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
• Exceptional Faculty
• Visionary Division Heads and Vice Chairs
Executive Vice Chair DOM
[Cara Wilson]

- Partner in day-to-day administration of the department
- Initiate strategic planning and evaluation across the department
- Establish environment of wellness, inclusivity, and equity
- Improve departmental communication
• Exceptional Faculty
• Visionary Division Heads and Vice Chairs
• Alignment across the Medical Center (SOM, CU Medicine, UCHealth, and Foundation) and with our Affiliates
Shared Commitment to Academic Development [SOM Support]

- $24M from DOM profits/reserves
- $25M provided by SOM

Additional $42M directly from the Dean
Excludes GME Support ($11M)
Shared Commitment to Academic Development
[CU Foundation Support]

37 DOM chairs ($140M; 12 new chairs since 2011)
18 Non-DOM chairs (11 new chairs since 2011)
Fiscally Solvent - Divisionally

<table>
<thead>
<tr>
<th>Year</th>
<th>Division Profit</th>
<th>Division Margin (profit less incentive)</th>
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<td>FY18</td>
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Fiscally Solvent - Departmentally

Divisional Incentives

<table>
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<tr>
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<th>DOM Margin</th>
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<tr>
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State of the Department

- Accomplishments and New Programs
- Challenge to our Profession
- Open Discussion
Accomplishments of Clinical/Quality Enterprise
Accomplishments of Clinical/Quality Enterprise

- Pulmonary Vascular Disease Center
- Non-Proceduralist Program
- Center for Lungs and Breathing
- Shark Tank Competition
- Council for Clinical Excellence
- Hospital Medicine Division
- Associate DHs for Clinical Affairs
- Quarterly CU-Medicine and Division documentation meeting

- Quality and Safety Program
- M&M Redesign
- M&M in Medical Grand Rounds
- Overhaul BMT
- Annual Quality and Safety Symposium
- Denver Internal Medicine Group
- Highlands Ranch
Accomplishments of Clinical/Quality Enterprise

- Pulmonary Vascular Disease Center
- Non-Proceduralist Program
- Center for Lungs and Breathing
- Shark Tank Competition
- Council for Clinical Excellence
- Hospital Medicine Division
- M&M in Medical Grand Rounds
- M&M Redesign
- Overhaul BMT
- Annual Quality and Safety Symposium
- Denver Internal Medicine Group
- Associate DHs for Clinical Affairs
- QI Dashboards
- Divisional M&Ms
Growth of Clinical Enterprise
[work RVUs in thousands]

Since 2011
- 100% increase in wRVUs (> 1 million wRVUs)
- 110% growth in cFTEs over past 8 years
- Care for ≈50% of the inpatient UCH patients
- FY18: $129.8M clinical revenue (156% growth)
Accomplishments of Education and Training

Focus on Diversity
- 2011
- Dedicated Mentorship
- 2012
- DREAM Program
- Career Development Dinners
- 2013
- Physician-Scientist Training Program
- 2014
- Med-Peds Residency
- Clinician-Educator Fellowship Training
- 2015
- Balance Education and Service
- 2016
- Residency Director
- 2017
- Academic Support for Clinician Educators (PACE)
- 2018
- Implicit bias training
- Physician-Scientist Ward Team
- Re-engineered Medical Grand Rounds
- Colorado Zimbabwe (CoZIE) Program
Accomplishments of Education and Training

2011
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2017
- Implicit bias training
- Residency Director

2018
- Transition of Primary Care
- Enhance Subspecialty Education of Housestaff
Prioritize Diversity

Interns

Housestaff

% Under-represented Minority Trainees

2011: 1.5%
2012: 13%
2013: 13%
2014: 4%
2015: 4%
2016: 4%
2017: 4%
2018: 18%

2019: 13%
2020: 13%
2021: 13%
2022: 13%
2023: 13%
Prioritize Diversity

- National URM conferences
- Champions of diversity
- Implicit bias training
- 2nd visits
Accomplishments of Research Program

- VA Research
- Endowed Chairs
- Outstanding Early Scholars
- ASCI/AAP Committee
- Personalized Medicine
- Bridging Research
- Weekly DOM RIP
- Annual Research Celebration
- BIPM Division
- Grant Writer
- Interdisciplinary Investigators ($15M)
- Salary Support for Intensive Faculty
- SUPPORT Program (modeled after NIH R56 program)
- SPARK Program

Additional programs:
- ASCI/AAP Committee
- Bridging Research
- Grant Writer
- Interdisciplinary Investigators
- Salary Support for Intensive Faculty
- SUPPORT Program (modeled after NIH R56 program)
- SPARK Program
Accomplishments of Research Program

- **Outstanding Early Scholars**
- **VA Research Endowed Chairs**
- **ASCI/AAP Committee**
- **Personalized Medicine**
- **BIPM Division**
- **Grant Writer**
- **Interdisciplinary Investigators ($15M)**
- **SUPPORT Program (modeled after NIH R56 program)**
- **Salary Support for Research Intensive Faculty**
- **SPARK Program**
- **Training for Programmatic Research**
- **Academic Incentive**

