



EXECUTIVE COMMITTEE MINUTES

Tuesday, January 18, 2022

10:00 AM

Virtual Meeting

ATTENDANCE:

MEMBERS:

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

Venu Akuthota, MD; Leslie Berg, PhD; Gregory Bocsi, DO, MS; Evalina Burger, MD; Vineet Chopra, MD, MSc; Julia (Julie) Promisel Cooper, PhD; C. Neill Epperson, MD; Vesna Jevtovic-Todorovic, MD, PhD, MBA; Brian Kavanagh, MD, MPH; Kevin Lillehei, MD; Wendy Macklin, PhD; Naresh Mandava, MD; Myra Muramoto, MD, MPH; David Norris, MD; Connie Savor Price, MD; Angie Ribera, PhD; Nanette Santoro, MD; Richard D. Schulick, MD, MBA; Ann Thor, MD; Ken Tyler, MD; Rich Zane, MD

GUESTS:

Lucinda (Cindy) Allen; Patricia Balodis; Suzanne Brandenburg, MD; Peter Buttrick, MD; Thomas Campbell, MD; Heather Cassidy, MD; Karen Chacko, MD; Jessica Cordova; Mark Couch; Barbara (Genet) D'Arcy, MD; Mark Dell'Acqua, PhD; Amira Del Pino-Jones, MD; Brian Dwinnell, MD; Ellen Elias, MD; Melissa Feig; Anne Fuhlbrigge, MD, MS; Carolyn Goble; Casey Greene, PhD; Michael Harris-Love, PT, MPT, DSc; Alma Juels, MD; Allison Krebs; Steven Lowenstein, MD, MPH; Jay MacGregor, MD; John Moore; Chanthy Na; Michael Narkewicz, MD; Olawunmi (Wunmi) Ogunwo; Judith (Judy) Regensteiner, PhD; Marian Rewers, MD, PhD; Suzann Ruedeman; Brian T. Smith; Ron Sokol, MD; Jeffrey Soohoo, MD; Sudheer Vemuru, MD; Cheryl Welch; Duncan Wilcox, MD; Shanta Zimmer, MD

APPROVAL OF MINUTES:

The December 21, 2021, meeting minutes were unanimously adopted as presented.

DEAN'S UPDATES:

John J. Reilly, Jr., MD, Dean reported:

Graduation was held in December before the holiday break. School of Medicine presented graduates in Anesthesiologist Assistant program, and Doctor of Physical Therapy, and a number of graduate students getting PhDs and Master's. Several honorary degrees also presented.

The Colorado General Assembly has convened and goes through early May. There are bills that the School of Medicine will be watching closely, including legislation supported by the University of Northern Colorado in Greeley to modify state statute to allow them to open an osteopathic school.

State lawmakers also have proposed a bill that would direct state officials to create a training program dedicated to preparing international medical graduates to work in Colorado. The bill calls for the state to contract with a medical school to create a clinical readiness program, providing a curriculum for and assessments of international medical graduates.

The omicron surge is keeping everyone busy. A substantial difference from the prior variants is that more children are in the hospital with omicron, then were hospitalized with alpha or delta variants.

Michael Narkewicz, MD, indicated that there about 60 children in children's hospital. A third of patient in the ICU are under five years of age. University Hospital is seeing 140, plus or minus five, on any given day at University of Colorado Hospital, and about 40 to 42, in the Intensive Care Unit.

President Diane Cookson of Highlands Ranch hospital has announced that she is retiring.

Construction of the third tower of University of Hospital is continuing.

There are six leadership searches that are actively going on. The Senior Associate Dean for Faculty and Chief Well-being Officer, Chair of the Department of Pharmacology, Chair of the Department of Physiology and Biophysics, and Director of the Colorado Center for Personalized Medicine, are each moving forward. Dermatology and Radiology searches are underway with search committees constituted and applications being solicited.

The certificate of occupancy for the Anschutz Health Sciences Building has been received and departments will be moving over the next 4 ½ months. There will be some renovations and backfilling of space vacated over the next several months.

DISCUSSION ITEMS:

A. Clinical Faculty Appointments to Support the Trek Curriculum:

*Heather Cassidy, MD, Assistant Dean for Community-Based Medical Education
Director, Colorado Springs Branch Longitudinal Integrated Curriculum* reported:

Dr. Cassidy presented an overview of the institution's clinical faculty eligibility criteria, the office of community based medical education (OCBME), and what OCBME can do to support the other departments. Dr. Cassidy also reviewed what departments can expect regarding the clinical faculty in the next three years. She also discussed appointments, reviews, promotions, and terminations of clinical faculty, and opportunities for best practice regarding your department's clinical faculty. **(See attached slides)**

B. Update on Continuing Medical Education:

Brenda Bucklin, MD, Associate Dean, Continuing Medical Education reported:

Dr. Bucklin reviewed the CME Mission, re-accreditation 2021 with commendation 2021, activity update, office benchmarking, key goals and MOC Portfolio Program. The mission of the CME office is to improve knowledge, competence, and performance of faculty. The goal is to improve performance as well as patient outcomes. **(See attached slides)**

C. Approval of the New Division of Medical Physics:

Steven R. Lowenstein, MD, MPH; Associate Dean for Faculty Affairs reported:

In September 2021 a faculty committee met to consider a request from Chair Brian Kavanagh to create a new division of medical physics in the Department of Radiation Oncology. Madeleine Kane, MD, PhD, chaired the review committee. The committee members agreed unanimously that forming a new division of medical physics, meets all the tests outlined in the School of Medicine rules, that there is a national precedent for division status, that there is a fellowship or other training program that is recognized nationally, and that there is evidence that establishing the division will provide benefit to the involved department and School of Medicine. The committee concluded that each of these three criteria had been meeting.

The committee was convinced that medical physics is ready to become division based on remarkable growth and exceptional accomplishments in teaching, clinical programs, and research. The medical physicists are now recognized as a coherent and highly functioning academic unit with a strong record of competitive, grant-funded research, peer-review

publications, applied technology development, and other academic and teaching accomplishments.

The committee also considered whether creating the new division will have an adverse impact on any other departments. In this case, the committee reviewed the impact on the Department of Radiology, which has 10 medical physicists who make up the Division of Radiological Sciences. The committee contacted Gerald “Chip” Dodd, MD, chair of radiology, and Rebecca Marsh, PhD, who is head of Radiology’s Division of Radiological Sciences and both voiced their support for creating this new division, within Radiation Oncology. Both told the committee that forming the new Division in Medical Physics in the Department of Radiation Oncology will promote collaboration and elevate the visibility and importance of the discipline of medical physics for the benefit of all.

