

EXECUTIVE COMMITTEE MINUTES

Tuesday, February 20, 2024

10:00 AM

Hybrid Meeting

ATTENDANCE

MEMBERS:

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

Yuri Agrawal, MD, MPH; Venu Akuthota, MD; Merlin Ariefdjohan, PhD, MPH; Maryam Asgari, MD, MPH; Leslie Berg, PhD; Evalina Burger-Van der Walt, MD; Vineet Chopra, MD, MSc; Stephen Daniels, MD, PhD; C. Neill Epperson, MD; Heide Ford, PhD; Casey Greene, PhD; Vesna Jevtovic-Todorovic, MD, PhD, MBA; Ihab Kamel, MD, PhD; Brian Kavanagh, MD, MPH; Kevin Lillehei, MD; Wendy Macklin, PhD; Naresh Mandava, MD; Myra Muramoto, MD, MPH; Nanette Santoro, MD; Connie Savor Price, MD, MBA; Richard Schulick, MD, MBA; Ron Sokol, MD; Ann Thor, MD; Ken Tyler, MD; Richard Zane, MD

GUESTS:

Scott Arthur; Stephanie Baker; Suzanne Brandenburg, MD; J. Gary Brown; Peter Buttrick, MD; Thomas Campbell, MD; Karen Chacko, MD; Geoffrey Connors, MD; Jessica Cordova; Mark Couch; Lotte Dyrbye, MD, MHPE; Stephanie Farmer, MHA; Shelly Fortner; Anne Fuhlbrigge, MD, MS; Michael Harris-Love, PT, MPT, DSc; Patrick Henn, MD; Venus Mann; Dan Matlock, MD; Becky McGowan, MBA; John Moore; Colleen Moya; Elizabeth Muscatello; Chanthy Na; Michael Narkewicz, MD; Olawunmi (Wunmi) Ogunwo, JD; Miriam Post, MD; Judy Regensteiner, PhD; Marian Rewers, MD, PhD; Carol Rumack, MD; Nathan Schoppa, PhD; Faisal Siddiqui, MD; Brian T. Smith, MHA; Jeffrey Soohoo, MD; Alexander (AJ) Stein, MBA; Linda van Dyk, PhD

APPROVAL OF MINUTES

The January 16, 2024, meeting minutes were unanimously approved.

DEAN'S UPDATES

- Geoffrey Connors, MD, associate professor of medicine in the Division of Pulmonary and Critical Care Medicine, has been named associate dean for graduate medical education and Designated Institutional official, effective May 15. Dean Reilly thanked Carol Rumack, MD, who has held the position for the past 32 years.
- Twenty-one faculty members were inducted into the inaugural Clinical Excellence Society.

DISCUSSION ITEMS

School of Medicine Faculty and Resident Survey Results

Lotte Dyrbye, MD, MHPE, Sr. Associate Dean of Faculty & Chief Well-being Officer
See attached slides.

School of Medicine HR Update

Olawunmi "Wunmi" Ogunwo, JD, Director of Human Resources
See attached slides.

FY25 Research Services Laboratory Sciences Update

John W. Moore, Associate Dean for Administration and Finance

Olawunmi “Wunmi” Ogunwo, JD, PHR; SOM HR Director

See attached slides.

Faculty Senate Updates:

Patrick Henn, MD, Faculty Senate President and Assistant Professor of Pathology

- Cheryl Welch presented on the Faculty Survey
- Olawunmi Ogunwo, JD, and Lisa Landis presented on CU's FAMLI program
- Rebecca Massey gave legislative updates

Affiliate Updates from VA and Denver Health:

Faisal Siddiqui, MD, Associate Chief of Staff—Academic Affiliations, VA

- The VA currently has a hiring pause; however, trainees are not affected and will continue to be funded.

Connie Savor Price, MD, MBA; Chief Medical Officer, Denver Health and Hospital Authority

- Denver Health Foundation Gala is Saturday, April 6 at the Hyatt Regency Denver.

EXECUTIVE SESSION**APPROVAL ITEMS**

- A. The faculty appointments and promotions were unanimously approved.
- B. The clinical appointments and promotions were unanimously approved.
- C. The emeriti appointments (2) were unanimously approved.



