Internal Medicine

PROGRAM HANDBOOK AND POLICY MANUAL

2019-2020
# Program Personnel and Contact Information

**Geoffrey Connors, M.D.**  
Associate Professor of Medicine  
Residency Program Director  
Department of Medicine  
Phone: 303-724-1788  
Fax: 303-724-1799  
Email: Geoffrey.Connors@ucdenver.edu

**Jennifer Weber**  
Residency Program Administrator  
Phone: 303-724-1788  
Fax: 303-724-1799  
Email: Jennifer.Weber@ucdenver.edu

## Faculty Listing and Clinical/Research Interests

<table>
<thead>
<tr>
<th>Administrative Staff</th>
<th>Role</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jennifer Weber</td>
<td>Program Administrator</td>
<td>303-724-1788</td>
</tr>
<tr>
<td>Nicole Goodwin</td>
<td>Schedules and Program Requirements</td>
<td>303-724-0957</td>
</tr>
<tr>
<td>Celsey Duritsa</td>
<td>Recruitment and Orientation</td>
<td>303-724-1792</td>
</tr>
<tr>
<td>Jefferson Velasco</td>
<td>Evaluation and Curriculum</td>
<td>303-724-1791</td>
</tr>
<tr>
<td>Mary Meadows</td>
<td>Front Desk and Reception</td>
<td>303-724-1784 (main number)</td>
</tr>
<tr>
<td>Akemi Iwanabe</td>
<td>Primary Care</td>
<td>303-724-2264</td>
</tr>
<tr>
<td>Danaa Kennedy</td>
<td>Program Administrator Medicine-Pediatrics</td>
<td>303-724-6595</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Role</th>
<th>Phone</th>
<th>Pager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geoffrey Connors, M.D.</td>
<td>Program Director</td>
<td>303-724-1787</td>
<td>303-266-4441</td>
</tr>
<tr>
<td>Karen Chacko, M.D.</td>
<td>Associate Program Director</td>
<td>303-724-2257</td>
<td>303-266-3299</td>
</tr>
<tr>
<td>Sarah (Lindsey) Davis, M.D.</td>
<td>Assistant Program Director</td>
<td>303-724-8681</td>
<td></td>
</tr>
<tr>
<td>Lisa Davis, M.D.</td>
<td>Associate Program Director</td>
<td>720-273-2220</td>
<td>303-234-6179</td>
</tr>
<tr>
<td>Emily Gottenborg, M.D.</td>
<td>Assistant Program Director</td>
<td>610-608-8303</td>
<td>303-266-2657</td>
</tr>
<tr>
<td>Daniel Heppe, M.D.</td>
<td>Associate Program Director</td>
<td>720-771-0667</td>
<td>303-201-0385</td>
</tr>
<tr>
<td>Mark Kearns, M.D.</td>
<td>Associate Program Director</td>
<td>303-602-5051</td>
<td>303-266-4007</td>
</tr>
<tr>
<td>Julia Limes, M.D.</td>
<td>Associate Program Director</td>
<td>720-848-4289</td>
<td>303-266-3914</td>
</tr>
<tr>
<td>Adrienne Mann, M.D.</td>
<td>Associate Program Director</td>
<td>303-594-6168</td>
<td></td>
</tr>
</tbody>
</table>
Faculty Listing and Clinical/Research Interests

Faculty Clinical and Research Interests:

Chacko – Clinical interests: medical disease in pregnancy, preventive medicine, primary care. Research interests: graduate medical education (content, structure, design, and evaluation).

Davis, Lindsey – Clinical Interests: GI Oncology. Research Interests: Cancer Clinical Trials with focus on developmental therapeutics and immune-targeted agents; immune related adverse events associated with immune checkpoint inhibitor and other immune targeted cancer therapies.

Davis, Lisa – Clinical interests: general rheumatology. Research interests - health services research and adverse drug events in rheumatology using observational data.

Gottenborg – Clinical Interests: Hospital Medicine, High Value Care Delivery, Resident Education, Procedure Education. Research Interests: Medical Leadership, Healthcare System Improvement and Redesign, Gender Equity in Medicine.


Limes – Clinical interests: Clinical reasoning, inpatient oncology, hospital medicine. Research interests: content and design of resident education, transitions of care.

Mann - Clinical interests: Bedside teaching, transitions of care. Research interests- ECG teaching, curricular development, Resident Wellness.


Gutierrez-Hartmann – Clinical interests: endocrine disorders, focusing on pituitary tumors and thyroid cancer. Research interests: role of ETS transcription factors in epithelial cell development and tumorigenesis, with a focus on pituitary mammary and GI model systems.
Program Aims

- We aim to cultivate the next generation of expert clinicians – leaders who will provide outstanding patient care while transforming healthcare through biomedical discovery, educational innovation, optimization of health systems, and advocacy on behalf of those we serve.
- We aim to provide residents an individualized training experience which will allow them to focus on their particular career aspirations in order to best prepare them for their future careers.
- We aim to provide a diversity of clinical training environments in terms of patient populations, healthcare systems and clinical experiences.
- We aim to provide a robust clinical training experience that will adequately prepare any resident for any future challenges.
- We aim to instill in our residents the qualities of a physician that we most value: empathy, inquiry, dedication, responsibility and professionalism in order to best prepare them to care for the communities they will serve.
- We aim to create a learning environment that values inclusion and diversity.

Program Curriculum

- **Overall Educational Program Goals**

The primary goal of the residency training program in Internal Medicine is to provide our residents with a three year, comprehensive graduate medical education experience in a learning environment which offers the knowledge, skills and professionalism required to develop into a proficient general internist.

Internal medicine residents are assigned responsibilities that are commensurate with their level of training, and receive appropriate supervision from upper level residents, fellows, and faculty attending physicians in all aspects of patient care.

Over the course of training, residents will obtain competency in each of the six areas listed below as defined by the ACGME:

**Patient Care and Procedural Skills**

Residents must be able to provide patient care that is compassionate, appropriate, and effective for the treatment of health problems and the promotion of health.

Residents are expected to demonstrate the ability to manage patients:

1). (a) in a variety of roles within a health system with progressive responsibility to include serving as the direct provider, the leader or member of a multi-disciplinary team of providers, a consultant to other physicians, and a teacher to the patient and other physicians; (Outcome)

1). (b) in the prevention, counseling, detection, and diagnosis and treatment of gender-specific diseases; (Outcome)

1). (c) in a variety of health care settings to include the inpatient ward, the critical care units, the emergency setting and the ambulatory setting; (Outcome)
1). (d) across the spectrum of clinical disorders seen in the practice of general internal medicine including the subspecialties of internal medicine and non-internal medicine specialties in both inpatient and ambulatory settings; (Outcome)
1). (e) using clinical skills of interviewing and physical examination; and, (Outcome)
1). (f) by caring for a sufficient number of undifferentiated acutely and severely ill patients. (Outcome)

2) Residents must be able to competently perform all medical, diagnostic, and surgical procedures considered essential for the area of practice. Residents: (Outcome)
2). (a) are expected to demonstrate the ability to manage patients:
2). (a). (i) using the laboratory and imaging techniques appropriately; and, (Outcome)
2). (a). (ii) by demonstrating competence in the performance of procedures mandated by the ABIM. (Outcome)
2). (b) must treat their patient’s conditions with practices that are safe, scientifically based, effective, efficient, timely, and cost effective. (Outcome)

Medical Knowledge
Residents must demonstrate knowledge of established and evolving biomedical, clinical, epidemiological and social-behavioral sciences, as well as the application of this knowledge to patient care.
Residents are expected to demonstrate a level of expertise in the knowledge of those areas appropriate for an internal medicine specialist, specifically:
1). (a) knowledge of the broad spectrum of clinical disorders seen in the practice of general internal medicine; and, (Outcome)
1). (b) knowledge of the core content of general internal medicine which includes the internal medicine subspecialties, non-internal medicine specialties, and relevant non-clinical topics at a level sufficient to practice internal medicine. (Outcome)
2) are expected to demonstrate sufficient knowledge to
2). (a) evaluate patients with an undiagnosed and undifferentiated presentation; (Outcome)
2). (b) treat medical conditions commonly managed by internists; (Outcome)
2). (c) provide basic preventive care; (Outcome)
2). (d) interpret basic clinical tests and images; (Outcome)
2). (e) recognize and provide initial management of emergency medical problems; (Outcome)
2). (f) use common pharmacotherapy; and, (Outcome)
2). (g) appropriately use and perform diagnostic and therapeutic procedures. (Outcome)