The committee members voted 8 to 2 to create a new division. This proposal was approved by faculty senate last month, and now the committee recommends approval by the executive committee. The new division was unanimously approved by the executive committee. (**See attached letter**)

D. Faculty Senate Updates:

Gregary Bocsi, DO, MS, Faculty Senate President reported:

The Faculty Senate meeting was held December 21, 2021 and at that time Dr. Reilly shared the School of Medicine updates. Janine Young, MD, medical director of Denver Health Refugee Clinic and Human Rights Clinic, and medical advisor for Colorado Refugee Service Program. She presented an overview of refugee resettlement in metro Denver and described considerations related to preparing for Afghan refugees. Dr. Lowenstein and Dr. Kavanagh presented the proposal of the new division of Medical Physics. The senate approved unanimously in favor of the new division. Anne Libby, PhD, who is vice chair for academic affairs in the Department of Emergency Medicine gave a presentation on the emergency medicine promotion program, which helps assistant professors seeking promotion.

E. Affiliate updates from VA and Denver Health:

Veterans Affairs Eastern Colorado Healthcare System:

Barbara (Genet) D’Arcy, MD, associate chief of staff for education reported:

The VA has been struggling with staff out sick. The new cohort of Longitudinal Integrated Curriculum students started this month. The VA is recruiting for internal medicine chair, and a candidate for psychiatry has been selected, but is not yet final.

Denver Health and Hospital Authority:

Connie Savor Price, MD, Chief Medical Officer reported:

Dr. Price announced that the CEO Robin Wittenstein has announced her plan to retire in August 2022. A search will commence. The search for a director of service for surgery has been launched. The committee has been charged and they are starting to seek candidates. The Department of Medicine leadership search has also commenced.

EXECUTIVE SESSION:

APPROVAL ITEMS

- A.** The faculty promotions committee actions were unanimously approved.
- B.** The clinical faculty promotions committee actions were unanimously approved.

C. The emeritus requests were unanimously approved.



School of Medicine

UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

EXECUTIVE COMMITTEE

DEAN'S UPDATES

January 18, 2022

AFFILIATE UPDATES

Robin Wittenstein, chief executive officer of Denver Health since 2017, has announced that she plans to retire at the end of August. The Denver Health board of directors has created an executive search committee and engaged an executive search firm to identify her successor.

Diane Cookson, president of UCHealth Highlands Ranch Hospital, announced that she plans to retire in spring 2022.

LEGISLATIVE UPDATES

The Colorado General Assembly convened January 12 to begin its annual 120-day legislative session.

The University of Northern Colorado is seeking a change to state law that would allow it to open a school that grants doctor of osteopathic medicine degrees. Currently, state law provides that the University of Colorado has exclusive authority among public institutions to offer degrees in medicine.

State lawmakers have proposed a bill that would direct state officials to create a training program dedicated to preparing international medical graduates to work in Colorado. The bill calls for the state to contract with a medical school to create a clinical readiness program, providing a curriculum for and assessments of international medical graduates.

INSTITUTIONAL UPDATES

The fall 2021 commencement ceremony was held in December at the Colorado Convention Center, with classes of physical therapy and anesthesiologist assistant students graduating. Honorary degrees and awards were also presented.

Clinical Faculty in the Trek Curriculum

The Office of Community-Based Medical Education

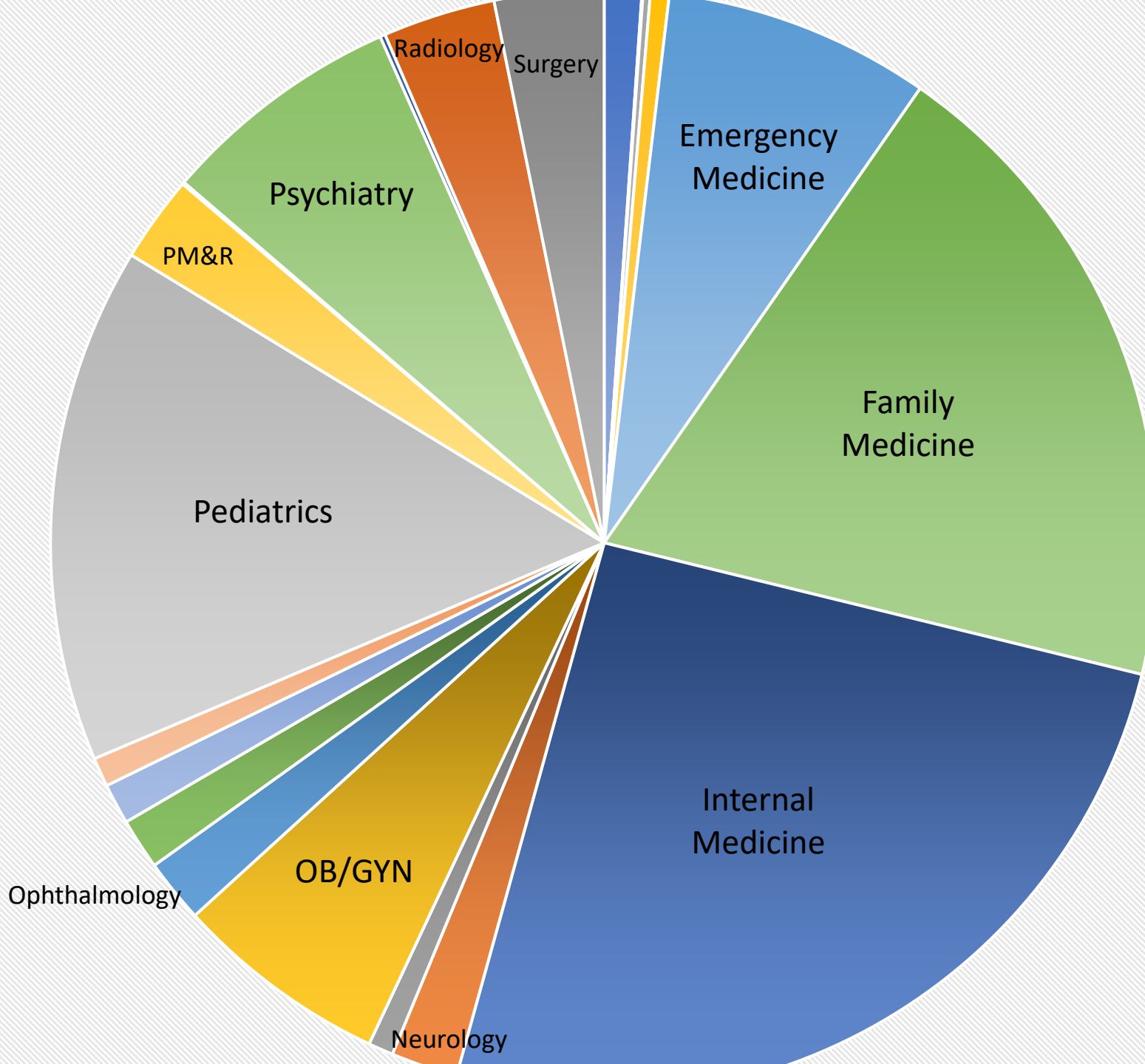
Heather Cassidy, MD, FACP

Assistant Dean, Community-Based Medical Education

Assistant Professor of Medicine

Agenda

- Who are our clinical faculty?
- What's coming: clinical faculty for Trek
- OCBME
- Opportunities and Challenges