SOM Faculty and Trainee Survey 2024



Thrive: Offices for the Faculty Experience

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**

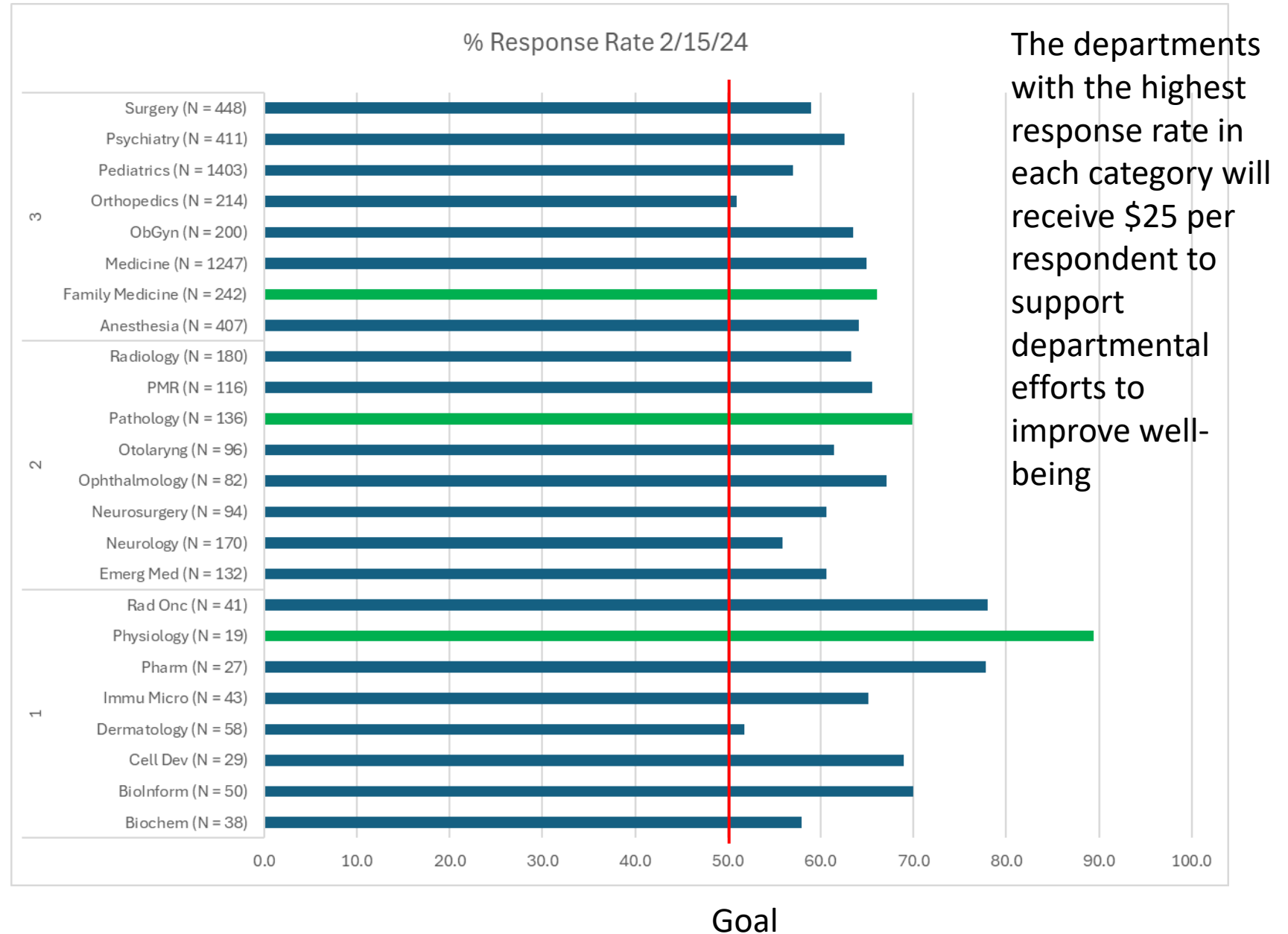
- Office for Faculty Affairs
- Office for Faculty Relations
- Office for Faculty Development
- Work & Culture Optimization Collaborative

Overall Response Rate

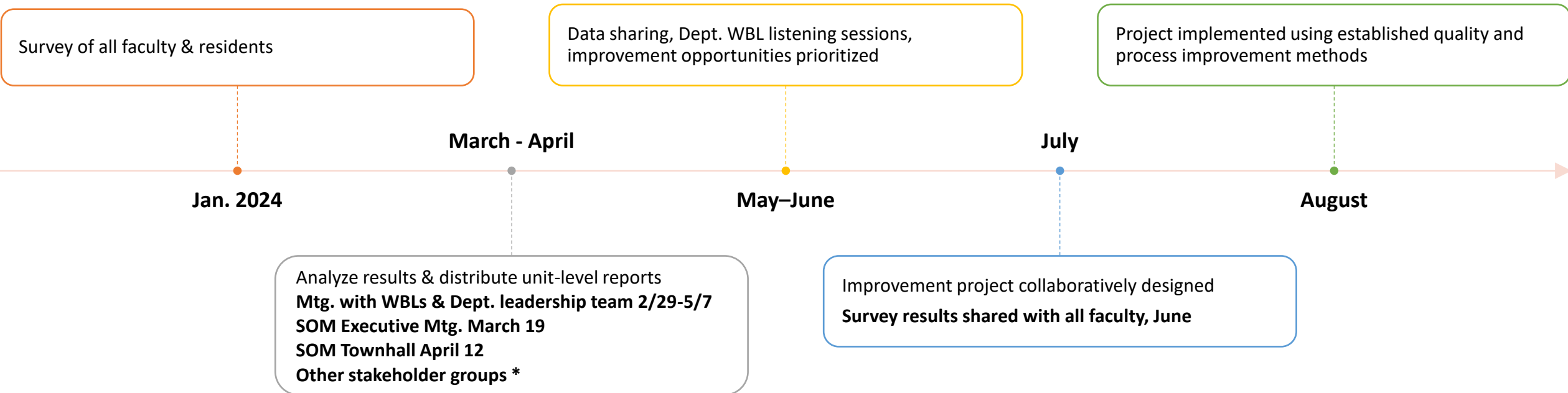
59.4%

- Clinical survey, 58%
 - APP, 57%
 - LMHP 65%
 - MD, 66%
 - Residents, 56%
- Scientist + Nonclinical survey, 65%

