

**SCHOOL OF MEDICINE EXECUTIVE COMMITTEE
TUESDAY, SEPTEMBER 21, 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; Jamie Arruda, MD; Leslie Berg, PhD; Gregory Bocsi, DO, MS; Evalina Burger, MD; Amy Clevenger MD, PhD; Colleen Conry, MD; Julie Cooper, PhD; Stephen Daniels, MD, PhD; Gerald Dodd, MD; Herman Jenkins, MD; Brian Kavanagh, MD, MPH; 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; Vesna Todorovic, MD, PhD; Ken Tyler, MD; Richard Zane, MD

GUESTS:

Scott Arthur; Patricia Balodis; Thomas Beresford, MD; Suzanne Brandenburg, MD; Thomas Campbell, MD; Karen Chacko, MD; Mark Couch; Mark Dell'Acqua, PhD; Brian Dwinnell, MD; Melissa Feig; Anne Fuhlbrigge, MD, MS; Carolyn Goble; Michael Harris-Love, PT, MPT, DSc; Allison Kempe, MD; Alma Juels, MD; Steven Lowenstein, MD, MPH; Sarah Miller; John Moore; Chanthy Na; Michael Narkewicz, MD; Olawunmi (Wunmi) Ogunwo; L. Clifford Parmley, MD; Judy Regensteiner, PhD; Marian Rewers, MD, PhD; Carol Rumack, MD; Suzann Ruedeman; Nathan Schoppa, PhD; Brian T. Smith; Chesney Thompson, MD; Cheryl Welch; Shanta Zimmer, MD

I. GREETINGS

II. APPROVAL OF MINUTES

The July 20, 2021, meeting minutes were unanimously adopted as presented.

III. DEAN'S UPDATES

The Dean discussed the status of the mandatory vaccinations on the campus. Sept. 1, 2021, was the deadline for individuals to document that they have been vaccinated or to request an exemption from being vaccinated. There are a small number of people with medical exemptions and individuals who applied for religious exemptions that are being reviewed. Under Colorado statute, because the School of Medicine is not on a residential campus and does not have dormitories, the school is not required to offer religious exemptions to students for vaccinations. There will be a recommendation from the Chancellor to the deans to make an announcement that schools are not offering religious exemptions for vaccinations to

students on the campus. UCHealth is offering booster shots to health care workers and individuals over the age of 70.

Ann Thor, MD, chair, Department of Pathology, asked if vaccinations will be a requirement for faculty recruitment or if faculty recruits will be asked to provide proof of vaccination similar to a background check. Dr. Reilly noted that current employees are not required to provide proof of vaccination, only to attest that they have been vaccinated. Full vaccination will be a requirement for newly recruited faculty.

David Schwartz, MD, chair, Department of Medicine, asked if a substantial number of students have requested vaccination exemption based on religion. Dr. Reilly said there were one student in the physician assistant program, one in the anesthesiology assistant program, and approximately four students in the MD program, one of whom had a request that was not approved and has been referred to the promotions committee.

Michael Harris Love, PT, MPT, DSc, director of the Physical Therapy program, noted that there are two vaccination exemptions in that program, which accepts around 75 students per year.

In additional business, Dr. Reilly noted that the CU Medicine Board of Directors approved funding for \$1.2 million for scholarships for students in the School of Medicine across the four degree programs, which represents a substantial increase from last year.

IV. Discussion items:

A. FY 23 State Budget Allocation: *Dean John J. Reilly, Jr., MD, and John Moore, Associate Dean for Administration and Finance, School of Medicine (see attached slides for additional information).*

Dr. Reilly previously discussed the need to reexamine and rationalize the distribution of the state funding allocation to the School of Medicine. Mr. Moore's presentation is a model of that distribution. DFAs will receive a report the financial impact that model would have in the current fiscal year had it been in effect in July 2021. Departments should use this report to plan for the next fiscal year beginning July 2022.

Dr. Reilly said the distribution of funds will largely be related to the roles people have in the educational curriculum and how those are distributed across departments.

Richard Zane, MD, chair of Emergency Medicine, asked about the difference in funding for basic science FTE compared to clinical FTE. Dr. Reilly said more state funding has historically been directed to support basic science departments than the clinical departments. The rationale for this methodology is that clinical departments had clinical revenues to help support their budgets, while basic science departments were reliant on the state funding distribution and extramural grant funding to support their budgets. Since it is not a realistic expectation for research faculty to be 100% funded, the gap is made up of state funding. Given the growth in salaries, the lack of growth in state funding, and the growth in the number of basic science faculty, state funding is no longer enough to balance the budgets of basic science departments.

Ken Tyler, MD, chair of Neurology, asked about the EBITDA transfer from the University of Colorado Hospital, which is designed to support all missions of the School

of Medicine, so in theory, should be supporting education. Dr. Reilly said that amount of state funding that the school receives does not cover the cost of undergraduate medical education budget.

David Schwartz, MD, chair of Medicine, asked if the FTE allocation is based on the FTE of students and trainees or just faculty. Dr. Reilly said that the FTE allocation is based on faculty, from assistant professors and above.

