Current Breakdown of Faculty

Total: 850
Includes Centers, not affiliates

- 125 Professors
- 148 Associate Professors
- 186 Assistant Professors
- 127 Senior Instructors
- 264 Instructors

Photography by Scott Dressel Martin, Children’s Hospital Colorado.
Current Breakdown of Faculty in Colorado Springs

- 0 Professors
- 4 Associate Professors
- 7 Assistant Professors
- 7 Senior Instructors
- 6 Instructors

Total: 24
Department of Pediatrics

Department Ranking

• The Department of Pediatrics was ranked 4th in "Best Pediatric Programs" by U.S. News & World Report.

• Our Department has been ranked in the top 6 in each of the past seven years.

Photography by Scott Dressel-Martin, Children's Hospital Colorado.
New Leadership

• Mark Abzug, MD, Vice Chair, Academic Affairs

• Nancy Krebs, MD, Associate Vice Chair, Academic Affairs

• Timothy Givens, MD, Vice Chair, Clinical Operations

• Brandi Freeman, MD, Director, Diversity and Inclusion

Portrait photos by Tia Brayman, Children’s Hospital Colorado.
New Leadership
Section Heads

• Michael DiStefano — Interim Section Head, Emergency Medicine

• Shawn McCandless—Section Head, Genetics

• Jennifer Reese — Section Head, Hospital Medicine

Photos by Tia Brayman, Children’s Hospital Colorado
Leadership Recruitment

• Kempe Center – Section Head
• Emergency Medicine – Section Head
• Adolescent Medicine—Section Head

Meeting in Mt. Sneffels, through Atrium Art Glass. Photography by Scott Dressel-Martin, Children’s Hospital Colorado
New Leadership at Children’s Hospital Colorado

• Raphe Schwartz, Chief Strategy Officer

• Betsy Rodriguez, Chief Human Resources Officer

Photography by Scott Dressel-Mart
Children’s Hospital Colorado
New Leadership at University of Colorado School of Medicine

• Venu Akuthota, MD
  Chair, Physical Medicine & Rehabilitation

• C. Neill Epperson, MD
  Chair, Psychiatry

• Joaquin Espinosa, PhD
  Executive Director,
  Linda Crnic Institute for Down Syndrome

• Richard Schulick, MD, MBA
  Director, CU Cancer Center
Academic and Faculty Affairs

Mark J. Abzug, MD, Vice Chair, Academic Affairs

Nancy F. Krebs, MD, Associate Vice Chair, Academic Affairs

Andrew P. Sirotnak, MD, Vice Chair, Faculty Affairs
Academic & Faculty Affairs: Mission and Direction

- Engaging with sections and departmental leadership to represent and support faculty

- Alignment with SOM Office of Faculty Affairs’ mission, overall objectives, and projects that affect our faculty

- Collaborating across our department to sustain successful, productive, fulfilling faculty careers
Academic & Faculty Affairs: Initiatives

• Mentorship and Career Support
• Faculty Focus Groups
• Diversity and Inclusion
• Wellness and Resiliency

• Professionalism and Conflict Resolution
• Performance Reviews (PRiSM)
• Liaison to SOM Faculty Affairs

The Diversity in Pediatrics Committee (DIPC)

Drs. Alexandra Cheetham, Hai Nguyen, Brandi Freeman, Carolina Gutierrez, Taron Davis
Academic & Faculty Affairs: Mission and Direction

Promotions, Tenure, Recruitment, Career Development, Faculty Development, Awards and Recognitions, Support and Conflict Resolution

- Diversity and Inclusion—Andrew Sirotnak, Brandi Freeman
- Dossier Builder—Rhonda Buckner
- Instructors/Senior Instructors—Tracy Price-Johnson, Stacey Wall
- Junior Faculty Interest Group—Kristen Boyle (lead)
- Mentoring—Janine Higgins, Lindsey Lane, Stacey Wall
- PhDIG—Janet Snell-Bergeon (lead)
- PRiSM—Teri Wilson
- Wellness & Resiliency—Jennifer Reese
Academic & Faculty Affairs
Promotion and Tenure Activities: 2017-2018

- Mid-Point Reviews - Assistant Professors 39
- Promotion/Appointment - Associate Professor 22
  - Regular Faculty series (17)
  - Clinical Practice series (4)
  - Research series (1)
- Promotion/Appointment - Professor 11
  - Regular Faculty series (11)
  - Clinical Practice series (0)
- Award of Tenure 3
- Post-Tenure Reviews 13
- Individual Faculty Counseling & CV Reviews 95

Total Academic Affairs Faculty Actions 183
Academic & Faculty Affairs
Mid-point Reviews

Leadership for the Mid-point Review process
4 Co-Chairs

- Dan Ambruso, MD
- Richard Boles, MD
- Paritosh Kaul, MD
- Cara Mack, MD

Photos Tia Brayman, Children’s Hospital Colorado.
Medical Education

J. Lindsey Lane, BM, BCh
Vice Chair, Education

Photo by Tia Brayman, Children’s Hospital Colorado.
Medical Education in the Department of Pediatrics—Planning and Growing

- A group of leaders in medical education has been meeting to assess strengths and weaknesses of medical education, identify opportunities, and describe potential roles for a new vice chair, in preparation for a search.

- The group has gathered ideas and opinions from the Pediatric Education Group, leaders in UME and GME, faculty, and staff, and has gathered job descriptions for Vice Chairs of Education across the campus and the country.

