

**School of Medicine Executive Committee
Meeting Minutes
Tuesday, July 19th, 2011
Academic Office One, 7th Floor Board Room**

Present: Bill Betz, John Cambier, Robert D'Ambrosia, Steve Daniels, Frank deGruy, Chip Dodd, Renata Gallagher, Laurie Gaspar, Randall Holmes, Ben Honigman, Herman Jenkins, Mark Johnston, Richard Krugman, Kevin Lillehei, Wendy Macklin, Naresh Mandava, Ed McCabe, David Norris, Nanette Santoro, David Schwartz, Chesney Thompson, Ann Thor, Ken Tyler

Guests: Terri Carrothers, Richard Johnston, Steve Lowenstein, Chris Nyquist, Chip Ridgway, Carol Rumack, Jane Schumaker, Fred Suchy, Richard Traystman, Cheryl Welch, Nan LaFrance, Michael Handler (for Fritz Karrer), Thomas Beresford, Eva Burger (for Robert D'Ambrosia), Randall Meacham (for Fred Grover), Nancy Zahniser, Laura Simon

I. Greetings - Dean Krugman welcomed the committee and guests.

II. **Approval of the Minutes** – The minutes for the June 21st, 2011 SOM Executive Committee Meeting were unanimously approved as written.

III. **Discussion Items**

A. Dean's Comments

1. Research – Dr. Richard Traystman updated the committee on the CDC audit. They had found two infractions (unrelated to each other). After all infractions were corrected, Dr. Traystman submitted a letter explaining the course of action and an addendum which was reviewed by the CDC and no fines were imposed. He reviewed upcoming audits and reminded the committee that OIG continues with their audit and is still on campus.

Dr. Traystman introduced Dr. Laura Simon, Director of the Office of BioPharma Alliances who will work with the approximately 200 companies that bring \$35M to this campus in Grants and Contracts. Dr. Simon, who is a graduate from the University of Colorado SOM, will be in contact with these companies and others. She would like to meet with the Department Chairs and will send out her contact information electronically to the committee.

2. Search Updates
 - a. Department of Surgery Chair – 5 candidates start coming in this week for the 2nd round of interviews.
 - b. Department of Emergency Medicine Chair Search – 3 candidates have been brought in for 3rd round of interviews. All feedback will be reviewed and it is hopeful that these candidates will be notified next week of the decision.
 - c. CSPH Dean Search – all reference checks were completed and 4 of the 8 candidates who rated very high and will be invited back to all

three of the campuses of Public Health (UNC, CSU and CU). The visits will be staffed by Dean Krugman's office but will primarily be run by Provost Nairn's office.

3. Poudre Valley / University Hospital – there was a meeting on July 18th of a subcommittee of the Board of Regents and a subcommittee of the Board from University Hospital which reviewed the UCH and University of Colorado Affiliation Agreement which was drafted in 1990. Some of the principles of this agreement of why the regents permitted UCH to become a separate authority should be preserved, namely the support of the academic enterprise for the schools on this campus, etc. Lilly Marks in her role of Vice President for Health Affairs and Chairman on the UCH Board convened the meeting and reviewed the document and both subcommittees of the Regents and Board felt the document is close to being finalized. The fact that both University and Poudre Valley Hospitals made this move was a significant game-changing event for the independent hospitals in the area. Hospitals such as Boulder Community, Poudre Valley, Denver Health, Children's, National Jewish, University and Memorial are the only hospitals that are not part of a big system. Stand-alone hospitals that do not have a niche are at a substantially greater risk given where healthcare is going in the next 2-4 years. This effort between Poudre Valley and UCH could help the rest of the independent hospitals potentially join what could be an academically based system. Additional information will be compiled and brought to the committee at a later date.
 4. Affiliation Agreement with National Jewish - Jane Schumaker, Doug Jones and Richard Krugman met with Michael Salem, Chris Forkner, Greg Downing and Ron Fergie and had a conversation about how it could work if National Jewish moved their Clinical Services to the 2nd tower on this campus when it is built. Additional conversations are planned and the committee will be updated as it happens.
 5. VA Hospital – the issue with the badges is moving forward slowly. Dr. Ken Tyler stated that you in lieu of a badge, you will need to show up with two pieces of government-issued IDs and fingerprints will be taken.
- B. BRTF (Blue Ribbon Task Force)-Promotion and Tenure Task Force Update – Harley Rotbart, MD and Nancy Zahniser, PhD, BRTF Co-Chairs, updated the committee of the findings of the task force. The BRTF has completed the first stage of this process and presented recommendations for dissemination. There are four major categories reviewed – Overall Criteria for Promotion & Tenure, Clinical Criteria & Matrix, Research Criteria & Matrix, and Education Criteria & Matrix. Handouts and PowerPoint Slides of the presentation will be sent out to the committee. BRTF would like to receive any feedback from the SOM Executive Committee by September 1st, 2011. The hope is to have the revised rules and matrix completed by the end of the year.
- C. Update on Budget/Salary Setting – Sr. Associate Dean, Jane Schumaker, stated that the budget was finalized in June and kept flat for 2012 and each department has been asked to remain flat as well.
1. It is anticipated that raises will be allowed 10/1/11 and a cap of 3% is in place (per Dept/Center) for Exempt Professional personnel, which will