Venu Akuthota, MD, chair of the Department of Physical Medicine and Rehabilitation, asked why instructors are not included in the FTE allocation. Dr. Reilly said that a significant number of instructors are advanced practice providers who may not have the same role in medical education that regular faculty do.

Faculty Administrative Appointments and Equal Pay for Equal Work Act

Compliance: *Olawunmi "Wunmi" Ogunwo, JD, PHR, HR Director, School of Medicine (see attached slides for additional information):*

Dr. Reilly said there is an opinion from the Colorado Department of Labor that any academic promotion should require a posting in a search and other hiring procedures. New hires for leadership positions and promotion from instructor to assistant professor will be required to follow the posting procedures.

Steve Lowenstein, MD, MPH, associate dean for faculty affairs, clarified that promotion from instructor to assistant professor can be exempted from a posting, so long as it occurs with a clarified plan of progression that is outlined in an initial offer letter for that instructor, and can be exempted from this process when they are moved to assistant professor status.

Ken Tyler, MD, chair of Neurology, asked how precise do the salary ranges need to be. Dr. Reilly said the salary ranges should be as wide as possible to allow for flexibility. Ms. Ogunwo said that the law recognizes that individuals may be hired below or above the range.

Richard Schulick, MD, MBA, chair of the Department of Surgery and director of the University of Colorado Cancer Center, said departments are missing out on opportunities to hire strong candidates who expect to be hired with salaries at the top of the range. Ms. Ogunwo said that part of the Equal Pay for Equal Work act is ensuring equity within a department which is also based on data from the AAMC.

Richard Zane, MD, chair of Emergency Medicine, asked about administrative stipends and bonuses for faculty and staff. He said the turnaround time to get approval from HR causes departments to lose people. Ms. Ogunwo said that the school HR has partnered with central HR to hire additional compensation HR staff, which has improved turnaround times of salary reviews on the staff side. Regarding administrative stipends and bonuses on faculty side, the Equal pay for Equal Work act includes administrative stipends and compensation.

Ann Thor, MD, chair of Pathology, expressed concern over salary discrepancies for sub-specialty faculty. Dr. Thor said that the school would not be able to provide the level of salary needed to hire some sub-specialists. In On technical jobs, departments are losing people to other labs that can pay more than the university.

Dr. Reilly said that while the school is required to post salary ranges for positions, they are not required to pay within those ranges. If departments need to pay above the salary range to hire specialist faculty, then they would need to have sound justification for paying above the range. If a department has three other specialists doing the same work, then the department would need to show that the salary offered to the new person is not out of line with the existing workforce, or have justification for the salary and be prepared to raise salaries for current employees who are doing the same job.

Ms. Ogunwo noted that the law requires to pay for substantially similar roles. However, if benchmark data verifies higher salary ranges for specialists, then the school should be able to offer those salaries.

Chesney Thompson, MD, vice chair, Department of Obstetrics and Gynecology, asked if this includes posting salary ranges for supported administrative positions for existing faculty. Dr. Reilly said that this applies to positions that have been vacated or new positions. The school does not have to post positions that are currently occupied, but departments should be prepared to defend the work that is being done for that stipend and the salary should be comparable to salaries of other people doing similar work.

B. Affiliate updates from VA and Denver Health:

Veterans Affairs Eastern Colorado Healthcare System: *Clifford “Lee” Parmley, MD, chief of staff*, said that the VA has a relatively low census for COVID inpatient beds. The VA is currently undergoing the end-of-fiscal-year and staff reviews. The VA is continuing recruitment for a chief of medicine and associate chief of staff for mental health and is grateful for the assistance from the university on these recruitments. The VA hired an associate director for patient care services, or chief nursing officer. The VA continues to undergo ethics reviews to have timekeepers for residents and trainees. The Denver Research Institute, a non-profit corporation for research, was invited to conduct a review by the national VA office and is in the process of a leadership transition of hiring a new executive director.

Shanta Zimmer, MD, senior associate dean for education and associate dean for diversity and inclusion, asked if there is an update on adding additional staff for badging of students and residents at the VA. The school has started to pull students out of the VA because of badging issues. Dr. Parmley said that Dr. Genet D’Arcy, associate chief of staff for education, can address these concerns when she is back in town.

Denver Health and Hospital Authority: *Connie Savor Price, MD, chief medical officer,* said there are two ongoing director of service searches at Denver Health. The search for director of inpatient pediatrics is under final negotiations. The finalists for director of anesthesiology will meet with Vesna Todorovic, MD, PhD, MBA, chair of Anesthesiology, before making a final offer. Three more director of service searches for medicine, surgery, and public health, are about to begin.

EXECUTIVE SESSION

I. APPROVAL ITEMS

- A.** Senior clinical appointments and promotions committee actions were unanimously approved.
- B.** The Professor Emeritus appointment was unanimously approved.

School of Medicine Executive Committee

Dean's Updates

Tuesday, September 21, 2021

Search Updates

Vineet Chopra, MD, MSc, has been named chair of the Department of Medicine, effective October 18. He has been chief of the Division of Hospital Medicine at the University of Michigan Health since 2017 and a member of the Michigan faculty since 2008. He succeeds David Schwartz, MD, who has been chair since 2011.