Practice-based Learning and Improvement
Residents must demonstrate the ability to investigate and evaluate their care of patients, to appraise and assimilate scientific evidence, and to continuously improve patient care based on constant self-evaluation and life-long learning. (Outcome)
Residents are expected to develop skills and habits to be able to meet the following goals:
1) identify strengths, deficiencies, and limits in one’s knowledge and expertise; (Outcome)
2) set learning and improvement goals; (Outcome)
3) identify and perform appropriate learning activities; (Outcome)
4) systematically analyze practice using quality improvement methods, and implement changes with the goal of practice improvement; (Outcome)
5) incorporate formative evaluation feedback into daily practice; (Outcome)
6) locate, appraise, and assimilate evidence from scientific studies related to their patients' health problems; (Outcome)
7) use information technology to optimize learning; and, (Outcome)
8) participate in the education of patients, families, students, residents and other health professionals. (Outcome)

Interpersonal and Communication Skills
Residents must demonstrate interpersonal and communication skills that result in the effective exchange of information and collaboration with patients, their families, and health professionals. (Outcome)
Residents are expected to:
1) communicate effectively with patients, families, and the public, as appropriate, across a broad range of socioeconomic and cultural backgrounds; (Outcome)
2) communicate effectively with physicians, other health professionals, and health related agencies; (Outcome)
3) work effectively as a member or leader of a health care team or other professional group; (Outcome)
4) act in a consultative role to other physicians and health professionals; and, (Outcome)
5) maintain comprehensive, timely, and legible medical records, if applicable. (Outcome)

Professionalism
Residents must demonstrate a commitment to carrying out professional responsibilities and an adherence to ethical principles. (Outcome)
Residents are expected to demonstrate:
1) compassion, integrity, and respect for others; (Outcome)
2) responsiveness to patient needs that supersedes self-interest; (Outcome)
3) respect for patient privacy and autonomy; (Outcome)
4) accountability to patients, society and the profession; and, (Outcome)
5) sensitivity and responsiveness to a diverse patient population, including but not limited to diversity in gender, age, culture, race, religion, disabilities, and sexual orientation. (Outcome)

Systems-based Practice
Residents must demonstrate an awareness of and responsiveness to the larger context and system of health care, as well as the ability to call effectively on other resources in the system to provide optimal health care. (Outcome)
Residents are expected to:
1) work effectively in various health care delivery settings and systems relevant to their clinical specialty; (Outcome)
2) coordinate patient care within the health care system relevant to their clinical specialty; (Outcome)
3) incorporate considerations of cost awareness and risk-benefit analysis in patient and/or population-based care as appropriate; (Outcome)
4) advocate for quality patient care and optimal patient care systems; (Outcome)
5) work in interprofessional teams to enhance patient safety and improve patient care quality; and, (Outcome)
6) participate in identifying system errors and implementing potential systems solutions. (Outcome)
7) work in teams and effectively transmit necessary clinical information to ensure safe and proper care of patients including the transition of care between settings; and, (Outcome)
8) recognize and function effectively in high-quality care systems.

- **ACGME Competency-Based Goals and Objectives for Each Assignment at Each Educational Level**

Our program uses the Internal medicine milestones, which relate to the above competencies, as a guide for determining progression through residency, and eventually, to certify graduates as ready for unsupervised practice. Our evaluation system is aligned with these 22 milestones and their sub-competencies. The internal medicine milestones can be found here: [Internal Medicine Milestones](#)

While there is no national standard for what is expected at each level of training, we have some basic expectations by year of training which can serve as a general guide for our residents listed in the next section.

**ACGME CORE COMPETENCIES- Expectations for performance by PGY level**

- **PATIENT CARE:** Residents are expected to provide patient care that is compassionate, appropriate and effective for the treatment of health problems and the promotion of health.

  **PGY 1:**
  1) Performance of comprehensive history and physical examination
  2) Synthesis of data into problem list and formulation of diagnostic plan with some supervision
  3) Daily patient progress notes and close follow up of diagnostic tests/interventions
  4) Daily communication with supervising attending physician
  5) Effective communication skills accompanied by respectful and professional behavior in all interactions with patients and families

  **PGY 2 and 3:**
  1) Fulfillment of all the expectations of a PGY 1 as listed above
  2) Formulation of independent diagnostic and therapeutic plans with the supervision of supervising attending physician
  3) Coordination of patient care among all members of the health care team
  4) Counseling and education of patients and their families
  5) Development of competence in performing the core procedural skills essential to the practice of medicine

- **MEDICAL KNOWLEDGE:** Residents must demonstrate knowledge about established and evolving biomedical, clinical, and social-behavioral sciences, and the application of this knowledge to patient care

  **PGY 1:**
1) Basic knowledge of pathophysiology, pharmacology, and clinical disease states
2) Demonstration of an analytic approach to clinical situations
3) Self-directed learning and reading of pertinent medical literature
4) Participation in organized educational activities that are designed to develop/expand medical knowledge base and to teach analytic thinking and problem solving:
   a. Attending rounds
   b. M&M and Outcomes Conferences
   c. Morning report
   d. Ambulatory clinic teaching conferences

**PGY 2 and 3:**

1) Fulfillment of all the requirements for PGY 1
2) Development of deeper understanding of disease states and their management
3) Development of skills in the reading and interpretation of the medical literature with application to patient care

**PRACTICE-BASED LEARNING AND IMPROVEMENT:** Residents must be able to investigate and evaluate their patient care practices, appraise and assimilate scientific evidence, and improve their patient care practices.

**PGY 1:**

1) Demonstration of a willingness to learn from errors
2) Participation at morbidity and mortality conferences
3) Participation in performance improvement activities – e.g. periodic ambulatory chart review of health maintenance practices
4) Utilization of available medical data bases, evidence based medicine resources to support clinical decision making
5) Education of students and other health care professionals
6) Participation in monthly journal club

**PGY 2 and 3:**

1) Fulfillment of all the requirements for PGY 1
2) Application of knowledge of study designs and statistical methods to the appraisal of clinical studies
   a. These skills are emphasized in OBMT rotations, journal club, ambulatory clinics
3) Development of competence in bedside teaching
4) Facilitate learning of students, junior residents and other health care professionals
5) Participation in monthly journal club

**INTERPERSONAL AND COMMUNICATION SKILLS:** Residents must be able to demonstrate interpersonal and communication skills that result in effective
information exchange and teaming with patients, families and professional associates.

**PGY 1, 2 and 3:**

1) Development of strong language and documentation skills  
   a. Succinct and comprehensive case presentations, progress notes  
   b. Comprehensive computer based sign out of patient care issues  
2) Efficient but comprehensive information exchange with colleagues, health care professionals, patients and their families  
3) Development of effective listening skills  
4) Establishment of a therapeutic and ethically sound relationship with patients and their families  
5) Development of effective negotiation and leadership skills that assist in conflict avoidance, resolution (PGY 2 and 3 level)

- **PROFESSIONALISM:** Residents must demonstrate a commitment to carrying out professional responsibilities, adherence to ethical principles, and sensitivity to a diverse patient population.

**PGY 1, 2 and 3:**

1) Demonstration of respect, compassion and integrity in all interactions with patients, colleagues and other health professionals  
2) Maintenance of a professional appearance  
3) Commitment to ethical principles pertaining to confidentiality of patient information, informed consent  
   a. Compliance with all HIPAA regulations (training provided at orientation)  
4) Commitment to professional responsibility in the completion of all medical records in a timely fashion  
5) Demonstration of a sensitivity to cultural differences, preferences  
6) Development of skills in conflict resolution

- **SYSTEMS-BASED PRACTICE**

**PGY 1, 2 and 3:** Residents must demonstrate an awareness of and responsiveness to the larger context and system of health care, and the ability to effectively call on system resources to provide care that is of optimal value.

1) Development of a basic functional knowledge of different types of medical delivery systems to which they are exposed during training  
   a. University, county, and private hospital settings  
   b. Exposure to basics of third party insurers  
2) Collaborative efforts with ancillary team members (case management/social workers, utilization review) to provide high quality cost effective health care
3) Advocacy for patients in a health care system of limited resources

- **Didactics and Conferences**

The program provides protected time for residents to attend didactics on ambulatory block and/or clinic weeks for four hours on Wednesday mornings. Topics will be in accordance with the ACGME requirements for Internal Medicine Residencies which state that the core curriculum be “based upon the core knowledge content of internal medicine.” This protected curricular time hosts the Pathways and Tracks curricula as well as medical content learning. This core curricular content is delivered through a combination of in-person lectures and asynchronous online learning through Scientific American Medicine.

