State of the Department

David A. Schwartz, MD
Departmental Vision

We will emerge as a top tier Department of Medicine by the year 2020
We will emerge as a top tier Department of Medicine by the year 2020

- Highest quality care
- Train the next generation
- Impactful scholarship
Dedicated Faculty and Partners/Affiliates

UCH (N=607)
NJH (N=67)
VAMC (N=91)
DH (N=134)
PSL (N=14)
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Committed to Alignment across the Medical Center [DOM, SOM, CU Medicine, UCH, UCHealth, and Foundation]
University of Colorado Hospital Supports the DOM

Annual UCH Support for DOM

- Faculty
- General
- Program

2014: $15M
2015: $25M
2016: $35M
2017: $25M
2018 Est.: $35M
CU Foundation is Critical to our Academic Enterprise

42 DOM Chairs (15 new chairs since 2011)
8 Non-DOM Chairs

CUF Funds under control of DOM/Divisions ≈$124M
Committed to Faculty, DHs, and Programs

- $21M from DOM profits/reserves
- $27M provided by SOM AEF

Additional ≈$30M directly from the Dean
State of the Department

- Accomplishments and Priorities
- Challenges and Aspirations
Accomplishments of Clinical Enterprise

- Quality and Safety Program
- Pulmonary Vascular Disease Center
- Non-Proceduralist Program
- Center for Lungs and Breathing
- Shark Tank Project
- Council for Clinical Excellence (EXCCEL)
- DOM M&M Steering Committee
- Hospital Medicine Division

- M&M Redesign
- M&M in Medical Grand Rounds
- Overhaul BMT
- Denver Internal Medicine Group
- QI Dashboard
- Associate DHs for Clinical Affairs

- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
Accomplishments of Clinical Enterprise

- Quality and Safety Program
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Growth of Clinical Enterprise

Since 2011

- 80% increase in wRVUs (> 1 million wRVUs)

<table>
<thead>
<tr>
<th>Year</th>
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<td>FY 2018 est.</td>
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Inpatient: Blue; Outpatient: Red
Growth of Clinical Enterprise

Since 2011
- 80% increase in wRVUs (> 1 million wRVUs)

- FY17: $111M clinical revenue (120% growth)
- 100% growth in cFTEs over past 7 yrs
- Care for ≈50% of the inpatient volume (need more inpatient capacity)
Associate Division Heads for Clinical Affairs

[Rick Albert]

Larry Allen
Cardiology

Todd Bull
Pulmonary

Carmen Lewis
General Internal Medicine

Tom Purcell
Medical Oncology

Duane Pearson
Rheumatology

Steven Edmundowicz
Gastroenterology

Bennett Parnes
Geriatrics

Judith Blaine
Renal

Stephen Dreskin
Allergy

Steven Johnson
Infectious Disease

Mike McDermott
Endocrinology

Clay Smith
Hematology
Priorities of UCHealth and DOM in Metro Denver

- Anschutz campus growth
- Activation of Highlands Ranch hospital and ambulatory care center
- Ambulatory site development (Cook Street, Inverness)
- Growth of primary care network
Accomplishments of Education and Training

2011
- Focus on Diversity
- Physician-Scientist Training Program
- Re-engineered Medical Grand Rounds

2012
- Dedicated Mentorship
- DREAM Program
- Career Development Dinners

2013
- Physician-Scientist Ward Team

2014
- Clinician-Educator Fellowship Training
- Med-Peds Residency
- Balance Education and Service
- Academic Support for Clinician Educators (PACE)

2015
- Colorado Zimbabwe (CoZIE) Program

2016
- Unconscious bias training for Housestaff and Fellows

2017
- Recruitment of Residency Director
- Expansion of PSTP and Clinician Educator Fellowship
Accomplishments of Education and Training

- **Focus on Diversity**
- **Dedicated Mentorship**
- **Physician-Scientist Training Program**
- **Career Development Dinners**
- **Clinician-Educator Fellowship Training**
- **Re-engineered Medical Grand Rounds**
- **Balance Education and Service**
- **Academic Support for Clinician Educators (PACE)**
- **Unconscious bias training for Housestaff and Fellows**
- **Expansion of PSTP and Clinician Educator Fellowship**
- **Recruitment of Residency Director**

Dates:
- 2011
- 2012
- 2013
- 2015
- 2016
- 2017
Diversity of our Trainees

% Under-represented Minority Trainees

- Interns
  - 2011: 1.5%
  - 2012: 16%
  - 2013: 4%
  - 2014: 16%
  - 2015: 4%
  - 2016: 20%
  - 2017: 20%

- Housestaff
  - 2011: 1.5%
  - 2012: 16%
  - 2013: 4%
  - 2014: 16%
  - 2015: 4%
  - 2016: 20%
  - 2017: 20%
Clinician-Educators and Investigator-Educators

DOM Clinician-Educator Fellows
  • Teresa Cushman - Infectious Diseases
  • Patrick Wood - Rheumatology

