

**SCHOOL OF MEDICINE EXECUTIVE COMMITTEE
MEETING MINUTES
TUESDAY, SEPTEMBER 20, 2016
10:00 – 11:30 AM
ACADEMIC OFFICE ONE, 7TH FLOOR BOARDROOM**

EXECUTIVE COMMITTEE MEETING

PRESENT:

John J. Reilly, Jr., MD, Dean, School of Medicine and Chair

MEMBERS: Rebecca Braverman, MD; John Cambier, PhD; Will Cook; Robert D'Ambrosia, MD; Stephen Daniels, MD, PhD; Frank DeGruy, MD; Gerald Dodd, MD; Alison Heru, MD; Mark Johnston, PhD; Brian Kavanagh, MD, MPH; Kevin Lillehei, MD; Wendy Macklin, PhD; Naresh Mandava, MD; Dennis Matthews, MD; David Norris, MD; Nanette Santoro, MD; Richard Schulick, MD, MBA; David Schwartz, MD; Ron Sokol, MD; Tamara Terzian, PhD; Dan Theodorescu, MD; Ann Thor, MD; Andrew Thorburn, PhD; Ken Tyler, MD; Richard Zane, MD

GUESTS: Eva Aagaard, MD; Robert J. Anderson, MD; Scott Arthur; Tom Blumenthal, PhD; Brenda Bucklin, MD; Peter Buttrick, MD; Alonso Carrasco, MD; Mark Couch; Anne Fuhlbrigge, MD; Carolyn Goble; Ben Honigman, MD; Steven Lowenstein, MD, MPH; Ellen Mangione, MD; Judy Regensteiner, PhD; Michael Regner, MD; Suzann Ruedeman; Nathan Schoppa, PhD; Jane Schumaker; Judy Sherman; Christopher Smith; Richard Traystman, MD; Cheryl Welch; Shanta Zimmer, MD

MEMBERS NOT PRESENT: Donald Elliman; Jena Hausmann; Sallie Houser-Hanfelder; Herman Jenkins, MD; Connie Savor Price, MD; Angie Ribera, PhD; Jennifer Richer, PhD; Vesna Todorovic, MD, PhD, MBA; Kathleen Torkko, PhD; Erik Wallace, MD

I. GREETINGS – Dean Reilly

Dean Reilly welcomed Alison Heru, MD, who will serve as the interim chair of Psychiatry while the School conducts a search for the successor to Robert Freedman, MD, who retired at the end of August. Dr. Heru is professor of psychiatry.

II. APPROVAL OF MINUTES

The July 19, 2016 minutes were adopted unanimously as presented.

III. DEAN'S UPDATES

The Dean made reference to his updates in an attachment to the agenda (*see attached*) and highlighted specific items:

Denver Health has identified its new chief of medical service, Edward Havranek, MD, professor of medicine and director of the adult program of Adult and Child Consortium for Health Outcomes Research and Delivery Science (ACCORDS). Dr. Havranek had been serving in the

interim role of chief since Richard Albert, MD, vice chair for clinical affairs in the Department of Medicine, retired from Denver Health in September 2015.

On August 15, Mitchell Cohen, MD, joined Denver Health as director of surgery and the School of Medicine as professor of surgery. He was recruited from the University of California-San Francisco.

Current students are now on campus. Physical Therapy students and Child Health Associate/Physician Assistant students began in June. Medical students arrived August 12, and the White Coat Ceremony was held on August 19. Dean Reilly congratulated Dr. Schulick, whose son received his white coat from Dr. Schulick during this annual ceremony.

The search committees for the three department chair positions—Immunology and Microbiology, Physical Medicine and Rehabilitation and Psychiatry—have been constituted and the searches will soon be underway.

IV. DISCUSSION ITEMS

A. Continuing Medical Education (CME) Updates – Brenda Bucklin, MD

(See attached document for full presentation.)

In addition to her formal presentation, Dr. Bucklin noted that the survey process is designed to look at what physicians need when they have time-limited certificates. This information allows CME to evaluate staffing requirements and should be available in approximately two weeks.

B. Faculty Senate Meeting Update – Rebecca Sands Braverman, MD

Dr. Braverman reported on the first meeting of Faculty Senate for the new academic year, held the previous week. Dean Reilly presented the status of current searches, updated affiliate agreements and a summary of the recently completed Faculty Climate Survey. Dr. Braverman also provided orientation for new senators and emphasized the importance of attending and relaying relevant information back to the departments. Neil Krauss of the Chancellor's Office gave an update on the opening of the light rail service that is scheduled for late December. Nichole Zehnder, MD, gave an admissions update.

C. Space Allocation – Peter Buttrick, MD

(See attached document for full presentation.)

Dr. Buttrick provided an overview of research space usage, space study results and related space productivity, images of current research labs and offices, study results to date and conclusions.

Dr. Buttrick informed the group that the projections presented in the presentation did not include data yet from 14 units or two of the four transformational grants.

Dr. Buttrick stressed the need for department and unit leadership to be more thorough than currently proposed.

David Schwartz, MD, asked whether a time-based approach is feasible and noted that taking away space from departments creates disruptions. He said a better approach may be for departments to identify the soft spots.

Dr. Buttrick said departments are most familiar with soft spots, which is the reason for a collaborative approach.

Dean Reilly said departments need research space for recruits and should work together to identify these spaces.

Andrew Thorburn, PhD, said departments need to explain to faculty that if they are not productive the lab space could be reduced.

Dr. Buttrick said the school does not want to micro-manage at the level of the investigator. Department chairs know their faculty and needs, but the school needs to reality-test the use. Dr. Buttrick noted that Dr. Thorburn submitted a plan that identified underutilized space according to the benchmark. Dr. Buttrick recognized Dr. Thorburn's approach as a model.

Ann Thor, MD, asked about VA grants.

Dr. Buttrick said that the school does not have complete information, but can get it. While some departments have more, some have less. He indicated that the information is not likely change the conversation.

Tom Blumenthal, PhD, asked whether the school could develop an incentive-based approach.

Dr. Thorburn said the space committee attempted to develop such a plan, but Jeff Parker, former senior vice chancellor of administration and finance for the university, explained that there was no flexibility or funding to incentivize in this manner.

Dean Reilly said the underlying notion is that the faculty owns the space, which belongs to the university.

Dr. Buttrick said the conversations about underutilized lab space will continue and he expects to move quickly. We have recruits in process and we need to find a place for them.