need to be funded by each department/division/center/unit. The ability to do this is based on meeting budget projections for the first quarter of FY 12 and Regent approval by 10/1.

2. Jeff Parker will try to provide a small pool of funding for classified employees in non-base building incentives to help offset part of the additional employer PERA contribution being paid by these individuals since 7/1/10.
 3. October faculty increases are only for those who are funded through Fund 10 and that portion of their salary funded through Fund 10. The DFA's and administrators will receive information about all this as it becomes available. However it will be a short turn around for all responses.
- D. Clinical Leadership Responsibilities – Dean Krugman stated that they started the process after the State of the School in 2009 on how to transform clinical care, especially at University of Hospital. In order to deliver integrated, effective healthcare, the SOM must designate Vice Chair/Associate Director leaders in each clinical department, the Cancer Center, and the Center for Children's Surgery – working in partnership with our affiliated hospitals. The VC/AD identified by their Chair/Director will be accountable for development, implementation and promotion of programs designed to deliver patient care that is safe, personal, coordinated and of the highest quality and value; working meetings including counterparts from other departments/centers, representatives of SOM, hospital(s) and UPI; collaboration with faculty within/across all departments/centers to develop annual and long-term plans for improvement; work with existing hospitals or departmental infrastructure and support personnel for development and use of clinical guidelines/pathways/protocols, decision support tools; utilize department/centers and other organizational resources for monitoring and reporting performance in the delivery of patient care using appropriate benchmarks and process improvement analytic tools; and collaboration with other departments/centers and partner hospital(s) to assure clinical care and documentation meets regulatory requirements.

The Chair/Center Director will also designate the same or separate individual to serve as the department/center champion for scholarly study of quality, safety and value in healthcare and for faculty development in relevant scientific disciplines; lead and/or facilitate inter-professional education programs in quality improvement, patient safety and healthcare value involving medical students, residents, fellows, faculty and non-physician colleagues in other healthcare professions; and illustrate principles and practice of quality improvement, patient safety, process improvement although some departments are too large and will have to divide the responsibilities, and cost-effectiveness in clinical care conferences.

The Chair/Center Director will meet regularly with the designated faculty member(s) and make every effort to visibly support the practical and academic aspects of development and maintenances of outstanding clinical programs. A series of faculty development and leadership opportunities for these faculty in quality improvement methodology is being put together. The Dean will support 10% of the salary and benefits for one person in each department or center and an additional person in the departments of Pediatrics and Internal Medicine for at

least the first year to help get it started. They should meet at least once a week and it should be primarily an operational session. Alternate weeks will be devoted to leadership development and a QI curriculum. The meetings of this group, because it is enterprise-wide, will be co-chaired by Doug Jones - Sr. Associate Dean for Clinical Affairs, Steve Ringel - UCH Vice President for Clinical Effectiveness and Safety, and Joan Bothner – Chief Medical Officer from Children’s Hospital.

The objectives in part coordinated with what goes on at UCH with ACT 1. ACT1 is specific to UCH which takes on three major issues; readmissions, access to the clinics and referring physician contacts hoping to gain substantial progress by the end of next year. The UPI Executive Committee reviewed this, provided input and consent to put before the UPI Board. He would like individuals who will comprise the infrastructure for each of the departments and centers identified by the end of the summer and the meetings to be underway by the Fall solstice.

A meeting is scheduled for noon on Friday, July 22nd with clinical chairs and Dean Krugman would like to have a discussion regarding this and any feedback.

Executive Session

IV. Approval Items

- A. **Sr. Clinical Appointments and Promotions Committee Actions** – Dr. Ken Tyler made the motion to approve and Dr. Naresh Mandava 2nd the motion. They were unanimously approved.

The meeting adjourned at 9:30AM