

**School of Medicine Executive Committee**  
**Meeting Minutes**  
**Tuesday, November 19<sup>th</sup>, 2013**  
**AO1 Building, 7<sup>th</sup> Floor Boardroom**

ATTACHMENT 1

**Present**

**Members:** John Cambier, Robert D'Ambrosia, Chip Dodd, Laurie Gaspar, Tom Henthorn, James Hill, David Barton for Randall Holmes, Herman Jenkins, Mark Johnston, Richard Krugman, Kevin Lillehei, Wendy Macklin, Naresh Mandava, Dennis Matthews, David Norris, Angie Ribera, Nanette Santoro, Richard Schulick, David Schwartz, Ron Sokol, Ann Thor, Andrew Thorburn, Ken Tyler, David West, Richard Zane

**Participants:** Terri Carrothers, Mark Couch, Jeffrey Druck, Ben Honigman, Richard Johnston, Douglas Jones, Philip Mehler (DHHA), Thomas Meyer (VA), William Neff (UCHealth), Chris Nyquist, Nichole Reisdorph, E. C. Ridgway, Jane Schumaker, Fred Suchy, Cheryl Welch, Nan LaFrance, Kim Benson

**Guests:** Doug Ziedonis (visiting Dean from University of Massachusetts), Mark Kochevar

**I. Approval of the Minutes** – The October 15<sup>th</sup>, 2013 SOM Executive Committee Meeting minutes were approved unanimously.

**II. Dean's Update and Discussion Items**

**A. Discussion Items:**

1. **Laurie Gaspar, MD** – stepping down as chair at the end of April 2014 after 15 years as a department chair and going into phased retirement.
2. **Japan Trip** – In 2005 Colorado State University (CSU) developed a relationship with the National Institute of Radiological Sciences in Japan. They have been collaborating mostly around physics and proton, and more recently carbon ion radiation. Carbon ion radiation therapy has been proven to be very good for solid tumors. CSU sees a lot of solid tumors, particularly in dogs. Their veterinary school has an animal cancer center, which is affiliated with CU Cancer Center. Carbon ion radiation is a great intervention of sarcoma. There are only four carbon ion facilities in the world, two in Japan, one in Germany and one in Italy. CSU decided to try to have the first carbon ion facility in the United States. A grant was written to NIH, NCI for a planning grant to study the feasibility of a carbon ion facility in Colorado. The grant received a good review, however requested that the veterinarian school collaborate with a medical school. CSU requested a meeting with Dean Krugman to discuss the possibility of collaboration on a carbon ion radiation facility. Drs. Laurie Gaspar, Dan Theodorescu, and Tom Purcell have been part of the conversations. The facility would cost around \$150M to build and CSU believes it could get governmental and private support. Dean Krugman was asked to attend a meeting in Japan with CSU leadership in April 2013 to sign a memorandum of understanding for six months. Chancellor Don Elliman and President Tony Frank from CSU will talk with the Governor. The Dean has requested that if it is to be done, it should not be done strictly as a clinical facility but also as a research facility with the opportunity for comparative data on carbon ion and other therapies. Dr. Andrew Thorburn, Department Chair for Pharmacology, stated that if this moves forward, it would be important for the school to maximize the research possibilities and strengthen interactions with CSU. Dean Krugman also stated that Poudre Valley has also been involved with this enterprise. Kevin Unger, CEO of Poudre Valley, also traveled to Japan with the Dean and CSU.

3. The 2014 State and Federal legislative sessions are approaching and the president's office and lobbyists have asked if there are any specific legislative issues or bills that anyone knows of or needs coming up in the present year as they want to be prepared. Please contact Dean Krugman's office know so that it can be passed on to the Government Affairs office.
4. Holiday Events Policies – reminder to refer to all University policies for all holiday and appreciation events. The Dean urges all to comply.
5. Searches Underway – during the first week of December, Matt Wynia, candidate for the Center Director of Bioethics and Humanities in the office of the Vice Chancellor for Health Affairs, will be returning to the campus to discuss opportunities. If anyone would like to meet with him, please let the Dean know.

The search for the Sr. Associate Dean for Education is underway. It is an internal search and the hope is to have it completed by the end of the calendar year.

6. The Colorado Springs branch will be located in the Lane Center. Erik Wallace, MD will be arriving in January 2014, as the new Associate Dean. He previously was the Associate Dean of Affairs at the University of Oklahoma, Tulsa. He will have an office in the Lane Center on the 4<sup>th</sup> floor. UCCS has given the 4<sup>th</sup> floor for the administrative office, a geriatrics program and health program.
7. State of the School will be on December 11, 2013 at 4:30pm in the Hensel Phelps West Auditorium and we hope everyone will try to attend. There will be a small reception following the presentation.