Conferences include Wednesday morning sessions on ambulatory blocks, hospital based conferences, continuity clinic conferences, subspecialty conferences during inpatient and elective rotations, as well as a monthly journal club, clinical pathologic conference, and morbidity and mortality conference. Attendance at these conferences is considered a priority for all house staff. Attendance at Wednesday sessions is mandatory for all residents unless on vacation. All residents are expected to complete the assigned Hopkins online modules for each year. These can be accessed online (below). In addition, the interns will receive a professionalism curriculum as well as a dedicated QI lecture series at their clinic sites.

Completion of on-line modules is available at [www.hopkinsilc.org](http://www.hopkinsilc.org) and review of conference material is available within MedHub under the conference tab.

- **Research and Scholarly Activities/Requirements**

**Required for R1s, R2s and R3s.**

**Goals:**

1. To produce at least one large* and one small** product of scholarly activity over the three years of residency. These should be high quality and contribute to the resident’s resume.
2. To engage in the mentoring process both as a mentee and a mentor
3. To be exposed to various types of scholarly activity.
4. To improve fellowship match and job search results

**R1: Introduction and dipping the toes**

**Expectations**

- Training in the basics of/ exposure to: case report, research, abstract writing, quality improvement (QI), health policy. This will be accomplished by WES sessions and on-line modules. Each intern will complete 4 modules from either CITI or IHI on-lines course.
- Produce one small product of scholarly activity or get started on one large product of scholarly activity.
- Meet with a near-peer mentor to help decide on a scholarly activity and to get their review/thoughts on the product.
• Select faculty scholarly mentor.

R2: Learning to ride the waves
Expectations
• A substantive contribution to the resume. This will include designing and getting feedback on the scholarly activity plan with help for faculty mentor.

R3: Teaching others to swim
Expectations
• Completion of one small and one large product of scholarly activity. If the resident submitted a substantive contribution in R1/R2 year, this may be a smaller project.
• A substantive contribution to near-peer mentoring

* Examples of larger Scholarly Activity products include: published manuscripts, oral presentation at national conference, poster at national conference, published case report, resident-initiated QI project, health policy or community-based project (designed and implemented), educational curricula (designed and implemented), global health project (designed and implemented) or any other project of similar scope and quality with APD/PD approval.

** Examples of smaller Scholarly Activity products include: submitted abstracts (local, regional or national), submitted case report, clinic QI project or any other project of similar scope and quality with APD/PD approval.

• Electives
Our program offers electives in all Internal medicine subspecialty disciplines. In addition, we have a multitude of non-traditional electives that residents can participate in – the full list is available to our residents on the website. 19-20 Resident Course Book
Program Manual Statement

The training program complies with Accreditation Council for Graduate Medical Education (ACGME) and CUSOM Graduate Medical Education (GME) policies, procedures and processes that are available on the GME website. In addition, direct access is available by clicking the hyperlinks below. The program reviews all GME and program policies, procedures and processes at least annually with residents/fellows.

GME Policies

Additional Pay for Additional Work Policy
Concern/Complaint Policy
Remediation and Disciplinary Action Policy
Clinical & Educational Work Hours Policy
Eligibility and Selection Policy
Evaluation and Promotion Policy
Grievance Policy
International Residency Rotations Policy
Leave Policy
Medical Records Policy
Moonlighting Policy
Non-Compete Policy
Physician Well-Being & Impairment Policy
Prescriptions: Residents Writing for Staff, Family & Friends Policy
Professionalism Policy
Quality Improvement and Patient Safety Policy
Supervision Policy
Transitions of Care (Structured Patient Hand-off) Policy
USMLE, COMLEX, & LLMC Examinations Policy
Work Environment Policy

Key University of Colorado Policies

Disability Accommodation Policy
HIPAA Compliance
Sexual Harassment Policy
Medical Student Learning Objectives

Adult Ambulatory Care (AAC) Learning Goals

1. Develop the knowledge attitude and skills appropriate to care for adults who present with symptoms or problems commonly seen in the community primary care setting.
2. Advance ability to communicate effectively with interprofessional colleagues including oral presentation of an adult outpatient encounter.
3. Form clinical questions and retrieve high quality evidence to advance patient care in the care of the outpatient adult.
4. Develop an appreciation of the value of the patient centered medical home and of team based care in chronic disease management in both primary care and subspecialty settings.
5. Develop knowledge skills and attitudes necessary to critically appraise the value of screening tests within a population and identify recommended preventive services and health promotion opportunities for different groups of patients at risk.
6. Develop professional attributes and lifelong learning skills.

Learning Objectives

1. Gather a comprehensive and focused history on adult patients in the outpatient setting.
2. Perform comprehensive and problem-focused physical examinations on adult patients in the outpatient setting.
3. Develop a prioritized differential diagnosis, select a working diagnosis, and develop an initial management plan following an outpatient encounter of an adult patient presenting with common clinical complaints including cough, fatigue, headache, low back pain, oral lesions, skin lesions, weight loss, and failure to thrive, sprains, strains, upper respiratory infections, urinary tract infections, and skin infections.
4. Perform appropriate diagnostic and screening tests, and initial management plan for chronic conditions commonly seen in the adult patient in the outpatient setting including allergies, asthma, depression, anxiety, diabetes, dyslipidemia, obesity, hypertension, end of life care, and domestic abuse.
5. Provide an oral presentation and written summary of an adult outpatient encounter that appropriately communicates the data acquired and the clinical reasoning that supports the differential diagnosis.
6. Communicate effectively with colleagues including physicians, nurses, medical assistants and other health care team members.

Hospitalized Adult Clerkship (HAC) Goals and Objectives

Students going through the hospitalized adult care clerkship are expected to be able to perform a history and physical exam, interpret testing, and participate in formulation of a treatment plan and differential for the following conditions:

- Anemia, Coronary Artery Disease, Cancer (any type), Chest Pain, Congestive Heart Failure, COPD or Asthma, PE and/or DVT, Dyspnea, Edema, GI Bleed, Liver Disease, Electrolyte Disturbance, Renal Failure, HIV Infection (Acute or Chronic), Nosocomial Infection, Pneumonia

Students are expected to be able to interpret the following clinical tests:

- ABG, BMP, ECG, Chest X-Ray, Cardiac Enzymes

Students also have the following objectives they should be able to complete by the end of the 8 week rotation:

- Complete written and oral communications that are organized, accurate, complete, concise, and incorporate prioritization and analysis of medical issues
- Discuss advanced directives and DNAR orders with patients and families
- Deliver difficult news including information regarding diagnosis and prognosis
- Demonstrate collaborative decision making
- Obtain a medical consultation from and communicate with subspecialty colleagues
- Perform peri-discharge education for a patient
- Demonstrate a commitment to carrying out professional responsibilities in a timely and efficient manner
- Interact respectfully with ALL members of the health care team
- Demonstrate sensitivity to a diverse patient population and provide culturally competent care
- Develop skills in team-based care (incorporating PT, OT, SLP, SW, CM, etc.)
- Understand some of the costs of an inpatient hospitalization
- Understand the resources available to patients upon discharge from the hospital
- Understand the common pitfalls associated with transitions in medical care from one setting to another
Additional Pay for Additional Work Policy

In addition to complying with the GME Additional Pay for Additional Work Policy, the Internal Medicine program’s policies and procedures are:

PGY 3 residents are permitted to work for additional pay while on pre-approved electives or clinic block. Additional shifts cannot interfere with duty hour compliance. PGY 2 residents can be invited to work additional shifts in the latter part of the academic year contingent upon staffing needs and approval by the Program Director.

Clinical and Educational Work Hours Policy

Clinical and Educational Work Hours Policy
The Internal Medicine program complies with the ACGME Common and specialty-specific Program Requirements. In addition to complying with GME GME Clinical & Educational Work Hours Policy, the Internal Medicine program’s policies and procedures are:

1. During emergency medicine assignments, duty is not to exceed 12 hours at a time.

Program Specific Duty Hour Monitoring Process

The program monitors and reports resident clinical and education work hours through monthly surveys sent out by GME. All residents and fellows are required to log work hours monthly via the survey system. The Program Director completes a monthly review of resident work hours and proactively adjusts schedules if needed to comply with work hour requirements. The Program Director or Associate Program Director also reviews work hours with each resident at their semi-annual and quarterly reviews. The Program Director works promptly and proactively with hospital sites, service directors and the Resident Program Evaluation Committee to address work hour issues.