Survey closes 2/20/24



All Faculty Survey Timeline

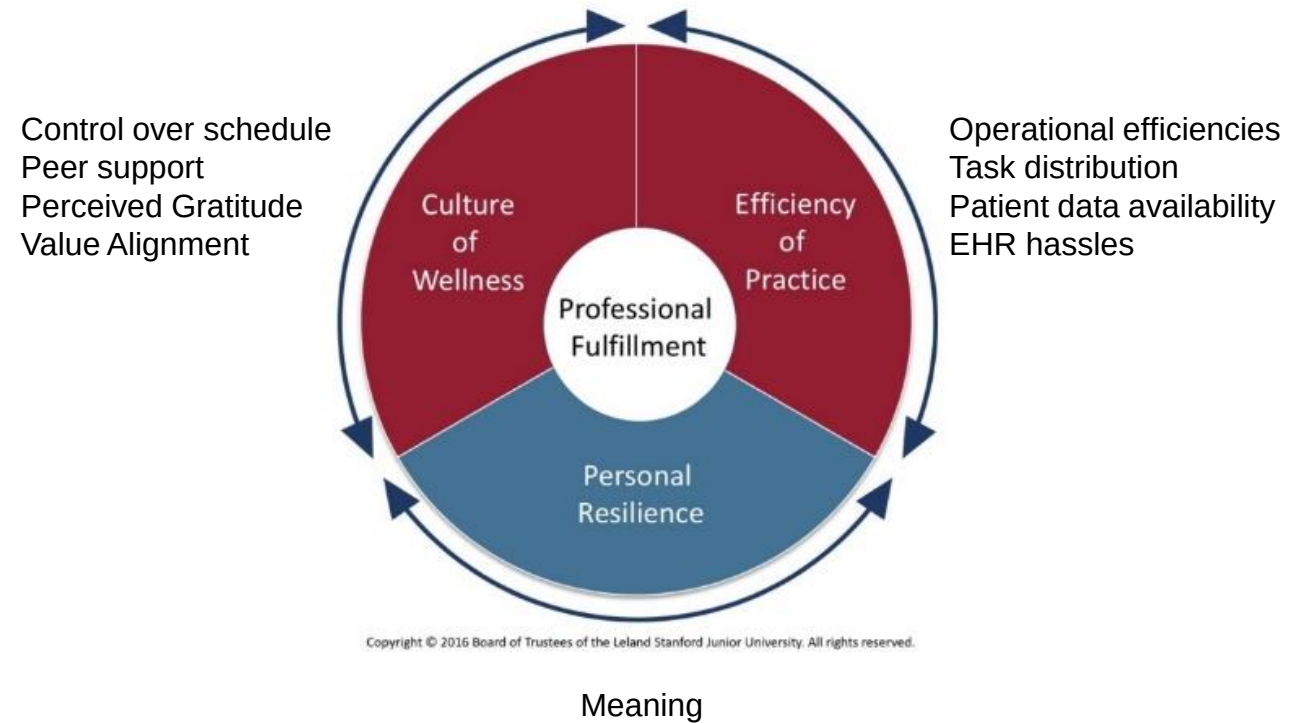


* Other groups: MECQ (ACMO, UCH), Faculty Senate, GMEC, CLC, POMC, RAC, SOM/CU Med Admin

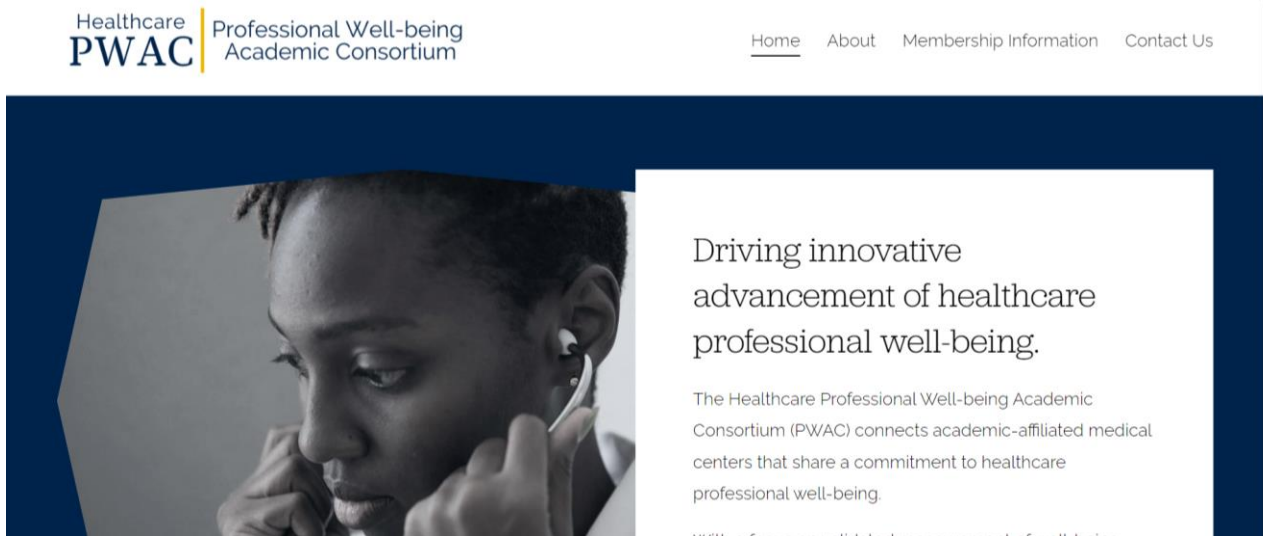
Shared Organizational Framework

Stanford Model of Professional Fulfillment

- Emphasizes the importance of action focused on organizational culture and structural factors related to the clinical and research environment, in addition to cultivating personal resilience.



Moving Forward Using Science



Healthcare
PWAC Professional Well-being
Academic Consortium

[Home](#) [About](#) [Membership Information](#) [Contact Us](#)



Driving innovative advancement of healthcare professional well-being.

The Healthcare Professional Well-being Academic Consortium (PWAC) connects academic-affiliated medical centers that share a commitment to healthcare professional well-being.

- QI Science
- Work Design Science
- Management Science
- Human-centered design processes

NAM Change Maker Campaign for Health Workforce Well-Being

Background

The NAM launched the [Clinician Well-Being Collaborative](#) in 2017 to reverse trends in health worker burnout. In October 2022, the NAM released the [National Plan for Health Workforce Well-Being](#) to drive collective action to strengthen health workforce well-being and restore the health of the nation, as more nurses, physicians, and public health employees than ever are poised to leave their professions.

Now we invite you to take the next step in the health workforce well-being movement

[Become an NAM Change Maker Today](#)



CDC Centers for Disease Control and Prevention
CDC 24/7: Saving Lives. Protecting People™

Search NIOSH

The National Institute for Occupational Safety and Health (NIOSH)

Impact Wellbeing

Promoting productive workplaces
through safety and health research **NIOSH**

Impact Wellbeing

[Print](#)



©Dean Mitchell/Getty Images

 **Impact
Wellbeing**

Building a system where
healthcare workers thrive.

System-level Strategic Efforts

Dept WBL, Dept. Improvement Leader, Dept Chair, & other stakeholders meet regularly to work on joint efforts



