

School of Medicine Executive Committee
Meeting Minutes
Tuesday, December 17th, 2013
AO1 Building, 7th Floor Boardroom

ATTACHMENT 1

Present

Members: John Cambier, Robert D'Ambrosia, Timothy Crombleholme, Steve Daniels, Frank deGruy, Chip Dodd, Robert Freedman, Brian Kavanagh for Laurie Gaspar, Tom Henthorn, Randall Holmes, Herman Jenkins, Mark Johnston, Richard Krugman, Kevin Lillehei, Wendy Macklin, Naresh Mandava, Dennis Matthews, David Norris, Marian Rewers, Angie Ribera, Nanette Santoro, Richard Schulick, David Schwartz, Ann Thor, Andrew Thorburn, Ken Tyler, David West, Richard Zane

Participants: Terri Carrothers, Mark Couch, Ben Honigman, Richard Johnston, Douglas Jones, Celia Kaye, Steven Lowenstein, Thomas Meyer (VA), Nichole Reisdorph, E. C. Ridgway, Jane Schumaker, Fred Suchy, Richard Traystman, Cheryl Welch, Patti Balodis, Kim Benson

Guests: Stephen Wolf, Mollie Young

I. Approval of the Minutes – The November 19th, 2013 SOM Executive Committee Meeting minutes were approved unanimously.

II. Dean's Update and Discussion Items

A. Discussion Items:

1. **Joint Budget Committee** met on 12/16/13 and requested information on the numbers of under-represented students from the SOM and the SODM be provided by noon today (12/17/13). A slide from the State of the School and the two pages from the SOM Office of Diversity and Inclusion and send them to Steve Zweck-Bronner, General Counsel.
2. **National Jewish Health** – Dean Krugman visited with the CEO of NJH, Michael Salem and he announced that NJH has formed a relationship with Mt. Sinai in New York where they will have a National Jewish Center at Mt. Sinai. It is a brilliant strategy to address the donor base in New York. Fred Suchy, MD stated that you must have a faculty appointment at Mt. Sinai School of Medicine to practice at Mt. Sinai.
3. **Recruitment for Laurie Gaspar, MD** – Dean Krugman met with the Radiation Oncology department after receiving a letter from them anticipating that Dr. Gaspar would be stepping down. The department asked for an internal search. All professors and some potential candidates signed a letter 6 months ago requesting this.
4. **Basic Science Updates** – there is a push to get Immunology to this campus by July 2014. Discussions about the integration of the basic science departments continue. We will start with the consolidation of Microbiology and Immunology by July 1, 2014. There were two letters from attorneys from NJH, one asking Drs. Daniels and Suchy to cease and desist from recruiting pediatric faculty and one with allegations about some SOM faculty who do clinics at NJH using information to recruit faculty. The letters are in the hands of Steve Zweck-Bronner, General Counsel.

The Dean was asked to comment on the issue of space when the Immunology faculty move to the AMC. He stated that all who will be moving from NJH to this campus will be accommodated and asked Dr. Ridgway about an update on the space issue for the January SOM EC meeting's agenda. The Microbiology department is in RC1 North, 9th floor. The best way to bring Immunology and Microbiology together is to place them on the 8th and 9th Floor in RC1N. There has been a study on the alleged air quality issues of

some areas in RC1N. Dr. Traystman stated that he commissioned Lee Newman, MD from the School of Public Health, who is an expert in indoor air quality to take a look at all items done in relation to RC1 North's air quality. A thorough investigation was completed and ongoing monitoring will continue. All recommendations are being followed and more tests will be done. There will be additional monitoring of the building.