On Call Activities

The objective of on-call activities is to provide residents with continuity of patient care experiences throughout a 24-hour period. In-house call is defined as those duty hours beyond the normal workday when residents are required to be immediately available in the assigned institution.

a. In-house call must occur no more frequently than every third, averaged over a four-week period.

b. Continuous on-site duty, including in-house call, must not exceed 24 consecutive hours for PGY2s and PGY3s. Upper level residents may remain on duty for up to 4
additional hours to participate in didactic activities, transfer care of patients, conduct outpatient clinics and maintain continuity of medical and surgical care (unless further limited by the relevant Program Requirements).

c. An individual resident may accept no new patients after 24 hours of continuous duty.

**Alertness Management and Fatigue Mitigation**

The Program Directors, supervising faculty and Chief Medical Residents will monitor for fatigue among residents. Residents are also encouraged to help their peers identify when they are fatigued and step facilitate mitigation resources.

Program Core Faculty as well as residents will receive a presentation about fatigue and warning signs if fatigue could be present and/or impairing work. The program will abide by and enforce the work hours (see either ACGME rules or clinical and work hours policy) such that there is sufficient time to rest in between shifts and after call duties. Backup supervision is available at all times for residents who feel they are impaired by fatigue. An excellent jeopardy system is in place. Furthermore, cab vouchers to get home are available at all times should trainees not feel safe to drive themselves home. Cab Voucher. If resident is unable to obtain cab voucher, they should proceed in taking Lyft or Uber home and for return to work. The Program will reimburse the resident for the expense. At no point should a housestaff member perform procedures or duties or drive while they knowingly feel overtired or impaired.

**Concern/Complaint Policy**

In addition to complying with the GME Concern/Complaint Policy, the Internal Medicine program’s policies and procedures are:

The following options and resources are available and communicated to residents, fellows, and faculty annually:

**Step One:** Discuss the concern or complaint to the program’s Chief Resident, Service Director, Associate Program Director and/or Program Director, or Program Administrator as appropriate.

**Step Two:** If the concern or complaint involves the Program Director and/or cannot be addressed in option one, residents and fellows have the option of discussing issues with the section heads, division chiefs, and department chairs as appropriate.

**Step Three:** If residents are not able to resolve their concerns or complaints within the program, they may contact the GME Designated Institutional Official (DIO) via one of the following:
Other Resources for Concerns and Complaints:

1. **Professionalism First (Ethics Point)** is an anonymous reporting mechanism for residents and fellows to document exemplary professional behavior and identify professional lapses of either faculty, or other residents and fellows.

2. **Housestaff Association**: 303-724-3039

3. **University of Colorado Ombuds Office**: 303-724-2950

---

Eligibility and Selection Policy

In addition to complying with GME's Eligibility and Selection Policy, the Internal Medicine program's policies and procedures are:

- ✔ We will accept only applications submitted through ERAS. If you are an international medical graduate, you must apply to our program through an ECFMG office.

- ✔ We generally look for USMLE scores at or above the average of 221, and expect that the individual will pass the exams in their first attempt.

- ✔ We require clinical (one month) experience in a U.S. healthcare system. We do not count observerships or research as clinical experience.

- ✔ We require a chairman's letter and three letters of recommendation with application which is a total of 4 letters.

- ✔ You must have graduated from medical school within the last two (2) years (2017). We require International Medical Graduate's to be ECFMG (Educational Commission for Foreign Medical Graduates) certified at the time of your application or far enough along in the application process that you will receive certification no later than February 1 of the year in which you plan to match.

- ✔ Residents in our program must be a U.S. citizen, a lawful permanent resident, refugee, asylee, or possess the appropriate documentation to allow a resident to legally train at the University of Colorado Denver School of Medicine.

The University of Colorado is unable to offer observerships or externships to anyone who has already graduated from medical school.
Evaluation and Promotion Policy

Criteria for Promotion & Graduation

In addition to complying with the GME Evaluation and Promotion Policy, the Internal Medicine program’s policies and procedures are:

The performance criteria on which housestaff will be evaluated mirror the ACGME CORE COMPETENCIES- Expectations for performance by PGY level. More specifically, residents will be evaluated on each of the ACGME competencies via a number of methods including but not limited to:

- Direct Observation on all rotations using milestone-based criteria
- Global Assessment
- Multisource assessment (input from affiliate partners such as nurses, medical assistants, clerical and admin staff)
- Patient survey
- In-training exam
- Practice audit (continuity clinic)
- Journal Club and Peer Teaching presentation review
- Participation in morning report/hospital based conferences
- Participation in a QI project
- Timely completion of all dictations and assignments
- Completion of all GME modules and any program-specific modules assigned
- Self-evaluation

Every 6 months (approximate) each resident will meet with his/her assigned APD in the program to review all evaluations and progress to date. This will include a self-evaluation by the resident in advance of these meetings. The APD will then note any areas requiring attention with the resident, and the APD will also forward on a recommendation of promotion, promotion with focus areas, or non-promotion to the Clinical Competency Committee (CCC). The CCC will meet approximately every 6 months and will take a global look at all residents in the program – each committee member will be assigned a group of trainees that they have no formal connection with as a secondary review. The CCC will then vote on each resident based on the categories above (promotion, promotion with focus areas, non-promotion). These categories will be forwarded to the PD who will then make a final decision on each trainee every 6 months. All decisions will be reported to the trainees and their APDs as well as the ACGME.
As noted in the GME Evaluation and Promotion Policy, residents’ advancement to a position of higher responsibility will be made only on the basis of an evaluation of their readiness for advancement and is not automatic. This will be heavily determined by the CCC noted above as they make recommendations to the PD regarding advancement. Reappointment and promotion are contingent on mutual agreement, and an annual review of satisfactory or better performance. Residents may be reappointed for a period of not more than one (1) year.

All interns and second year residents are expected to take the ITE (in-training examination). Scores will be provided to the residents, and for those that score <30th percentile, an individual remediation plan to address deficiencies is developed and the expectation to take the ITE again in their third year of training is set. An expectation that all graduates of the program take the ABIM (American Board of Internal Medicine) exam the summer after graduation is set.

Advancement from R1 to R2

- Successfully completed R1 rotations. The Program Director and Associate Program Directors will be responsible for reviewing any unsatisfactory evaluations and for determination of any necessary remediation.
- Competent to supervise R1 residents and medical students per Department of Medicine faculty evaluation.
- Able to perform resident duties with limited independence per Department of Medicine faculty evaluation.
- Successfully performed all entry-level procedures, with documentation on file in the Department of Medicine Housestaff Office.
- Presentation at Intern’s Journal Club completed.
- Has demonstrated sufficient progress in the components of clinical competence that he/she is capable of functioning as a team leader. Specifically, the resident has the necessary skills in data gathering, medical knowledge, clinical insight, and critical thinking to assume a team leadership role. He/she is demonstrating elements of practice-based learning and system-based learning in clinical encounters. No professionalism issues have arisen (see below).
- Has met PGY1 expectations for core competencies as outlined above on page 6.

Advancement from R2 to R3

- Successfully completed R2 rotations. The Program Director and Associate Program Directors will be responsible for reviewing any unsatisfactory evaluations and for determination of any necessary remediation.
- Completion of additional required procedures with documentation on file in the Department of Medicine Housestaff Office.
- American College of Physicians (ACP) poster submission completed. If accepted, should present at the National ACP meeting.
- Competent to supervise R1 and R2 residents and medical students per Department of Medicine faculty evaluation. All evaluations must be satisfactory or higher.
- Seeks appropriate consultation when indicated.
• Able to perform resident duties with minimal supervision per Department of Medicine faculty evaluation. The resident is capable of making independent decisions based on previous clinical experiences.
• Has the ability to recognize and manage “new” clinical problems (scenarios not previously encountered) skillfully.
• Has met PGY2 expectations for core competencies as outlined above on page 6.

