

**MEETING MINUTES**  
**TUESDAY, SEPTEMBER 17, 2019**  
**10:00 AM**  
**ACADEMIC OFFICE ONE, 7TH FLOOR BOARDROOM**

**EXECUTIVE COMMITTEE MEETING**

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**PRESENT:**

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

**MEMBERS:** Leslie Berg, PhD; Frank deGruy, MD; Mark Dell'Acqua, PhD; Kevin Lillehei, MD; Wendy Macklin, PhD; Naresh Mandava, MD; David Norris, MD; Connie Savor Price, MD; Richard Schulick, MD, MBA; David Schwartz, MD; Ann Thor, MD; Andrew Thorburn, DPhil; Vesna Todorovic, MD, PhD, MBA; Richard Zane, MD

**GUESTS:** Philip Asamoah, MD, MBA; Brenda Bucklin, MD; Peter Buttrick, MD; Mark Couch; Jeffrey Druck, MD; Christina Finlayson, MD; Anne Fuhlbrigge, MD, MS; Carolyn Goble; Allison Kempe, MD, MPH; Todd Kingdom, MD; Steven Lowenstein, MD, MPH; Sarah Miller; Clifford "Lee" Parmley, MD; Vikas Patel, MD; Huntington Potter, PhD; Judy Regensteiner, PhD; Suzann Ruedeman; Carol Rumack, MD; Nathan Schoppa, PhD; Brian T. Smith; Christopher Smith; Cheryl Welch; Shanta Zimmer, MD

**MEMBERS NOT PRESENT:** Venu Akuthota, MD; Jaime Arruda, MD; Evalina Burger, MD; Stephen Daniels, MD, PhD; Gerald Dodd, MD; Nicole Draper, MD; Chancellor Don Elliman; C. Neill Epperson, MD; Christopher Gessner; Jena Hausmann; Herman Jenkins, MD; Alma Juels, MD; Brian Kavanagh, MD, MPH; Michael Kilmer; David Raben, MD; Angie Ribera, PhD; Nanette Santoro, MD; Ron Sokol, MD, MBA; Ken Tyler, MD; Erik Wallace, MD

**I. GREETINGS**

**II. APPROVAL OF MINUTES**

The Aug. 20, 2019, meeting minutes were adopted unanimously as presented.

**III. DEAN'S UPDATES**

The Dean referenced the updates document (*see attached*) and then noted the following additional items.

The Dean acknowledged Wendy Macklin, PhD, chair of the Department of Cell and Developmental Biology, for recently being named a Distinguished Professor of the University, which is the highest honor awarded to faculty across the CU System's four campuses.

The Dean is anticipating a signed letter of offer from the new chair of the Department of Biochemistry and Molecular Genetics and will make a formal announcement once the signed letter is received.

Construction of the new Anschutz Health Sciences Building west of Research Building Two is on schedule and on budget and tentatively scheduled to open in the summer of 2021.

The university is also waiting on a grant approval which will support the expansion of the vivarium facilities.

Mark Kennedy, President of the University of Colorado, outlined a strategic plan for his first year at the university. It will span all four CU campuses with some campus-specific elements. Chancellor Don Elliman is putting together working groups for the plans involving the Anschutz Medical Campus. One plan element relates to what role the university should play in health care in the state of Colorado. Another relates to campus-specific goals for diversity and access to care. Department chairs and faculty may be invited to participate in the working groups over the next few months. President Kennedy's plans suggest that the future of higher education involves more use of technology platforms and more distance learning than what has been used in previous methods for higher education.

Andrew Thorburn, D Phil, chair, Department of Pharmacology, noted that distance learning seems to be less of a focus for the sort of education done on the Anschutz Medical Campus.

The Dean noted that advanced degrees in nursing and physical and occupational therapy are exploring hybrid models of distance learning. A reasonable number of CU's medical students are already distance learners, specifically those who are viewing lectures online instead of in lecture halls. Other health disciplines are moving towards using mixed models of sharing curriculum via technology platforms along with a physical presence and hands on engagement/activities. Venu Akuhota, MD, chair, Department of Physical Medicine and Rehabilitation, and the physical therapy program, are looking into the distance technology models to expand physical therapy services. Several medical schools have already moved to using virtual or augmented reality for gross anatomy vs. dissection. Access to and delivery of healthcare is changing and more will be done from a distance, therefore students will need to be trained on how to deliver healthcare remotely.

#### **Discussion Items:**

- A. Updates on Communication Central Service:** *Mark Couch, chief of staff and director of communications (see attached slides for additional information)*

Mark discussed the creation of the communication central service to better serve the communication needs of the school. The current state of communication has evolved over many years, and as a result there is a lack of service and attention from the school. Departments, centers, institutes, and units have established their own methods of communication, and the result is disconnected and disengaged forms of communication and unclear messaging/ lack of clarity about the identity of the school and the campus.