- Anesthesiology
- Biochemistry & Molecular Genetics
- Cell & Developmental Biology
- Dermatology
- Emergency Medicine
- Family Medicine
- Medicine
- Neurology
- Neurosurgery
- OB/GYN
- Ophthalmology
- Orthopedics
- Otolaryngology
- Pathology
- Pediatrics
- PM&R
- Physiology & Biophysics
- Psychiatry
- Radiation Oncology
- Radiology
- Surgery

DEPARTMENT

PAID

VOLUNTEER

Anesthesiology	6	38
Cell & Developmental Biology	7	1
Dermatology	3	16
Emergency Medicine	60	215
Family Medicine	23	567
Immunology & Microbiology	1	0
Medicine	56	825
Neurology	10	59
Neurosurgery	4	24
OB/GYN	19	193
Ophthalmology	2	60
Orthopedics	11	38
Otolaryngology	0	38
Pathology	6	26
Pediatrics	91	364
Pharmacology	1	0
Physical Medicine & Rehabilitation	33	60
Physiology & Biophysics	1	1
Preventative Medicine & Biometrics	1	0
Psychiatry	59	181
Radiation Oncology	1	4
Radiology	18	92
Surgery	11	105
Total	424	2907

Clinical Faculty

- Research
- Clinical
 - Emergency volunteers for UCH COVID-19 Response
 - <0.5 FTE clinicians
- Education
 - Volunteer clinical faculty (VCF)
 - Paid Clinical Faculty Educational Roles (<0.5 FTE)

Education

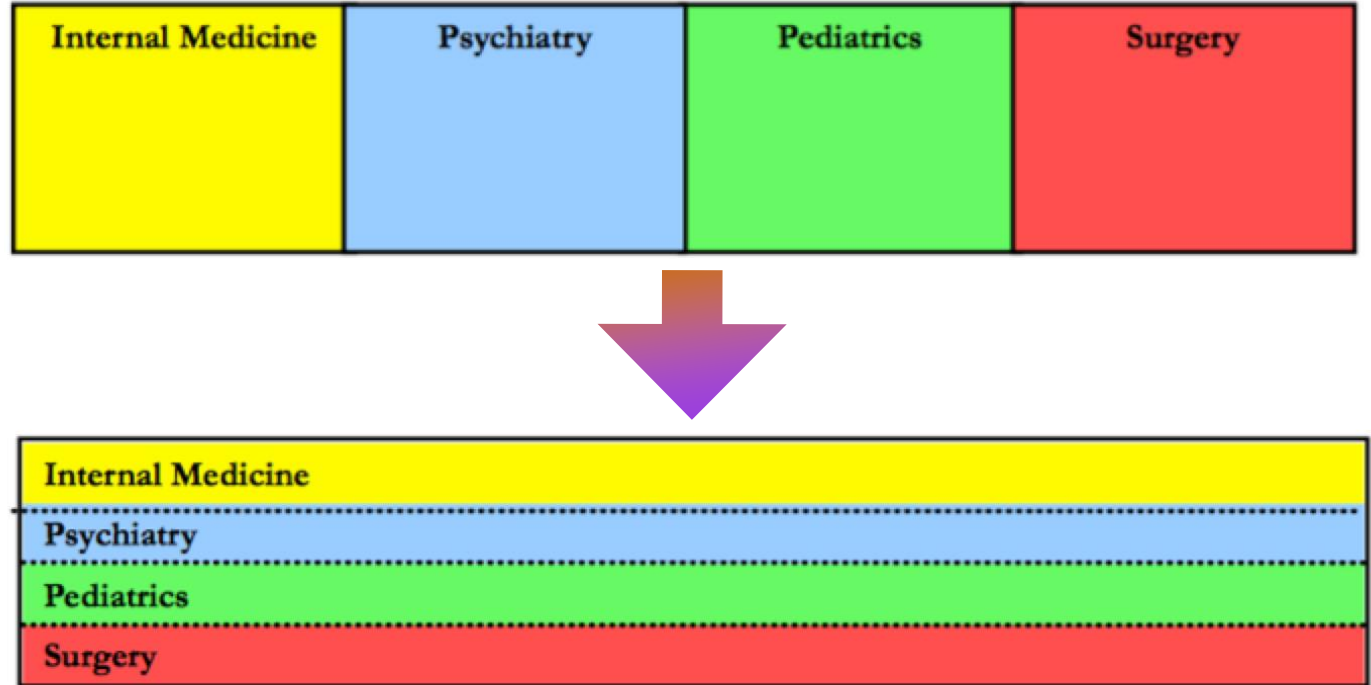
- Historical UME curricula
 - Pediatrics (80%)
 - Adult Primary Care (45%)
 - Neurology (10%)
 - Inpatient Medicine @ St. Joe's
 - Surgery @ St. Joe's
 - OB/GYN @ St. Joe's
 - Foundations of Doctoring

UME Statewide Expansion

- Rural Track (2005)
- Colorado Springs Branch (2016)
- CU SOM at Colorado State University Branch Campus (2020)
- UME Curriculum Reform: Trek Curriculum
 - Rural LIC Expansion
 - Salud
 - Kaiser
 - Greeley
 - Longmont

Longitudinal, Integrated

- Basic LIC Structure



LIC preceptorships: IM, FM, Surgery, Peds, OB/GYN, Psychiatry, EM

LIC	Medical Students	LIC Preceptors	Total Clinical Faculty	Launch
Colorado Springs Branch	24	7 x 24 = 168+	250	2016
Ft. Collins Branch	12	7 x 12 = 84+	250	2020
Rural Track	16	7 x 16 = 112+	?	2005 and growing
Greeley	4	7 x 4 = 28+	?	Sept 2022
Longmont	4	7 x 4 = 28+	?	Sept 2022
Salud LIC	6	7 x 6 = 36+	?	Sept 2022
Kaiser	15	7 x 15 = 105	?	Sept 2022
Community-based Total	81	561	1000?	
UCH	34			
VA	30			
Denver Health	36			
Children's Hospital	12			
Academic Affiliates Total	112			