Program for Academic Clinician Educators (PACE)
  • Janet Corral – Coaching to support educational informatics
  • Katherine Frasca – HIV pre-exposure prophylaxis for housestaff
  • Katarzyna Mastalerz – Inpatient inter-professional education
  • Paul Menard Katcher – Training GI learners using competency based approaches
Accomplishments of Research Program

- VA Research
- Outstanding Early Scholars
- Endowed Chairs
- ASCI/AAP Committee
- Weekly DOM RIP
- Personalized Medicine
- Bridging Research
- Interdisciplinary Investigators ($15M)
- Grant Writer
- Support Program (modeled after NIH R56 program)
- Salary Support for Research Intensive Faculty
- SPARK Program
- SUPPORT Program
- Research Day
- BIPM Division
- Salary Support for Research Intensive Faculty
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
Since 2011

- Overall research support has increased by 11%
- ↑ Federal Support by 19%
Support for Research

2012–2016: NIH ↑5% and DOM NIH Support ↑19%
VA Research Awards

FY08 – FY17 96% increase in grants
Diversify Research Portfolio

SPARK Program designed to bridge the translational gap to advance biomedical discoveries into promising new treatments for patients.
SPARK Program: Established and Growing

University of Colorado
Anschutz Medical Campus

Map showing universities and institutions around the world associated with the SPARK Program.
Benefit of SPARK Program to Participants

**Mentorship**
- Expert Advisors
- Product & Business Development

**Education**
- Bi-weekly Seminars
- Commercialization Strategies

**Advising**
- Access to Core Facilities
- Industry Partnerships

**Funding**
- $50k/year - 2 years
- Goal = de-risk early stage projects
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UCH Ranked #15 in the United States
- U.S. News & World Report

High Performing
State of the Department

• Accomplishments and Priorities
• Challenges and Aspirations
Gender Equity

Strategic Initiative on Gender Equity – Maggie Wierman

- Support career development of all faculty and trainees
- Identify critical deficiencies in our department
- Implement change
Salary: AAMC Year-in-Rank Benchmarks

[Graph showing the percentage of Assistant Professors over and under the AAMC benchmark over years in rank.]
Salary: AAMC Year-in-Rank Benchmarks
Salary: AAMC Year-in-Rank Benchmarks

% Below AAMC Year-in-Rank Benchmark

≈50% improvement

Assistant Professor
Associate Professor
Professor

Female
Male

≈50% improvement
Programmatic Changes to Advance Gender Equity

Compensation (Sarah Faubel and Cecile Rose)
- Post method for salary benchmarking at UCH and affiliates
- Post incentive plans for each division at UCH and affiliates
- Establish salary transparency by discussing benchmarks and comparing salary to peers during annual review

Implementation (Marisha Burden and Kika Sukarov)
- Post membership of all DOM committees
- DOM committees will include at least 30% women and/or URMs
- Unconscious bias training is required of DOM committee members
- Search committee will include an advocate for women/URMs
- Re-open search if diversity isn’t sufficiently addressed
Financial support for parental leave

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Burnout Syndrome: the next problem in healthcare

Ranges from 32-52%

NY Times – November 13, 2017
• Discordance between career ambition and day-to-day responsibility
• Environmental: EPIC, admin tasks, and uncertainty healthcare/NIH

Ranges from 32-52%

NY Times – November 13, 2017
Burnout Syndrome: next steps

National Academy of Medicine
- 4 year initiative on healthcare professional wellbeing and resiliency
- Goal: transform the training and practice of medicine

American Academy of Academic Medicine
- Focused on raising awareness of burnout

Department of Medicine
- Housestaff: opt-out wellness appointments for interns, wellness and resilience curriculum, and Wellness Committee
- Faculty: Marc Moss will lead a Strategic Initiative on Faculty Resilience

NY Times – November 13, 2017
Federated Structure Limits Our Resiliency

- **Financial**
  - Healthcare and research landscapes are changing rapidly
  - Inefficient and duplicative operational activities
  - Divisional deficits limit departmental (and consequently divisional) priorities

- **Clinical and Academic Expectations**
  - More and more programs are interdisciplinary
  - Clinical expectations could be better aligned with UCH
  - While faculty values are aligned, divisional incentives are not

Every aspect of what we do is more and more competitive with greater expectations and lower margins
Divisional Margins are not Dependable

Divisional Operating Profits: $2.54M
Divisional Profit Incentives: $2.5M
Address Constraints that Limit our Success

- Consistent Expectations
- Divisional Interdependence
- Operational Efficiency
- IT Grant management
- Mutual Support
- Priorities Incentives
- Consistent Expectations
We will succeed through our Shared Values

• We are givers and innovators with an aligned vision to deliver the highest quality of care, train the next generation, and support impactful scholarship

• Career development and interdisciplinary programs

• Aspire to be better: diversity, equity, faculty resilience, and departmental constraints that limit our success
We will succeed through your Accomplishments