The School of Medicine has launched a search for a new director of the Colorado Center for Personalized Medicine to succeed Kathleen Barnes, PhD, who has accepted a professional opportunity with a private company. Casey Greene, PhD, director of the Center for Health AI, is interim director.

Affiliate Updates

UCHealth University of Colorado Hospital (UCH) was ranked the No. 1 hospital in the state by U.S. News & World Report. It is the 10th year in a row that the hospital has been No. 1 in Colorado. The annual rankings, which considered 4,523 hospitals nationally, also listed eight specialties at UCH among the best in the country: Pulmonology and Lung Surgery, No. 2; Rheumatology, No. 11; Diabetes and Endocrinology, No. 35; Gastroenterology and GI Surgery, No. 38; Ear, Nose and Throat, No. 41; Rehabilitation, No. 41; Urology, No. 44; Cancer, No. 50. For the purposes of its Pulmonology and Lung Surgery ranking, U.S. News combines University of Colorado Hospital and National Jewish Health.

Legislative Updates

The Colorado Medical Board voted in July to continue the services of the Colorado Physician Health Program (CPHP), which has provided confidential peer assistance to individuals who have medical, emotional, or psychological conditions that could affect the clinical care they provide.

Institutional Updates

The Class of 2025 medical students was welcomed to the Anschutz Medical Campus at a matriculation ceremony in late July. The 184 new medical students were selected from a primary applicant pool of 14,106. Of those, 8,549 completed secondary applications, and 744 were interviewed. This is the first class of students to be fully enrolled in the School of Medicine's newly updated curriculum.

The School of Medicine's Office of Continuing Medical Education (OCME) was notified that it has received Reaccreditation with Commendation from the Accreditation Council for Continuing Medical Education for a term that expires in July 2027. This is the third consecutive term that the OCME has been reaccredited with commendation.

The CU Board of Regents voted 8-0 in favor of the University System's 2021-2026 strategic plan, "Innovating for the Future." The plan sets goals for the system related to affordability and student success; diversity, inclusion, equity, and access; discovery and impact; and fiscal strength.

John Moore has been named associate dean for administration and finance for the School of Medicine effective September 1. John has served in several leadership roles for the past 11 years on the Anschutz Medical Campus. Most recently, he has been director of financial operations for the School of Medicine.



School of Medicine

UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**

State Funding Methodology Change





State Funding Model Change

Principles

- Support to Education
 - Accountability for education
 - Larger roles for new curriculum model
 - Direct money for salary support for those doing this work
- Support to Units
 - Previous Method – Historical Precedent
 - New Method – Rational Enduring Metric



State Funding Model Change

Methodology: Creation of Two Pools for Distribution to Depts.

- Support to Education Effort (i.e. Funding Distribution)
 - Allocated by educational role by Senior Associate Dean for Education
- Support to Units (Budget Allocation)
 - Two Variables
 - Dollars we get
 - FTE Growth
- GME Allocation & Chair Stipend funding occurs independently