#### B. Affiliates Update

1. VA Update – Malcolm Cox, MD, Chief Academic Affiliations Officer will be stepping down in the first part of 2014. There have been contingent conversations with the SOM and VA regarding the track for medical students and Dr. Cox will be putting together a national consortium of 2-3 schools that might be willing to participate. The completion of the new VA building is approximately 1/3 of the way done.
2. Denver Health – Denver Health reported a \$20M loss in this and the first loss in approximately 20 years. Part of the loss is due to a debacle during an IT rollout last January costing \$10M. DHHA has decided to proceed with EPIC and it will take 18-24 months before EPIC is operational. Medicaid cuts and personnel expenses also added to the loss. Paul Melinkovich, Director of Community Health Services, is retiring after 36 years. John Ogle, MD has also announced his retirement effective the Fall of 2014. Holly Batal, MD, Chief of Internal Medicine will also be stepping down. National search for these 3 positions has begun. Dan Handel, MD – the new Chief of Palliative Care Medicine and James Ruskin, MD – the new Chief of Oral Maxillofacial Surgery, have both arrived at Denver Health.

Faculty Senate Report – Faculty Senate Report – the faculty oath and faculty promise were approved by the Faculty Senate. The Faculty Promise was approved by a vote of 24-1. It is a form that all faculty will be asked to sign to promise to treat all learners (students, residents, clinical and post-doc fellows), patients, colleagues and co-workers with respect, compassion, empathy and tolerance at all time, even in disagreement. It also reminds faculty to maintain appropriate confidentiality, respect with dignity, and to uphold a positive and respectful learning environment. With respect to the oath, there was discussion about treating faculty fairly and ensuring they have to right to have their point of view heard. Dr. Krugman emphasized the

pitfalls of relying on guarantees of “due process,” while also emphasizing the need for discussions in departments about how faculty colleagues can intervene when another colleague appears to be acting unprofessionally or mistreating a learner. A robust conversation followed with input from various chairs in support of this process. Chairs wanted to assure that this was not just medical student mistreatment but all students, faculty and staff. The hardest part is getting the information in a timely fashion. The department chairs support having the ability to say “this is not okay” immediately when instances are known, rather than wait for due process. Currently some chairs take specific instances to their entire faculty in the hope that the one or two people who are guilty will ‘get it’, but acknowledge this is highly ineffective and support being able to handle things more directly and with consequences. There is ample evidence that when disrespect happens in the presence of patients, it has an adverse effect on patient care. This is a broad issue across this campus and society. In Dean Krugman’s experience of speaking on physical and sexual abuse, he has been approached by many who say that emotional abuse is the most devastating and detrimental form of abuse. Associate Dean for Faculty Affairs is putting together a comprehensive proposal that will include clear expectations, consequences and mechanisms to address issues, implementing consequences and available resources. The Dean stated that ignoring any type of this behavior is the same as condoning it and to allow it to continue would be an enormous disservice to the vast majority of faculty who do not engage in this behavior. It leaves those who do behave badly immune to the consequences. The Dean understands that there are some who cannot be helped, and those situations need to be addressed, however he knows of instances where some have been talked to about it, received help for it and it has never happened again. No one hears about it due to the privacy of personnel situations. There are a certain percentage of people who behave this way and have never been told by anyone, particularly by anyone of authority, to stop. That message, just once, for some people will get through, but silence does not work. Nichole Reisdorph, MD stated that retaliation is the biggest fear for the students on reporting. This is something two different committees are working on within the Faculty Senate.

- C. Dean Krugman reminded the committee that the Dean’s Distinguished speaker, David Relman is speaking at 4:00pm in Hensel Phelps West Auditorium today.
- D. Chip Ridgway, MD will be putting together a couple of groups that include clinical chairs and center directors chairs to have conversation around what the principles might be for academic support from new resources. Dean Krugman would like to have discussions from these groups during the January 2014 SOM Executive Committee meeting.
- F. Grants and Contracts update – Dr. Cambier asked for an update concerning grants and contracts. Dean Krugman, Chip Ridgway, MD and Doug Jones, Jr., MD will be meeting with Chancellor Don Elliman to discuss the issues with grants and contracts and not necessarily addressed by the consultants that were hired to review these issues. Dr. Ridgway feels that the consulting firm did not get down to the problems within grants and contracts and the process improvements. The Dean stated that no one is addressing the core problem and they are trying to get to the bottom of it.
- G. Space Issues – Dr. Kevin Lillehei has 3 new faculty and no place for them. Dr. Ridgway has spoken to John Harney and they have not been able to find offices for faculty in the hospital. Discussion have be ongoing with Lilly Marks, Bill Neff (UCHealth), Jane Schumaker, Dean Krugman and John Harney, it is clear a building will need to be built and the question is where. There’s discussion about the plot of land located just west of the Leprino Building where barracks sit. Lilly Marks stated that since there is a need for both academic and clinical faculty space, that possibly University Hospital and UCHealth would joint venture and fund a building

there. The building will possibly be built around July 2015. This is subject to the system board approval which is December 3<sup>rd</sup>, 2013. Dr. Neff discussed the possibility of removing UCH administration from Leprino to open up additional space. Jane Schumaker reminded the committee that there is 22,000 square feet of unbuilt space in the UPI building which could quickly become offices.

### **EXECUTIVE SESSION**

#### **III. Approval Items**

- a. All Senior Clinical Appointments and Promotion Committee actions were unanimously approved.
- b. The Professor Emeritus Appointment for Dr. Harley Rotbart was unanimously approved.

The meeting adjourned at 9:10am