

**SCHOOL OF MEDICINE EXECUTIVE COMMITTEE/UPI BOARD OF DIRECTORS/UCH MEDICAL BOARD MEETING
TUESDAY, JANUARY 20, 2015
8:00 AM – 1:00 PM MST
NIGHTHORSE CAMPBELL NATIVE HEALTH | FAMILY SHORE FORUM**

MINUTES

CALL TO ORDER at 8:00 AM

I. SCHOOL OF MEDICINE EXECUTIVE COMMITTEE EXECUTIVE SESSION

A quorum of members was present, and the meeting was ready to proceed with business at 8:05 AM MST.

Present: Steve Daniels, Frank DeGruy, Chip Dodd, Tom Henthorn, Herman Jenkins, Mark Johnston, Allison Kempe, Richard Krugman, Kevin Lillehei, Wendy Macklin, Naresh Mandava, David Norris, Angie Ribera, Nanette Santoro, Richard Schulick, Robert Schwartz, Ronald Sokol, Ann Thor, Andrew Thorburn, Ken Tyler, Richard Zane

A. Approval Items

- i. All senior clinical appointment and promotions committee actions were approved.
- ii. The faculty promotions committee actions were approved.
- iii. The professor emeritus appointment was approved.

II. SCHOOL OF MEDICINE EXECUTIVE COMMITTEE GENERAL SESSION

A. Dean's Comments

- i. Dr. Krugman continued discussion on the at will task force recommendation that had been presented at the December SOM Executive Committee meeting. To recap, the SOM Faculty Senate at the December Faculty Senate meeting voted overwhelmingly (33-1) to recommend changing the School of Medicine rules regarding at-will appointments for faculty. The updated rules state that associate and full professors who are not tenured will usually receive renewable limited appointments of one, two or three years. Dr. Krugman revisited the discussion to make sure everyone was comfortable with the recommendation.
- ii. The search committee for the chair of anesthesiology will meet with the Spencer Stuart search firm on January 28, 2015 to review the list of candidates. Airport style interviews with the search committee are set to take place in late March.
- iii. Dr. John Reilly, new dean for the School of Medicine, plans to be in Colorado looking at houses the week of February 1st.
- iv. The School of Medicine will be recruiting internally for the Senior Associate of Academic Affairs position. The job description for the position will be emailed to the SOM Executive Committee this week. A search committee is being convened. The search process will begin now and then finalized by Dr. Reilly when he arrives as dean in April.
- v. Dr. Tom Meyer stated that the new VA medical center is back under construction and the anticipated completion date is 2017. He also stated that the new VA legislation includes funding for 1500 additional resident/fellow slots. All chairpersons are requested to consider if they would like additional resident/fellow slots at the Denver VA.

B. Robert Wood Johnson Clinical Scholars Program – Desmond Runyan, MD, DrPH (Executive Director of Kempe Center)

- i. The mission of the Clinical Scholars Program is to develop physician leaders who will improve US health and healthcare with a commitment to service and patients. The program was founded in 1969 and was adopted by the Robert Wood Johnson Foundation in 1972.