MAYO CLINIC PROCEEDINGS

SPECIAL

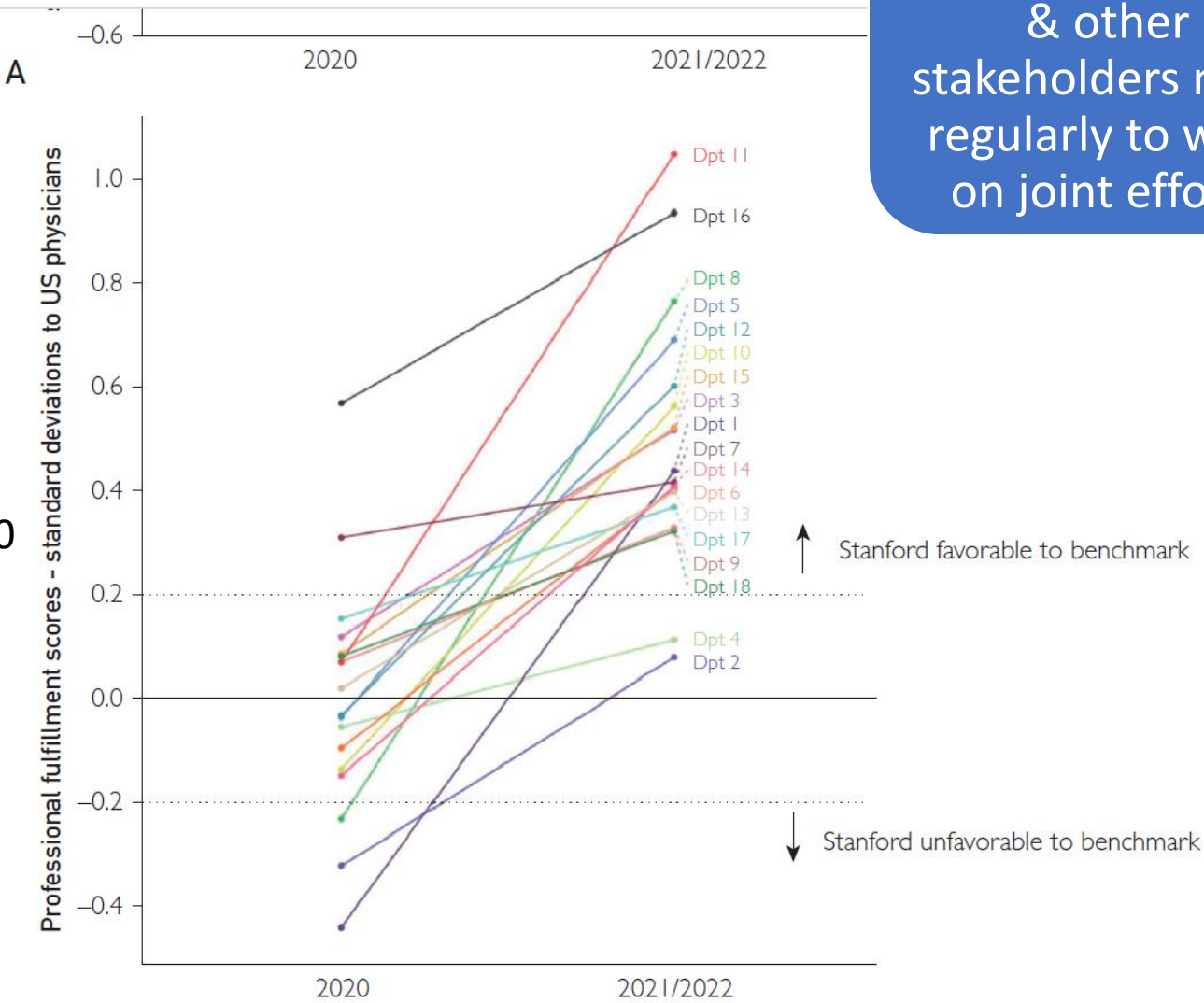
Organization-Wide Approaches to Foster Effective Unit-Level Efforts to Improve Clinician Well-Being

Tait D. Shanafelt, MD; David Larson, MD, MBA; Bryan Bohman, MD; Rachel Roberts, MD; Mickey Trockel, MD, PhD; Eva Weinlander, MD; Jill Springer; Hanhan Wang; Sherilyn Stolz; and Daniel Murphy, MD

Abstract 2023;98(1): 163-180

Health care delivery organizations are positioned to have a tremendous impact on addressing the variables in the work unit. While such efforts can provide clarity on how to improve (department, clinical needs of different units). Overcoming these challenges require a systematic approach as they establish application and address the unit address many necessary to system.

occupational distress and that, when options are committed to this work and have 1 provide resources for individual clinicians. sential for success, many of the specific local challenges at the work unit level of how to address variability and the unique tion for many health care delivery systems. gnize that unit-specific improvement efforts atline 7 steps for organizations to consider as al well-being and provide a description of ic medical center. Such unit-level efforts to on at the work unit level have the ability to cian well-being. An enterprise approach is n.



An abstract network diagram featuring numerous black spherical nodes of varying sizes connected by thin, light grey lines. The connections form a complex web across the entire frame, with some nodes having multiple links and others being isolated. The overall effect is one of interconnectedness and complexity.

TOGETHER



Thrive: Offices for the Faculty Experience
SCHOOL OF MEDICINE
UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**

Departmental Action from the 2022 Survey



Organizational culture

- Recognition & appreciation
- Equity
- Transparent communication
- Work life integration



Work optimization

- Email reduction
- In-basket
- Mini pilot grants
- OR/clinic scheduling
- Check out specialist
- Unanticipated event algorithm
- Innovation thinktank



Faculty & Leadership Development

- Faculty development
- Leadership pipeline
- Coaching
- Mentoring



Connection & Collegiality

- Book club
- Peer support
- DOM@Table
- Social events

Funded Departmental Well-being Leaders launched
~ 20 new initiatives

Action from the CU SOM 2022 Survey



Organizational culture

- Changes to paid parental leave
- New faculty recognition programs
- New processes to manage allegations of unprofessional conduct



Work optimization

- Prioritized initiatives to redesign clinical systems that highlight the importance of **protected time** for non-face-to-face patient care & inform pilot programs to **align work to modern practice demands**



Faculty & Leadership Development

- New leader onboarding
- New mid-career leadership program,
- Refresh of the Academy of Medical Educators,
- Pilot of web-based coaching for faculty
- Financial support for the Mentoring Academy



Reduce clerical workload

- Launch of initiatives to
- re-examine annual reviews and promotion dossiers,
 - improve travel approval processes,
 - reduce e-mail burden, and



Advocacy

- CMS
- Verbal orders in ambulatory settings
 - Telehealth

SOM HR Update



School of Medicine

UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**



“CU Celebrates!” SOM Recognition Program

Why Recognition?

- “Invest in Our People” is one of the 5 AMC Strategic Initiatives (2021 -2026)
 - “Create both monetary and non-monetary recognition and rewards programs.”
- AMC Campus Workplace Survey indicates that employees want more recognition for the work they do.
- Employees who feel appreciated and valued are more engaged continue to work hard, strive for new goals and are invested in the organization’s success.
- Request from 2022 DFA Retreat for a school-wide recognition program.