- Current programs and activities (UME, GME, EPAC, and the Center for Education Research and Scholarship) continue and are planning for the future.
Accomplishments and Strengths of Medical Education—A Foundation to Build Upon

• UME and GME programs are strong, well-respected, provide excellent clinical experiences, and pursue innovation
  ➢ Pre-clerkship experiences, clerkship, sub-internships, and electives
  ➢ Categorical Pediatric residency; combined residencies in Med/Peds, Child Neurology, and PM&R
  ➢ 19 fellowships
  ➢ Education in Pediatrics Across the Continuum (EPAC)

Photo: http://www.ucdenver.edu/academics/colleges/medicalschool/research/academicaffairs/Pages/academicaffairs.aspx
Accomplishments and Strengths of Medical Education—A Foundation to Build Upon

- Education research and scholarship efforts contribute at local, regional, national and international levels
  - Curriculum development and evaluation
  - Presentations and papers (67 publications in journals and MedEdPortal since 2007)

- Education Research Symposium was held on Thursday, September 27
  - Mentorship and support through the new Center for Educational Research and Scholarship
  - Technology in medical education

Janice (Jan) Hanson, PhD, EdS, Director, Educational Research and Development
Opportunities in Medical Education—
Areas to Develop

• Lindsey Lane will step down as Vice Chair for Education and retire on October 1\textsuperscript{st}; we celebrated her accomplishments and contributions to medical education in the Department of Pediatrics on Tuesday, September 25\textsuperscript{th}.

• Faculty across the department are committed to education, with opportunities to increase collaboration and mentorship in teaching and scholarship.

• We have an innovative and customized learning management system (BrightSpace) with potential for additional use and development.

• We will start a search for the next Vice Chair of Education soon.
2017-2018 Resident Recruitment and Selection Committee

Ann-Christine (Chris) Nyquist, MD, MPH/MSPH, Chair

- Marsha S. Anderson, MD
- Betsey M. Chambers, MD
- David Fox, MD
- James Gaensbauer, MD
- Alison E. Gilliland, MD
- Joseph Grubenhoff, MD
- Carol R. Okada, MD
- Adam A. Rosenberg, MD
- Amy E. Sass, MD, MPH
- Daniel A. Searing, MD
- Leonard (Barry) Seltz, MD
- Ad Hoc Members:
  - Edwin de Zoeten, MD, PhD (Physician Scientist Recruitment)
  - Brandi K. Freeman, MD (Diversity Recruitment)

Photo by Tia Brayman, Children’s Hospital Colorado.
University of Colorado School of Medicine Residency Program

Ranked #4 in the Nation
By U.S. News & World Report

White coat ceremony 2018; class of 2022
<table>
<thead>
<tr>
<th>Year</th>
<th>N(+PM&amp;R)</th>
<th>1-25</th>
<th>26-50</th>
<th>51-75</th>
<th>76-100</th>
<th>&gt;100</th>
<th>Ratio</th>
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<tbody>
<tr>
<td>2007-08</td>
<td>28</td>
<td>5</td>
<td>3</td>
<td>11</td>
<td>7</td>
<td>2 (107)</td>
<td>3.8:1</td>
</tr>
<tr>
<td>2008-09</td>
<td>27 (+1)</td>
<td>6</td>
<td>8</td>
<td>9</td>
<td>4 (97)</td>
<td>3.6:1</td>
<td></td>
</tr>
<tr>
<td>2009-10</td>
<td>26* (+1)</td>
<td>5</td>
<td>9</td>
<td>4</td>
<td>8 (92)</td>
<td>3.5:1</td>
<td></td>
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<tr>
<td>2010-11</td>
<td>30</td>
<td>3</td>
<td>7</td>
<td>7</td>
<td>8</td>
<td>5 (117)</td>
<td>4.2:1</td>
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<tr>
<td>2011-12</td>
<td>27 (+3 Neuro)</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>10</td>
<td>7 (159)</td>
<td>5.3:1</td>
</tr>
<tr>
<td>2012-13</td>
<td>26 (+1) (+3 Neuro)</td>
<td>10</td>
<td>7</td>
<td>6</td>
<td>3 (98)</td>
<td>3.8:1</td>
<td></td>
</tr>
<tr>
<td>2013-14</td>
<td>27 (+1) (+2 Neuro)**</td>
<td>4</td>
<td>5</td>
<td>4</td>
<td>9</td>
<td>5 (114)</td>
<td>4.2:1</td>
</tr>
<tr>
<td>2014-15</td>
<td>27 (+0) (+3 Neuro)</td>
<td>4</td>
<td>9</td>
<td>2</td>
<td>8</td>
<td>4 (120)</td>
<td>4.4:1</td>
</tr>
<tr>
<td>2015-16</td>
<td>28 (+1) (+2 Neuro)</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>9 (154)</td>
<td>5.5:1</td>
</tr>
<tr>
<td>2016-17</td>
<td>28 (+1) (+3 Neuro)</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>8</td>
<td>7 (126)+</td>
<td>4.5:1</td>
</tr>
<tr>
<td>2017-18</td>
<td>29 (+4 Neuro)</td>
<td>6</td>
<td>5</td>
<td>8</td>
<td>9 (99)</td>
<td>1+</td>
<td>3.4:1</td>
</tr>
</tbody>
</table>

* Plus 1 outside Match  **1 unfilled position  EPAC +
2017-2018 Recruitment and Selection Committee

Physician/Scientist Recruitment

• 21 MD/PhD or potential physician scientist applicants (1.4%)

• 19 invited to interview (90%)

• 13 interviewed
  ➢ 11 could have matched

• 1 Physician scientist matched at CU/CHCO;
  ➢ 2 Boston
  ➢ 3 CHOP
  ➢ 2 Utah
  ➢ 1 each to: Univ Minn, Univ WA, UCLA
2018 Career Teaching Scholars Awards