Richard Traystman, PhD, said it would be very helpful to know in advance the animal needs of recruits.

Dean Reilly said the discussion will continue, adding that the time is now to move forward with implementing space reallocation.

D. Affiliate Updates from VA and Denver Health -

VA Update - Ellen Mangione, MD, Chief of Staff

Dr. Mangione announced that the new VA facility is 75 percent complete. Clinical activities have been occurring in the old UPI building over the past year or so and will be expanding. Sixty committees are working toward accomplishing the completion of the facility and the move.

Dr. Tom Meyer, Associate Chief of Staff for Education, will be stepping down in December. The position will be posted soon.

Dr. Elliot Sandberg, chief of imaging, plans to retire in December, and Dr. Chip Dodd is assisting them with recruitment of a successor. Dr. Mangione indicated they have a strong field of candidates. The final selection is anticipated within the next month or so.

The VA is charged with setting up a spinal cord injury unit at the new facility. Dr. Kevin Lillehei is assisting with that effort. The need is for two full-time staff for every patient in the unit. The VA is looking at other units around country in order to develop their own. The unit will be online late in the schedule.

Denver Health Update:

In Dr. Price's absence, Dean Reilly reported that Dr. Ed Havranek has been named Director of Medicine and Dr. Mitchell Cohen as Director of Surgery. Dr. Cohen's lab will be located on the Anschutz Medical Campus. The search for the new CEO is ongoing. Merritt Hawkins, a physician search and consulting firm, has been contracted to conduct a national search.

EXECUTIVE SESSION

V. APPROVAL ITEMS

Sr. Clinical Appointments and Promotions Committee Actions were approved unanimously.

VI. FYI ITEMS

Personnel Action FYI Reports

VII. ADJOURNMENT

The meeting was adjourned at 11:30 a.m.

Minutes submitted by School of Medicine Dean's Office

**DEAN'S UPDATES
SCHOOL OF MEDICINE EXECUTIVE COMMITTEE MEETING
SEPTEMBER 20, 2016**

Search Updates

Alison Heru, MD, has been named interim chair of the Department of Psychiatry while the School conducts a search for a successor to Robert Freedman, MD, who is retired effective Aug. 31. Heru is professor of psychiatry and has been on the University of Colorado School of Medicine faculty since 2007.

Affiliate Updates

Denver Health announced that Edward Havranek, MD, professor of medicine, has been selected as its new director of medicine. He has been interim director of medicine since September 2015. He has been with Denver Health since 1991. He has been its director of health services research since 2010.

VA Eastern Colorado Health Care System held a grand opening of the Mount Carmel Center of Excellence, which provides wellness programs and transitional services, in Colorado Springs.

Researchers at National Jewish Health have been awarded \$11.5 million in grants from the U.S. Department of Defense through the Congressionally Directory Medical Research Programs. With the funding, researchers will seek to understand why warfighters deployed to Southwest Asia suffer increased rates of respiratory disease and test potential treatments.

University of Colorado Hospital (UCH) has been named to the Best Hospitals Honor Roll by U.S. News and World Report, recognizing it as one of the nation's top 20 hospitals out of almost 5,000 evaluated. U.S. News ranked UCH as the No. 1 hospital in Colorado, with 10 individual specialties ranked among the best in the United States. With National Jewish, UCH shared the No. 2 ranking in the country for pulmonology. UCH is also nationally ranked in these specialties: Kidney disorders (No. 15), Cancer (No. 22), Orthopedics (No. 42), Neurology & Neurosurgery (No. 43), Diabetes & Endocrinology (No. 14), Gynecology (No. 32), Gastroenterology & GI Surgery (No. 22), Cardiology & Heart Surgery (No. 42) and Geriatrics (No. 36).

Legislative Updates

Congressman Mike Coffman hosted a forum at the University of Colorado Hospital auditorium in August with Congressman Tim Murphy, a Republican from Pennsylvania, to discuss mental health legislation ([HR2646](#)) that passed the House this summer. The legislation is now pending in the U.S. Senate. There were about 100 attendees representing mental/behavioral health organizations and professionals, physicians, nurses, social workers and public health representatives.

U.S. Sen. Cory Gardner visited the Anschutz Medical Campus in July for a tour that included the [Beginning to Advanced Radiology Lab](#), the [Center for Advancing Professional Excellence \(CAPE\)](#) simulation suite and a conversation with experts on rural health care and education.

In a ceremony on Aug. 31 in Building 500, the CU Cancer Center renamed its board room the State Senator Pat Steadman Board Room in honor of Steadman, who shepherded the first-ever state of Colorado appropriation for cancer research through the legislative process.

Institutional Updates

CU President Bruce D. Benson announced in September that private support for CU reached a record \$384.5 million for the fiscal year ending June 30, with Anschutz Medical Campus leading with way, accounting for \$203 million.

The University of Colorado System office in July released data from its first systemwide survey of alumni. The survey, conducted in late April and May, included 1,173 respondents from the Anschutz Medical Campus. Seventy-five percent of the respondents from the Anschutz Medical Campus reported that they were very satisfied with the education they received here and another 21 percent reported they were somewhat satisfied. The survey also found that 66 percent of the respondents with degrees from CU Anschutz currently live in Colorado.

The school-wide results of the faculty climate survey of the School of Medicine has been posted by the Office of Professionalism. A majority of survey respondents – 61 percent – said they find their work stressful. At the same time, a large majority – 84 percent – said they were proud to be members of their Departments.

The Child Health Associate/Physician Assistant (CHAPA) Program in August received notification from the Accreditation Review Commission on Education for the Physician Assistant that the program has received full accreditation through September 2026. This reaccreditation is the culmination of a three-year self-study and application process.

The Beginning-to-Advanced Radiology Laboratory (BAR Lab) celebrated its grand opening in July. The lab offers a model for a “flipped classroom,” where learners develop analytical and critical-thinking skills working together and using advanced technology. Investments in the BAR Lab were made with annual funding for research and education that the School of Medicine receives through an agreement with UHealth.

Researchers in the Department of Family Medicine have received a \$3 million award from the Agency for Healthcare Research and Quality (AHRQ) to help rural primary care practices improve care for rural patients with opioid addictions.

The Barbara Davis Center for Diabetes at the University of Colorado Anschutz Medical Campus has been awarded a \$1.2 million grant by the JDRF and The Leona M. and Harry B. Helmsley Charitable Trust to develop the Autoimmunity Screening for Kids Program.