The Cost of Attrition

- On average, it costs 6-9 months of an employee's salary to replace them.
- Replacing an employee can cost 50-60% of their annual salary, with overall costs ranging from 90-200%.
- Additional costs are incurred when resources have to be redirected toward recruiting, onboarding and training new hires.
- High turnover rates also impact culture, employee morale, productivity, engagement, and profitability.
- Compensation is a factor, but it is not the only reason people leave CU. 76% of faculty and 71% of staff leave for reasons **other than** compensation.

The Opportunity

- When employees feel valued and appreciated at work, they are more likely to work harder, generate innovative ideas, and collaborate better across teams.
- Engaged employees are less likely to leave their jobs and are 14% to 18% more productive at work.
- Low-engaged teams endure turnover rates that are 18% to 43% higher than highly engaged teams.

The ROI of Retention

A **3%** decrease in staff turnover in **one year** would save:

- 4,000 staff employees
 - \$60,000 average salary
 - 50% cost to replace
- retain + 120 employees per year
- \$3,600,000**

Reducing turnover by **one person**
in your department can save
\$30,000!



“CU Celebrates!” Components



Social Feed

Customizable social feeds designed to engage employees and leaders
Allows broad visibility for recognized employees



Allow for multiple types of recognition

Welcoming new employees
Peer-to-peer recognition
Leader-to-employee recognition
Milestones (e.g. 1, 5, 10, 15-year anniversaries)
Birthdays
As a challenge/incentive (uploading flu shot, completing training, etc.)



Rewards tailored to employees

Employees choose from a variety of merchants/experiences and choose the reward they desire



Enhanced & on-demand reporting capabilities

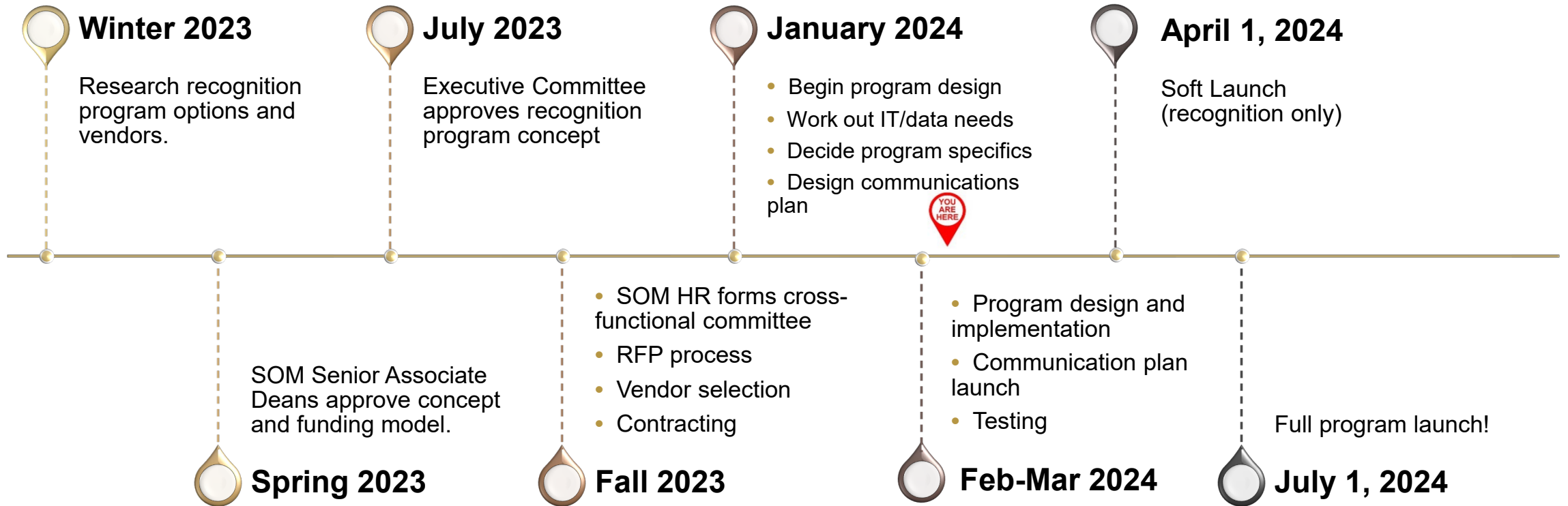
Easily access reports & metrics
Effectively measure engagement

“CU Celebrates!” Model & Funding

- All SOM faculty and staff can **give and receive** recognition (~10,000 users)
- SOM **staff*** are eligible to receive **points** and redeem for rewards. (1 point = \$1.00)
- SOM Dean’s Office will fund the set up and **50% of** subscription fee and future administration (FTE) costs
- ~70% annual redemption rate anticipated
- Up to \$100 per employee per year spend – **department funded**

*** DFAs, DAs and Dean’s Office executive leaders are excluded**

Overview of “CU Celebrates!” Recognition Program Initiative





Next Steps...

- Finalize plan design, customization and data flow
- Departmental budgeting
- Program testing
- Begin communication campaigns to drive adoption
- Training for department administrators, supervisors and employees
- Celebrate Launch!
- Recognition and Anniversary points will be enabled on July 1, 2024





FY25 Research Services Laboratory Sciences Updates



School of Medicine

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Definitions & Terms

- **Annual Merit Compensation Pool and Process A.K.A. Labor Planning Process or Table 1 Process**
 - The annual/bi-annual process of evaluating employee compensation to include merit/performance-based increases, equity evaluations, market adjustments and other compensation related reviews and adjustments
 - CU Board of Regents (BOR) evaluates and approves the merit and other compensation pools annually
 - Effective July 1st (Staff & Faculty) & January 1st (Faculty)
- **Salary/Compensation Range**
 - Salary range is a tool used by employers to determine the minimum and maximum salaries for a particular job
 - It is used to ensure that employees are paid fairly and equitably for their work
 - It also helps employers to budget for salaries and to ensure that they are not overpaying or underpaying employees
- **Staff Salary Range Adjustments**
 - SOM HR and/or Campus HR (CHR) conduct compensation analyses and evaluate university staff salary ranges annually
 - When supported by the compensation analysis and approved by Campus leadership some or all of the university staff salary ranges may be adjusted up or down accordingly on an annual basis
 - These adjustments are effective on the 1st day of the fiscal year (July 1st)



Definitions & Terms (cont.)

