School of Medicine Executive Committee
Meeting Minutes
Tuesday, January 17, 2012
Academic Office One, 7th Floor Board Room

Present

Members: Bill Betz, John Cambier, Vic Patel (for Robert D’Ambrosia), Steve Daniels, Frank deGruy, Chip Dodd, Robert Freedman, Renata Gallagher, Laurie Gaspar, Ron Gill, Fred Grover, Tom Henthorn, Andres Vazquez-Torres (for Randall Holmes), Ben Honigman, Herman Jenkins, Robert Sclafani (for Mark Johnston), Richard Krugman, Kevin Lillehei, Wendy Macklin, Naresh Mandava, Nanette Santoro, David Schwartz, Steve Anderson (for Ann Thor), Andrew Thorburn, John Corboy (for Ken Tyler)

Participants: Terri Carrothers, Timothy Crombleholme, Doug Jones, Celia Kaye, Steve Lowenstein, Ed McCabe, Thomas Meyers (VA), Dan Meyers, Chris Nyquist, Chip Ridgway, Carol Rumack, Jane Schumaker, Fred Suchy, Dan Theodorescu, Richard Trystman, Cheryl Welch, Nan LaFrance, Steve Zweck-Bronner

Guests: Ron Gibbs, Brenda Bucklin

I. Greetings – Dean Krugman welcomed everyone.

II. Approval of the Minutes – The December 20th, 2011 SOM Executive Committee Meeting were unanimously approved as written.

III. Discussion Items
A. Dean’s Comments
   1. Updates
      Search Update:
      a. *Emergency Medicine and Surgery Department* Chairs - Drs. Richard Zane (Emergency Medicine Department Chair) and Richard Schulick (Surgery Department Chair) have accepted their appointments and will begin April 1st and May 1st respectively. They both will be here during the Department Chair/Division Head training taking place on February 16-17, 2012.
      b. *CSPH Search* – Provost Nairn has invited Dr. David Goff to discuss the position.
      c. *Center for Bioethics and Humanities Director* – the stakeholders’ meetings have been completed and the search committee is reviewing the CV’s.
      d. *Head of Planning* – a new search in the Chancellor’s office

   2. *Health System* – at the UPI Board meeting later this morning, there will be discussions with Bruce Schroffel, CEO of UCH and Rulon Stacey, CEO of
Poudre Valley. The boards at both places are considering the “go ahead” sometime next week with the joint operating agreement.

Memorial Hospital – The task force voted 9-0 to recommend UCH to be the bidder for the lessor Memorial Hospital. The city council also voted 9-0 to authorize a negotiation. Children’s Hospital (CHC) is slated to create a hospital within a hospital at Memorial as a sublease of the pediatric program. Children’s is not part of the University of Colorado Hospital bid.

3. Strategic Planning – there are four national academic healthcare organizational expert groups who will be taking an opportunity to visit within the next two weeks, at their own expense, to speak with this administration regarding strategic planning effort. They will be talking with us about our plans to consider a total restructuring of the School of Medicine, which involves all of our missions of research, education, clinical and community service missions in the context on how we should best position ourselves as a school to be as successful as we want to be. This process may take 9 months or longer. This will help us to maximize our success and organization. The Senior Associate Deans and Dr. Wendy Macklin are working together for interviews. If anyone is interested in this process, please let Dean Krugman’s office know. There has not been any Medical School at this stage of development that has done this before. The goal of this project is to ensure success of the School of Medicine with impending decreases in resources and financial support from a variety of sources.

B. Changes to policies regarding notice of non-renewal - Associate Dean Steven Lowenstein updated the policy in regards to non-renewal of faculty appointments. Non-renewals are not the same as dismissal or termination for cause. Termination for cause is the termination based upon neglect of duty, felony convictions, etc. Non-renewal or non-reappointment is the decision that the Chairs make and give to the faculty member in writing that they will not be recommended for renewal of an appointment after the current appointment ends. In the old policy it states that 3 month notice must be given to faculty members in their 1st year of service, 6 month’s notice for faculty in their 2nd year and 1 year for faculty after 2 or more years. Since the 1990’s the SOM has applied this to all faculty members who are not “at-will” and not tenured. In 1984, the Court of Appeals said that notice of non-reappointment must be given prior to the end of the appointed term, rather than anytime during the current term of appointment. In 2011, 27 years after the original codification, the notice policy and schedule were deleted and a new APS (administrative policy statement) was added. The 2011 APS states that the campuses, in collaboration with the appropriate faculty governance groups, shall develop and implement their respective policies and procedures for faculty appointment processes. A new APS is being drafted for the Anschutz Medical Campus schools and colleges. Steve Zweck-Bronner stated that the policy will be distributed in the next week or
so, and there will be an opportunity for feedback by chairs, administrators and faculty.