Completion of training

• Successfully completed R3 rotations. The Program Director and Associate Program Directors will be responsible for reviewing any unsatisfactory evaluations and for determination of any necessary remediation.
• Passed USMLE Step 3, if eligible to sit for exam.
• Scholarly work completed
• American College of Physicians (ACP) poster submission completed. If accepted, should present at the National ACP meeting.
• Prepare and present a peer teaching clinic conference if required, and an article review for journal club.
• Completion of online Hopkin’s modules as assigned.
• Able to perform unsupervised care in the practice of general internal medicine per Department of Medicine faculty evaluation by the end of third year.
• Successfully performed all required procedures, with documentation on file in the Department of Medicine Housestaff Office.
• Has sufficient medical knowledge base, problem-solving skills, and clinical judgment that enable him/her to provide satisfactory patient care.
• Has demonstrated practice-based learning and system-based learning in clinical encounters.
• No professionalism issues have been present (see below).
• Has met PGY3 expectations for core competencies as outlined above on page 6.

At every level of advancement and at the time of completion of training, the resident must demonstrate the following:

• Interpersonal and communication skills are satisfactory or superior, as documented by evaluators in inpatient and ambulatory settings. Works well with patients, fellow residents, faculty, consultants, ancillary staff and other members of the health care team in a manner that fosters mutual respect and facilitates the effective handling of patient care issues as demonstrated by satisfactory staff and faculty professional behavior evaluations. Any disciplinary action plans as a result of unprofessional behavior must have been successfully completed.
• Absence of impaired function due to mental or emotional illness, personality disorder, or substance abuse. Any disciplinary actions or treatment programs implemented per the Department of Medicine policies on impaired function must have been successfully completed and reinstatement approved by the Internal Medicine Program Director and the CCC.
Clinical Competency Committee

The Internal Medicine Clinical Competency Committee (CCC), is appointed by the program director and meets semi-annually, prior to the residents’ semi-annual evaluations. The CCC reviews all resident evaluations, determines each resident’s progress on achievement of the specialty-specific Milestones, and advises the program director regarding each resident’s progress.

CCC Membership includes:
- Dr. Kylie Adamek (Chief Resident)
- Dr. Kathryn Berman (Clinic Director, Westside)
- Dr. Karen Chacko (Associate Program Director)
- Dr. Sarah Christensen (Clinic Director)
- Dr. Geoffrey Connors (Program Director)
- Dr. Lindsey Davis (Associate Program Director)
- Dr. Lisa Davis (Associate Program Director)
- Dr. Alex Ghincea (Chief Resident)
- Dr. Ravi Gopal (Clinic Director, VA)
- Dr. Emily Gottenborg (Asst Program Director; Co-Director, Hospital Track)
- Dr. Daniel Heppe (Associate Program Director)
- Dr. Matthew Hoegh (Clinical Instructor, Medicine)
- Dr. Andi Hudler (Chief Resident)
- Dr. Elisabeth Ihler (Clinic Director, Uptown)
- Dr. Mark Kearns (Associate Program Director)
- Dr. Vishnu Kulasekaran (Clinic Director, Webb)
- Dr. Julia Limes (Associate Program Director; Co-Director, Hospitalist Track)
- Dr. Tony Macedonia (Chief Resident)
- Dr. Adrienne Mann (Associate Program Director)
- Dr. Tyler Miller (Clinical Instructor, Medicine)
- Dr. Neelam Mistry (Chief Resident)
- Dr. Edward Murphy (Clinic Director, Lowry)
- Dr. Samuel Porter (Chief Resident)
- Dr. Deepa Ramadurai (Chief Resident)
- Dr. Yasmin Sacro (Assistant Program Director, Primary Care)
- Dr. Jennifer Stichman (Clinic Director, Webb)
- Dr. Kathleen Suddarth (Associate Program Director and Chair of CCC)
- Dr. Kinnear Theobald (Clinical Instructor)
- Dr. Jackson Turbyfill (Clinical Instructor)
- Dr. Kelly White (Clinic Director, Anschutz)
- Dr. Eric Young (Assistant Professor, Medicine)

Any additional members must be faculty members from the same program or other programs, or other health professionals who have extensive contact and experience with the program’s residents. Residents do not serve on the CCC.

The CCC follows the GME Evaluations & Promotion policy. Sources of assessment data reviewed by the CCC include, but are not limited to:
- Multi-source evaluations (peers, staff, self, patient, students, faculty)
- End of Rotation Evaluations
- Procedural observations
- In-Training Exams
- Case Logs
- Conference attendance and participation
- Research and scholarly activity
- Quality Improvement and Patient Safety projects
- Compliance with duty hour requirements

At a minimum, the CCC performs the following functions:
1. Reviews all Resident evaluations semi-annually,
2. Prepares and ensures the reporting of Milestones evaluation of each Resident semi-annually to ACGME, and
3. Advises the Program Director regarding Resident progress, including promotion, remediation, and dismissal.

The program director, or their designee, meets with the Resident semi-annually to review the CCC performance report, progress along the milestones, and case logs (if relevant), and designs a learning plan for the Resident to capitalize on their strengths and identify areas of growth. For residents failing to progress, the program director develops a plan according to the Remediation and Disciplinary Action policy. Minutes for the CCC will be taken and kept on file.

---

**Leave Policy**

**Leave Policy**

In addition to complying with the GME Leave Policy, the Internal Medicine program’s policies and procedures are:

**Extended Leave**
Training must be extended to make up any absences exceeding one month per year of training. Vacation leave is essential and cannot be forfeited or postponed in any year of training and cannot be used to reduce the total required training period. Residents who take extended leave and will not complete their PGY3 year by August 31st will be ineligible to sit for the ABIM boards for that year.

The Internal Medicine Residency Program Office will work with residents to arrange time off for leave purposes. Residents are required to give at least 5 months’ notice for parental leave requirements.

**Jury Duty**
If summoned while on an inpatient month, housestaff should ask for a deferment of Jury Duty to a non-call month (in order to avoid
inconveniencing colleagues). The **housestaff office requires a copy of each Jury Summons and the paperwork issued by the Jury Commissioner for each day that you actually serve.** Please call the night before jury duty to see if you are required to appear. If not required, please notify the CMR and your current rotation supervisor as well as Jennifer Weber and plan to show up at your regularly scheduled clinic the next morning.

Failure to produce the proper documentation will necessitate use of vacation time.

If a resident is summoned for a Grand Jury or other long trial, they should notify Jennifer.Weber@ucdenver.edu in the Housestaff Office immediately, and if appropriate we will write a letter requesting that he/she be excused.

**Medical/Parental/Military/Family Leave**: A resident may request a maximum of twelve weeks of family leave. The first four weeks minus any vacation leave already used will be with full pay and benefits, and will include any remaining vacation leave for the contract period. The remainder of the twelve weeks will be without pay; however, benefits will be billed at the employee rate. If the period of leave bridges two consecutive contract periods, the amount of paid and unpaid leave will be allocated proportionately, including available vacation days.

*All requirements of the residents’ respective Board must be satisfied. Board requirements will take precedence over leave of absence policies, when applicable.*

**Parental Rotation Option**

With at least 5 months’ notice, residents may request a 4 week board review elective during the month their child is born. Residents will be eligible for this elective if they are on track to meet their ACGME and ABIM requirements (1/3 of training in the ambulatory setting and a maximum of 3 non-clinical months). Residents who participate in this elective will be required to complete MKSAP practice tests per the instructions below. In addition, residents may also request an additional 4 weeks of a scholarly activity rotation if they are the primary caretaker for the child. Resident must take 2 weeks of vacation as part of their parental leave before they will be eligible for this additional rotation. Residents who participate in this elective will be required to turn in their scholarly activity. Acceptable scholarly activities are listed below. **It should be noted that residents who choose to participate in both rotations will only be allowed to participate in one other non-clinical rotation during their residency (this includes research months and the chief resident month) per ABIM guidelines.** If additional non-clinical time is needed, then training will need to be extended.

**MKSAP Expectations**

1. Residents will complete one MKSAP book per week and will be expected to achieve a 50% pass rate on the exam
Possible Scholarly Activities:

1. Abstract or poster submitted to local or national meeting (acceptance not required)

2. Manuscript of project or review of the literature (final draft form permissible, acceptance not required, if not yet submitted elsewhere mentor should approve)

3. Clinical protocol written by resident (final draft form permissible, actual opening of protocol not required, if not yet opened or submitted to agency, mentor should approve)

4. Research in progress report – an abstract that includes what was planned, what got done, what that showed, what is remaining to be done and a timeline as to when that is expected to be completed, or if the data were negative/uninformative, include a "pitfalls encountered and other directions or next steps" paragraph (mentor approved)

5. A case series or clinical vignette of an interesting case with brief review of the literature

6. A curriculum developed by the resident with a faculty mentor (institution of curriculum not required, must be approved by mentor for submission)

7. A quality improvement plan developed by the resident with a faculty mentor (implementation of plan not required, submission must be approved by mentor)

For resident parents who elect to not use these special rotations at the time of their child’s birth, up to three days of jeopardy coverage are provided to those on inpatient rotations when their child is born.