State Funding Model Change

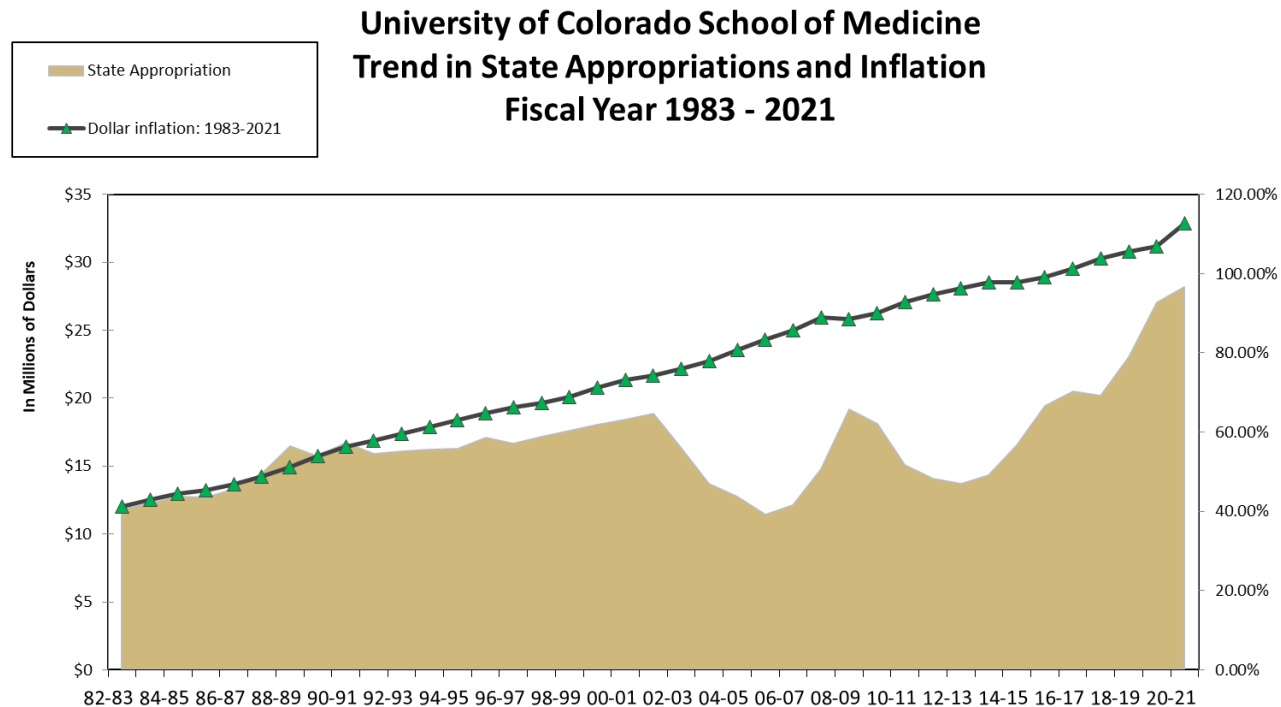
Methodology

- Support to Education
 - Allocated by educational role by Senior Associate Dean for Education
 - Allows rational allocation of education's support \$\$ to faculty filling specific roles in new curriculum.
- Support to Units
 - Metric is \$\$/FTE
 - Higher support per FTE for basic science departments (5)
 - Adjusts rationally for changes in faculty # and state support \$
 - Allows for addition of future departments
 - Available funds: State allocation minus the education pool
 - Plan is to model for this fiscal year and institute in July 2022



State Funding Model Change Inflation Influence

Fiscal Year 1982-83 School of Medicine's State Appropriations (\$11.8M) adjusted for inflation

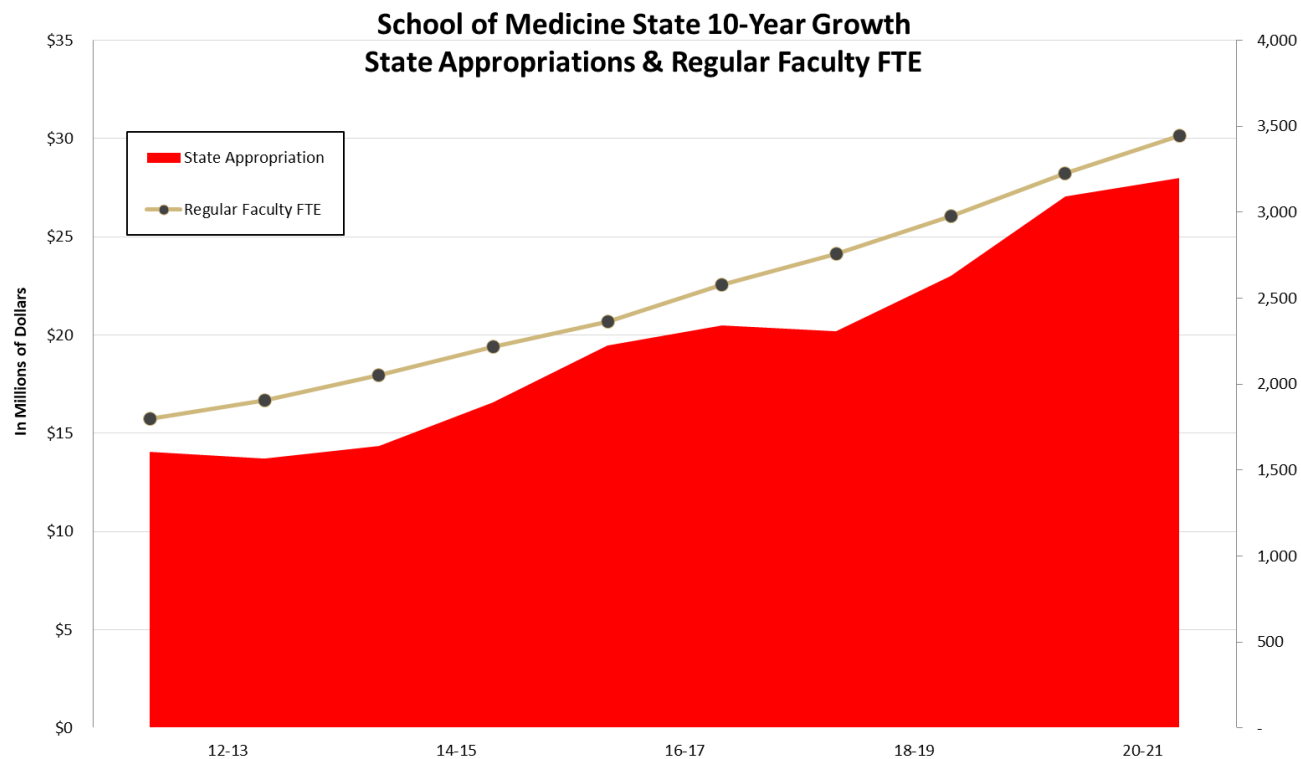


*FY 2020-21 Estimated
Inflation Source: Bureau of Labor Statistics' Consumer Price Index (CPI)



State Funding Model Change FY 2021-22 Revenue

Why Faculty FTE?