C. **Education Report** – Celia Kaye, MD updated the committee on the Education Office. The LCME voted to continue the accreditation of the education program leading to the MD degree to the SOM. The next full survey will be scheduled during the 2016-17 academic year. All entities are now on the long cycles; UME, GME, CME, DPT and an extra year was added to the PA program before their next review. There was a limited site survey in 2011 and the most problematic was the affiliation agreements needed to have within the document the teacher/learning contract and an explicit definition of the responsibility of the clinical site for treatment of a student’s injury or exposure which were appended. All affiliation agreements have been redone and reported in December 2011. Other areas of compliance were identified as diversity, indebtedness, timeliness of clerkship grade reporting, disrespect of students by faculty members and the general fund financial status of the school.

In April 2011 a Curriculum Retreat was held to discuss the learning communities, master educators, and restructuring to identify a home for the longitudinal curriculum.

The Education Department will be working closely with the Colorado Springs Branch Campus. Dean Krugman stated that the Springs Campus has dedicated the 4th floor of the Lane Academic Center for the branch campus of the CU School of Medicine on the UCCS campus. There are huge benefits of having this branch campus. Other items addressed are the Pediatric Pathways for early choice of pediatrics with direct entry into residency, which the AAMC is leading on this subject and also the Longitudinal Phase III which Brenda Bucklin is leading. This could potentially allow the students to enter their 3rd year with less stress and better learning outcomes.

1. **GME Report** – Carol Rumack, MD discussed GME’s successes throughout the year. The new ACGME Accreditation system is being developed and site visits are slowing down. This Spring, a faculty survey will be sent out. This last site visit did not have any major duty hour issues and the institution has gone 5 years without any citations and the Surgery program is now off probation thanks to Dr. Mark Nehler’s efforts. The violations were discussed which has significantly improved over the last 6 months.

2. **CME Report** - Ron Gibbs, MD updated the committee on the OCME & PD’s accreditation which focused on the standardization and integration of the patient safety/M&M/Occurrence review form. This form was developed by CME and GME and approved last Spring. There have been changes in the M&M occurrence categories and systems based issues. A second page has been added to identify individual patients, tracking and follow up; and a third page where competencies can be identified to give examples. There is a
mandate from ACGME to demonstrate that the residents are actively involved in the quality process. Another advantage of the form is to close the loop and affixes responsibility for follow-up. Dr. Gibbs is having a meeting next week with the Office of Patient Effectiveness and would like the Chairs to inquire to see which form is being used in the departments. The second project comes from participating with a group from AAMC, which shifts the emphasis from mainly an education focus to a performance focus that uses the GR/M&Ms to assess a clinical unit’s performance compared to a quality measure. The next step for CME is to start a working group for the Portfolio Approval Program to analyze existing infrastructure and develop a business plan.

D. **Predictors of Early Faculty Attrition** - Brenda Bucklin, MD thanked Dean Krugman, Steve Lowenstein and Cheryl Welch for data and Tom Henthorn for the time to conduct this study. 20% of the nation’s physicians are over 65 years of age and that proportion will increase and part-time physician workforce has increased by 62%. In addition, 30 million previously uninsured Americans will have insurance coverage by 2014. The cost of clinician replacement can be from $115K to $578K and start-up costs for basic scientists can approach $500K to $1M. The specific aim was to measure the 3 year attrition rates of new faculty members who were hired in 2005-06 and identify attributes, attitudes, experiences and other factors associated with early attrition. An electronic survey was distributed to current faculty and exited faculty. There was a 65% response rate to the survey. More than 1/3 of faculty members left within 3 years of hiring – however the number of fellows in Instructor positions within this group was not separately identified in this report. The cost to the institution has been >$5M for MD’s alone. Dean Krugman would like to address this at a later date, however wondered if there were formal exit interviews being conducted for those leaving. Steve Daniels, MD stated that Children’s Hospital conducts exit interviews which are valuable to their institution.

E. **Faculty Senate Report** – Faculty Senate President, Ron Gill, updated the committee on the latest Faculty Senate meeting. There were two items discussed; non-compete agreements which the Senate generally supported, but there are concerns about it being made retroactive; and the statutes of the retirement and incentive plans which were met with general satisfaction except that they are made at the discretion of the chairs and with departmental funds. They faculty senate would like it to be more institutional decisions and institutional funds.

At the AMC Faculty Assembly, there are representatives from all schools on the campus. There are 11 slots with only 5 filled. The times of the meetings are being changed in hopes to gain more participation.

**Executive Session**

**IV. Approval Items**
A. **Appointment of Richard Zane, MD to Department of Emergency Medicine Chair** – Dr. Steve Daniels made the motion and Dr. Kenneth Lillihei seconded it. The motion was unanimously approved.

B. **Appointment of Richard Schulick, MD to Department of Surgery Chair** – Dr. Ben Honigman made the motion and Dr. Wendy Macklin seconded it. The motion was unanimously approved.

Dean Krugman thanked Dr. Ben Honigman for his work as the interim Chair for the Department of Emergency Medicine and also thanks Dr. Fred Grover for his 10 years of service at Chair for the Department of Surgery.

C. **Sr. Clinical Appointments and Promotions** – all Sr. Clinical Appointments and Promotions were unanimously approved.

Drs. David Orlicky and Richard Hughes were introduced as the co-Chairs for the Faculty Promotions Committee.

D. **Approval of Faculty Promotions** – all faculty promotions were unanimously approved.

The meeting adjourned at 9:43 AM