Awards to be presented at Grand Rounds on November 30, 2018

**Faculty Awardees**
Ellen Elias, MD
J. Lindsey Lane, BM, BCh

**Clinical Faculty Awardees**
Sharisse Arnold-Rehring, MD
Peter Knott, MD
Research

Paul V. Fennessey, PhD, Vice Chair, Research
Ronald J. Sokol, MD, Vice Chair, Clinical and Translational Research
Jeanette Leeser, Grants Program Director
<table>
<thead>
<tr>
<th>Rank</th>
<th>University</th>
<th>Award Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>University of Colorado Denver</td>
<td>$48,177,116</td>
</tr>
<tr>
<td>2</td>
<td>Duke University</td>
<td>$44,160,504</td>
</tr>
<tr>
<td>3</td>
<td>Baylor College of Medicine</td>
<td>$34,737,943</td>
</tr>
<tr>
<td>4</td>
<td>Vanderbilt University</td>
<td>$33,927,810</td>
</tr>
<tr>
<td>5</td>
<td>Emory University</td>
<td>$30,523,813</td>
</tr>
<tr>
<td>6</td>
<td>University of Wisconsin-Madison</td>
<td>$28,479,218</td>
</tr>
<tr>
<td>7</td>
<td>University of California San Diego</td>
<td>$26,879,682</td>
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<tr>
<td>8</td>
<td>Johns Hopkins University</td>
<td>$26,036,571</td>
</tr>
<tr>
<td>9</td>
<td>Stanford University</td>
<td>$23,320,541</td>
</tr>
<tr>
<td>10</td>
<td>Indiana University-Purdue University at Indianapolis</td>
<td>$22,618,525</td>
</tr>
<tr>
<td>11</td>
<td>Icahn School of Medicine at Mount Sinai</td>
<td>$20,764,677</td>
</tr>
<tr>
<td>12</td>
<td>Washington University</td>
<td>$20,062,834</td>
</tr>
<tr>
<td>13</td>
<td>University of Pittsburgh at Pittsburgh</td>
<td>$19,898,684</td>
</tr>
<tr>
<td>14</td>
<td>Columbia University Health Sciences</td>
<td>$17,775,189</td>
</tr>
<tr>
<td>15</td>
<td>Case Western Reserve University</td>
<td>$17,585,367</td>
</tr>
</tbody>
</table>
## NIH Rankings 2017
### Departments of Pediatrics/Children’s Hospitals Combined

<table>
<thead>
<tr>
<th>Rank</th>
<th>Institution</th>
<th>Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Children’s Hospital Corporation (Boston)</td>
<td>$157,591,678</td>
</tr>
<tr>
<td>2</td>
<td>Children’s Hospital of Philadelphia</td>
<td>$126,040,263</td>
</tr>
<tr>
<td>3</td>
<td>Cincinnati Children’s Hospital Medical Center</td>
<td>$121,343,846</td>
</tr>
<tr>
<td>4</td>
<td>St. Jude’s Children’s Research Hospital</td>
<td>$76,186,324</td>
</tr>
<tr>
<td>5</td>
<td>Seattle Children’s Hospital</td>
<td>$49,363,683</td>
</tr>
<tr>
<td>6</td>
<td><strong>University of Colorado Denver</strong></td>
<td><strong>$48,177,166</strong></td>
</tr>
<tr>
<td>7</td>
<td>Duke University</td>
<td>$44,160,504</td>
</tr>
<tr>
<td>8</td>
<td>Baylor College of Medicine</td>
<td>$34,737,943</td>
</tr>
<tr>
<td>9</td>
<td>Vanderbilt University</td>
<td>$33,927,810</td>
</tr>
<tr>
<td>10</td>
<td>Emory University</td>
<td>$30,523,813</td>
</tr>
</tbody>
</table>
Department of Pediatrics
University Research Award Portfolio by Sponsor Type
FY 17-18

- **Associations and Foundations** 21%
- **Federal** 26%
- **Hospitals and Universities** * 35%
- **Industry** 8%
- **International** 1%
- **State and Local Government** 9%

* Includes subcontracts
# Top Ranked NIH Funded Faculty 2017

Blue Ridge Institute for Medical Research

<table>
<thead>
<tr>
<th>Name</th>
<th>Amount Funded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ronald J. Sokol, MD</td>
<td>$9,455,819</td>
</tr>
<tr>
<td>Carl W. White, MD</td>
<td>$3,423,958</td>
</tr>
<tr>
<td>Steven H. Abman, MD</td>
<td>$2,453,085</td>
</tr>
<tr>
<td>Kurt R. Stenmark, MD</td>
<td>$2,279,405</td>
</tr>
<tr>
<td>Jacob E. Friedman, PhD</td>
<td>$1,572,235</td>
</tr>
<tr>
<td>Nancy F. Krebs, MD</td>
<td>$1,550,352</td>
</tr>
<tr>
<td>Dana M. Dabelea, MD PhD</td>
<td>$1,417,011</td>
</tr>
<tr>
<td>James O. Hill, MD</td>
<td>$1,112,076</td>
</tr>
<tr>
<td>Eva N. Grayck, MD</td>
<td>$1,077,731</td>
</tr>
<tr>
<td>Marian J. Rewers, MD</td>
<td>$1,074,506</td>
</tr>
<tr>
<td>Amy R. Brooks-Kayal, MD</td>
<td>$989,201</td>
</tr>
<tr>
<td>Rajeev Vibhakar, MD</td>
<td>$941,850</td>
</tr>
<tr>
<td>Peter M. Mourani, MD</td>
<td>$887,527</td>
</tr>
</tbody>
</table>

Photo by Tia Brayman, Children’s Hospital Colorado
Department of Pediatrics

NIH Research Project Grants
Competing Applications, Awards
and Success Rates

Photography by Scott Dressel-Martin, Children’s Hospital Colorado.
How to Increase the Success with Grant Funding

Data from the Department of Pharmacology

Andrew Thorburn, PhD
First Year Direct Costs Awarded Versus Total Number of Submissions (Research Grants 7/1/2011-6/30/2018)
# Department of Pediatrics