*FY 2020-21 Estimated

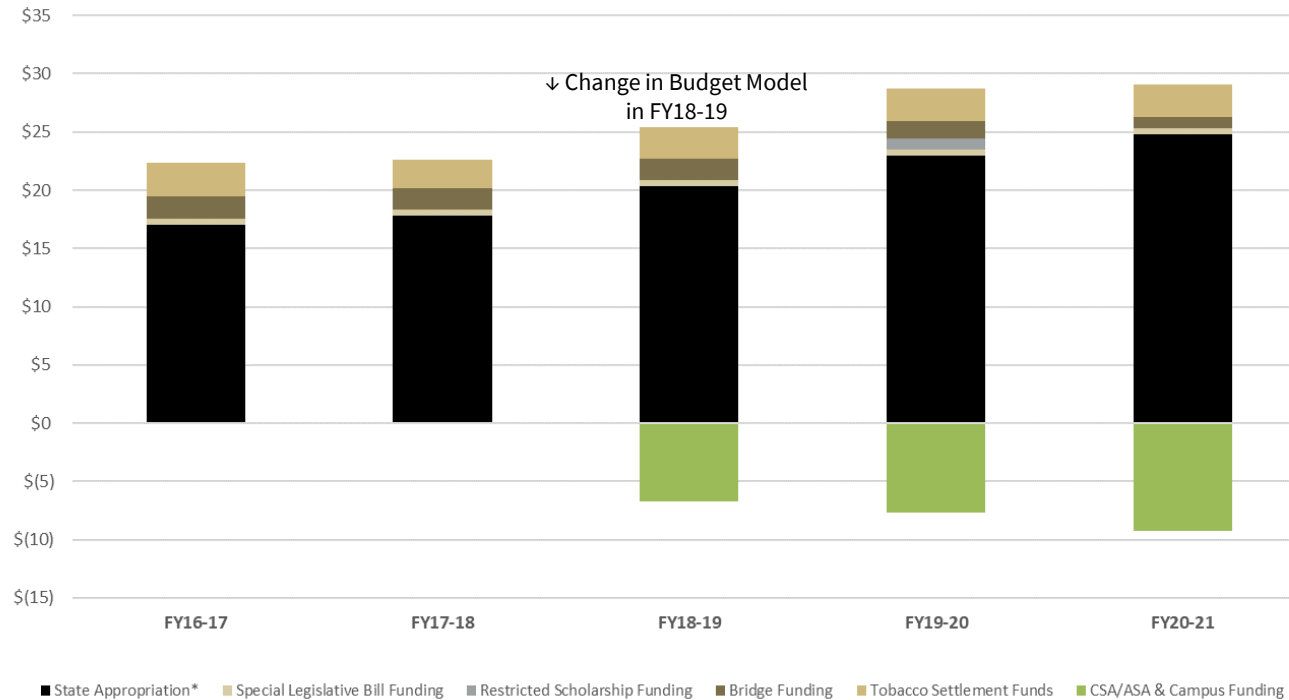
Regular Faculty include:

Professor, Associate Professor, Assistant Professor



State Funding Model Change

Trend in School of Medicine General Fund Fiscal Years 2016 - 2021



Components of the SOM General Fund (Fund 10):

- **Available for Distribution to SOM Units**

- State Appropriations
- Bridge Funding (\$0 in FY23 forward)

- **Restricted**

- Special Legislative Bill Funding - Restricted
- Restricted Scholarship Funding (Legislative)
- Tobacco Settlement Funds

- **CSA/ASA & Campus Funding**

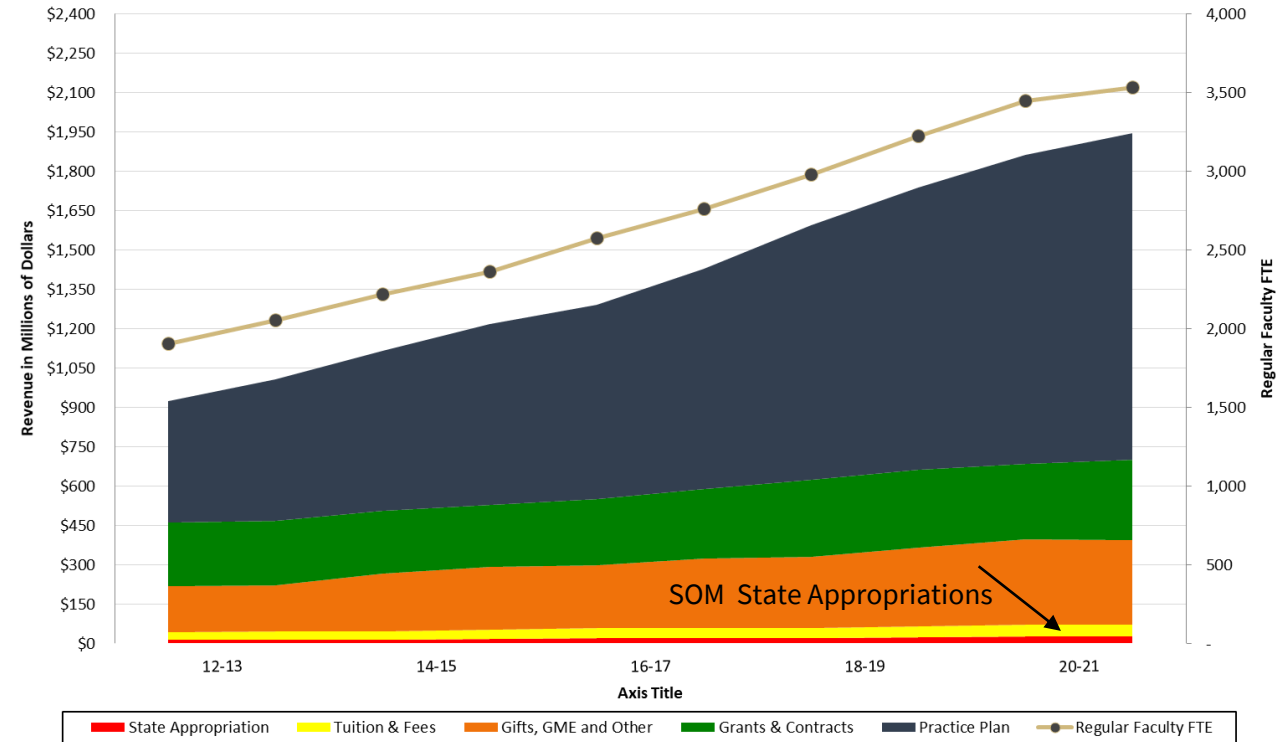
- CSA/ASA Funding Obligations
- Campus-wide Initiatives*