The Rocky Mountain Alzheimer’s Disease Center has received a two-year, \$1 million grant from the Alzheimer’s Association to study the effects of a cancer-recovery drug, Leukine, on human subjects. In previous studies on mice, the drug was found to clear amyloid beta plaques associated with Alzheimer’s.

The Eugene S. Farley, Jr. Health Policy Center has been awarded a \$1 million grant from the Robert Wood Johnson Foundation to establish a technical assistance program for designing policies that help

integrate behavioral health into care. During the next 15 months, the Farley Health Policy Center will create communications products, such as videos and policy briefs; establish a network of technical assistance providers; and assess outreach efforts that are aimed at helping policy makers and providers, payers and philanthropies transition to practices that integrate behavioral health.

The National Science Foundation has awarded an \$800,000 grant to researchers from the CU Anschutz Medical Campus and CU Boulder to support their efforts to reconnect neural communication in parts of the brain where it has been severed. The team of neuroscientists and engineers will use a special lightweight microscope that they designed to peer into and control the living brain of a mouse as they try to reconnect parts of the brain that no longer communicate with each other.

In August, the School of Medicine held the Matriculation Ceremony for the Class of 2020, welcoming 184 new MD students.

The School's Office of Diversity and Inclusion held "A Toast to Diversity" on Friday, Aug. 26, to show support for and dedication to creating opportunities for all to learn, teach, research, and provide care to others.

The Tenth Annual Faculty Professionalism Awardees are Maureen Garrity, PhD, associate professor of medicine and associate dean for student life, and Wendy Madigosky, MD, associate professor family medicine and director of the Foundations of Doctoring Curriculum.



SCHOOL OF MEDICINE

Continuing Medical Education

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Report to the CU School of Medicine Executive Committee

September 20,
2016

Brenda A. Bucklin, MD
Professor of Anesthesiology
Associate Dean, CME&PD



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“IF physicians would read 2 articles per day of the 6 million medical articles published annually, in 1 yr, they would fall 82 centuries behind.”

J Am Board Fam Pract 1999;12:315–33



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**Does CME add value
to the SOM?**



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**Do we function as
a strategic asset?**

Agenda

CME

FAQ's

Culture change

Data

Opportunities and priorities

MOC-PAP

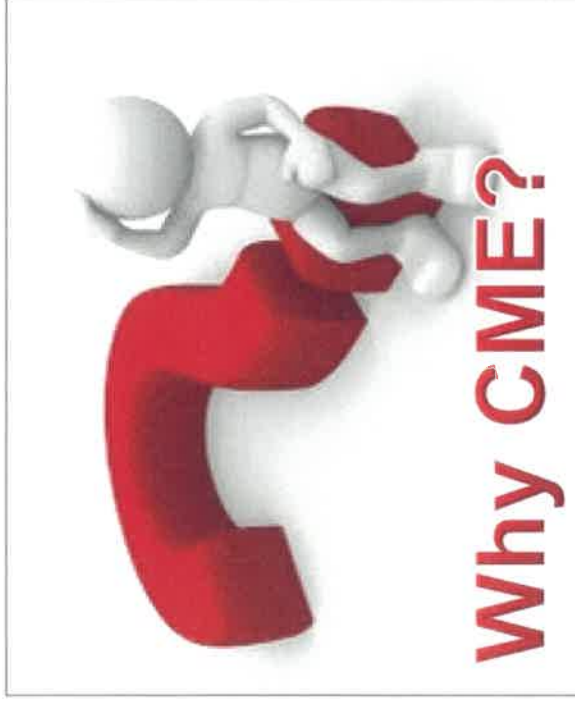
Update and progress report



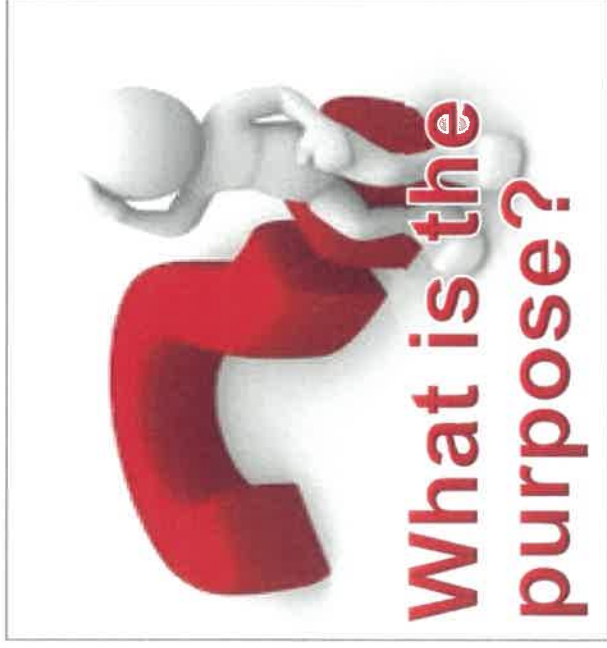
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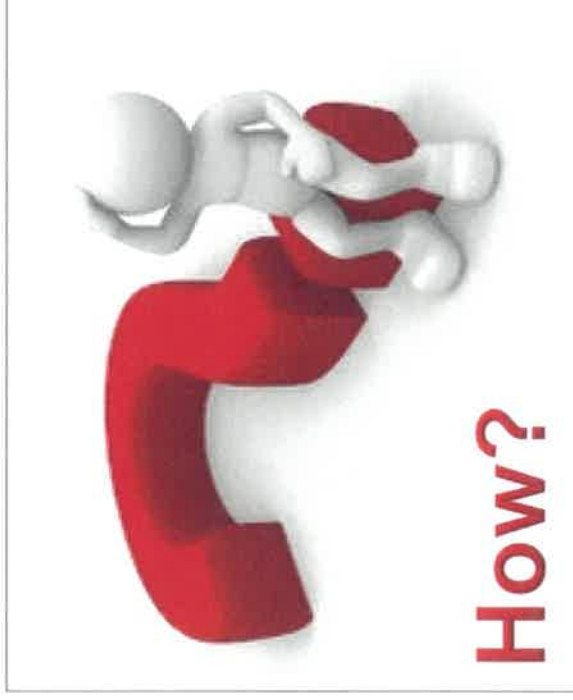
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- Lifelong learning is essential in today's rapidly changing healthcare system.
- Accredited CME addresses every medical specialty and covers the full range of topics important to health care improvement.