## K Awards

<table>
<thead>
<tr>
<th>Award</th>
<th>Contact PI / Project Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>K01</td>
<td>Sarah Jean Borengasser</td>
</tr>
<tr>
<td>K01</td>
<td>Kristen Elizabeth Boyle</td>
</tr>
<tr>
<td>K01</td>
<td>Colm Collins</td>
</tr>
<tr>
<td>K01</td>
<td>Minghua Tang</td>
</tr>
<tr>
<td>K08</td>
<td>Kathryn C. Chatfield</td>
</tr>
<tr>
<td>K08</td>
<td>Cassidy A. Delaney</td>
</tr>
<tr>
<td>K08</td>
<td>Robert M. Dietz</td>
</tr>
<tr>
<td>K08</td>
<td>Adam Lyon Green</td>
</tr>
<tr>
<td>K08</td>
<td>Matthew Jason Greenhawt</td>
</tr>
<tr>
<td>K08</td>
<td>Alisa Lee Sherick</td>
</tr>
<tr>
<td>K08</td>
<td>Jean Marie Mulcahy Levy</td>
</tr>
<tr>
<td>K08</td>
<td>Stephanie Jialing Nakano</td>
</tr>
<tr>
<td>K08</td>
<td>Halden F. Scott</td>
</tr>
<tr>
<td>K08</td>
<td>Danielle Elise Soranno</td>
</tr>
<tr>
<td>------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>K08</td>
<td>Christine U. Vohwinkel</td>
</tr>
<tr>
<td>K23</td>
<td>Christopher D. Baker</td>
</tr>
<tr>
<td>K23</td>
<td>Tellen Bennett</td>
</tr>
<tr>
<td>K23</td>
<td>Petter M. Bjornstad</td>
</tr>
<tr>
<td>K23</td>
<td>Melanie Cree Green</td>
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<tr>
<td>K23</td>
<td>Jesse Davidson</td>
</tr>
<tr>
<td>K23</td>
<td>Shanlee Davis</td>
</tr>
<tr>
<td>K23</td>
<td>James A. Feinstein</td>
</tr>
<tr>
<td>K23</td>
<td>Matthew A. Haemer</td>
</tr>
<tr>
<td>K23</td>
<td>Wen-Yuan Hsieh</td>
</tr>
<tr>
<td>K23</td>
<td>Calies D. Menard-Katcher</td>
</tr>
<tr>
<td>K23</td>
<td>Kevin Brett Messacar</td>
</tr>
<tr>
<td>K23</td>
<td>Uyen T. Truong</td>
</tr>
<tr>
<td>K24</td>
<td>Glenn T. Furuta</td>
</tr>
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</table>
# Department of Pediatrics

## T32/K12-Awards

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<th>Award</th>
<th>Project Title</th>
<th>Contact PI/Project Leader</th>
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</thead>
<tbody>
<tr>
<td>T32</td>
<td>Academic Training Program in Pediatric Pulmonary Disease</td>
<td>Steven Abman</td>
</tr>
<tr>
<td>T32</td>
<td>Training Program in Perinatal Biology and Medicine</td>
<td>William W. Hay</td>
</tr>
<tr>
<td>T32</td>
<td>Institutional Training Program in Nutrition</td>
<td>Nancy F. Krebs</td>
</tr>
<tr>
<td>T32</td>
<td>Training Program in Diabetes Research</td>
<td>Robert Slover</td>
</tr>
<tr>
<td>T32</td>
<td>Institutional Training Grant in Pediatric Gastroenterology</td>
<td>Ronald J. Sokol</td>
</tr>
<tr>
<td>T32</td>
<td>Translational Pulmonary Vascular Biology Program</td>
<td>Kurt R. Stenmark</td>
</tr>
<tr>
<td>K12</td>
<td>Developing Pediatric Diabetes Investigators for the Future</td>
<td>Andrea Steck</td>
</tr>
<tr>
<td>K12</td>
<td>Training in Basic and Translational Child Health Research</td>
<td>Stephen R. Daniels</td>
</tr>
<tr>
<td>K12</td>
<td>Colorado Neurological Sciences Academic Development Award (NSADA)</td>
<td>Amy Brooks-Kayal</td>
</tr>
</tbody>
</table>
Department of Pediatrics
Support for Research Intensive Faculty

Statement of Need

- Federal funding support for research remains hyper-competitive
- Maintaining existing funding and securing new awards is critical to Department’s financial stability and programmatic reputation
- Formalize understanding of Department’s on-going commitment to support research faculty
- Establish expectations and incentive opportunity for research productivity
This plan is intended to define the expectations the department has for those faculty who are primarily research intensive in the Department of Pediatrics, as well as provide a base level of salary support with the potential for building a research reserve account.

Who’s Eligible?

- Faculty in the promotion track and who are eligible for tenure
- Assistant Professor, Associate Professor, Professor Ranks
- Total FTE > or equal to 0.50 FTE
- MD Research Effort > or equal to 0.50 FTE
- PhD research faculty working towards or maintaining their own independent research funding

Photography by Scott Dressel-Martin, Children’s Hospital Colorado.
Department of Pediatrics
Support for Research Intensive Faculty

• What are the expectations for grant support for salary?

- **Assistant Professors**
  - Investigators are expected to obtain 40% of extramural grant funding to support salary and benefits
  - The goal of 40% must include a K, R, U or equivalent type grant

- **Associate Professors and Professors**
  - Investigators are expected to obtain 60% of extramural grant funding to support salary and benefits
  - The goal of 60% must include a K, R, U or equivalent type grant
Department of Pediatrics
Support for Research Intensive Faculty

• What’s the benefit of exceeding expectations?

▪ Assistant Professors

- If extramural funding exceeds the 40% goal, the department will contribute the amount of salary and benefits over the 40% goal into an individual reserve account in the name of the faculty member. These funds can be accessed for future research needs of the investigator (NIH cap applies)

- For K awardees, a $20K stipend/year will be made available for the project period of the award, also supported by the department and placed into an individual reserve account in the name of the faculty member

- Extramural funding that exceeds 75% of salary and benefits qualifies the section for an annual section salary savings incentive supported by the department, equal to 25% of salary and benefits for eligible PhD’s or 25% of research salary and benefits for MD’s. A section reserve account will be established for the funds so they can be accessed to support future research needs of the investigators
Department of Pediatrics
Support for Research Intensive Faculty

- Associate Professors and Professors

- If extramural funding exceeds the 60% goal, the department will contribute the amount of salary and benefits over the 60% goal into an individual reserve account in the name of the faculty member. These funds can be accessed for future research needs of the investigator (NIH cap applies).

