

SCHOOL OF MEDICINE EXECUTIVE COMMITTEE
TUESDAY, JULY 20, 2021
10:00 AM
VIA ZOOM TELECONFERENCE

Members and guests in attendance noted below.

MEMBERS:

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

Venu Akuthota, MD; Leslie Berg, PhD; Evalina Burger, MD; Colleen Conry, MD; Julie Cooper, PhD; Stephen Daniels, MD, PhD; Gerald Dodd III, MD; Brian Kavanagh, MD, MPH; Kevin Lillehei, MD; Wendy Macklin, PhD; Naresh Mandava, MD; David Norris, MD; Nanette Santoro, MD; Richard Schulick, MD, MBA; David Schwartz, MD; Ann Thor, MD; Andrew Thorburn, PhD; Vesna Todorovic, MD, PhD; Ken Tyler, MD; Richard Zane, MD

GUESTS:

Leslie Appiah, MD; Scott Arthur; Patti Balodis; Thomas Beresford, MD; Gregory Bocsi, DO, MS; Suzanne Brandenburg, MD; Peter Buttrick, MD; Thomas Campbell, MD; Karen Chacko, MD; Jessica Cordova; Mark Couch; Barbara (Genet) D'Arcy, MD; Mark Dell'Acqua, PhD; Nicole Draper, MD; Jeff Druck, MD; Brian Dwinnell, MD; Melissa Feig; Anne Fuhlbrigge, MD, MS; Carolyn Goble; Casey Greene, PhD; Melissa Haendel, PhD; Michael Harris-Love, PT, MPT, DSc; Alma Juels, MD; Steven Lowenstein, MD, MPH; Sarah Miller; John Moore; Chanthy Na; Olawunmi (Wunmi) Ogunwo; Clifford Parmley, MD; Marian Rewers, MD, PhD; Nathan Schoppa, PhD; Ron Sokol, MD; Brian T. Smith; Cheryl Welch; Shanta Zimmer, MD

I. GREETINGS

II. APPROVAL OF MINUTES

The June 15, 2021, meeting minutes were unanimously adopted as presented.

III. DEAN'S UPDATES

The Dean acknowledged Colleen Conry, MD, professor and vice chair, Department of Family Medicine, who is serving as interim chair for the department between July 1-September 30, 2021.

The Dean welcomed Myra Muramoto, MD, in absentia, who will be joining the Department of Family Medicine as the new department chair on October 1, 2021.

The Dean acknowledged Frank deGruy, III, MD, in absentia, for his long and distinguished service to the Department of Family Medicine.

The CU Cancer Center's head and neck cancer program received a Specialized Programs of Research Excellence (SPORE) grant from the National Cancer Institute.

The Dean acknowledged the outstanding performance by the child health faculty. U.S. News and World Report recently released rankings for child health, and seven child health specialty programs were ranked in the top ten nationally, while Children's Hospital of Colorado was ranked 6th for pediatric hospitals. The U.S. News and World Report rankings for adult clinical services should be announced in the next week.

IV. Discussion items:

- A. CRIO Council:** *Melissa Haendel, PhD, Chief Research Informatics Officer, Marsico Chair in Data Science*, provided an overview on the Chief Research Informatics Office and the CRIO Council. Dr. Haendel joined the campus three months ago as the first chief research informatics officer for the Anschutz Medical Campus. In this role, Dr. Haendel works with the campus and hospital partners to make the best use of data assets and informatics technologies. Dr. Haendel is also helping to launch the new Center for Health Artificial Intelligence, which is focused on bringing together researchers from across the campus to support innovative data science.

The chief research informatics office (CRIO) provides integrative oversight and decision-making capabilities for managing data assets and leveraging data and informatics and infrastructure to build capacity as an institution across all departments and units.

Dr. Haendel discussed the key mission areas for the office, primarily focusing on governance and understanding how decisions are made about technologies that are purchased and sharing data with other partnerships as well as providing equitable access to resources to help advance research. Dr. Haendel noted that a shared decision-making process about informatics technologies and assets will help reduce duplication and cost while increasing innovation and research capacity.

Dr. Haendel discussed the other key mission areas for the office. These include understanding what assets are on the campus, because there is currently no inventory of data sets. Secondly, supporting innovation and partnerships between clinical research and clinical care and informatics and data science activities, and advancing how data science innovations are brought into the clinical care settings. Additionally, supporting the security environment and ensuring that data are secure and regulated, as well as teaching about data science and having a more knowledgeable community, and focusing on metrics of success. Finally, having responsible and ethical AI, more specifically, having equity and diversity in data science and informatics.

Dr. Haendel also discussed the CRIO Council, which will be a governing body for the Anschutz Medical Campus and will oversee information, data, and related infrastructure and will include campus and affiliate hospital stakeholders. The council will support a highly sophisticated process management for making decisions. It will be comprised of 12 members who will make decisions, oversee projects, define metrics, and evaluate outcomes. This will be a hands-on committee that will require effort and will not be an advisory or executive committee. The funding will ensure adequate participation of 12 members. The council will receive input and advice from other units and will be accountable to campus and hospital

leadership. The council will represent research across the entire campus and hospital partnerships.