LIC preceptorships: IM, FM, Surgery, Peds, OB/GYN, Psychiatry, EM

My Department/Division is not part of a LIC

- Building a LIC for the Trek Curriculum is a community-building endeavor
- Think big!
 - Hospital-based clinicians
 - Subspecialists
 - Career exploration
 - Didactics hosted on-site and will need subspecialty support

“My division/department doesn’t grant clinical faculty appointments”

- Anticipate applications
- Evaluate “the why”
- Consider the educational climate we are working to create
- Call me or Dr. Zimmer

Functions and Structure of a Medical School

**Standards for Accreditation of
Medical Education Programs Leading to the MD Degree**



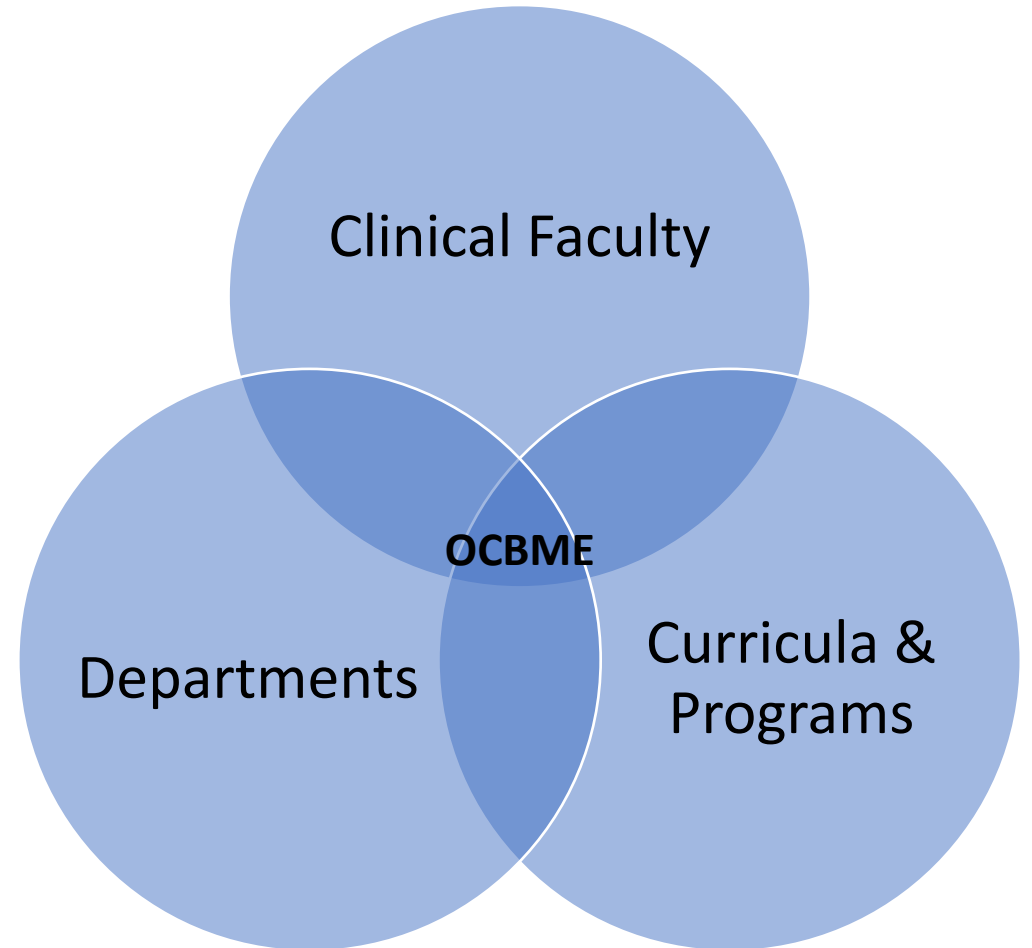
Next LCME Review: 2024 - 2025

Paid Clinical Faculty Educational Roles

- OME postings
 - DOCS Facilitators
 - Site-based curriculum leaders
- 0.05 – 0.4 FTE
- Reports to OME but appointment hosted departmentally

Office of Community-Based Medical Education (OCBME)

- Bridge OME and Faculty Affairs
- Resource center for:
 - YOU
 - Clinical faculty
 - Community-based educational programs



OCBME Vision



Departmental Support

Clinical Faculty Best Practice Idea hub

Build Clinical Faculty Engagement

Appointment Integrity: Clinical Faculty Reviews

Navigation bar with the following items: FIMS, Manage Faculty, Reports, Help, History, General, Clinical, Professional, Education, Research & Grants, and a View Profile button.

Job Titles

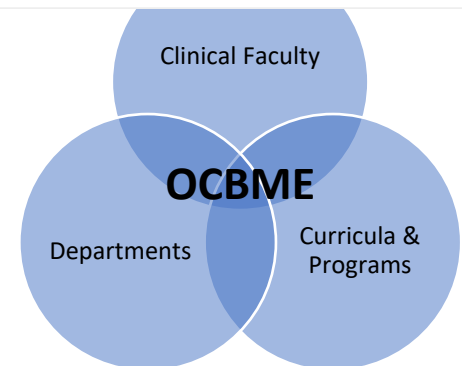
You don't have any Job Titles, [Click here to add one](#)

Recognition & Awards

You don't have any Awards, [Click here to add one](#)

Current Teaching Positions

You don't have any Teaching Positions, [Click here to add one](#)





HONORS & AWARDS

Class of 2021 Graduation Hooders

Dr. Locke Keney, Internal Medicine
Dr. Steven Luebbert, Pediatrics
Dr. Hal Richardson, Family Medicine
Dr. Carolyn Tank, Psychiatry
Dr. John Beauman, Family Medicine
Dr. Diedre Wagers, OB/GYN
Dr. Benjamin Honigman, Emergency Medicine

Winner of
Outstanding Use of
Physical Exam Skills
Matthew Douglas, MD



 University of Colorado **Anschutz Medical Campus**

Winner of
Outstanding Clinical
Reasoning Skills
Neal Kraus, MD



 University of Colorado **Anschutz Medical Campus**

Golden Stethoscope Foundations of Doctoring

Ancora Imparo Award
Dr. Charles Steinberg
Pediatrics
Dr. Lawrence G. Wood
Internal Medicine