- B. UME Enhancing Education Program** – Associate Dean for Curriculum, Stephen Wolf, MD gave a presentation on the development of a new innovative grant program designed to enhance education and clinical teaching within the clinical core of the MD program. He explained that a changing educational landscape over the past 10 years has led to a distancing of the departments from the SOM's education mission. Educators are concerned that the teaching of core clinical elements is slowly being marginalized within the clinical core. Furthermore, faculty-student direct observation and teaching time have declined according to the AAMC Graduation Questionnaire. Thus, a new program is being created to enhance medical student education in the core clinical clerkships, striving to stimulate innovation and encourage greater departmental participation. The "Enhancing Education Grant Program" will encourage innovation, require departmental engagement, allow for individualization, promote the education mission at the SOM and promote the results from the strategic planning just recently completed. It will focus on core teaching elements (e.g., bedside teaching, oral presentations, etc.) and prioritize clerkship-departmental collaboration, inter-departmental collaboration, teaching innovation, and measurable outcomes. The program will use a structured, peer-review application process with ongoing central oversight of evaluations and monitoring. Each of the 10 core clerkships will be encouraged to apply. While the SOM anticipates funding up to 10 grants at \$50K-\$175K per program, some flexibility in financial structure of the applications is needed to accommodate for the total funding of the program. Additionally, awarded amounts will be related to the level of impact on the students. The program will begin with the 2014-15 clinical core (i.e., third year of the MD program.) It is anticipated that a Request for Applications will be available by mid-January. Dr. Wolf stated that an example would be a "Professor Rounds" where a set group of clinical educators, proven in their fields, could work with students for 2-hour or so several times a week, providing meaningful direct student contact. In this example the funding could be used to buy back the Faculty's time and support design and maintenance costs. However, he emphasized the importance of innovation and individualization at the department level. Successful programs will be eligible for ongoing grant funding on an annual basis. The Dean feels this is an opportunity for clinical correlations with basic science and for departments to think of how to get the students the education they need. He also would like all clinical and basic science departments to have a role in this, but it must be done in the context of the structure of our LCME approved curriculum – the 10 clinical core clerkships. It was felt that there are clear opportunities for significant involvement of department not directly tied to one of the 10 clinical core clerkships (e.g., muscular-skeletal block and radiology; Adult Ambulatory Care block and dermatology, ENT or radiology.) The more inter-disciplinary this is, the higher the priorities should be for funding. Dr. Wolf offered to speak with anyone interested and can be reached at Stephen.Wolf@ucdenver.edu.

C. Chair Updates

Department of Neurology – Ken Tyler, MD – there has been dramatic growth in the clinical enterprise. An accomplishment is that the department is in the US News and World report ranking as one of the comprehensive Stroke Center in the country which is the highest rating from the American Heart Association/Stroke Association. The SOM and Chancellor approved the Alzheimer's Disease Clinical and Research Center. The

Linda Crnic Institute and the Global Down's Syndrome Foundation supported this project. On the research side, many highlights involve interactions with other departments. Wendy Macklin, PhD is the PI of a collaborative research center award received from the National MS Society. They were also able to get one of their major project grants refunded. The grants have grown and are up 142% from last year. This has mostly resulted from clinical research. Teaching – received 400 applicants to the Neurology residency program, which means about half of the medical graduates applying in Neurology throughout the U.S. have now applied to this program which is a remarkable statistic. Some challenges are reimbursement changes for procedure coding. Many are also struggling with how to integrate quality and data collection into the clinical practice. They are also holding their own on NIH funding, about 30th for Neurology departments in the country.

Department of Microbiology – Randall Holmes, PhD stated that the discussions amongst the basic science chairs have been the reorganization of the Basic Sciences. He and Dr. Cambier have been discussing the integration of the Microbiology and Immunology Departments, space and some issues are faculty retirements over a relatively short time-frame and the increase in the SOM class size. There is a need to articulate recruitment plans for Microbiology and Immunology which need to be done sooner than later. One concern is whether or not the projected space for the joint venture will include adequate space for the necessary recruitments and the rebuilding and strengthening of the research enterprise. There have been over 50 completed applications from high quality applicants for the Biology graduate program for the 3 slots available.

Department of Immunology – John Cambier, PhD added that one of the major upsides for the Immunologists moving to the AMC is the opportunity to develop more translational interactions with existing clinical and translational people here. They have been researching opportunities on the AMC to prepare for the move. For example, Drs. Cambier and Dr. Schulick have developed a program that will integrate the Cancer Immunologists with Immunologists in this department. He would like other departments to contact him to start conversations around integration within departments.

Department of Anesthesiology – Thomas Henthorn, MD stated that the growth in the department is now in double digits. UCH's growth is metric driven and are able to keep up with faculty and staff. The CHCO in Highlands Ranch presents some challenges in staffing. A significant item for the department is the growth in the intensive care units. There were 1,000 applicants this year, which is about 75% of all medical students going into anesthesia. They are very happy with the research as there are 16 NIH grants. There have also been 40 applicants for the 8 slots available in the new Anesthesiologist Assistant program.