Dr. Haendel opened the discussion and asked how the council members should be selected.

Barbara “Genet” D’Arcy, MD, associate chief of staff for education for the VA, asked if the sharing of research data at other institutions such as the VA is part of the scope of the CRIO Council. Dr. Haendel said that the council will make it easier to share data across institutions and there will be a more secure and consistent process with collective decision making for sharing data. Dr. Haendel noted that having processes in place defined by the council will help facilitate conversations with other partnerships.

Dr. Reilly discussed the size of the committee with Dr. Haendel and determined that the council needs to be comprised of 11-13 members to be successful. Dr. Reilly recognized that having adequate representation based on a span of expertise and representing the interests of the entire campus will be challenging.

Richard Zane, MD, chair of Emergency Medicine, discussed the push on the campus towards entrepreneurship and partnership with industry and being able to monetize different products and asked where this fits in with the overall vision of the council. Dr. Haendel hopes that the council and the office will have financials set aside to be able to work with CU Innovations to promote good data sharing with commercial interests. One of the major goals of office is to create a data ecosystem to have a more integrative set of data assets on the campus.

David Schwartz, MD, chair of Medicine, mentioned that it sounds like the council is a highly technical operational unit that will require several areas of expertise to move ahead with its agenda and asked how Dr. Haendel would define are the areas of expertise that would be needed in council members. Dr. Haendel mentioned that areas of expertise would include regulatory, access control, IT, informatics, cloud computing, research, and wants to be sure there is expertise across several categories.

Evalina Burger, MD, chair of Orthopedics, asked if there is a database on the campus to identify individuals who work in data sets. Dr. Haendel said that there has been discussion about how to take institutional information to create an inventory of expertise that would help support strategic decision-making, however a database does not currently exist.

Gerald Dodd, MD, chair of Radiology, mentioned the research imaging center is exploring how to collect and analyze an imaging database and said that it would be useful for the council to have someone who has knowledge of imaging-based data to incorporate into other data. Dr. Haendel mentioned that imaging analytics is challenging and heavy on the compute infrastructure, however agreed that it would be useful to have an imaging researcher on the council.

Naresh Mandava MD, chair of Ophthalmology, asked how the council plans to integrate IT representation from the hospitals. Dr. Haendel has been meeting with IT representatives from both hospitals on the campus and acknowledges that there needs to be IT leadership on the council.

B. Research Personnel Reclassification Initiative: *Olawunmi “Wunmi” Ogunwo, JD, PHR, HR Director, School of Medicine (see attached slides for additional information): Ms.*

Ogunwo noted that the reclassification initiative is progressing and is on track to implement the first phase by the fall of 2021. Dean's office staff will start reaching out to departments and administrators to begin the process of reclassifying PRAs into new titles.

Dr. Reilly noted that departments were concerned about losing valuable research personnel because the compensation from the University was out of line with the market. It became clear that employee satisfaction would be achieved if there was a more-defined career ladder available rather than the simple two-title system for research personnel. It is important to get the reclassification process done to recruit and retain valuable research personnel with the promise for an opportunity for career advancement.

C. Affiliate updates from VA and Denver Health:

Veterans Affairs Eastern Colorado Healthcare System: *Clifford Lee Parmley, MD, chief of staff*, reported that The Office of Academic Affiliations (OAA) has issued a new Conflict of Interest memo, generating concern over resident timekeepers who may have a financial connection with an affiliate. Additional information should be forthcoming, and presently there is no action required. The VA is progressing with recruitment for a new associate chief of staff for mental health and appreciates the participation from the leadership in the Department of Psychiatry in this recruitment. The VA recently announced the upcoming retirement of James Beck, MD, which will open the next recruitment for Dr. Beck's replacement, and a collaborative effort with the School of Medicine will be crucial for this recruitment.

Barbara (Genet) D'Arcy, MD, associate chief of staff for education, provided further explanation regarding the issues with the Office of Academic Affiliations (OAA), and the individuals who track the time of service for residents who are working at the VA. The OAA and the legal and ethics arm at the VA, the Office of General Counsel, has launched an investigation into the conflicts of interest in the subgroup of individuals who have joint appointments and shared FTE at the VA and at CU. The investigation is preliminary.

Denver Health and Hospital Authority: Dr. Reilly mentioned there are two searches ongoing at Denver Health: one for director for inpatient pediatric service, the other for director for anesthesiology. There is a plan to initiate a search for a director of surgery once the other two searches are finalized.

EXECUTIVE SESSION

I. APPROVAL ITEMS

- A.** Faculty promotions committee actions were unanimously approved.
- B.** Sr. clinical appointments and promotions committee actions were unanimously approved.
- C.** Professor Emeritus appointments were unanimously approved.