- ii. Four universities are currently participating as training sites in the Robert Wood Johnson Foundation Clinical Scholars Program. They are the University of California, Los Angeles; the University of Michigan; the University of Pennsylvania; and Yale University.
 - iii. The National Program Office (NPO) is located at the University of North Carolina at Chapel Hill in the Department of Social Medicine with additional resources provided by the University of Colorado School of Medicine. The NPO provides overall direction, technical assistance and development of core curriculum for the Clinical Scholars Program.
 - iv. The National Advisory Committee is composed of selected national leaders in health and healthcare who are willing to commit to the goals of the Clinical Scholars Program and oversee and support the National Program Office, the four sites and the scholars.
 - v. The Clinical Scholars Program selected 31 scholars for the 2015-2017 cohort, the final cohort for this program.
 - vi. The Robert Wood Johnson Foundation selected seven organizations to design the new RWJF health leadership programs. These organizations submitted design components for the new initiatives in December 2014. The SOM Executive Committee will be updated on new developments of the Scholars Program at the next committee meeting in February.
- C. School of Medicine Office of Professionalism – Barry Rumack, MD (Director of Office of Professionalism), Josette Harris, PhD (Office of Professionalism)**
- i. The Office of Professionalism launched operations in March 2014. The Office of Professionalism helps faculty, residents, fellows, and students of the School of Medicine resolve conflict, ranging from interpersonal disputes to acts of student mistreatment of any kind. While it does not replace the roles of offices charged with addressing workplace discrimination and harassment, it does provide a safe place for anyone seeking help addressing professional behavior at work and in the classroom. The primary goal is to help those that have been involved in an incident to return to being a valued and productive member of the SOM. It is not to provide discipline or be punitive but rather to help work through those things which will most benefit a full and realistic recovery from difficult situations.
 - ii. Since March 15, 2014 there have been 117 cases. Oversight and consultation by the Advisory Committee has been offered since June 2014. The Committee is composed of the Dean (proxy for the Senior Associate Dean for Academic Affairs), Senior Associate Deans for Education and Clinical Affairs, Associate Dean for Faculty affairs, President of the UCH medical staff, CMO CHCO, University HR and Legal, and a faculty psychiatrist. Ad-hoc program directors, residents and medical students participate as appropriate. For first-time and minor-lapses in professionalism, cases are not discussed with Advisory Committee, or may be discussed without naming involved individuals. These kind of cases are kept in a secure database.
 - iii. An additional 31 individuals have sought help from the Office of Professionalism for various conflicts or problems and received short term coaching or mediation. These may not be cases of unprofessionalism but are conflicts in which the individuals would like early intervention and resolution. These are not kept in a database and all notes are shredded or deleted.
 - iv. Dr. Rumack offered several scenarios to help department chairs, center directors and other campus leaders understand the role of this office.
 - v. The charter for the Office of Professionalism was provided on hand outs and briefly discussed. The discussion about the charter will continue at the next committee meeting in February.
- D. First 100 days - Liz Concordia (President and CEO of University of Colorado Health)**
- i. Liz Concordia presented her assessment of where the UC Health system is and where it needs to go. In her first 100 days on the job, she has developed an ambitious growth strategy that recognizes the significant opportunity in Colorado. UC Health aspires to be the preferred choice for patients, employers, and health plans in Colorado. UC Health also aspires to be rated among the top tier academic medical centers, the destination for referrals in multi-state region and to be recognized as a leader in population health.

- ii. University of Colorado Hospital offers the best care in this community yet has less than 10 percent of the market share. The University of Colorado Hospital ranks among the top 25 academic medical centers however the aspiration is to be on the Honor Roll.
- iii. The various risks and opportunities faced are access to providers, branding, Denver gaps and relationships, talent and culture, payor strategy, physician alignment, and pace and execution.
 - 1. One of the first steps to growing market share is to increase accessibility to providers.
 - 2. There is significant potential for brand confusion and UC Health needs to build a true brand.
 - 3. There is an opportunity to transform provider care by using existing technologies (i.e. smartphone, tablet) to meet consumer needs.
 - 4. Achieving growth goals for provider revenue growth will require acquisition, same store growth and greenfield development. Executing on each of these three aspects will markedly improve the state wide market position.
 - 5. In a future world with greater competition for provider revenue growth, the focus needs to be partly shifted to growing revenue from payors.

III. UNIVERSITY PHYSICIAN'S INC. BOARD OF DIRECTORS EXECUTIVE SESSION

- A. Please refer to UPI minutes for this portion of the meeting.

IV. UCH MEDICAL BOARD EXECUTIVE SESSION

- A. Please refer to UCH Medical Board minutes for this portion of the meeting.

ADJOURNMENT

There being no further business to come before the meeting, the meeting was adjourned at 1:00 PM MST.

Minutes submitted by Nicole Ganley, Executive Assistant