Department of Pediatrics – Stephen Daniels, MD stated that it has been a great year for Pediatrics, the challenges have been about the reorganization of the central departmental administration. The Vice Chair of Academic Affairs retired at the beginning of December 2013. A new Vice Chair for Clinical Affairs/Clinical Transformation has been hired and will have a big impact on the healthcare organization. The clinical growth continues with an added small pediatric practice in Colorado Springs. There is optimism about the kind of pediatric education that will be delivered as part of the Colorado Springs branch campus. They are working with CHCO to open a Children's Hospital in Highlands Ranch which will provide out-patient and in-patient services, emergency department, urgent care services which will be a remarkable place and will open

Thursday, 12/19/13. If this center is as successful as he believes it will be, they will re-look at the services in the north center. In the research sector, they continue to be very successful and growing in terms of NIH and overall funding. In general things are good and getting better, however there seems to be some struggling amongst the faculty including senior faculty who have lost funding, which creates a huge challenge. Their contribution to the Basic Science discussion surrounds developmental biology which has opportunities. There are challenges as new leadership is being recruited in the Barbara Davis Center. On the educational side, they are one of the departments that are offering the opportunities to gather and synthesize information. There has been quite a bit of accomplishments on the education side. David Schwartz, MD and Dr. Daniels have been working on is to develop a combined medicine in pediatrics residency which he feels would rapidly become a premiere program across the country. There are challenges, but the pediatric faculty are resilient and up to the task.

Department of OB-GYN – Nanette Santoro, MD stated that the OB-GYN department became over-extended with new recruits for MFM and the Colorado Institute for Internal Fetal Medicine. They have added 27 new faculty in 4 years with 3% attrition. This year they are focusing on the bottom line and outpatient activities to maintain patient flow and increase their market-share. There have a number of clinical initiatives that include 7 new MFM's, they have diversified where the faculty go since the Colorado Fetal Care Center opened 24/7 in October. They are recruiting a new MFM Chief. Created private obstetric employee practice with their own faculty. The private OB practice, the employee obstetrical practice was being provided through a contract with Rose Medical and has now been moved to UCH. The program is strong and growing. The Reproductive Endocrinology practice has moved to Stapleton to improve their market-share. They have created an Uro-OB Oncology division which is a joint program with urology. The Family Planning Division has the lowest repeat teen pregnancy rate in the country. Some of the OB-Oncologists have been set up in the Lonetree location, but it has been a little slow. In Oncology, the division leadership has transitioned to Kian Behbakht, they have developed a Team Accreta to cover OB hemorrhaging which has proved successful. The collaborations in both north and south locations have not been very successful due to lack of cooperation. On the research front, there has been a loss of faculty and a small drop in grant support. A new Basic Reproductive Science division chief is being recruited. They are applying for the March of Dimes Transdisciplinary Center grant for the prevention of pre-term birth. This would be one of 4-5 in the country. The new DFA in OB-GYN is Alejandro Rojas-Sosa who was recruited in August 2013, they are developing more individualized performance metrics for the department.

Department of Ophthalmology – Naresh Mandava, MD said that they have benefited from the growth of the department including the 4 new satellite clinics: Boulder, Lodo, Park Meadows and Cherry Creek. There are several faculty at each of the locations. The Eye Institute is expanding to 135,000 sq. ft., with 98,000 to be completed by Nov/Dec 2014. There will be 3 active operating rooms, expandable to 5. On the research side, the department has benefited from the fantastic translational research environment on this campus. There have 7 or 8 companies that have developed from the department which they hope to see revenue from. A new investigator in the department received 80% more on a RO1 grant which clearly means that more support is needed for the research. On the educational side, they have increased their residency slots by 5 and will need to increase that to 6 or 7 residency slots at a later time.

Department of Biochemistry and Molecular Genetics – Mark Johnston, PhD stated that all 17 grants are still funded. The challenge is how to meet salaries. He feels a need to foster more multi-investigator projects. There will be several retirements over the next several years. 3 people have been hired over the last 5 years and they intend to hire 2 more in the next year. He hopes that everyone realizes that they need to invest in structural biology and genomics. One success they have had in genomics is a service in bioinformatics.

Chip Dodd, MD, suggest that all the updates from all the departments be compiled into a year-end report to be distributed by Dean Krugman at the end of the calendar year. The Dean agreed and asked everyone to send their recaps to Patti Balodis for him.

EXECUTIVE SESSION

III. Approval Items

- a. All Senior Clinical Appointments and Promotion Committee actions were unanimously approved.
- b. Search – Department of Radiation Oncology – an external search should be conducted.

The meeting adjourned at 9:45am