Volunteer Faculty Preceptor
Dr. Stephanie Sandhu
Family Medicine

Best Phase 1 Preceptor
Dr. Brian Juan
Family Medicine

**Best Patient/Physician
Communication Skills**
Dr. James Hardee
Internal Medicine

Best Role Model
Dr. Allison Trop
Emergency Medicine

Best Use of Virtual Health
Dr. Christopher Bayley
Psychiatry

Colorado Springs Branch Teaching Awards

Outstanding Clinical Teacher

Dr. Sean Donahue, Emergency Medicine
Dr. Emily Johnson, Family Medicine
Dr. Jaime Baker, Internal Medicine
Dr. Heather Sena, Internal Medicine
Dr. Timothy Luebbert, Neurology
Dr. Edward McClellan, OB/GYN
Dr. Jeffery McCutcheon, OB/GYN
Dr. Stacy Romero-Willson, Pediatrics
Dr. Mitchell Leister, Psychiatry
Dr. William Lechuga, Surgery

Clinical Liaison of the Year

Dr. Alyssa Nash, Internal Medicine
Dr. Caroline Hedges, OB/GYN

Clinical Teacher of the Year


Dr. Mollie Miller, OB/GYN


Ancora Imparo Award
Sanford (Sandy) E. Avner, MD



 University of Colorado **Anschutz Medical Campus**

Ancora Imparo Award
Lawrence G. Wood, MD



 University of Colorado **Anschutz Medical Campus**

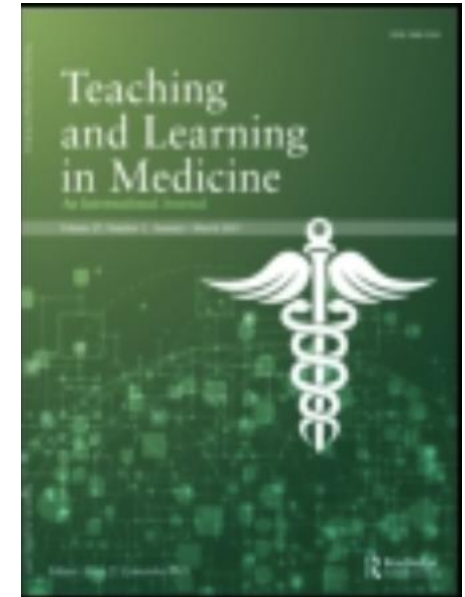
Winner of
Outstanding Phase II Preceptor
Eric Wu, MD



 University of Colorado **Anschutz Medical Campus**

The Community Preceptor Crisis: Recruiting and Retaining Community-Based Faculty to Teach Medical Students—A Shared Perspective From the Alliance for Clinical Education

Jennifer G. Christner, Gary Beck Dallaghan, Gregory Briscoe, Petra Casey, Ruth Marie E. Fincher, Lynn M. Manfred, Katherine I. Margo, Peter Muscarella, Joshua E. Richardson, Joseph Safdieh & Beat D. Steiner



**ACADEMIC
MEDICINE**
Journal of the Association of American Medical Colleges

Research Report

The Decline in Community Preceptor Teaching Activity: Exploring the Perspectives of Pediatricians Who No Longer Teach Medical Students

Caroline R. Paul, MD, Chad Vercio, MD, Rebecca Tenney-Soeiro, MD, MEd, Chris Peltier, MD, Michael S. Ryan, MD, MEHP, Elizabeth R. Van Opstal, MD, Anton Alerte, MD, Cynthia Christy, MD, Julie L. Kantor, William A. Mills Jr, MD, MPH, Patricia B. Patterson, MD, Jean Petershack, MD, Andrew Wai, MD, MPH, and Gary L. Beck Dallaghan, PhD

BEST PRACTICES

Clinical Faculty Stewardship

- Support a regular faculty member in partnering with the OCBME in the stewardship of your clinical faculty
- Rely on the OCBME as a resource for questions related to clinical faculty
- Promote, recognize, and reward excellence among your clinical faculty

Appointments

- Work with the OCBME to review your clinical faculty appointments criteria
- Integrate clinical faculty affairs into faculty and staff job descriptions
- Ensure hand-offs of clinical faculty affairs during faculty and staff transitions

Reviews & Promotions

- Work with the OCBME to review your clinical faculty promotions criteria
- Collaborate with the OCBME to review clinical faculty every three years
- Develop a process for considering worthy clinical faculty for promotion

Communications

- Include clinical faculty in Departmental or Division communications such as newsletters
- Welcome clinical faculty into your Grand Rounds
- Thank clinical faculty members for their work on behalf of the SOM mission

Faculty Development

- Invite clinical faculty to participate in your faculty development opportunities
- Partner with OCBME to launch faculty development accessible to a geographically dispersed clinical faculty