**Sick Leave**
In addition to contacting your Chief Resident, Jennifer Weber and appropriate rotation supervisors for episodes of acute illness, residents should contact the program director as far in advance as possible to discuss any anticipated absences due to personal or family health issues.

**Vacation & Educational Leave Policy:**

**General:**

All interns and residents are required to have any outstanding medical records and dictations completed prior to going on vacation or educational leave.

Interns and residents receive 21 calendar days of paid vacation and 7 calendar days of paid educational leave.

Each of these weeks must consist of 2 weekend days and 5 week days.
These weeks must be scheduled from Monday through Sunday unless special permission has been given from the Housestaff Office.

You must take 2 of these vacation weeks during your clinic-heavy blocks. You must take 1 vacation week during an elective-heavy block and your educational leave week must also occur during an elective-heavy block.

Vacations may not be taken from ward/required rotations.

You should schedule all of these weeks at the beginning of the year unless you have a special circumstance that you have discussed with the Housestaff Office.

Academic presentations and conference attendance during all electives, including research, count toward your 7 days of educational leave.

You cannot take 2 weeks off within a single block without special approval from the Housestaff Office.

PGY 3 residents who are moving out of state for fellowship or a job may schedule a week of vacation or educational leave during the last week of the year, regardless of the rotation. Coverage will be secured for you.

Fellows and attendings cannot give permission for additional vacation without approval from the Housestaff Office. If you are absent without providing notification and receiving approval by the Housestaff Office, you may be placed on probation.

If you have an acute need for absence (absence without prior approval) for any reason (including illness) please inform both the Chief Resident and Housestaff Office as far in advance as possible.

The mandatory In-Training Exam is given in late August and early September. Please be aware that vacation may be minimized at this time.

Vacation and educational leave cannot be carried over to the next academic year.

**Intern Bootcamp:**

Intern Bootcamp runs from the last week of June through the first week of July. PGY 3 residents who do not need to move out of state for fellowship or a job may not schedule vacation during the last week of the year.

PGY 2 and PGY 3 Residents may elect to have a vacation week during the first week of July. This week is guaranteed to be approved and does not count as your “priority request” for the year, however it does count as one of your “vacation” weeks.
**Winter Break:**

Winter Break encompasses the consecutive weeks of Christmas and New Year’s Day. You may elect to take one of these two weeks as a vacation week. This will count as one of your two “vacation during clinic” weeks. You will be on wards the opposite week.

If you do not elect to take vacation one of these 2 weeks, you will be on your continuity clinic for one week and on wards the opposite week.

**Change Requests:**

All schedule and vacation changes must be confirmed through the Housestaff Office and published on AMION.

**Vacation & Ed Leave during Elective:**

Surveys will be sent out quarterly to collect vacation and educational leave change requests affecting electives occurring in certain months. These surveys do not collect requests to change vacation occurring during clinic.

- Vacations and educational leave in July through October will be considered final upon publication on AMION.

- The survey to solicit changes affecting November through January will be sent out in mid-July.
- The survey to solicit changes affecting February through April will be sent out in mid-April.
- The survey to solicit changes affecting May through June will be sent out in mid-January.

- Changes requested outside of the survey with between 45 and 90 days’ notice will only be approved if the elective can accommodate. These requests should be directed to Nicole.Goodwin@ucdenver.edu in the Housestaff Office.

- Changes requested with less than 45 days’ notice cannot be accommodated, as clinic will have already scheduled patients during your add-back half day.

For changes to **vacation affecting clinic:**

- Changes requested more than 45 days in advance should be submitted to your clinic director first. If the request is approved, email Nicole.Goodwin@ucdenver.edu in the Housestaff Office with your clinic director cc’ed so it can be updated on AMION.
- Any requests made less than 45 days in advance will be automatically denied due to patients already being scheduled.

If your change affects the jeopardy call system, it is your responsibility to arrange for alternate coverage (not the responsibility of the Program or Chief Residents).

**Leave for Fellowship and Job Interviews:**

If you travel for a fellowship or job interview on a weekend that you were otherwise not scheduled to work, you do not owe the program any time or make-up activities.

Half days count as full days. If you attend an AM clinic and then fly to a job or fellowship interview in the afternoon, that will count as a full day worked.

You may miss up to 10 days total during elective time for fellowship and job-related travel/interviewing without any penalty. This is in addition to your annual vacation and educational leave days.

These 10 days may also be used during clinic, OBMT, and Geriatrics if these rotations can accommodate your absence(s), but please attempt to schedule your interviews during electives as much as possible. The special rules for each of these other rotations are as follows:

**Clinic** – as patients are scheduled 45 days in advance, your clinic will likely need to cancel them during your absence. In light of that, please provide your clinic with as much advance notice as possible. Requests will be approved if your clinic can accommodate your absence.

**OBMT** – a minimum of 2 weeks’ notice to the chief is required due to patient scheduling needs. Consideration will be given to residents who have a last minute interview come up but it cannot be guaranteed.

**ER** – this is a graduation requirement, so you need to complete a full complement of ER shifts over the month to get credit for the rotation. However, you will have the ability to arrange your shifts as permitted with the ER schedule, their leadership, and your co-residents in order to accommodate your absences. You cannot “make up” missed ER shifts in any other capacity.

If you are going to miss more than these 10 days during interview season, contact the program director to discuss the potential approval of additional days.

To get credit for any rotation, you have to attend a minimum of 50% of the scheduled days – for example, if you have a week of vacation on an elective, you will only have 5 remaining work days that you can miss.
While you do not need to contact the residency program prior to accepting and scheduling an interview on elective for fellowship or a job, you should let us know within 24 hours of accepting so that we can account for your absence. The same applies if you are changing an interview date.

**Rules for Coverage Swaps:**

- The coverage swaps system can be used by residents for shorter absences related to personal or professional reasons.
- The coverage can be for 1, 2, or 3 days.
- Rules for covering someone else:
  - You are not allowed to miss more than 1 day of clinic or more than 2 days of an elective to cover someone else.
  - You are not allowed to miss OBMT in order to cover for someone else.
  - Those on ED cannot miss an ED shift to cover for someone on wards. You should only cover when you are not scheduled for an ED shift.
- Rules for requesting coverage from a co-resident:
  - We encourage you to try to swap with residents on ED or research blocks.
  - You are not allowed to request more than 2 coverage swaps during the academic year.
  - You will not be “charged” vacation or educational leave days for a coverage swap.
- Approval Rules:
  - Must be approved by the Chief Residents at impacted sites.
  - Must notify Nicole Goodwin (Nicole.Goodwin@ucdenver.edu) of any swaps as soon as approved by Chief Residents.
  - Must be arranged at least 3 months in advance.

---

**Moonlighting Policy**

**Moonlighting Policy**
In addition to complying with the GME Moonlighting Policy, the Internal Medicine program’s policies and procedures are:

R1  Moonlighting is prohibited at any time without exception.

R2  Under unusual circumstances of financial need, permission to moonlight may be requested from the Program Director for approval by the Residency Committee. Moonlighting is prohibited while on ward rotations without exception. Moonlighting is strongly discouraged while on specialty rotations.

R3  Moonlighting is prohibited while on ward and float rotations without exception. Any resident who decides to moonlight while on a specialty rotation should be aware that reports from his/her clinical supervisors that moonlighting is interfering with the resident’s clinical work will be viewed as significant evidence of irresponsible behavior. Residents who elect to moonlight should be especially careful when setting up their schedules to avoid potential conflicts; e.g., they must not moonlight while on call for some of the subspecialty divisions.

No resident is required to moonlight. All residents who moonlight must have a form on file with the Department of Medicine Housestaff Office. It is the resident’s responsibility to supply completed forms to the Department of Medicine Housestaff Office as well as the moonlighting venue. All moonlighting must be done in accordance with the ACGME duty hours so that these rules are not violated. Any resident who exceeds ACGME duty hour limits due to moonlighting will have their moonlighting privileges revoked for at least six (6) months. Moonlighting done at any affiliated hospitals (aka extra work for extra pay) will be monitored by the training program to be sure no work rules violations have occurred. Any houseofficer on a letter of focused review or probation will not be allowed to moonlight without exception, in accordance with the GME rules.