*Expenses paid through alternative funding source



State Funding Model Change

School of Medicine State 10-Year Growth Revenue & Regular Faculty FTE



*FY 2020-21 Estimated



State Funding Model Change

	Direct Department Funding			Variance = Metric Budget - FY22 Budget	Clin Dept UME Faculty Funded Positions	Indirect Department Funding		FY22 Clin Dept State Funding
	FY22 Clin Dept Budget ¹	1/1/21 FTE ²	Metric Budget: \$ per FTE ³			Clin Dept UME Funded Leadership Positions	Clin Dept Indirect Department Funding	
SOM Clinical Departments	A	B	D = B x C	E = D - A	F	G	H = F + G	I = D + H
Total SOM Clinical Departments	\$16,563,934	1947.88	\$12,813,934.00	(\$3,750,000)	\$8,586,540	\$2,409,069	\$10,995,609	\$23,809,543
	SOM Basic Science Departments			Variance = Metric Budget - FY22 Budget	Basic Science Dept UME Faculty Funded Positions	Basic Science Dept UME Funded Leadership Positions	Basic Science Dept Indirect Department Funding	FY22 Basic Science Dept State Funding
	FY22 Basic Science Dept Budget ¹	1/1/21 FTE ²	Metric Budget: \$ per FTE					
SOM Basic Science Departments	A	B	D = B x C	E = D - A	F	G	H = F + G	I = D + H
Total SOM Basic Science Departments	\$9,180,982	102.32	\$8,680,982	(\$500,000)	\$456,999	\$0	\$456,999	\$9,137,981
Vacant Positions: Department TBD		3.20			\$662,500		\$662,500	\$662,500
Other AMC Schools		0.20			\$89,349		\$89,349	\$89,349
Affiliate & Contract UME Faculty		14.36	\$0		\$2,720,481		\$2,720,481	\$2,720,481
Total Other	\$0	17.76	\$0	\$0	\$3,472,330	\$0	\$3,472,330	\$3,472,330
Total	\$25,744,916	2067.95	\$21,494,916	-\$4,250,000	\$12,515,869	\$2,409,069	\$14,924,938	\$0 \$36,419,854

Clinical Department FY22 Budget	\$16,563,934	Clinical Department Rebase \$	-\$3,750,000	Clinical Department FY22 FTE	1947.88	Clinical Department \$ per FTE:	\$6,578
Basic Science Department Budget	\$9,180,982	Basic Science Department Rebase \$	-\$500,000	Basic Science Department FY22 FTE	102.32	Basic Science Department \$ per FTE:	\$84,842
	\$25,744,916		-\$4,250,000		2050.19		



State Funding Model Change

SOM Departments	FY22 Budget ¹	1/1/21 FTE ²	Direct Department Funding		Indirect Department Funding			Direct + Indirect Department Funding	FY22 Total State Funding - FY21 Total State Funding
			Metric Budget: \$ per FTE ³	Variance = Metric Budget - FY22 Original Budget E = D - A	UME Faculty Funded Positions	UME Funded Leadership Positions	Total Indirect Department Funding	FY22 Total State Funding	
	A	B	D = B x C		F	G	H = F + G	I = D + H	J = I - A
Clinical Department Example	\$852,720	65.63	\$431,709	(\$421,011)	\$371,255	\$163,764	\$535,020	\$966,728	\$114,008
Basic Science Department Example	\$1,775,099	19.70	\$1,671,386	(\$103,713)	\$215,137	\$0	\$215,137	\$1,886,522	\$111,423
Vacant Positions: Department TBD		3.20			\$662,500		\$662,500	\$662,500	
Other AMC Schools		0.20			\$89,349		\$89,349	\$89,349	
Affiliate & Contract UME Faculty		14.36	\$0		\$2,720,481		\$2,720,481	\$2,720,481	
Total Other	\$0	17.76	\$0	\$0	\$3,472,330	\$0	\$3,472,330	\$3,472,330	
Clinical Department FY22 Budget	\$16,563,934				Clinical Department FY22 FTE	1948			
Basic Science Department Budget	\$9,180,982				Basic Science Department FY22 FTE	102			
	\$25,744,916								
Clinical Department Rebase \$	-\$3,750,000				Clinical Department \$ per FTE:	\$6,578			
Basic Science Department Rebase \$	-\$500,000				Basic Science Department \$ per FTE:	\$84,842			
	-\$4,250,000								

