: $3.4M (240%)
- ↑ incentives: $2.0M (150%)
Committed to Alignment across the Medical Center
[DOM, SOM, UPI, UCH, Health System, and Foundation]
School of Medicine Supports the DOM Transformational Research Programs

<table>
<thead>
<tr>
<th>Award</th>
<th>Team Leaders</th>
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</thead>
<tbody>
<tr>
<td>Data-Driven Discovery and Decisions (D4)</td>
<td><strong>Jean Kutner</strong>, MD, MPH, professor of medicine, chief medical officer for University of Colorado Hospital and associate dean for clinical affairs for the School of Medicine</td>
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<td><strong>Michael Ho</strong>, director of the Denver VA Center of Innovation</td>
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<tr>
<td>The GI and Liver Innate Immune Program</td>
<td><strong>Lisa Schilling</strong>, MD, MSPH, professor of medicine and medical director of the Office of Value Based Performance</td>
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<td><strong>Michael Kahn</strong>, MD, professor of pediatrics, director of informatics, Children’s Hospital Colorado, and interim director of Health Data Compass</td>
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<tr>
<td>The Human Immunology and Immunotherapy Initiative</td>
<td><strong>Sean Colgan</strong>, PhD, professor of medicine and immunology</td>
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<tr>
<td>The RNA Bioscience Initiative</td>
<td><strong>Ron Sokol</strong>, MD, professor of pediatrics, chief of gastroenterology, hepatology and nutrition and director of the Colorado Clinical and Translational Sciences Institute</td>
</tr>
<tr>
<td>The Consortium for Fibrosis Research and Translation</td>
<td><strong>Hugo Rosen</strong>, professor of medicine and chief of the Division of Gastroenterology and Hepatology</td>
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<td><strong>John Cambier</strong>, PhD, chairman of immunology and microbiology</td>
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**Interdisciplinary Investigators**
- $7.5M SOM
- $7.5M DOM

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<tr>
<td>The RNA Bioscience Initiative</td>
<td><strong>Linda van Dyk</strong>, PhD, associate professor and vice chair of immunology and microbiology</td>
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<tr>
<td>The Consortium for Fibrosis Research and Translation</td>
<td><strong>Craig Jordan</strong>, PhD, professor of medicine and chief of the Division of Hematology</td>
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<td><strong>Timothy McKinsey</strong>, PhD, associate professor of medicine and associate division head for translational research in the Division of Cardiology</td>
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<td><strong>Mary-Weiser-Evans</strong>, PhD, professor of medicine</td>
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University of Colorado Hospital Supports the DOM

Annual UCH Support for DOM

Program | General | Faculty

2014

2015

2016

2017 Est.
CU Foundation is Critical to our Academic Enterprise

41 DOM Chairs (14 new chairs since 2011)
8 Non-DOM Chairs
State of the Department

- Accomplishments
- Strategic approach to decisions
- Challenges that are vital to our future
Clinical Enterprise

Since 2011

- 60% increase wRVUs

Work RVUs (thousands)

<table>
<thead>
<tr>
<th>FY 07</th>
<th>FY 08</th>
<th>FY 09</th>
<th>FY 10</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
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<tr>
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- Inpatient
- Outpatient
Clinical Enterprise

Since 2011

- 100% increase in clinical income (> $100M)

FY 07 - FY 16

Inpatient

Outpatient

FY 07: 26.9%
FY 08: -3.8%
FY 09: 0.1%
FY 10: 0.9%
FY 11: 6.8%
FY 12: 9.4%
FY 13: 13.4%
FY 14: 5.9%
FY 15: 12.5%
Clinical Enterprise

Since 2011

- 75% increase in cFTEs (124 → 214)

Clinical Expansion: Will Cook and I will conduct town hall meetings
Expert Council for Clinical Excellence and Leadership (EXCCEL)  
[Ethan Cumbler and David Tanaka]

- Recognizes and advances clinical excellence
- Promotes our culture of exceptional clinical care
- Train others in the path towards clinical mastery through mentorship
Vibrant training program that has grown since 2011

- Medical student class has grown by 15% (160→184)
- More UCD students are going into internal medicine (20% increase over last year)
- Housestaff trainees increased by 25% (154→195)
- NIH T32 training programs increased from 8 to 12, and trainees increased by at least 30% (124 fellows currently)
Program for Academic Clinician Educators (PACE)

[Suzanne Brandenburg]

- Support for scholarship in medical education, innovative program development, or career development
  - DOM support (up to $40K per scholar)
- Goal is to foster and support a community of academic clinician educators
- LOI received from 22 individuals across the department with 11 invited to submit full proposals