Physician Well-Being & Impairment Policy

Programs and policies are in place to encourage optimal resident and faculty member well-being. These programs include:

- Resident coaching program: All residents are assigned a non-clinical coach to help them navigate what it means to be a physician in training; this coach is non-evaluative and from a specialty into which the resident does not intend to match
Wellness Curriculum: All interns participate in 5 sessions of wellness training during their first three months on campus to help with personal wellness and coping strategies.

Wellness Committee. All residents are invited to sit on our resident-led Wellness Committee. The committee is in place at the request of the Program Director, has faculty oversight and is charged with offering residents an outlet to develop wellness initiatives for the program.

Opt-Out Wellness Visit: All interns are given one half day away from clinic and have an appointment made for them in our on-campus wellness center in order to facilitate wellness and lower the bar to mental health care.

Opt-Out Physician Visit: All interns are given one half day away from clinic and have an appointment made for them with an on-campus primary care physician (outside our department) in order to facilitate primary care provider care for our trainees.

Confidential Advisors. The Internal Medicine Residency Program maintains a cohort of confidential advisors, who’s names and specialty areas are listed on the Heartbeat website, to whom any resident can turn at any hour of the day.

Burnout Modules. Required for any member of the faculty who is considered a Core Faculty.

Other policies that encourage physician well-being include:

- The maintenance and use of a robust backup system so that any resident can ask for and receive help if they are too fatigued to perform their duties
- Assignment of one Chief Medical Resident per year as the “Wellness Chief” to help lead our wellness committee efforts and assure resident wellness is considered in all day to decisions made by residency leadership.
- The residency is committed, and provides the residents with monthly reminders, that we will pay for any ride sharing service for any resident who is too tired to drive, both home from the hospital as well as back the following day to retrieve their vehicle.

The program educates faculty members and residents in the identification of the symptoms of burnout, depression, and substance abuse, in themselves and others, including methods to assist those who experience these conditions by an annual Department of Medicine M&M conference on physician wellness, our 5-part wellness curriculum, bi-annual burnout screening during the resident’s semi-annual meetings with program leadership and strong encouragement, and central messaging, starting with the R2 transition day talks by the program director, that all senior residents are expected to help care for and monitor the wellbeing of their co-residents and interns.

If another resident, fellow, or faculty member may be displaying signs of burnout, depression, substance abuse, suicidal ideation, or potential for violence, this must be reported to the Program Director, a trusted Associate Program Director or to the on-call Chief Medical Resident (who is expected to then report to the Program Director but serves as a safe first contact).
Professionalism Policy

The program complies with the GME Professionalism Policy and provides a professional, respectful, and civil environment that is free from mistreatment, abuse, or coercion of students, residents, faculty, and staff. Residents and faculty are educated regarding unprofessional behavior and are provided with a confidential process for reporting, investigating, and addressing such concerns.

The program director provides a culture of professionalism that supports patient safety and personal responsibility. Residents/Fellows and faculty members are educated on sleep deprivation and fatigue to ensure they understand the obligation to be appropriately rested and fit to provide the care required by patients. This is accomplished through an appropriate blend of supervised patient care responsibilities, clinical teaching, didactic educational events, and/or modules.

Monitoring Resident and Faculty Professionalism

The program director monitors resident and faculty compliance with professional standards through direct observation by the Program Director as well as through frequent observation in both inpatient and outpatient care areas by our Chief Medical Residents. We also have the ability to perform and review 360 degree evaluations on both residents and faculty by any member of the care team. Alerts are set up within the MedHub evaluation system to alert the Program Director to any low score, for faculty or residents, which needs to be more immediately addressed.

Monitoring Resident Professionalism

The program director and faculty monitor resident delinquency and professionalism by:

All evaluations are monitored for low or unacceptable professionalism marks. The program director meets at a minimum monthly with the Chief Medical residents who are the front-line sources of gathering any incident reports on rotations. Our confidential advisors are trained in when it is reasonable to break confidentiality as regards professionalism (in cases of safety issues) and they will report to Program Director as well.

Technical requirements relating to professionalism are monitored via semi-annual meetings as well as direct reports generated for some requirements such as dictation deficiencies, lack of recording duty hours, failure to complete assigned modules, lack of response to emails or requests from the program administration, etc.
Please refer to the GME Professionalism Committee Procedure for method of review of reports of exemplary professionalism or lapses in professionalism by residents.

The Internal Medicine Residency Program Policy of consequences for noncompliance with program requirements is as follows:

**1st miss** CMR to speak with resident; email confirmation to the program office and Associate Program Director thereafter.

**2nd miss** Email or written notice with offer to speak to Chief Medical Resident and/or Associate Program Director.

**3rd miss** Email or written notice. Meet with Chief Medical Resident and Associate Program Director.

**4th miss** Email or written notice. Meet with Chief Medical Resident and Associate Program Director. Resident advised they will be brought to Clinical Competency Committee for review for ACGME Milestone PROF-2 (“Accepts responsibility and follows through on tasks.”).

**5th miss** Email or written notice. Meet with Chief Medical Resident and Associate Program Director. Resident advised they will be brought to Clinical Competency Committee for review for Milestone PROF-2. Focused Review initiated for PROF-2 (not a permanent part of training file).

**6th miss** Email or written notice. Meet with CMR and APD. Resident advised they will be brought to Clinical Competency Committee for review for Milestone PROF-2. Probation initiated for PROF-2 (permanent part of training file).

*Missed Deadlines accumulate throughout the course of residency; *there is not a ‘reset’ between academic years.*

**Professionalism Education**

The program provides the following professionalism education to residents:

Residents are provided professionalism education via GME New Resident Orientation and modules, program didactic conferences and departmental grand rounds.
Program Evaluation Committee

The Internal Medicine Program Evaluation Committee (PEC) documents formal, systematic evaluation of the curriculum on an annual basis and is responsible for the Annual Program Evaluation (APE). The PEC follows the GME Evaluation & Promotion Policy.

PEC Membership:
- Dr. Kylie Adamek (Chief Resident)
- Dr. Kathryn Berman (Clinic Director, Westside)
- Dr. Karen Chacko (Associate Program Director)
- Dr. Sarah Christensen (Clinic Director)
- Dr. Geoffrey Connors (Program Director)
- Dr. Lindsey Davis (Associate Program Director)
- Dr. Lisa Davis (Associate Program Director)
- Dr. Alex Ghincea (Chief Resident)
- Dr. Ravi Gopal (Clinic Director, VA)
- Dr. Emily Gottenborg (Asst Program Director; Co-Director, Hospital Track)
- Dr. Daniel Heppe (Associate Program Director)
- Dr. Matthew Hoegh (Clinical Instructor, Medicine)
- Dr. Andi Hudler (Chief Resident)
- Dr. Elisabeth Ihler (Clinic Director, Uptown)
- Dr. Mark Kearns (Associate Program Director)
- Vishnu Kulasekaran (Clinic Director, Webb)
- Dr. Julia Limes (Associate Program Director; Co-Director, Hospitalist Track)
- Dr. Tony Macedonia (Chief Resident)
- Dr. Adrienne Mann (Associate Program Director)
- Dr. Tyler Miller (Clinical Instructor, Medicine)
- Dr. Neelam Mistry (Chief Resident)
- Dr. Edward Murphy (Clinic Director, Lowry)
- Dr. Samuel Porter (Chief Resident)
- Dr. Deepa Ramadurai (Chief Resident)
- Dr. Yasmin Sacro (Assistant Program Director, Primary Care)
- Dr. Jennifer Stichman (Clinic Director, Webb)
- Dr. Kathleen Suddarth (Associate Program Director and Chair of CCC)
- Dr. Kinnear Theobald (Clinical Instructor)
- Dr. Jackson Turbyfill (Clinical Instructor)
- Dr. Kelly White (Clinic Director, Anschutz)
- Dr. Eric Young (Assistant Professor, Medicine)

PEC Responsibilities include, but are not limited to:
- Planning, developing, implementing, & evaluating educational activities of the program
- Reviewing & making recommendations for revision of competency-based curriculum goals & objectives
- Addressing areas of non-compliance with ACGME standards
- Reviewing the program annually using evaluations of faculty, residents, and others

At a minimum, the PEC monitors and tracks the following areas:
- Resident performance
- Faculty development
- Graduate performance, including performance of program graduates on the certification examination
- Program quality:
  - Resident & Faculty confidential, annual evaluation of the program
  - Use of these assessments of the program with other program evaluation results to improve the program
- Progress on the previous year’s action plan(s)

The PEC prepares an Action Plan (per GME Template) documenting initiatives to improve the program, as well as how the initiatives are monitored & measured. The Action Plan serves as the minutes for the PEC and should be reviewed by the teaching faculty.