- 1 FY22 Budget reflects FFS budget allocation and does not include, GME or ICR budget.
- 2 FTE includes census as of 1/1/2021 for primary faculty positions for 1100: Distinguished Professor, 1101: Professor, 1102: Associate Professor, 1103: Asst Professor
- 3 Metric Budget \$ per FTE = 1/1/21 FTE x Allocation per FTE



State Funding Model Change

Next Steps:

- Distribution of data to units
 - FY22 Equivalent – what Fiscal Year 22 budget would have been, had state funding model changed for current year
- January 1, 2022
 - SOM Faculty Census for FY23 General Fund FTE Allocation



School of Medicine

UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**

Faculty Administrative Appointments and Equal Pay for Equal Work Act Compliance



Equal Pay for Equal Work Act (EPEWA)

- Colorado law that went into effective January 1, 2021
- Requires that employees be paid similarly for substantially similar work in terms of skill, scope, effort and responsibilities
- Cannot inquire about a job candidate's wage history or rely on it to determine a salary
- Cannot prevent current employees from discussing their own compensation



EPEWA Requirements

- Must include the hourly/salary rate or compensation range in all job postings
- Must announce, post or make known all promotional opportunities to all University current employees
 - Prior to making hiring determinations
- Must maintain job description, job posting, and salary history records
- Must review equity with each hire, promotion, salary increase, etc.



EPEWA Updates

- University Counsel and the Central Human Resource Office (CHR) are continually monitoring legal interpretations and updates from the Colorado Department of Labor and Employment (CDLE)
- The CDLE issued the Equal Pay Transparency Rules under its enforcement and implementation authority granted under the EPEWA
 - The Rules state that employers must announce or post all promotional opportunities prior to making a promotion decision
 - The Rules also state that a promotional opportunity exists when an employer has or anticipates a vacancy in an existing or new position that could be considered a promotion for one or more employee(s) in terms of compensation, benefits, status, duties, or access to further advance
- CHR updated its [EPEWA Job Posting Guidelines](#) to require job postings for all Faculty Administrative Appointments regardless of title
- Beginning **January 1, 2022**, the SOM will be required to post all Faculty Administrative Appointments

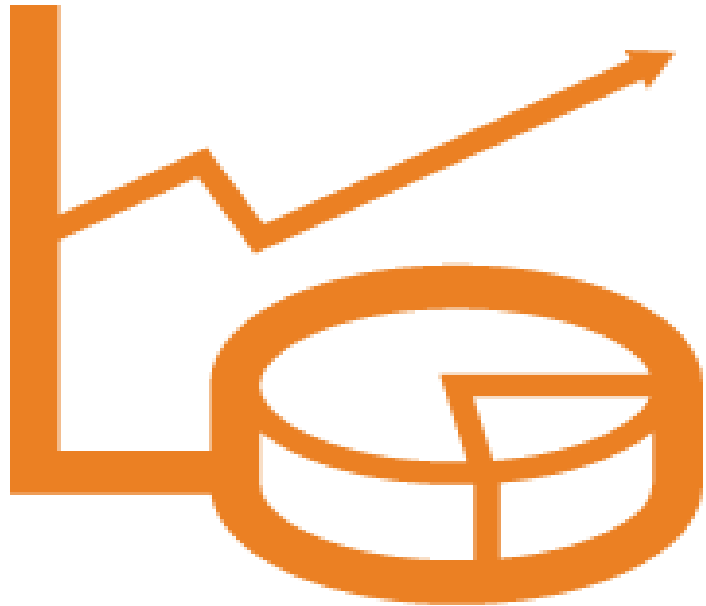


Posting Faculty Administrative Appointments

- Beginning January 1, 2022, all Administrative Appointments must be posted/announced on the SOM Intranet website (internal) or on CU Careers (internal and external)
- Postings on the SOM Intranet website should include a posting contact who will collect and maintain application materials and the job posting announcement for a minimum of 2 years after the posting date
- All job postings must include a compensation rate or salary range
- Competitive and defensible search processes must be conducted prior to making selection determinations