The way information is distributed also allows other partners to associate with the school's brand. The result is a lack of recognition of the school as the home base for the work being done by the faculty and staff on the campus.

The lack of a central communication service over the past several years elevated with the new website conversion. Michael Miller, IT program director, and his team encountered disconnected and outdated information across department websites while they have been working on transitioning to the new website. Michael proposed having a central communication service which will be modeled after the IT and HR central services.

The new central communication service will provide benefits to the school, including consistent and coherent information, continuity across departments, compliance with university branding and logo standards, and collaboration with other partners.

The new service will also provide benefits to partners, including efficient communication and visibility for the school.

The Dean noted that a new marketing campaign for the Anschutz Medical Campus will roll out next month and will be featured in a couple of national publications including the New York Times. A commitment was made a few years ago to Anschutz Foundation about a unified marketing campaign for all three partners on campus. If the campaign works, it will drive an interest in people to investigate the campus, which means they will be looking at websites to get more information. The migration to the new website needs to accurately reflect the current state of the school.

The Dean opened the floor for questions, comments and suggestions for Mark.

Naresh Mandava, MD, chair, Department of Ophthalmology, addressed the issue of lack of connectivity for patients when searching for care online and the ability to click on the department's website to make an appointment and not be redirected to another website.

The Dean addressed the need to recognize that a patient who wants to get more information on care will not be spending time navigating various websites. There is not a clear delineation about the differences between UHealth, Children's Hospital Colorado, and the University of Colorado School of Medicine, when searching for care online. One of the challenges going forward will be to establish the School of Medicine as an independent physician practice with partners across the state of Colorado.

Frank deGruy, MD, chair, Department of Family Medicine, addressed issues with internal communication in departments as well as practice-based networks and the need to promote the research being done in the departments.

Mark noted that the initial new communications staff will be integrally involved in the leadership and programming of the Cancer Center and the Department of Surgery, which have agreed to be partners in the communications central service. As part of the central service, information from those partners will be integrated with the school.

Communicators will also need to reach out to networks with other departments. There is a need to have consistent messaging that speaks for the university and doesn't dilute the identity of the school and the value to the communities who rely on our faculty for care.

Mark noted that the new communication central service will also create a supportive environment and a more structured approach for those who want to get mentored in the communication field.

- B. Proposal to Change the name of the Department of Otolaryngology to *the Department of Otolaryngology – Head and Neck Surgery*: Christina Finlayson, MD, Professor of Medicine and Associate Dean of Clinical Affairs:** The executive committee voted unanimously to approve the name change to the *Department of Otolaryngology-Head and Neck Surgery*. The proposal will be taken to the faculty senate meeting next month.

**C. Affiliate updates from VA and Denver Health**

**VA Eastern Colorado Health Care System:** Clifford Lee Parmley, MD, announced that Michael Kilmer is the new Director of the VA Eastern Colorado Healthcare System. The VA recently had an external review of their education department which will improve the ability to move residents into the facility. The VA is actively recruiting a new deputy chief of staff. Jonathan Manheim, MD, was recently recruited to be the lead physician utilization management advisor (PUMA), the lead patient post at the VA. The VA is entering the business planning cycle and reviewing projections and programs, including a proposal to expand the hospital medicine program.

Dean Reilly noted that the School of Medicine will be reinstating regular meetings between the School of Medicine and the leadership at the VA.

**Denver Health:** Connie Savor Price, MD, Chief Medical Officer: Denver Health is preparing to open a school-based clinic at East High School on Oct. 8, 2019.

The annual medical staff dinner will be held on September 24 at the Seawall Ballroom.

A new public charge rule will go into effect on October 15. This federal government rule considers whether applicants for green cards or entrance into the United States on certain visas are likely to become primarily dependent on the government for support. The new rule will factor the amount of medical benefits applicants receive in a certain time period, which could impact their whether application will be accepted. There are concerns in immigrant communities about how the new rule will affect their applications for Medicaid. Denver Health is working to to educate staff and patients on the implications of the rule.

Denver Health announced an initiative to avoid provider burn out. The initiative will focus on three priorities: Epic software optimization; initiatives around task shifting and reducing paperwork and other tasks from physicians and providers; and flexible schedule options for physicians.

David Naeger, MD, the new Director of Service for Radiology, announced that he will be bringing in house radiology services which were previously contracted with a private group outside of Denver Health, to meet the standing volume needs and to integrate more in the academic community. Denver Health will be hiring four interventional radiologists to get the program up and running by August 2020.

Cyril Mauffrey, MD, FACS, FRCS, is the new Director of Service for the Department of Orthopedics. Dr. Mauffrey is a professor in the Department of Orthopedics in the School of Medicine.

John P. Curtin, MD, MBA, is the new Director of Service for Obstetrics and Gynecology and will start on October 1, 2019.

The search for the new chief operating officer is underway and interviews will start in mid-October.

*Meeting adjourned at 10:48 a.m.*