- For K awardees, a $20K stipend/year will be made available for the project period of the award, also supported by the department and placed into an individual reserve account in the name of the faculty member,

- Extramural funding that exceeds 75% of salary and benefits qualifies the section for an annual section salary savings incentive supported by the department, equal to 25% of salary and benefits for eligible PhD’s or 25% of research salary and benefits for MD’s. A section reserve account will be established for the funds so they can be accessed to support future research needs of the investigators.
• Who supports the gaps?

- If the 40/60% goal of extramural grant funding for salary and benefits is obtained and start-up funds (if applicable and budgeted for salary purposes) are exhausted, the Department and Section will split the remaining unfunded balance of salary and benefits 33% from the Department and 67% from the Section for the PhD group only.

- For the MD faculty, the Section is responsible for covering the unfunded portion of salary and benefits.

- If the faculty member drops below 40%/60% salary and benefit funding level, the individual reserve account will be used to cover the difference between the extramural funding coverage and the 40%/60%.

- If the reserve account becomes exhausted, the faculty member will need to discuss their research FTE (total for PhD faculty, research FTE for MD faculty) and whether it needs to be reduced to a level that is agreed upon by the Section Head and Chair of the Department or whether alternative sources of salary funding can be identified.
Clinical Programs

David M. Keller, MD, Vice Chair, Clinical Strategy and Transformation

Timothy Givens, MD, FAAP, Vice Chair, Clinical Operations

Daniel Hyman, MD, MMM, Chief Medical and Patient Safety Officer

David Brumbaugh, Associate Chief Medical Officer

Photo by Sonya Walker, Children’s Hospital Colorado
<table>
<thead>
<tr>
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<tr>
<td>Cancer</td>
<td>11</td>
<td>8</td>
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<td>Cardiology</td>
<td>19</td>
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<td>12</td>
<td>16</td>
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<td>15</td>
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<tr>
<td>Endocrinology</td>
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<tr>
<td>Gastroenterology</td>
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<td>10</td>
<td>10</td>
<td>6</td>
<td>10</td>
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<td>Neonatology</td>
<td>9</td>
<td>20</td>
<td>9</td>
<td>4</td>
<td>6</td>
<td>26</td>
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<td>4</td>
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<tr>
<td>Nephrology</td>
<td>28</td>
<td>46</td>
<td>46</td>
<td>N/A</td>
<td>N/A</td>
<td>36</td>
<td>34</td>
<td>26</td>
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<tr>
<td>Neurology &amp; Neurosurgery</td>
<td>20</td>
<td>19</td>
<td>18</td>
<td>14</td>
<td>16</td>
<td>15</td>
<td>13</td>
<td>13</td>
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<tr>
<td>Pulmonology</td>
<td>5</td>
<td>7</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>12</td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>
Clinical Programs: Access
Anschutz and Metro Network of Care

Days to 3rd Next Appointment - Medical/Surgical Specialties
July 2018

Metric Definitions:
Specialty clinics only— all providers, all locations
New patient, routine appointments only
Days to 3rd next available appointment, calendar days
Calculated weekly, reported monthly (average of weekly data)

Outcome:
31 total specialties
19 specialties (61.3%) at target (≤10 days)
3 specialties (9.7%) near target (11-20 days)
7 specialties (22.6%) off target (>20 days)
2 specialty (6.5%) did not report
Quality and Safety
Daniel Hyman, MD, MMM
A Story of Continuous Improvement

• Clinical Effectiveness
  ➢ Evidence based reductions in utilization (bronchodilators, viral testing and CxRs in bronchiolitis, CT scans for appendicitis evaluations, etc.)
  ➢ Growing set of clinical pathways (>60)
  ➢ Increasingly orienting to value based care
  ➢ Also now focused on reducing diagnostic errors, opiate use and improving sepsis recognition and management (ASK: Is this sepsis?)

• Patient and Team Member Safety (Target Zero)
  ➢ Everyone is trained in safety and TZ is embedded in our culture
  ➢ We have reduced serious harm by 50-75% in the past five years
  ➢ Faculty lead improvement work across the institution and we need to continue to model safety behaviors
2018 Serious Safety Event Rate Chart

2018 Goal: SSE rate ≤ 0.373

This document is quality management information relating to the evaluation or improvement of health care services, and is part of a quality management program as described in C.R.S. 25-3-109(2). It is confidential and protected under C.R.S. 25-3-109(1) and –(3), and is to be used for Children’s Hospital Colorado purposes only.
Primary Market Pediatric Market Share Trend
1990-2017

Primary Market inpatient discharges ages less than 15, excluding Normal Newborn, Neonate, OB and Psychiatry

Percent Market Share vs Year

Children's Hospital Colorado
HealthOne
Centura
DHHA
Sisters of Charity

Total Market Discharges

Metro Market Discharges

Source: CHA
DOP Team for Clinical Operations & Strategy

David M. Keller, MD
Vice Chair, Clinical Strategy & Transformation

Timothy Givens, MD
Vice Chair, Clinical Operations

Rudy Lindsey
PIC Practice Director

Elizabeth Wurth
Clinical & Business Administrator

Uma Chathapuram
Data Analyst

Selina Ostberg
Business Support Specialist

Photo by Sonya Walker, Children’s Hospital Colorado
FY18 FY19 Focus

• Define the DOP clinical strategic and operational plan in partnership with Children’s Hospital Colorado

• Revamp “Clinical Feng Shui”/Care Team Optimization. Dovetail with EPiC refuel.