- To link practice with CME (i.e., what are health care quality gaps?)
- Support MOC and MOL
- Foster collaboration in quality improvement
- Promote interdisciplinary team practice
- Assure independence from commercial interests



- “Live” courses (e.g., symposia, workshops, conferences)
- Regularly scheduled series, “RSS”
- On-line learning



Culture Change



Data: OCME & PD

In AY 2015

- Reached >20,000 MD/DO and other learners
- Certified 2,451 h of instruction for AMA PRA Category 1 Credit™



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Opportunities and Priorities



63rd Summer

Family Medicine Review

Presented by:
*The Office of Continuing Medical Education
and Professional Development*

Early
Registration
Discounts
Available

June 19-24, 2016

YMCA of the Rockies | Estes Park, Colorado

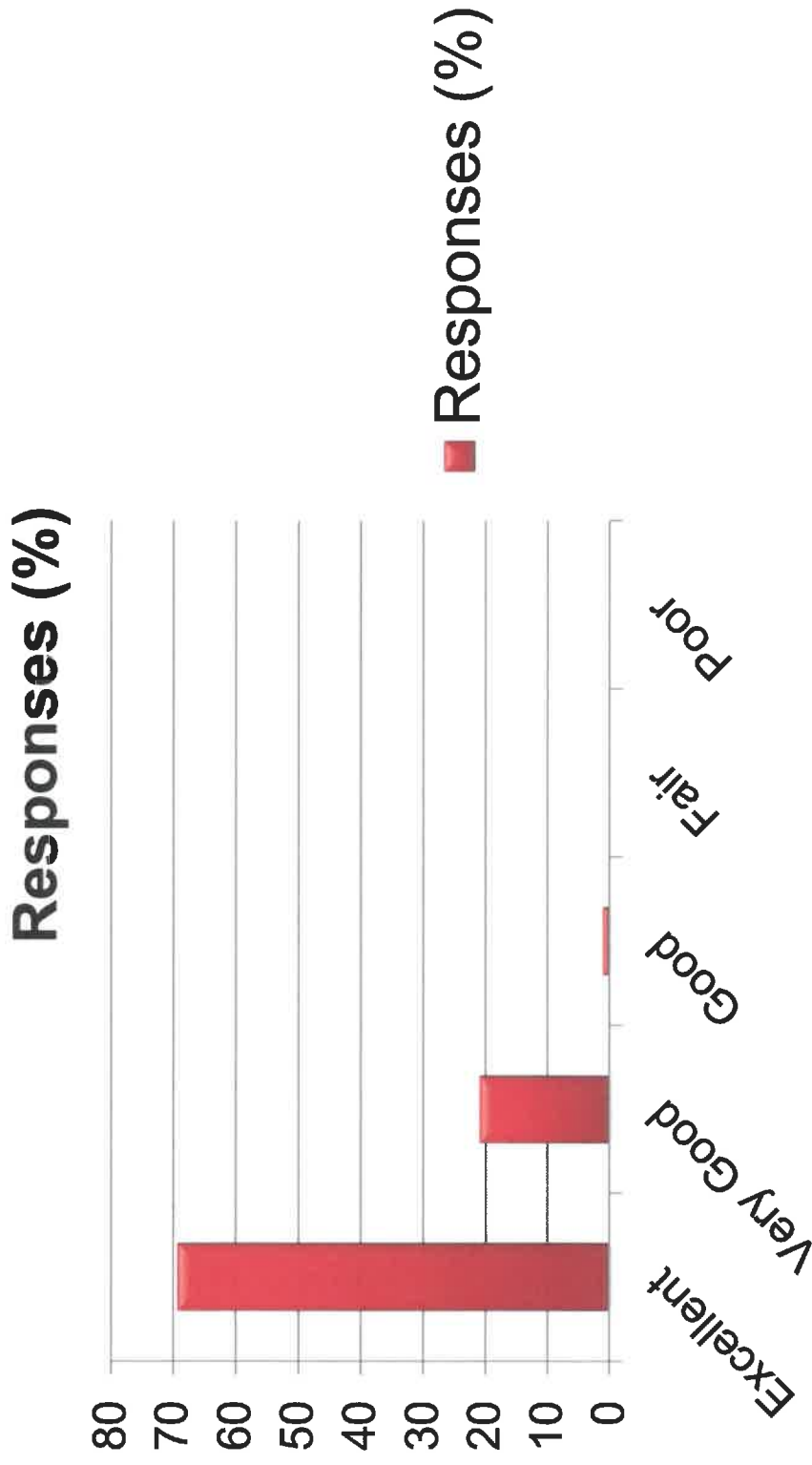
Information, Registration and More Details
Visit medschool.ucdenver.edu/cme and click Events



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Overall rating of the educational activity...



98% of respondents rated the activity as very good – excellent.