Award Notification: February/March, 2017
Program Begins: July, 2017
Since 2011

- Overall research support has increased by 11%
Since 2011

- Federal support increased by 17% (NIH by 4%)
Since 2011
- CU Foundation support increased by 54% (FY16=$10M)

DOM has invested $43M over 5 years
Research Awards

FY08 – FY16 92% increase in grants
27% increase over the past year
Accomplishments of Research Program

2011
- VA Research
- Outstanding Early Scholars
- Endowed Chairs

2012
- ASCI/AAP Committee

2013
- Weekly DOM RIP
- Personalized Medicine

2014
- Bridging Research
- Research Day

2015
- Team Science
- Grant Writer

2016
- Health Services Research Development Program
- Interdisciplinary Investigators ($15M)
- Salary Support for Research Intensive Faculty

Interdisciplinary Investigators ($15M)
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<td>High Performing</td>
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State of the Department

• Accomplishments
• Strategic approach to decisions
• Challenges that are vital to our future
Pipeline for Strategic Career Development

- Training and Education
- Clinical Programs
Foster Faculty Advancement

Cara Wilson, M.D.  
Vice Chair Faculty Advancement

Penny Archuleta, M.A.  
Assoc. Director Faculty Advancement

Greg Austin, M.D., M.P.H.,  
Director Jr. Faculty Development

Career Stages:
- New Faculty
- Early Career
- Mid-Career
- Senior Faculty
- DOM Leadership

Programs:
- Orientation Program
- Junior Faculty Mentor Program (JUMP)
- Intentional Leadership Program
- Sabbatical Support Program
- Promotions Education
- Mid-Course Review
Leverage and Integrate our Strengths
Clinical Enterprise

Quality Safety

Folder Tank

Dash Board

Research Office

Salary Support

Team Science

Bridge

OECSP

HSR Training

Interdisciplinary Investigators

Research

Diversity

Gender Equity

Faculty Advancement

Clinical Affairs

EXCCEL

M&M

CLB

BMT

Non-Proceduralists Program

Clinical Educator Fellows

Physician Scientist

Internal Medicine Residency

CoZIE

Med-Peds

PACE

Fellowship Programs

DREAM

Internal Science

Research

Education and Training

Grand Rounds

Internal Medicine Residency Fellowship Programs

Diversity Gender Equity Faculty Advancement

Education and Training

Physician Scientist

CoZIE

Med-Peds

Internal Medicine Residency Fellowship Programs

Diversity Gender Equity Faculty Advancement

Education and Training

Physician Scientist

CoZIE

Med-Peds

Internal Medicine Residency Fellowship Programs

Diversity Gender Equity Faculty Advancement

Education and Training

Physician Scientist

CoZIE

Med-Peds

Internal Medicine Residency Fellowship Programs
State of the Department

• Accomplishments
• Strategic approach to decisions
• Challenges that are vital to our future
Gender Equity and Diversity

- AAMC year-in-rank benchmarking of salary improved gender-based salary inequity
- DREAM Program: research training for URM medical students
- Increase in housestaff training program URMs from 5% → 15%

Female Faculty in DOM

CU: Department of Medicine
Nationwide: Departments of Medicine
We need to create a more positive and inclusive climate for women, minorities, and faculty of color.
Faculty Salary by Gender and Rank

AAMC benchmark by rank/specialty

Unacceptable % of women and men remain below the AAMC benchmarks
Gender Equity and Diversity

- Vice Chair for Diversity and Justice – Sonia Flores
- Strategic Initiative on Gender Equity – Maggie Wierman
  - Create the broadest and most representative community among our faculty and trainees
  - Address critical deficiencies in our department

Tabak/Collins. Science 2011; 333:940
DOM Plan for Equity and Diversity

• Do everything possible to achieve AAMC benchmarks
  ❑ Clinical FTE component for assistant/associate professors in the non-proceduralist divisions (allergy, endocrinology, hematology, ID, rheumatology, and renal) will be increased to the renal benchmarks

• Communication
  ❑ Post membership of all committees on website
  ❑ Use website and newsletter to celebrate diversity, and publicize training in unconscious bias, diversity, and leadership

• Recruitment of faculty
  ❑ Committees will include at least 30% women and/or URMs
  ❑ Training and discussion of bias for all committee members
  ❑ Appoint a committee advocate for women and URMs
  ❑ Re-open the search if diversity isn’t sufficiently addressed

• Comprehensive Program in Health Equity
Goal: Create a culture that enhances diversity and gender equity, and establishes a pipeline for career development.
Communication

- Public loves science and medicine because it helps to explain the past and predict the future
- We have a responsibility to communicate clearly

Periodic Facebook Posts
[facebook.com/groups/cudom]
We will succeed through your Accomplishments

- What have we learned over the past year?
- What do we have in common?