• Understand the complexities of the cFTE and give credit for the clinical work providers are doing
  • Promote population health practice
  • Prepare DOP for alternative payment models
  • Enhance clinical effectiveness reporting

Photography by Scott Dressel-Martin, Children’s Hospital Colorado.
Our “Make a Difference Every Day” Mission

Change the delivery of healthcare in our system so that:

1) Every patient we touch feels **valued and cared for**—those we know well, those we see today, and those we have yet to meet; and...

2) We restore and cultivate a sense of **joy and purpose** in each of our skilled providers.

3) We are ready to care for patients in a rapidly evolving health care environment.
Finance

Michael Jonen, Director, Finance and Administration

Jennifer Ackerman, Finance Administrator

Photos by Tia Brayman, Children’s Hospital Colorado

Photo courtesy of CU School of Medicine
## Clinical Revenue over 5-Year Period

<table>
<thead>
<tr>
<th>Year</th>
<th>Clinical Revenue</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-2014</td>
<td>$87,629,556</td>
<td>16%</td>
</tr>
<tr>
<td>2014-2015</td>
<td>$105,504,718</td>
<td>20%</td>
</tr>
<tr>
<td>2015-2016</td>
<td>$110,574,395</td>
<td>5%</td>
</tr>
<tr>
<td>2016-2017</td>
<td>$110,277,643</td>
<td>(.3%)</td>
</tr>
<tr>
<td>2017-2018</td>
<td>$122,013,755</td>
<td>11%</td>
</tr>
</tbody>
</table>
UPI Annual Report 1994
Dana Koenig, RN and Robin Deterding, MD (one year out of fellowship)
### Comparative Gross Charges and Net Payments by Cost Center
For the period ended: June 30, 1994
(Cash Basis)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Anesthesiology</td>
<td>$8,760,124</td>
<td>$7,732,566</td>
<td>$3,775,815</td>
<td>$3,372,547</td>
</tr>
<tr>
<td>Dermatology</td>
<td>1,885,707</td>
<td>1,837,019</td>
<td>1,261,375</td>
<td>1,163,153</td>
</tr>
<tr>
<td>Emergency Medicine</td>
<td>3,240,296</td>
<td>3,178,524</td>
<td>965,629</td>
<td>985,421</td>
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<tr>
<td>Family Medicine</td>
<td>1,693,497</td>
<td>1,748,454</td>
<td>873,285</td>
<td>846,031</td>
</tr>
<tr>
<td>Medicine</td>
<td>14,682,968</td>
<td>12,368,498</td>
<td>7,547,030</td>
<td>6,464,494</td>
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<tr>
<td>Neurology</td>
<td>1,590,813</td>
<td>1,260,161</td>
<td>744,124</td>
<td>628,820</td>
</tr>
<tr>
<td>Obstetrics &amp; Gynecology</td>
<td>7,657,941</td>
<td>7,158,427</td>
<td>2,972,618</td>
<td>3,003,747</td>
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<tr>
<td>Ophthalmology</td>
<td>1,195,782</td>
<td>972,466</td>
<td>464,579</td>
<td>332,198</td>
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<tr>
<td>Orthopaedics</td>
<td>5,023,152</td>
<td>4,591,896</td>
<td>2,737,191</td>
<td>2,597,596</td>
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<tr>
<td>Otolaryngology</td>
<td>3,051,536</td>
<td>2,575,688</td>
<td>1,352,580</td>
<td>1,109,546</td>
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<tr>
<td>Pathology</td>
<td>4,830,742</td>
<td>4,351,752</td>
<td>2,501,103</td>
<td>2,205,886</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>19,783,604</td>
<td>17,830,098</td>
<td>9,747,160</td>
<td>8,315,916</td>
</tr>
<tr>
<td>Newborns</td>
<td>285,683</td>
<td>196,794</td>
<td>169,139</td>
<td>122,834</td>
</tr>
<tr>
<td>JFK Child Development</td>
<td>291,306</td>
<td>315,630</td>
<td>178,795</td>
<td>195,455</td>
</tr>
<tr>
<td>Psychiatry</td>
<td>1,686,003</td>
<td>1,372,257</td>
<td>1,130,269</td>
<td>1,027,067</td>
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<tr>
<td>Radiology</td>
<td>8,574,711</td>
<td>8,725,441</td>
<td>3,930,822</td>
<td>3,490,864</td>
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<tr>
<td>Rehabilitation Medicine</td>
<td>838,239</td>
<td>965,992</td>
<td>503,677</td>
<td>480,932</td>
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<tr>
<td>Surgery</td>
<td>18,383,810</td>
<td>16,590,232</td>
<td>9,422,858</td>
<td>8,648,310</td>
</tr>
<tr>
<td>Other</td>
<td>30</td>
<td>2,248</td>
<td>507,794</td>
<td>312,157</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$103,455,942</strong></td>
<td><strong>$93,774,142</strong></td>
<td><strong>$50,785,843</strong></td>
<td><strong>$45,262,973</strong></td>
</tr>
</tbody>
</table>

Footnote: University Otolaryngology Associates contributed $824,630 in Gross Charges and $589,172 in Patient Income.
Department Stabilization Fund (DSF)

- 13% “levy” on clinical income (FY18 Actual = $15.86M)
- Provides necessary finances and flexibility to support programs and invest in faculty
- Recognizes clinical revenue disparities between subspecialties and shared contributions to practice building and academic mission

Funding Allocation

1) Section Operating Support (each Section attains break-even—or better—financial position)
2) Department Administrative Infrastructure
   - Education Programs
   - Academic Affairs
   - Sponsored Research (Grants & Contracts)
   - Human Resources, Benefits & Payroll
   - Business & Finance
   - Clinical Business Development & Strategy
   - Special Programs (Diversity & Inclusion, CME)
3) Program Development
   - Faculty Recruitment & Retention Packages
   - Multi-disciplinary Program Investment
   - Capital Equipment & Facility Improvements/Renovations
4) Reserve Fund Contribution (Saving for Future)
   - Maintaining School of Medicine/CU Medicine Bylaws required reserve fund balance (=> 10% of DOP faculty salary & benefits)
Total Clinical Income: $122,018,348
DSF = 13%