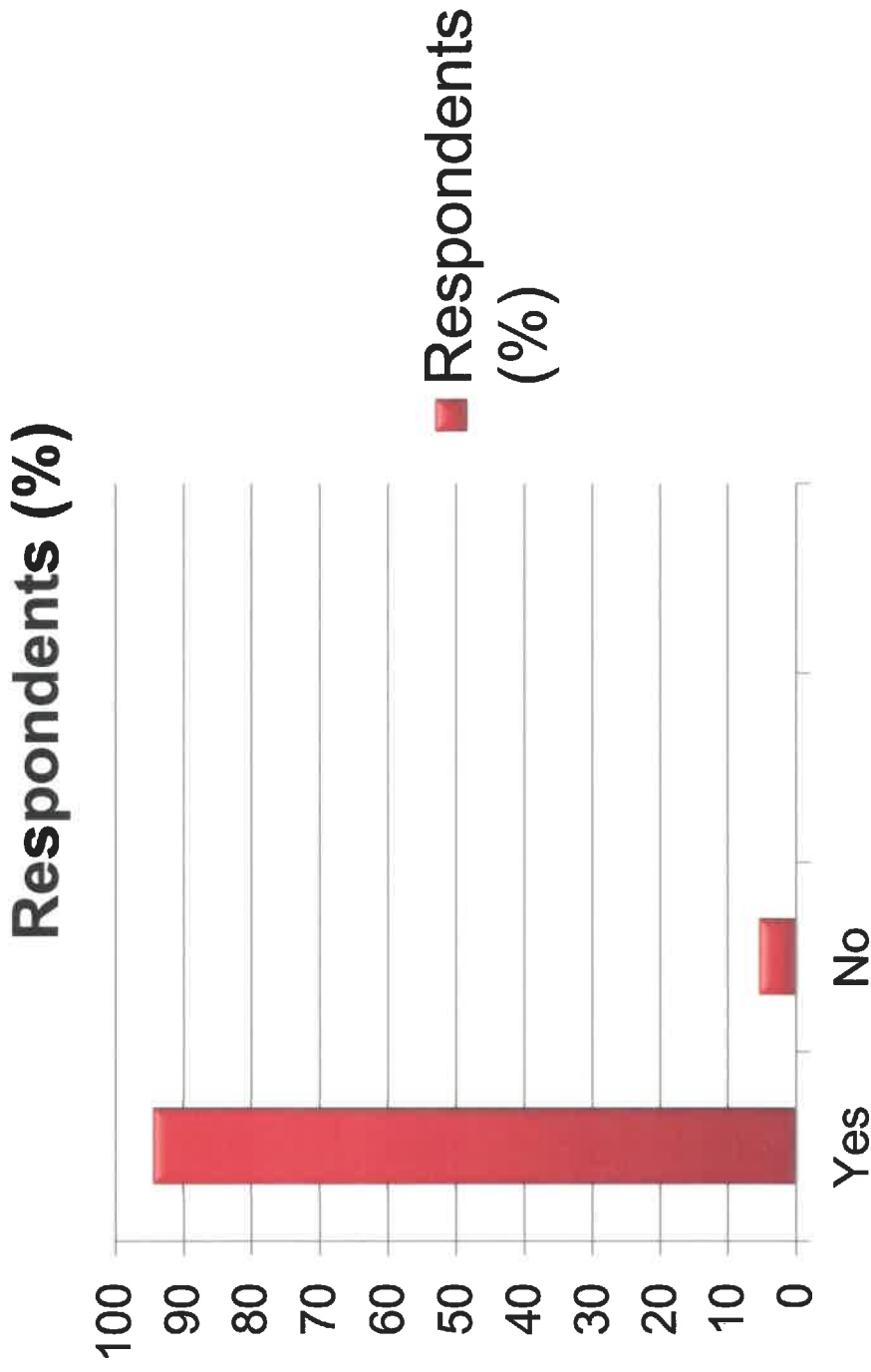


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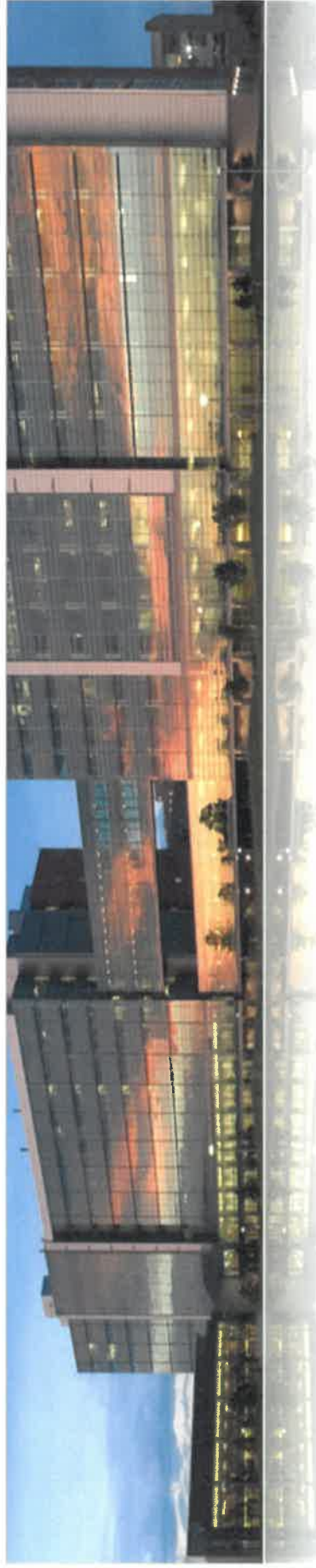
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Likelihood of changing practice...



91% of respondents stated that the activity will change their practice.

Opportunities for Outreach



Colorado Springs Branch



Provided CME credit to more than 200 preceptors for faculty development!



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CME for:

1. Outreach education opportunities
2. Internal performance improvement
3. Certification of EPIC training



University Physicians, Inc.



Provide CME credit for E&M modules that support medical billing for reimbursement by Medicare, Medicaid programs, or private insurance.



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ASAP

e-news from the Colorado Medical Society

Oct. 9, 2015

“Learning from Teaching”

Do you need CME credit and enjoy teaching? Participate in “Learning from Teaching”

Physicians with volunteer faculty appointments at the University of Colorado School of Medicine who are willing to teach medical students can claim CME credit for a variety of learning/teaching interactions. “Learning from Teaching” was developed to award *AMA PRA Category 1 Credit™* for learning activities related to teaching medical students and residents. The credit recognizes the learning that occurs as physicians prepare to teach, but the credit is based on the time spent using what they learned in preparation to teach. This is a great opportunity for volunteer faculty to earn CME credit while precepting medical students.

[Read more about this opportunity on CMS.org.](http://www.cms.org)