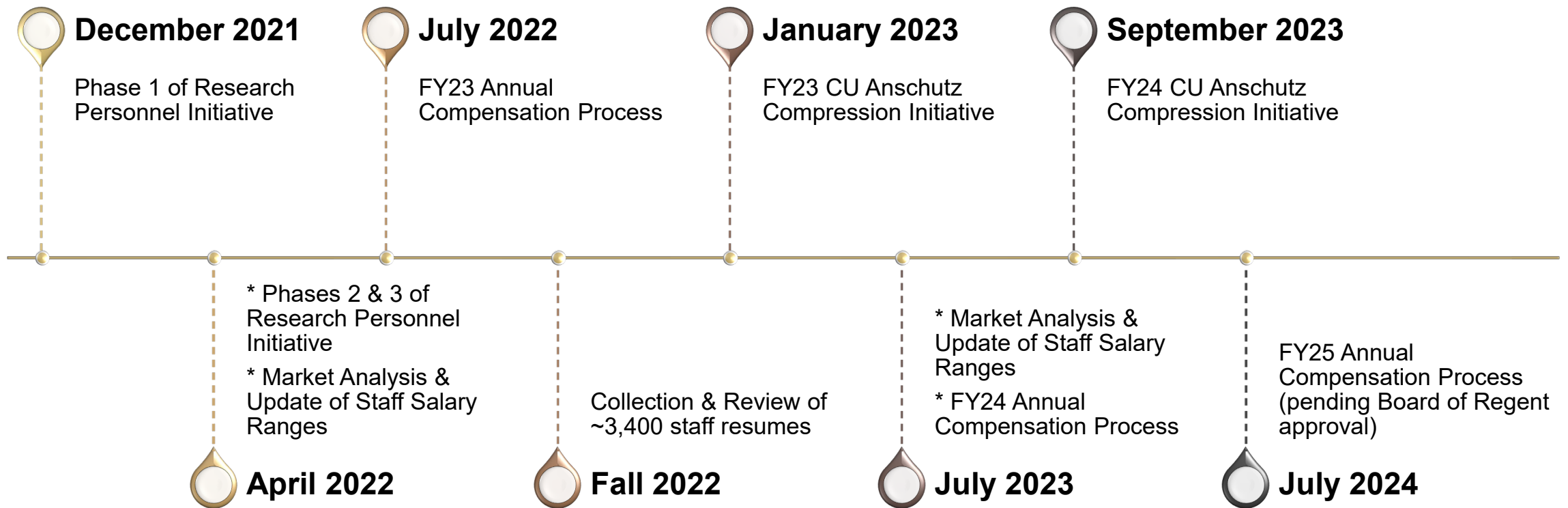
- **Salary Range Minimum**
 - The lowest salary rate assigned to a salary range
- **Salary Range Midpoint**
 - The salary rate that represents the middle of a salary range
- **Salary Range Maximum**
 - The highest salary rate assigned to a salary range
- **Bring to Minimum Salary Adjustments**
 - The process that is completed after a salary range adjustment to increase the salaries of employees whose salaries fall below the new minimum of their salary range and to increase their salaries to align with the new minimum rate of the salary range

Definitions & Terms (cont.)

- **Salary Range Penetration**
 - Salary range penetration shows where an employee's current salary falls in relation to their salary range. A range penetration of 0% = the minimum of the salary range, 50% = the midpoint of the salary range, and 100% = the maximum of the salary range.
- **Job Family**
 - Standardized job families and levels have been created for all University Staff (non-classified) professional level positions. There are 15 job families covering a range of traditionally accepted career fields.
- **Sub-function A.K.A. Sub-family**
 - Subfunction within a Job Family. E.g., Laboratory Sciences, Clinical Sciences as the subfunctions under the Research Services job family