The Resident Program Evaluation Committee (RPEC) incorporates the resident voice in our PEC and reviews the curricular content of inpatient rotations. This group meets 9 months per year with 6 of the meetings addressing rotation specific issues with the other 3 meetings dedicated to residency-wide issues (WES, curriculum, noon conferences, etc). RPEC has four leader representatives per class, 1-2 faculty representatives and is open to all housestaff.

### Quality Improvement/Patient Safety Policy

#### Quality Improvement and Patient Safety Policy

In addition to complying with the GME Quality Improvement and Patient Safety Policy, the Internal Medicine program’s policies and procedures are:

The program provides formal educational activities that promote patient safety related goals, tools, and techniques, including, but not limited to Quality and Safety M&M conference at each site, educational activities designed and implemented by our full time Chief Medical Resident for Quality and Safety, participation by all residents in annual Quality and Safety goals for the Division of Internal Medicine, organized by the DOM Quality and Safety Chief.

Residents will participate in twelve hours of formal quality improvement training during educational half days during their intern year. They will then apply this
Residents must participate as team members in real and/or simulated interprofessional clinical patient safety activities, such as root cause analyses or other activities that include analysis, as well as formulation and implementation of actions. Such experiences include a monthly Morbidity and Mortality conference experience.

Residents have the opportunity to participate in interprofessional quality improvement activities, such as participation in the residency's Medical Leaders Program, participation in the residency's Hospitalist Training Program Quality and Safety educational series, participation in Medical Grand Rounds, through the feedback obtained through Patient Safety Surveys and through a mandatory, required, mentored quality and safety scholarly work during their three years of training. Residents are also required to complete the IHI online quality and safety modules that are tracked for completion.

The program’s activities aimed at reducing health care disparities include the establishment of a new Pathway in Health Equity and Health Disparity open to all residents. We also encourage community service at a number of clinic sites as well as non-clinical, public-health options.

Faculty and residents are responsible for reporting patient safety events, including near misses at clinical sites by using the RL reporting system at the University of Colorado Hospital and similar systems at the other hospitals through which they rotation.

### Supervision Policy

#### Supervision Policy

In addition to complying with the [GME Supervision Policy](#), the Internal Medicine program's policies and procedures are:

**Program Supervision Policy**

All program faculty members supervising residents must have a faculty or clinical faculty appointment in the School of Medicine or be specifically approved as supervisor by the Program Director. Faculty schedules will be structured to provide residents with continuous supervision and consultation.

Residents must be supervised by faculty members in a manner promoting progressively increasing responsibility for each resident according to their level of education, ability and experience. Residents will be provided information addressing the method(s) to access a supervisor in a timely and efficient manner at all times while on duty.
Supervision of At-Home Call:
Residents may decide to check on clinic patient tasks while at home, but this is not required by the residency program. If they choose to do this, they are to have all work supervised and cannot act independently. They may enter orders to be authorized by attendings (pered) and may contact patients as they normally would during clinic (with documentation of all calls which are to be cc’d to attendings) knowing that attendings are immediately available by phone, providing indirect supervision with direct supervision available.

Progressive Authority & Responsibility, Conditional Independence, Supervisory Role in Patient Care
PGY-1 residents are supervised either directly or indirectly with direct supervision immediately available.

The program provides additional information addressing the type and level of supervision for each post-graduate year in the program that is consistent with ACGME program requirements and, specifically, for supervision of residents engaged in performing invasive procedures -see linked Housestaff Procedure Supervision document. Procedure Supervision

Guidelines for When Residents Must Communicate with the Attending
Any time a patient is transferred to a higher level of care or when end-of-life decisions are made, the supervising attending will be notified within 24 hours by the team. Supervising attendings should be explicit in directing residents when to notify them and if they differ from the 24 hour policy (cannot be longer than 24 hours).

Transitions of Care Guidelines – Hand-off Process

Transitions of Care (Structured Patient Hand-off) Policy
In addition to complying with the GME Transitions of Care (Structured Patient Hand-off) Policy, the Internal Medicine program’s transition of care process that is used is I-PASS.

The program optimizes transitions in patient care, including their safety, frequency, and structure by having the following processes and procedures in place:

1. Time/Place
The location for sign out at each institution is designated and picked to minimize distractions/interruptions and allow access to needed resources (e.g., appropriate information systems). The handoff process **MUST** allow the receiving physician to ask questions; thus, verbal, face-to-face handoffs are required as well as written. The handoff process **MUST** be delayed in the setting of an unstable clinical situation allowing the active care provider to transition the patient to a safer level of care.

2. **Structure/Protocol**
   Written information for trainees in a supervisory or consultative role must include sufficient information to understand and address active problems likely to arise during a brief period of temporary coverage, or to assume care without error or delay when care is transferred at a change of rotation or service. The general template for written sign out is the same at each site with slight variations based on the site-specific software. A training session is held during orientation to instruct the interns how to use the written sign out and keep it updated and the interns have the opportunity to practice verbal sign out using the written sign out.

3. **All patients for whom a resident or fellow is responsible must be included in the handoff.**

4. **The overnight cross-cover provider (resident or intern) is working 4-7 nights in a row in order to maximize continuity with cross-covering patients.**

5. **Transitions of Service**
   Except for transfers in emergency situations, a transfer note must be provided by the “sending” resident or fellow when a patient is transferred to a different level of care or to a different service. Acceptance of the transfer must be documented by the receiving service. Transition of service must additionally be made clear to the multidisciplinary staff caring for each transitioned patient. Residents/Fellows are accountable to additional requirements as specified in each institution’s Medical Staff Policies/Rules/Regulations.

6. **End of Rotation Transition**
   End of rotation handoffs will involve either written or verbal sign out between residents. On switch days when residents are changing services, the ‘warm handoff’ program will be used at all sites. This is a process whereby the outgoing resident/intern and incoming team will be physically present together and see patients in-person together to facilitate patient care during
team transfer days. Everyone is expected to be present for warm handoffs, and attendance will be monitored. The only excused absences from warm handoffs are for those who start a vacation week the day of transition. Additionally, the residency is currently studying an end of rotation handoff bundle in the ICU at University Hospital.

The Program ensures residents are competent in communicating with the team members in the hand-over process through evaluation.

1. Each resident is expected to use the designated structured handoff process at each site for every patient. Specific evaluation forms called “safe and effective discharge” will be performed on interns during specified rotations at University Colorado Hospital. In the units, the handoff process will often be monitored directly by the fellow or attending on service, and on the inpatient wards the attending physicians will monitor the process frequently (especially early on in the year) as well as audit written sign outs.

2. Transitions of care are evaluated on monthly inpatient rotations.

The program and clinical sites maintain and communicate schedules of attending physicians and residents/fellows, currently responsible for care, by ensuring that all call schedules and contact information is available in Amion and using the Epic treatment team functionality.

The program ensures continuity of patient care, consistent with the program’s policies and procedures in the event that a resident may be unable to perform their patient care responsibilities due to excessive fatigue or illness or family emergency by deploying jeopardy coverage if needed. Additional support or direction will be implemented if needed by contacting the Chief Resident on call as noted in Amion.

**USMLE (and COMLEX) Examinations**

**Policy on USMLE (and COMLEX) Examinations**
In addition to complying with the GME [USMLE, COMLEX, & LLMC Examinations Policy](#), the Internal Medicine program’s policies and procedures are:

1. USMLE Step 3 must be completed in PGY1 year.

2. USMLE Step 3 examinations are to be scheduled during an elective rotation. If this is not feasible, with 4 months’ advanced notice, the exam can be scheduled during a clinic or ambulatory block. Once your exam has been scheduled, you must notify Mary Meadows at Mary.Meadows@ucdenver.edu and your rotation director of your scheduled dates. A copy of your USMLE
score needs to be provided to Mary Meadows at Mary.Meadows@ucdenver.edu in the Housestaff Office. Details for scheduling USMLE can be found on our website.

**ACGME Specific Program Requirements**

The program will incorporate the current Accreditation Council for Graduate Medical Education program requirements within this Program Manual annually.

**ACGME Internal Medicine Program Requirements**