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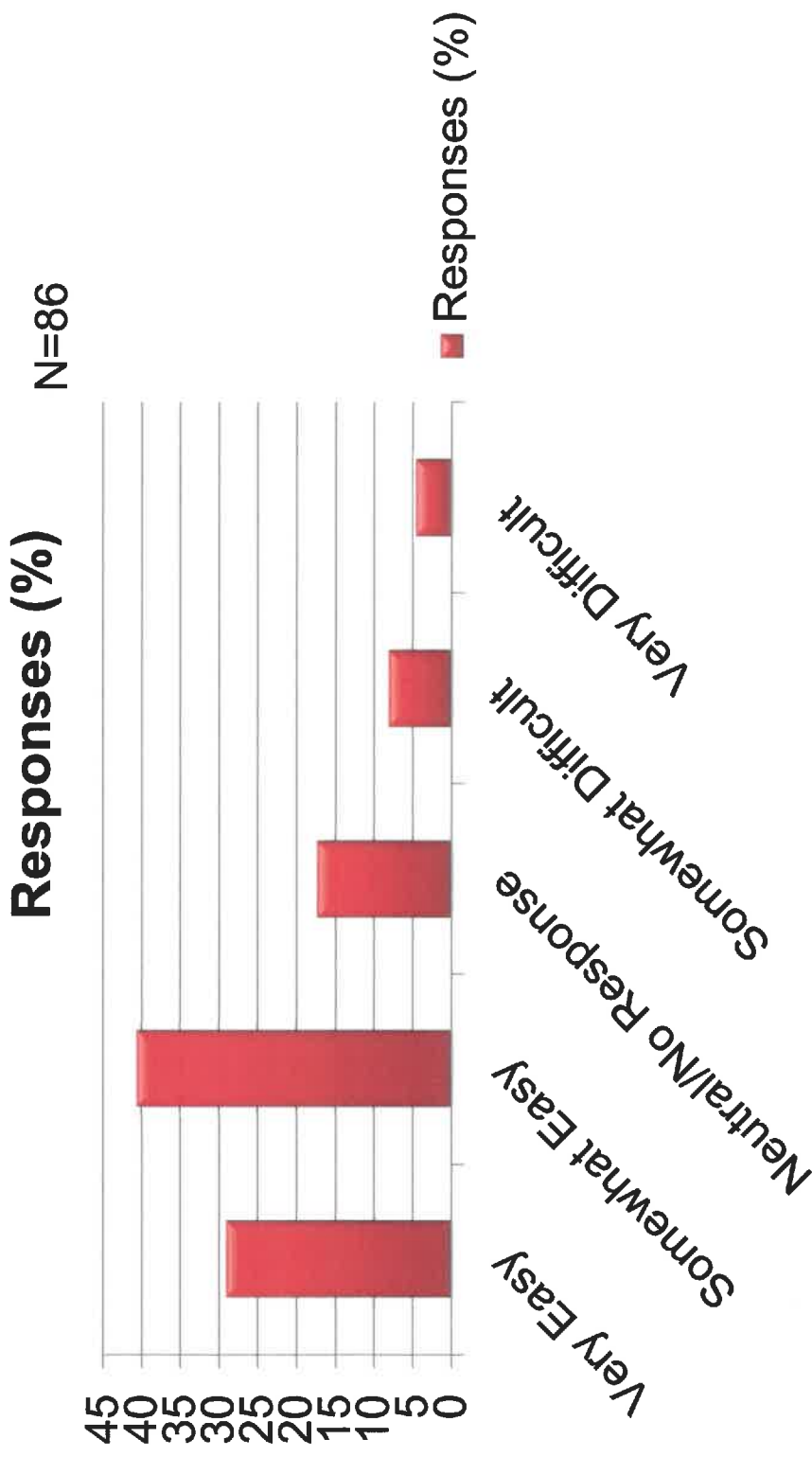
Maintenance of Certification Portfolio Approval Program

Since opening in April, 2013, the MOC PAP has approved 92 projects and awarded MOC Part IV credit to 253 physicians at CHCO and UCH. Program also available for DHMC, VAMC and clinical (volunteer) faculty.

CUSOM ranked fifth in the nation for Physician Completion submissions and third among the academic institutions.

Recent survey conducted with 86/198 respondents.

Q1. Please rate your experience using the MOC PAP to obtain your MOC Part IV credit based on the level of difficulty.



69.77% of respondents rated the difficulty as very easy – somewhat easy.

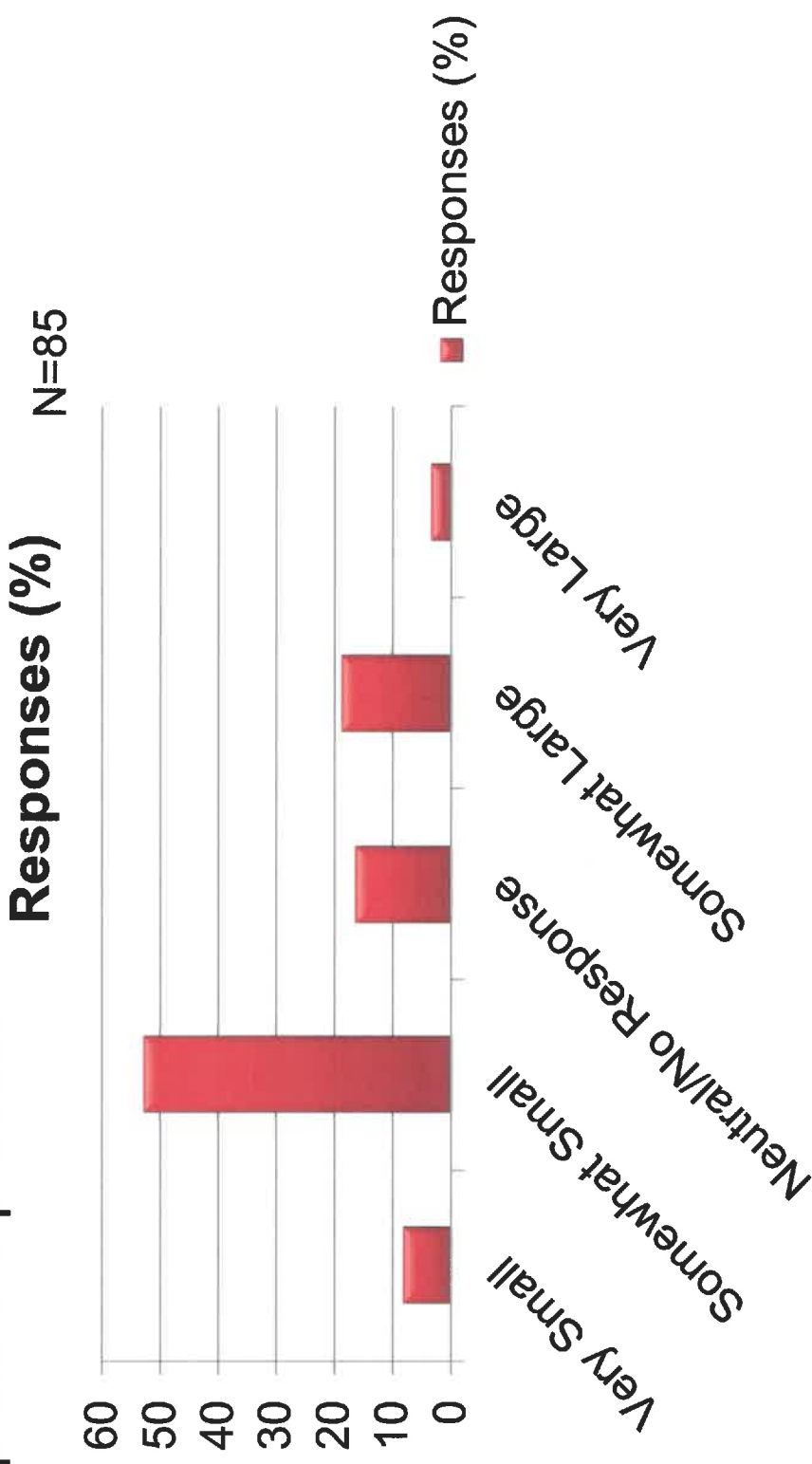


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Q2. Please rate your experience using the MOC PAP to obtain your MOC Part IV credit based on the time commitment required to complete the process.