Overview of Recent Staff Compensation Initiatives

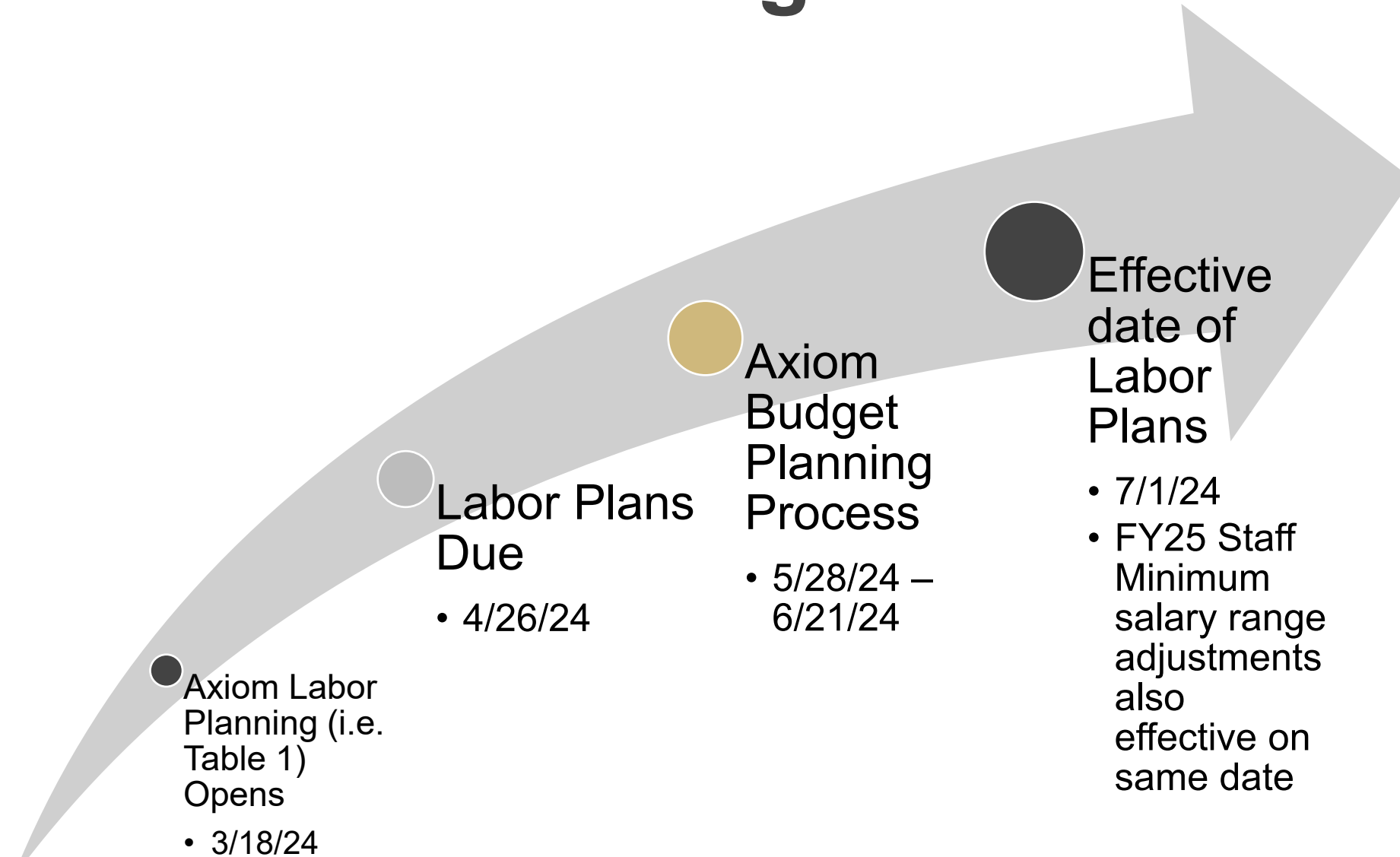


Staff Salary Range Update Facts

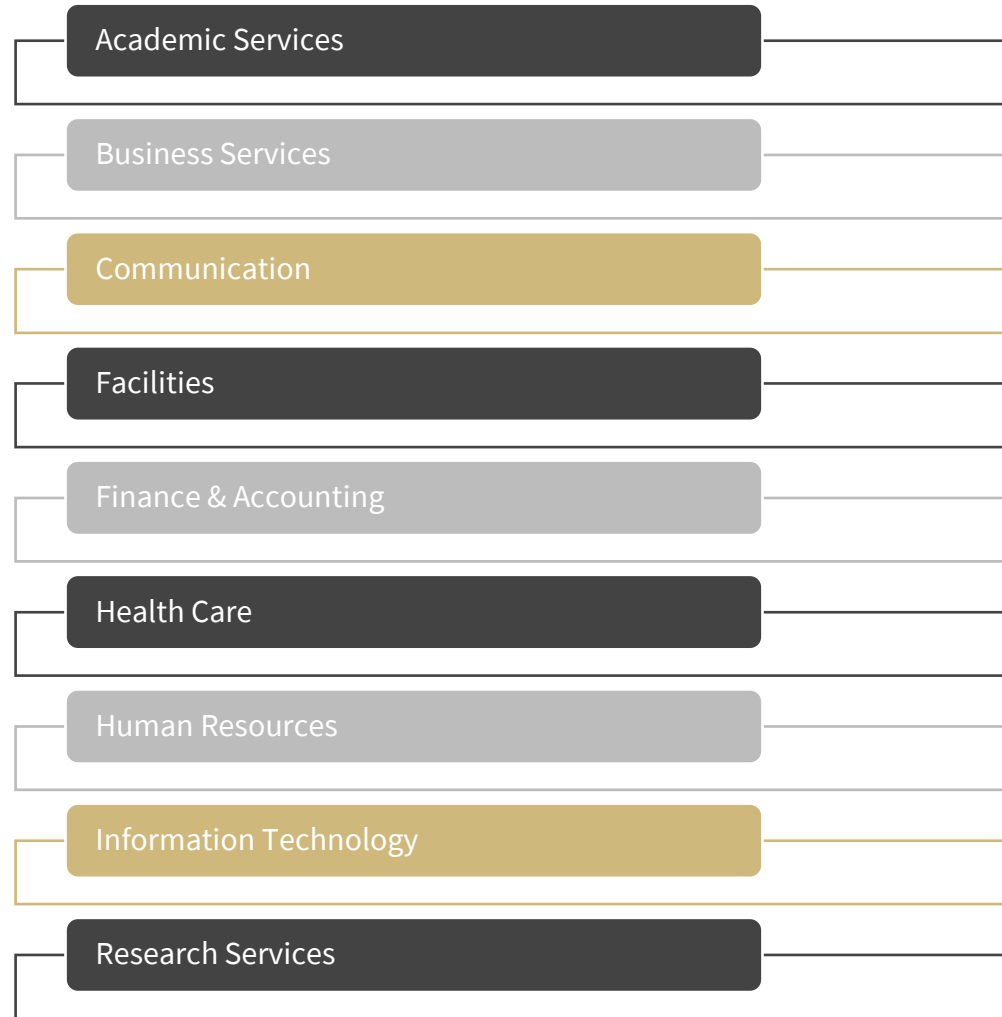
- Market analysis is conducted annually for university staff and classified staff roles
 - Evaluated to ensure AMC alignment with market and to support retention and recruitment efforts
 - Salary ranges are updated and made effective the beginning of each fiscal year (July 1)
 - University Staff ranges are evaluated by Campus HR and Classified Staff ranges are evaluated by the State of Colorado
 - Salary range updates are applied to all campus constituents uniformly and based on job code and subfunction
- Similar to prior years, the SOM Dean's Office is partnering with Campus HR to ensure that the university staff salary range updates for FY25 are shared with DFAs in March 2024



FY25 Labor Planning / “Table 1” Timeline



University Staff Job Families & Sub-functions



Academic Services

Admissions

Advising

Faculty Affairs

Financial Aid

Graduate Education

Business Services

Business Administration

Business Project Management

Business Compliance

Innovation/Tech Transfer

Instructional Design

Research Services

Clinical Sciences

Information Sciences

Pre/Post Award

Laboratory Sciences

Regulatory Compliance

University Staff Sub-functions / Job Families

Salary Ranges are Established by Job Family, Sub-function and Level



Compensation Considerations

- State of Colorado's recent aggressive compensation strategies
 - FY24 - Significant salary range adjustments
 - FY24 - 5% Across the Board (ATB) salary increases
 - FY24 - Increased Shift & Differential pay components
 - FY25 - Proposed salary range adjustments
 - FY25 - Proposed Step Pay Program
 - A step system that is based on an employee's time in their role and where employees would reach the midpoint of the salary range after 10 years in their role
- CU AMC Minimum Wage Adjustment to \$18.00 per hour (\$37,440 annually)
- 3.9% Inflation
 - Consumer Price Index – January 2024
 - Over the last 12 months, the all items index increased 3.1 percent before seasonal adjustment.