- Section Operating Support: $5,551,835 (35%)
- Administrative Infrastructure: $7,634,021 (48%)
- Program Development: $2,517,905 (16%)
- Reserve Fund: $158,624 (1%)

DSF Allocation
## Administrative Infrastructure

<table>
<thead>
<tr>
<th>Administrative Infrastructure</th>
<th>Amount</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Programs</td>
<td>$2,133,262</td>
<td>27.9%</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>$1,228,400</td>
<td>16.1%</td>
</tr>
<tr>
<td>Sponsored Research (Grants &amp; Contracts)</td>
<td>$1,476,039</td>
<td>19.3%</td>
</tr>
<tr>
<td>Human Resources, Benefits &amp; Payroll</td>
<td>$265,111</td>
<td>3.5%</td>
</tr>
<tr>
<td>Business &amp; Finance</td>
<td>$1,026,955</td>
<td>13.5%</td>
</tr>
<tr>
<td>Clinical Business Development &amp; Strategy</td>
<td>$865,650</td>
<td>11.3%</td>
</tr>
<tr>
<td>Special Programs</td>
<td>$638,604</td>
<td>8.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,634,021</strong></td>
<td><strong>100%</strong></td>
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</tbody>
</table>

Administrative Infrastructure % of Clinical Income (i.e., "Effective Overhead Tax Rate") 6.3%
Administrative Infrastructure

• Ongoing evaluation of Administrative units to insure that service level standards are meeting faculty needs – maximize service efficiency and effectiveness across all of our missions

• Evaluating DSF distribution methodology to enhance equity among Sections, transparency in funding allocations, performance accountability for administrative service units, and program support return on investment
Gender Equity

• We last reviewed gender equity in promotion, career advancement and compensation in 2011.

• Results were published in *Academic Medicine* (2012) Rotbart et al.*

Gender Equity

• Because diversity and gender equity are so important for our Department, it is important that we periodically review how we are doing.

Photography by Scott Dressel-Martin, Children’s Hospital Colorado.
## Gender Equity—Academic Affairs

Promotions & Tenure Gender Analysis, 2013-2018

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td># Years as Assistant Professor Prior to Promotion (mean)</td>
<td>6.4</td>
<td>6.0</td>
</tr>
<tr>
<td># Years as Associate Professor Prior to Promotion (mean)</td>
<td>8.2</td>
<td>8.5</td>
</tr>
<tr>
<td>% Non-Tenured Professors Awarded Tenure/Year (mean)</td>
<td>4.8</td>
<td>5.0</td>
</tr>
</tbody>
</table>

Photography by Scott Dressel-Martin, Children’s Hospital Colorado.
Gender Equity—Salaries

First, thanks to Sonja Ziniel, Assistant Research Professor, Pediatrics-Pediatric Hospital Medicine, who performed what is a complex multivariable analysis.

Photo by Tia Brayman, Children’s Hospital Colorado
Gender Equity—Salaries

Thanks also to Doctors:

• Robin Deterding
• Amy Brooks-Kayal
• Nancy Krebs
• Lia Gore
• Susan Koh
• Jan Martin
• Andy Sirotnak
• Stacey Wall

who reviewed and discussed the analysis with us.

Photos by Tia Brayman, Children’s Hospital Colorado.
Gender Equity—Salaries

• We analyzed MD/DO and APP faculty separately. We are still working on PhD faculty as they represent a diverse and complex group of our faculty.
Gender Equity—Salaries

MD/DO  N=393
We excluded MDs with upper level leadership positions, including Section Heads and Vice Chairs. Also excluded MD/DO faculty over the age of 80.
Gender Equity—Salaries MD/DO

Descriptive Statistics

- 40.1% male
- 59.9% female

- 20.7% Instructor
- 37% Assistant Professor
- 24.9% Associate Professor
- 17.4% Professor

- 41.6% Caucasian
- 58.4% Any other or missing

Mean age 46.3 (29.9-79.8)
Mean CFTE 54.2% (0-100%)

Department of Pediatrics
SCHOOL OF MEDICINE
UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Children's Hospital Colorado
Here, it's different.
Gender Equity—Salaries, MD/DO

Multivariable models

In this model, Section is included as a random effect in a linear mixed effects model

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Value</th>
</tr>
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<tbody>
<tr>
<td>Constant (in $)</td>
<td>121,783.5***</td>
</tr>
<tr>
<td>Male</td>
<td>0.4</td>
</tr>
<tr>
<td>Caucasian</td>
<td>-0.7</td>
</tr>
<tr>
<td>Clinical FTE in %</td>
<td>0.1***</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>9.3***</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>25.2***</td>
</tr>
<tr>
<td>Professor</td>
<td>41.6***</td>
</tr>
<tr>
<td>Years in Rank at UCD</td>
<td>0.5**</td>
</tr>
<tr>
<td>Years since Graduation</td>
<td>0.8***</td>
</tr>
<tr>
<td>Years since Appointment at UCD</td>
<td>-0.3**</td>
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</table>

***p<0.001; **p<0.01; *p<0.05

Compared to Instructor
Gender Equity—Salaries, MD/DO

Multivariable models

In this model, Section is included as an independent variable

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Coefficient</th>
</tr>
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<tbody>
<tr>
<td>Constant</td>
<td>104,971.7***</td>
</tr>
<tr>
<td>Male</td>
<td>1,584.5</td>
</tr>
<tr>
<td>Caucasian</td>
<td>-1,666.8</td>
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<tr>
<td>Clinical FTE in %</td>
<td>165.1**</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>14,954.8**</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>41,670.4***</td>
</tr>
<tr>
<td>Professor</td>
<td>76,763.9***</td>
</tr>
<tr>
<td>Years in Rank at UCD</td>
<td>1,289.6**</td>
</tr>
<tr>
<td>Years since Graduation</td>
<td>1,760.7***</td>
</tr>
<tr>
<td>Years since Appointment at UCD</td>
<td>-1,109.8***</td>
</tr>
</tbody>
</table>