61.18% of respondents rated the time commitment as very small – somewhat small.

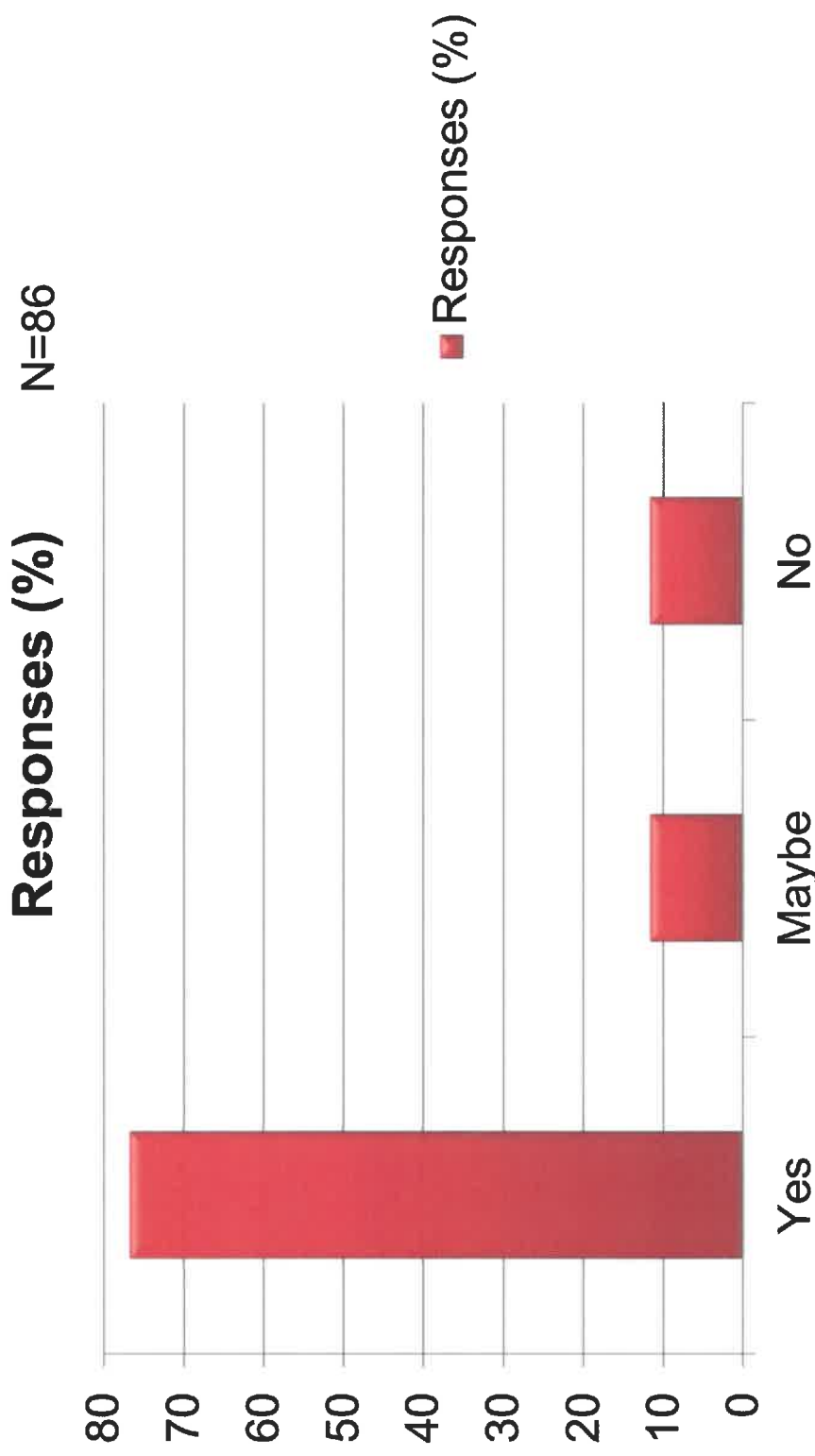


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Q3. Would you use the MOC PAP again to fulfill your MOC Part IV requirements?



76.74 % of respondents said they would use MOC PAP again for their MOC Part IV requirements.