Events:
- **2011**: Outstanding Early Scholars, VA Research Endowed Chairs
- **2012**: ASCI/AAP Committee, Bridging Research
- **2013**: Personalized Medicine, Weekly DOM RIP
- **2014**: BIPM Division
- **2015**: Grant Writer, Annual Research Celebration
- **2016**: Sabbatical Support Program, Interdisciplinary Investigators ($15M)
- **2017**: Salary Support for Research Intensive Faculty
- **2018**: SPARK Program, Training for Programmatic Research
Since 2011

- Overall research support has increased by 25%
- ↑ Federal Support by 36%
2012–2018: ↑13% NIH Extramural Support  
↑27% DOM NIH Awards

Since 2011
- Overall research support has increased by 25%
- ↑ Federal Support by 36%
Denver Health
- Sustained growth in clinical activities and research programs
- Named two new division heads

National Jewish
- NJH – CU integrated program in interventional pulmonary medicine
- Grant portfolio is growing (> $70M annually)

Veterans Affairs
- Completed move to Rocky Mountain Regional Medical Center
- Increased number of applications for VA research funding
Two-fold growth in clinical enterprise (wRVUs)

>35% increase in federal support (3-fold VA grants)

Three-fold increase in housestaff diversity

Consistently positive financial margin

Substantial improvement in US News and World Report rankings

We are a top tier Department of Medicine
State of the Department

- Accomplishments and New Programs
- Challenge to our Profession
- Open Discussion
Sexual Harassment is More Prevalent in Medicine than Science and Engineering

- Up to 50% of female medical students experience sexual harassment
- All forms of sexual harassment lead to the same level of negative professional and psychological outcomes

Dzau. *NEJM* 2018; 379:1589
- Impacts mental and physical health
- Undermines career development
- Loss of talented/trained MDs

Dzau. *NEJM* 2018; 379:1589
Choo. *NEJM* 2018; 379:1592
Gender-based harassment
Unwanted sexual attention
Sexual coercion

Departmental Priorities
Salary Equity
Career Advancement
Leadership

Dzau. *NEJM* 2018; 379:1589
Choo. *NEJM* 2018; 379:1592
Salary: AAMC Year-in-Rank Benchmarks
[began in 2013]
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[began in 2013]

<table>
<thead>
<tr>
<th>Years-in-Rank</th>
<th>Assistant Professor</th>
<th>Associate Professor</th>
<th>Professor</th>
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<tbody>
<tr>
<td>2013</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Women</td>
<td>39%</td>
<td>43%</td>
<td>53%</td>
</tr>
<tr>
<td>Men</td>
<td>28%</td>
<td>39%</td>
<td>57%</td>
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Salary: AAMC Year-in-Rank Benchmarks

≈60% improvement

≈55% improvement
Salary: AAMC Year-in-Rank Benchmarks

% Below AAMC Year-in-Rank Benchmark

- **Assistant Professor**: 28% to 10% improvement
- **Associate Professor**: 39% to 23% improvement
- **Professor**: 57% to 22% improvement

Overall:
- **Women**: 42% to 16% improvement
- **Men**: 41% to 19% improvement
Program to Advance Gender Equity (PAGE) [Maggie Wierman - 2016]

Compensation (Sarah Faubel and Cecile Rose)
- Post salary benchmarking
- Post incentive plans
- Establish salary transparency as part of annual reviews

Leadership (Marisha Burden and Kika Sukarov)
- Leadership training program for women
- Post membership of search committees
- Include at least 30% women and/or URMs on committees
- Implicit bias training is required
- Re-open search if diversity isn’t sufficiently addressed
Harassment, Discrimination, and Bias
[Sonia Flores, Geoff Connors, Darlene Tad-Y]

- Implicit bias workshops
- Grand Rounds M&M (Oct 2018)

Accept

Assess

Empower

Intimidation
Threats which create a hostile environment, impair agency, frighten or inhibit

Harassment
Unwelcome conduct

Discrimination
Unfair or unequal treatment

Bias
Prejudice or inclination for or against a person or group, preconceived or unreasoned

Race or Color
Religion
Gender
National origin
Age
Disability
Genetic information
Role or Hierarchy

Accept

Assess

Empower
Harassment, Discrimination, and Bias
[Sonia Flores, Geoff Connors, Darlene Tad-Y]

- Implicit bias workshops
- Grand Rounds M&M (Oct 2018)
- Root cause analysis
- Policies and programs

Accept
- Structures
  - Hierarchy
  - Promotion
- Processes
  - Lack of reporting
  - Lack of training
  - Lack of scripting
- Trainee Harassment

Assess
- Fear
- Acceptance
- Denial
- Incognizance
- Patience biases
- People

Empower
- Legacy of abuse
- Culture
Harassment, Discrimination, and Bias
[Sonia Flores, Geoff Connors, Darlene Tad-Y]

Accept
- Implicit bias workshops
- Grand Rounds M&M (Oct 2018)

Assess
- Root cause analysis
- Policies and programs

Empower
- All of us are responsible
- Scripts and rapid response apps
- Patient code of conduct
We will succeed through our Shared Values and Accomplishments