***p<0.001; **p<0.01; *p<0.05
Gender Equity—Salaries

Advanced Practice Providers

APP  N=208

- Excluded APPs with upper level leadership positions

Descriptive Statistics

<table>
<thead>
<tr>
<th>Sex</th>
<th>Rank</th>
<th>Ethnicity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male 8.9%</td>
<td>Instructor 63.1%</td>
<td>35.1% Caucasian</td>
</tr>
<tr>
<td>Female 91.1%</td>
<td>Senior Instructor 31.8%</td>
<td>64.9% Any other or missing</td>
</tr>
<tr>
<td></td>
<td>Assistant Professor or higher 5.1%</td>
<td></td>
</tr>
</tbody>
</table>

Mean age 41 (27.5-67)
Mean CFTE 73.86% (0-100)
Gender Equity—Salaries, APP
Advanced Practice Providers

In this model, Section is included as a random effect in a linear mixed effects model.

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant (in $)</td>
<td>84,834.7***</td>
</tr>
<tr>
<td>Male</td>
<td>-0.1</td>
</tr>
<tr>
<td>Caucasian</td>
<td>-0.5</td>
</tr>
<tr>
<td>Clinical FTE in %</td>
<td>0.02</td>
</tr>
<tr>
<td>Senior Instructor</td>
<td>2.6</td>
</tr>
<tr>
<td>Assistant Professor and higher</td>
<td>11.7***</td>
</tr>
<tr>
<td>Years in Rank at UCD</td>
<td>0.3</td>
</tr>
<tr>
<td>Years since last Appointment at UCD</td>
<td>0.9***</td>
</tr>
<tr>
<td>Age</td>
<td>0.2**</td>
</tr>
</tbody>
</table>

***p<0.001; **p<0.01; *p<0.05
Gender Equity—Salaries, APP
Advanced Practice Providers

In this model, Section is included as an independent variable

|| Independent Variables                      |
|-------------------------------------------|
| Constant                                  | 81,799.33*** |
| Male                                      | -196.1       |
| Caucasian                                 | -488.2       |
| Clinical FTE in %                         | 14.8         |
| Senior Instructor                         | 3,062.1      |
| Assistant Professor and higher            | 14,874.6***  |
| Years in Rank at UCD                      | 333.5        |
| Years since Appointment at UCD            | 983.2***     |
| Age                                       | 266.0**      |

**Note:**

***p<0.001; **p<0.01; *p<0.05

Compared to Instructor
Gender Equity—Salaries

Conclusions

• There were no statistically significant differences by gender in salary for MD/DO faculty or for APP faculty

• For MD/DO faculty, there was a non-significant difference in favor of males of approximately $1,600/year

• For APP faculty, there was a non-significant difference in favor of females of approximately $195/year
Gender Equity—Salaries

Conclusions

• This information will be quite helpful as we revisit MD faculty salaries in January 2019 and APP faculty salaries in July 2019.
2018 Promotions—Associate Professor

Abigail Collins, MD—Neurology

Donna Curtis, MD—Infectious Disease

Michael Di Maria, MD—Cardiology

Cameron Gunville, MD—Critical Care

Kristen Jensen, MD—General Pediatrics

Atrium Art, Children’s Hospital Colorado
2018 Promotions—Associate Professor

Kenneth Jones, PhD—Hematology-Oncology

Mary C. Kohn, MD—General Pediatrics

Lisa A. Merkel-Holguin, MSW—Kempe Center

Christopher D. Newman, PA-C—Critical Care

James Tod Olin, MD—National Jewish

Suzanne M. Osorio-Lujan, DVM—Cardiology
2018 Promotions—Associate Professor

Padmini Palat, MD, MPH—Neurology
Laura Pyle, PhD—Endocrinology
Yogendra H. Raol, PhD—Neurology
Regina M. Reynolds, MD—Neonatology
Kelley Roswell, MD—Emergency Medicine
Margarita Saenz, MD—Genetics
2018 Promotions—Associate Professor

Daniel A. Searing, MD—Allergy & Immunology

Seth Septer, DO—Gastroenterology

Michele L. Yang, MD—Neurology

Liping Yu, MD—Barbara Davis Center

Carleen A. Zebuhr, MD—Critical Care
2018 Promotions—Professor

Todd Carpenter, MD  Critical Care
Jane Gralla, PhD  Endocrinology/Biostatistics
Theresa Grover, MD  Neonatology
Janine Higgins, PhD  Endocrinology
Kenneth MacLean, PhD  Genetics & Metabolism
Sarah Parker, MD  Infectious Disease
Paul Rozance, MD  Neonatology
Janet Thomas, MD  Genetics & Metabolism
Michael Wang, MD  Hematology-Oncology

Robert C. Jackson, “Evolution” Children’s Hospital Colorado Art Collection
2018 Promotions—Professor with Tenure

Amanda Dempsey, MD, General Pediatrics

Kristen Nadeau, MD, Endocrinology

2018—Award of Tenure

Cara Mack, MD, Gastroenterology

Robert C. Jackson, “Construction”
Children’s Hospital Colorado Art Collection
2018 Senior Instructor Awards

Tracy Price-Johnson, MA

Departmental Liaison for Instructors and Senior Instructors
2018 Senior Instructor with Distinction Awards

- Tami Kephart, CPNP
- Naomi Miyazawa, MD, PA-C
Celebrating Barb
Barbara A. Quarantillo Award
2017

to
Maria Frid, PhD
and
Mary Gabriel, MSN, PNP
Celebrating Dalice
Dallice Miller

Hertzberg Award

2016

to

Suzanne Paul, MSN, FNP-C