Contact Us: som.ocbme@cuanschultz.edu

Heather.Cassidy@cuanschutz.edu
719-338-9048

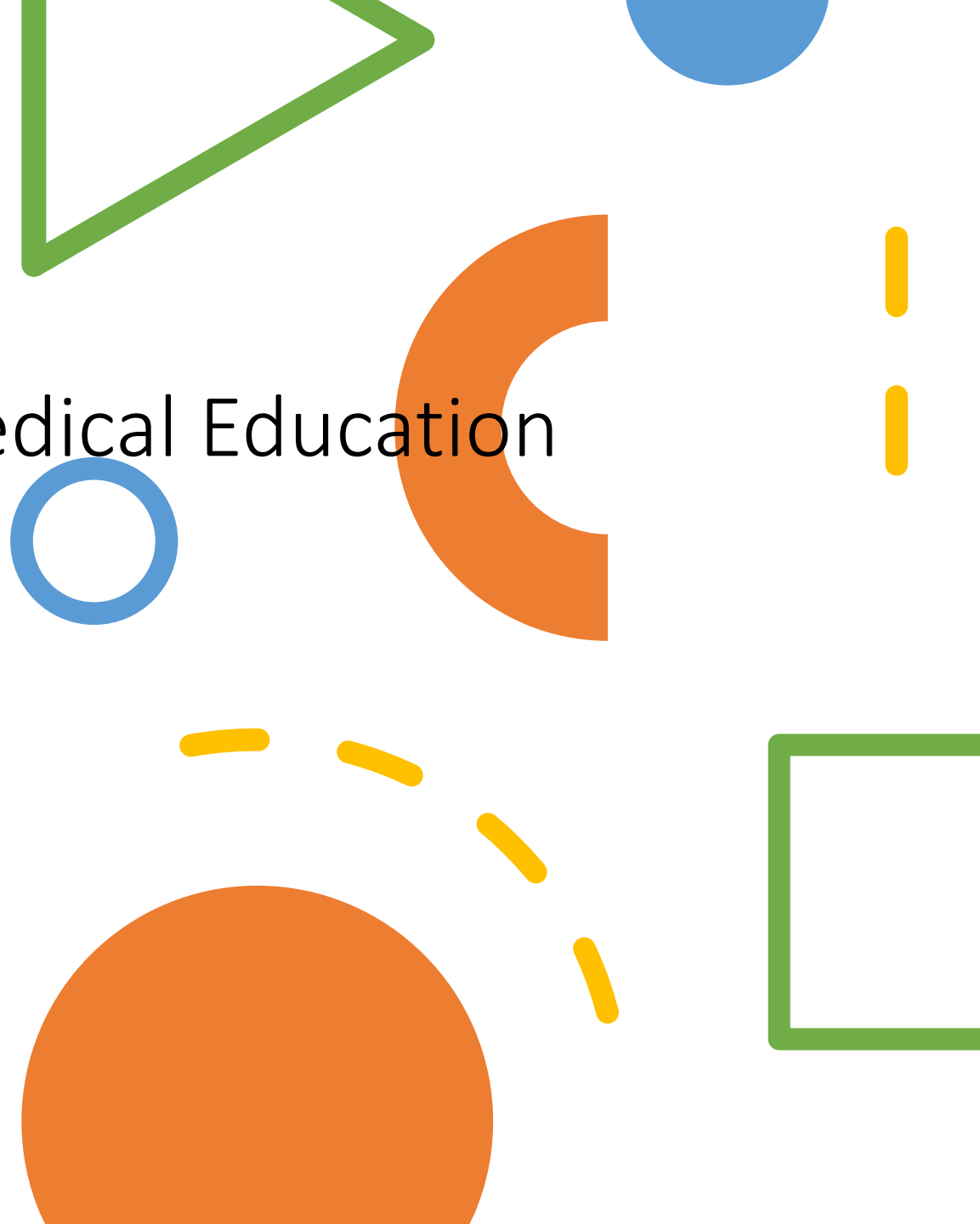
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January 18, 2022

Report: Office of Continuing Medical Education Executive Committee Meeting

Brenda A. Bucklin, MD, MEHP, FASA
Professor of Anesthesiology
Associate Dean, Continuing Medical Education



Agenda

- Review CME mission
- Re-Accreditation 2021 with Commendation 2021
- Activity update
- Office benchmarking
- Key goals
- MOC Portfolio Program



Mission:

Improving knowledge, competence, and performance

“The Office of Continuing Medical Education is a strategic asset of the University of Colorado School of Medicine. Our mission is to enhance learners' knowledge, competence, performance, or patient outcomes through continuing medical education activities that are linked to practice and focused on health care quality gaps. We expect learners **apply new knowledge and skills in order to improve performance and patient outcomes in their practice settings.**”

CME Educational Goals



CONTENT IS RELEVANT
FOR AUDIENCE



TIMELY WITH INTENT TO
ADVANCE PRACTICE



DESIGNED TO IMPROVE
PATIENT OUTCOME

Reaccreditation with Commendation awarded July, 2021

Only 30% of institutions receive this designation.

What's Involved? Core Accreditation Criteria



CME Mission and Program Improvement

- Mission
- Program Analysis
- Program Improvements



Educational Planning and Evaluation

- Educational Needs
- Designed to Change
- Appropriate Educational Formats
- Competencies
- Analyzes Change

Innovation

Office of Continuing Medical Education



Electronic activity
development
application



Electronic
evaluations for
claiming credit



Maintenance of
Certification



Zoom meetings



Pearls for
practice



Live model
simulation
workshops

Response to COVID-19 Pandemic

- Expedited CUSOM activity application
- Certified courses are moving to live-virtual and enduring materials
- Increase in certified grand rounds activities (e.g., DOM)

	Activities (n)	Credits (n)	Learners (n)	ABIM MOC (n)
DOM	11	1458	972	653
CCTSI	1	300	60	20

2020 CUSOM Data Reported to ACCME

Type of Activity	N	Hours of Instruction (N)	Learners (N)
Courses	10	157	1,533
Internet Live Course	11	228	1,213
RSS's	71	2,164	49,984
Enduring Materials	10	333	3,778

2020 CUSOM Activity Update: Aggregate Course Data

Course rating	95% very good to excellent
Learning Objectives	85% learning objectives were met
Changing practice	81% will change their practice
Commercial bias	2.2% commercial bias

2021 Family Medicine Review Course

- Only course developed and managed by CME office
- National course: ~300 attendees per year
- Beginning in Fall 2020: 3 virtual courses reaching >200 learners
- Surveyed past attendees
- Fall course- 20-hour webinar



Fall Family Medicine Review Internet Live Webinar October 25-29, 2021

The Fall Family Medicine Review-provides 20 hours of continuing medical education on recent developments in patient management for Primary Care Physicians, Physician Assistants, Advanced Practice Nurses, Residents and AHPs. The educational offering will provide live internet sessions including Q&A with expert faculty members of the University of Colorado School of Medicine.

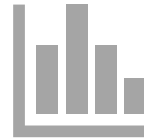
2021 Family Medicine Course Evaluation Data

Course rating	99% very good to excellent (Aggregate: 95%)
Learning Objectives	85% (Aggregate: 85%)
Changing practice	97% (Aggregate: 81%)
Commercial bias	0% (Aggregate: 2.2%)