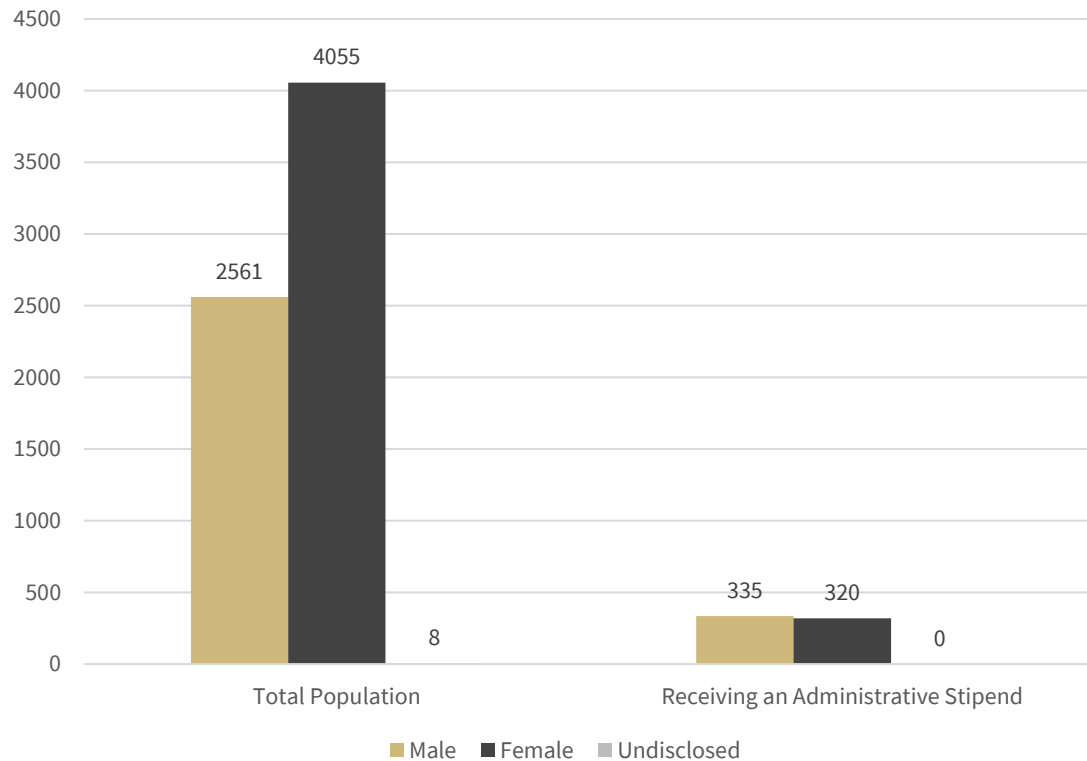
Benefits of Posting Administrative Appointments



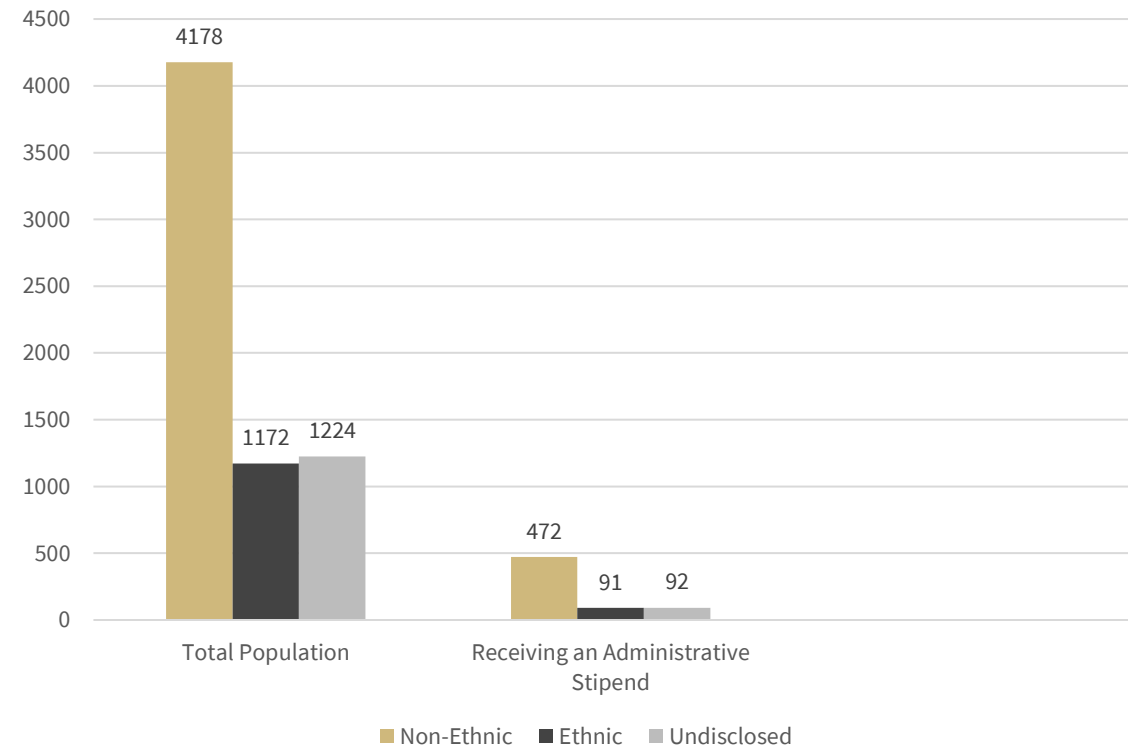
- Promotes diversity and aligns with diversity initiatives
- Encourages equitable, consistent and inclusive pay practices
- Increases our talent pools and gives us better insight into the available talent within the SOM
- Increases employee satisfaction and engagement
- Increases employee confidence and trust

Gender & Ethnicity Analysis

Administrative Stipend Analysis - Gender



Administrative Stipend Analysis - Ethnicity



Source: HCM – August 1, 2021





School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

THANK YOU