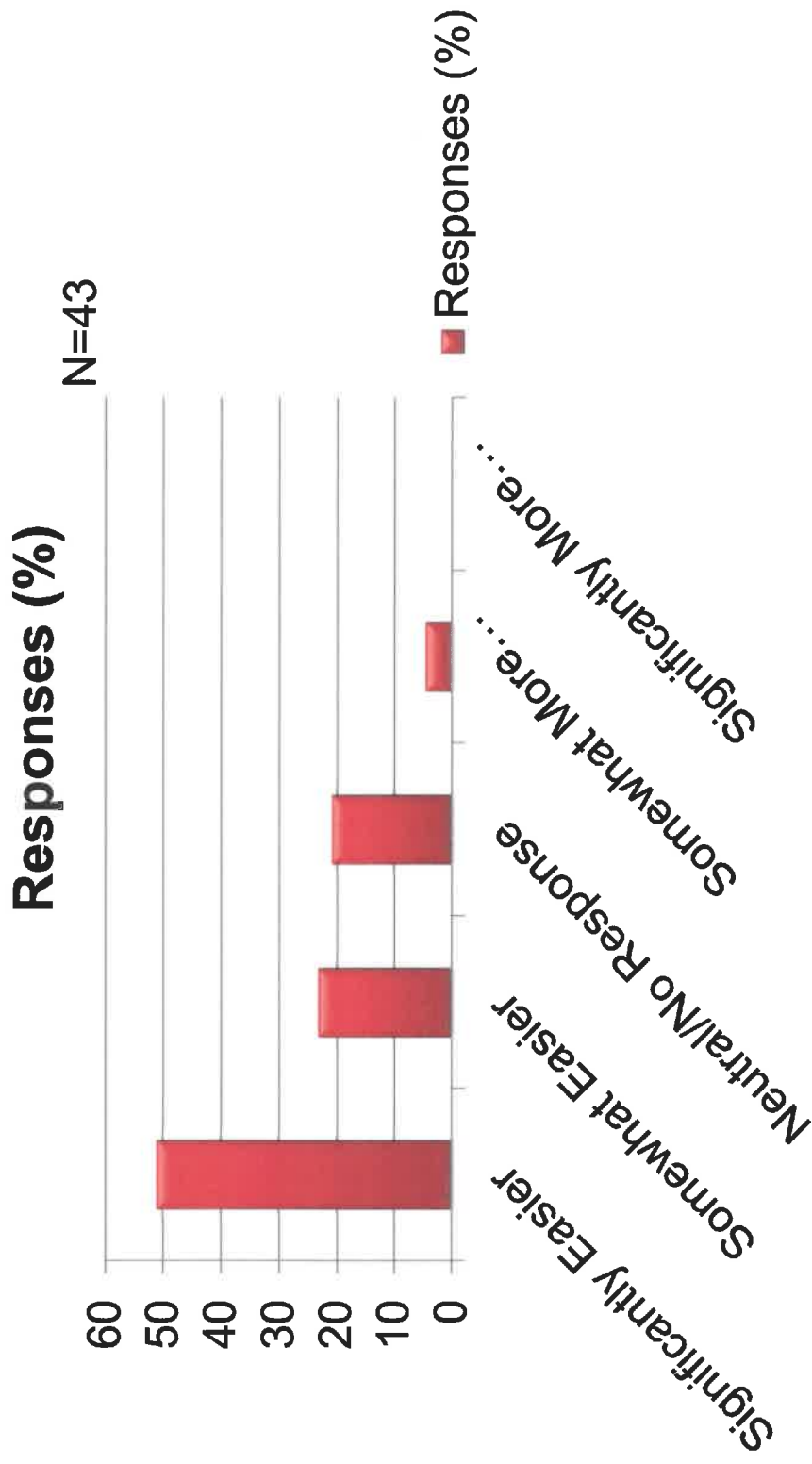


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Q4. Please rate your experience using the MOC PAP to obtain MOC Part IV credit as compared to using your specialty board.



74.42% of respondents rated the MOC PAP as significantly easier – somewhat easier as compared to his/her board.



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Special thanks:

Dean Reilly and the SOM

Bob Anderson, Sr. Assoc. Dean, Education

The CME Office: Pam Welker, Carolyn Wieber,

Rose Kennedy, Donna Jones

The MOC Office: Dan Hyman, Anunta Virapongse,
Heather Hallman

Space presentation

SOM Executive Committee

September 20, 2016

OVERVIEW OF THE ISSUE

- There is an urgent need for evaluation of space driven by the growth of the research programs.
- Existing policies (guidelines) have not been enforced so research space utilization is heterogeneous
- Units with under-productive space have not been encouraged to relinquish space.
- The campus is currently repaying debt incurred during construction of the campus and likely will not construct additional wet lab space in the foreseeable future.
- Wet lab research space is the most expensive space on campus, and it needs to be optimally used.
- Research space is ultimately under the control of the SOM although this has historically been ceded to the departments

2015-16 STUDY RESULTS – SPACE

CU Anschutz Research Space Task Force 2015-16 Study Results: Space								
Description	Wet Lab				Total	All Other		Grand Total
	BDC	RC1	RC2	SSOP		Other		
School of Medicine	30,522	273,278	214,553	8,559	526,912	159,516	686,428	
School of Dental Medicine	-	12,480	-	-	12,480	2,527	15,007	
Skaggs School of Pharmacy	-	-	-	54,254	54,254	40,689	94,943	
School of Public Health Support Services	-	-	-	2,208	2,208	359	2,567	
Total ASF	30,522	285,758	214,553	65,021	595,854	322,823	918,677	

- Wet lab space on the AMC was identified in five buildings and linked to research expenditures
- ~600,000 sq ft of space was identified, ~90% of which was in the SOM

2015-16 STUDY RESULTS – PRODUCTIVITY

- Productivity was determined by establishing research dollars (defined as annual direct grants plus F and A) per sq ft.
- The SOM mean was ~\$325/ sq ft
- This is in contrast to other tier 1 research institutions (and NJH) where this metric is generally >\$425.
- Using this crude metric ~95,000 sq ft (or 16% of the total) was identified as underproductive
- Space identified as under-productive was proposed to be used to develop plans to relinquish space or improve productivity.
- Data that were department (or research unit) specific were distributed to those units in June 2016
- Space mitigation plans (and WebSpace adjustments) were requested by September 1
- In addition to space mitigation plans, research units were also surveyed as to projected space needs for programmatic expansion and recruitment

Lab and office images



Results to date

- To date, 15 of 30 units (50%) have provided the SOM with space mitigation plans
- The units responding are responsible for ~56,000 sq ft (or ~60%) of the underutilized space.
- These units have identified ~7,000 sq ft of underutilized space
- The gap between 56,000 and 7,000 is credited to:
 - Lack of recognition of alternative funding sources
 - Inadequate acknowledgment of core spaces
 - Recent changes in funding (new grants received)
 - Anticipated recruitments – both in hand and anticipated
 - The need to maintain departmental control of existing space for future exigencies
- In contrast, the 15 units responding have projected the need for space to accommodate ~80 new research faculty (or ~100,000 sq ft)
- These projections do not include the other 15 units nor two of the four transformational grants

Conclusions

- The SOM academic leadership deserves some credit for recognizing the need for space mitigation
 - Acceptance of a process for evidence based review of space utilization
 - Acceptance (in principle) of a process of centralized management of research space – overseen by the Dean with input from a faculty appointed advisory group
 - Acceptance of a policy that anticipates and identifies the space needs of new recruits before formal offers are made
- In addition, the articulation of growth plans allows a clear recognition of the scope of the problem
- However, ambitious growth projections cannot be accomplished without more realistic space mitigation
- In the absence of new construction, this will probably need to be more aggressive than currently proposed