Benchmarking for the Office: the AAMC, SACME Harrison Report



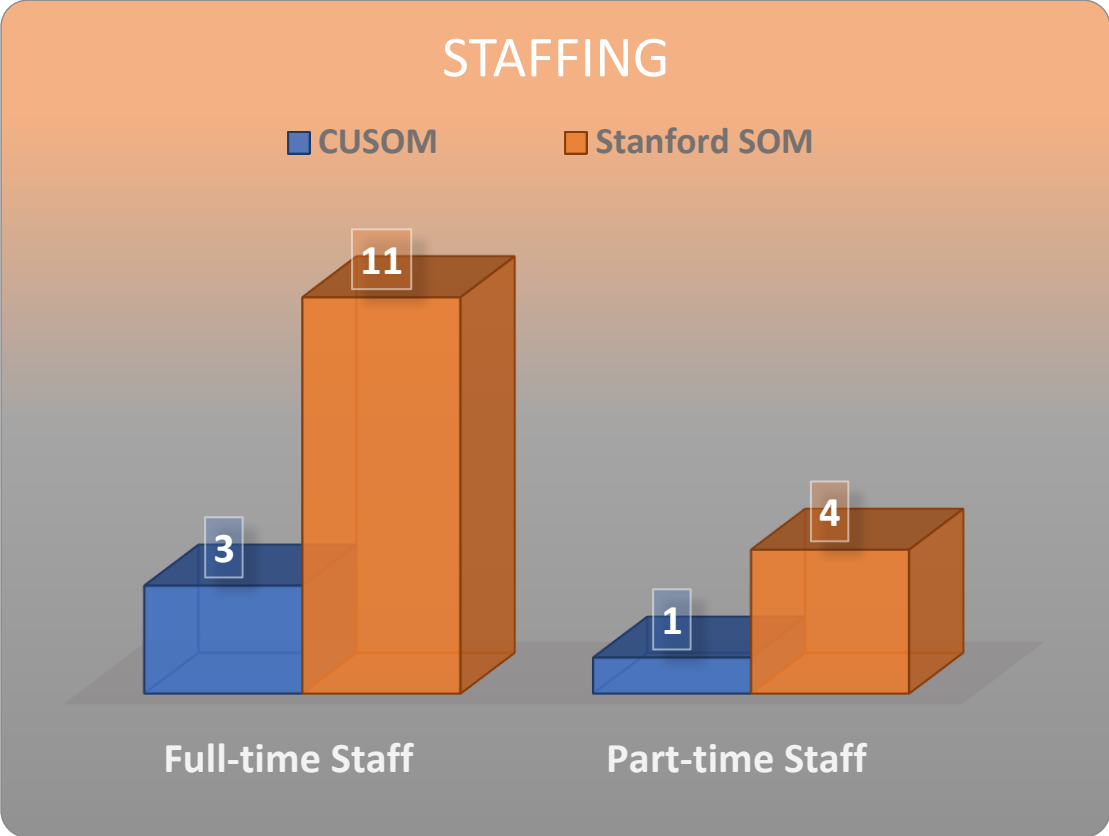
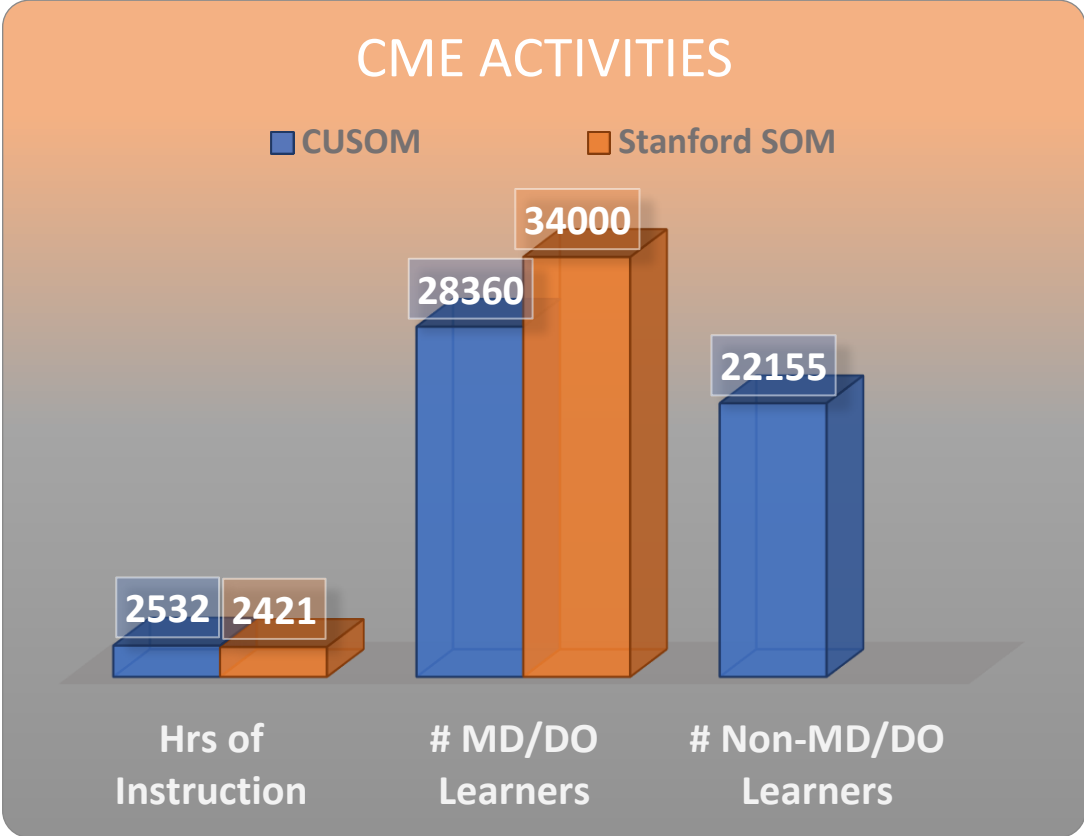
Since 2008



Survey objectives:

1. Results provide goals, directions, and standards in CME
2. Identifies trends in CME
3. ***Provides data for AMC leaders and others for decision-making***

Comparative Data: CUSOM vs. Stanford 2020



What is the MOC Portfolio Program?



CUSOM is a sponsoring organization.



CUSOM is designated by the ABMS to award physicians Part IV certification credit.



The CUSOM program provides faculty with the documentation and reporting work related to QI activity participation. It reduces cost and documentation effort for faculty.

MOC Portfolio Program



PROGRAM HAS EXISTED SINCE 2011



PLANS AND PROCESSES WILL BE IN PLACE
EARLY IN 2022 FOR CME OFFICE TO ASSUME
RESPONSIBILITY FOR MOC

Key Goals

- **Create value:** School, faculty, providers, patients
- Promote adult learning theory: **e.g., active learning**
- Increase the number of CME activities designed to **improve patient care and transform practice**
- Facilitate interprofessional learning opportunities designed by and for the team
- Ensure all relevant accreditation standards are **met or exceeded**
- Provide training opportunities for planners, faculty, coordinators, and presenters
- Contribute to body of scholarship and increase visibility nationally
- Ensure funding, **free of commercial bias** and consistent with CUSOM values
- Foster an environment for continuous improvement

Thank you!

- CUSOM Office of CME Staff
Pam Welker, Carolyn Wieber, Ellen Boruch
- CUSOM Dean's Office

MEMORANDUM

To: John J. Reilly, M.D.
Vice Chancellor for Health Affairs and Dean, School of Medicine

From: Madeleine Kane, M.D., Ph.D., Professor of Medicine Emerita
Steven R. Lowenstein, M.D., M.P.H.
Associate Dean for Faculty Affairs

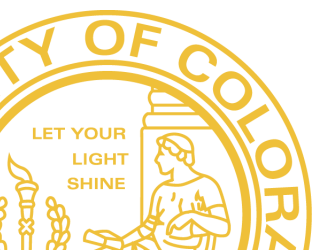
Date: October 3, 2021

Subject: Proposal to Create a New Division of Medical Physics

On September 23, 2021 a School of Medicine faculty committee met to consider a request by Dr. Brian Kavanagh, Chair of the Department of Radiation Oncology, to create a new Division of Medical Physics. The committee was chaired by Dr. Madeleine Kane. The following additional committee members were present: Andres Vasquez-Torres; Ross Camidge; Nicholas Foreman; Jody Tanabe; Daniel Tollin; and Scott Oliver. Robert Breeze was not present but provided input by email.

The committee reviewed the department's proposal and heard a presentation by Dr. Kavanagh. Dr. Kavanagh explained the rationale and importance of forming this new division, highlighting the strengths of the current medical physics section and the success of the Medical Physics Residency Program. The committee voted unanimously to recommend approval of this new division, based on the following considerations:

- The current Medical Physics Section includes 10 faculty members (all board-certified by the American Board of Radiology), 2 medical physics residents, 4 post-doctoral fellows and 1 IT specialist. Importantly, even beyond supporting the department's clinical programs across multiple UC Health sites and Children's Hospital Colorado (CHCO), the medical physicists are now recognized as a coherent and highly functioning academic unit with a strong record of grant-funded research, peer-reviewed publications, applied technology development and other academic and teaching accomplishments.
- The proposal submitted by the Department of Radiation Oncology clearly outlines the current section's significant strengths in teaching, scholarship and clinical care. The proposal also articulates how creating a new division, in place of the existing section, will contribute to efficiency and visibility and will assist the division to recruit top faculty members.



- The current Section of Medical Physics has numerous strengths which justify recognition as a division. One of these strengths is an exceptional residency training program. Since 2013 the Department has operated a Medical Physics Residency Program, which has been accredited by the Commission on Accreditation of Medical Physics Education Programs (CAMPEP). Graduates of the residency program have all successfully passed their certification examinations and have been hired by academic and community-based radiation oncology centers.
- The current section also has a strong record of research publications. As summarized in Dr. Kavanagh's proposal, "The first two NCI R-level ever awarded to any faculty member in department were earned [recently] by medical physics faculty ... the growing list of grant funding and other accomplishments includes 3 R01 and 2 R21 grants, 1 K12 grant, 1 State grant, 1 Private Foundation (Boettcher scholarship), and 5 Industry grants." Also of note, the medical physicists have published 261 peer-reviewed articles and have delivered 270 invited, scientific and educational presentations at regional, national and international meetings. With respect to translational and applied research, the physicists have received 5 patents and 4 provisional patents, leading to two successful SPARC program applications and 6 clinical protocols with a medical physicist as PI or co-PI.
- There is widespread support for forming this new division among the Radiation Oncology faculty. The department faculty voted unanimously in favor of forming this new division.
- Forming a new Division of Medical Physics is also consistent with the guidelines for formation of new divisions outlined in the *Rules of the School of Medicine*. The *Rules* state that formation of a new division should be based on three considerations: a) The new division should have a training program that is recognized nationally; b) There should be a national precedent for division status (in fact, numerous peer institutions in the U.S. have divisions or departments of medical physics); and c) Establishment of the new division should provide benefits to the involved department and to the School. The committee concluded that each of these criteria has been met.

Additional Considerations

- One risk when new divisions are formed is the possibility that the new structure will add to administrative costs or lead to "balkanization," discouraging collaboration among faculty members with similar clinical, research or teaching expertise. However, committee members noted that the medical physicists have succeeded as a unified section for several years, and thus the "architecture" for the new division is already in place. The section already has the required administrative staff (including a Section Administrator and a Fellowship Coordinator) to support a growing division. The physicists currently rely on a grants and contracts administrator, which is a shared departmental resource. In addition, the section head and the department chair have a very collaborative and supportive relationship. In reviewing the department's proposal and meeting with the chair, it was clear that the physicists are well-respected and highly integrated within the department; rather than cause balkanization or disruptions, the new division is likely to enhance clinical, research and teaching collaboration and the success of the entire department.
- Committee members also asked Dr. Kavanagh whether the clinical revenue streams are strong enough to support a new division. In fact, UC Health continues to provide salary and recruitment funding to support the medical physicists who are supporting cancer care at multiple sites, including the UCH-Rocky Mountain Gamma Knife Center, Highlands Ranch

Hospital and Cherry Creek Medical Center. The medical physicists provide a range of essential clinical services, and there are multiple technical and professional billing codes that pay for their clinical services, and funding from UCH is expected to continue. Furthermore, the section and department leaders are careful stewards of the section's reserves, are not anticipating significant new administrative costs or other expenses once the division is created. Funding for the residency program does not appear to be at risk.

- A final consideration is whether creating the new Division of Medical Physics will have an adverse impact on other departments --- in this case, the Department of Radiology, which currently has 10 medical physicists who make up the Division of Radiological Sciences. Dr. Chip Dodd, Chair of the Department of Radiology, and Dr. Rebecca Marsh, Head of the Division of Radiological Sciences, both voiced their support for creating this new Division in Radiation Oncology. In turn, Dr. Kavanagh expressed his support for the medical physicists in Radiology and his hope that forming the new division in Radiation Oncology will promote collaboration and elevate the visibility and importance of the discipline of medical physics to the benefit of all. Dr. Kavanagh is also open to approving secondary appointments for the medical physicists in the Department of Radiology, which can lead to joint conferences and closer teaching, research and clinical collaboration.

Recommendations

As noted above, the members of the review committee voted 8-0 in favor of creating a new Division of Medical Physics. The Committee felt that forming this new Division is timely and necessary, to ensure continued excellence in clinical care, training and research and to build on the department's current strengths. Beyond enhancing the reputation of the medical physics section, forming this new division will provide a vehicle for its continued growth and will help ensure the successful recruitment of talented medical physicists to the department.

The Committee did not identify any significant conflicts with existing academic units in the School of Medicine or across the Anschutz Medical Campus. Therefore, the Department of Radiation Oncology's proposal should be forwarded to the Executive Committee and Faculty Senate with a favorable recommendation.