Compensation Considerations

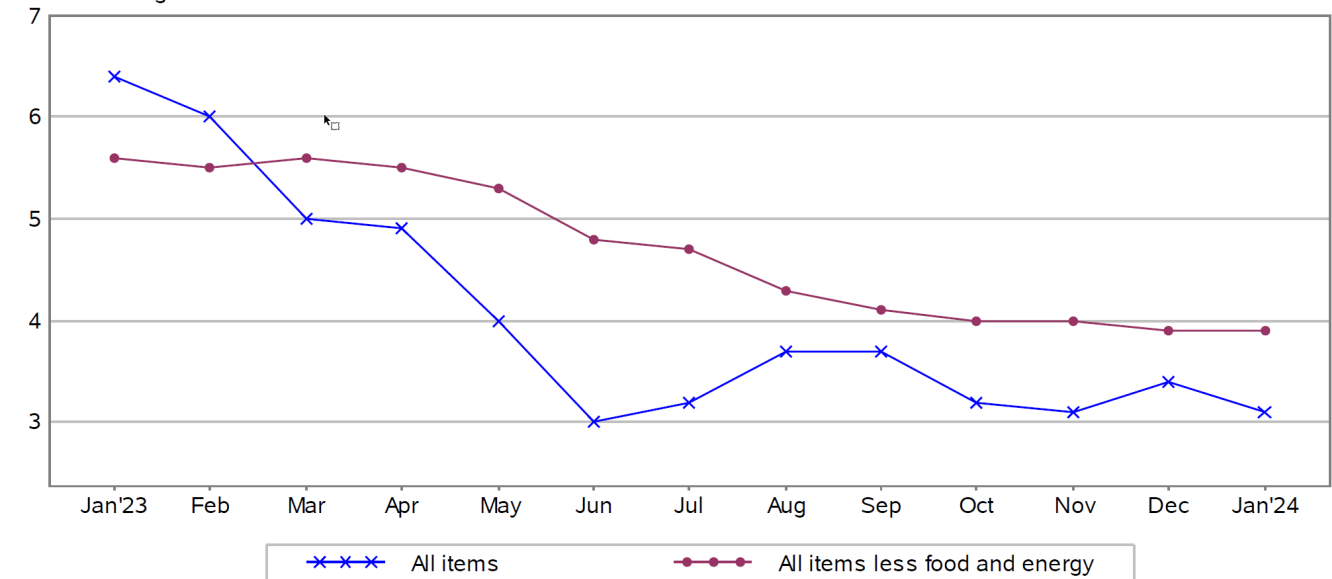
Department of Labor Bureau - 8:30 a.m.
(ET) Tuesday, February 13, 2024

- The Consumer Price Index for All Urban Consumers (CPI-U) increased 3.1 percent over the last 12-months (not seasonally adjusted).

- The index for all items less food and energy rose 3.9 percent over the past 12 months. The shelter index increased 6.0 percent over the last year, accounting for over two thirds of the total 12-month increase in the all items less food and energy index.

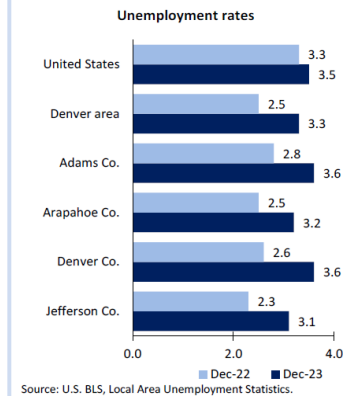
<https://www.bls.gov/news.release/pdf/cpi.pdf>

Chart 2. 12-month percent change in CPI for All Urban Consumers (CPI-U), not seasonally adjusted, Jan. 2023 - Jan. 2024
Percent change



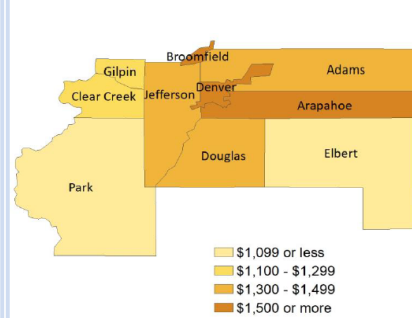
Colorado Compensation Considerations

Unemployment rates for the nation and selected areas



Average weekly wages for all industries by county

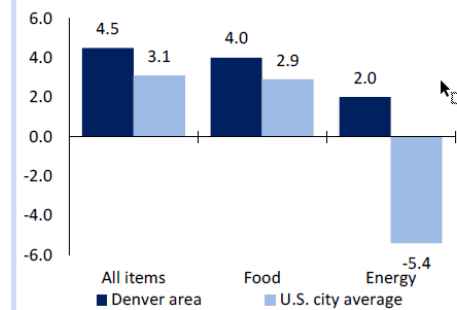
Denver area, second quarter 2023
(U.S. = \$1,332; Area = \$1,567)



U.S. Bureau of Labor Statistics
Denver Area Economic Summary
Updated February 07, 2024
https://www.bls.gov/regions/mountain-plains/summary/blssummary_denver.pdf

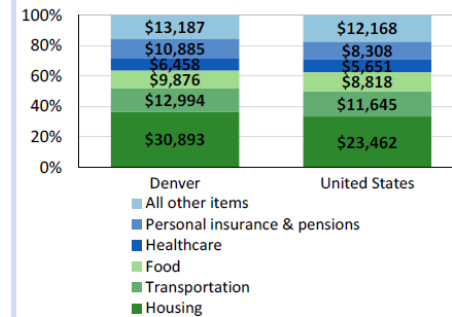
Over-the-year change in the prices paid by urban consumers for selected categories

12-month percent change in CPI-U, November 2023

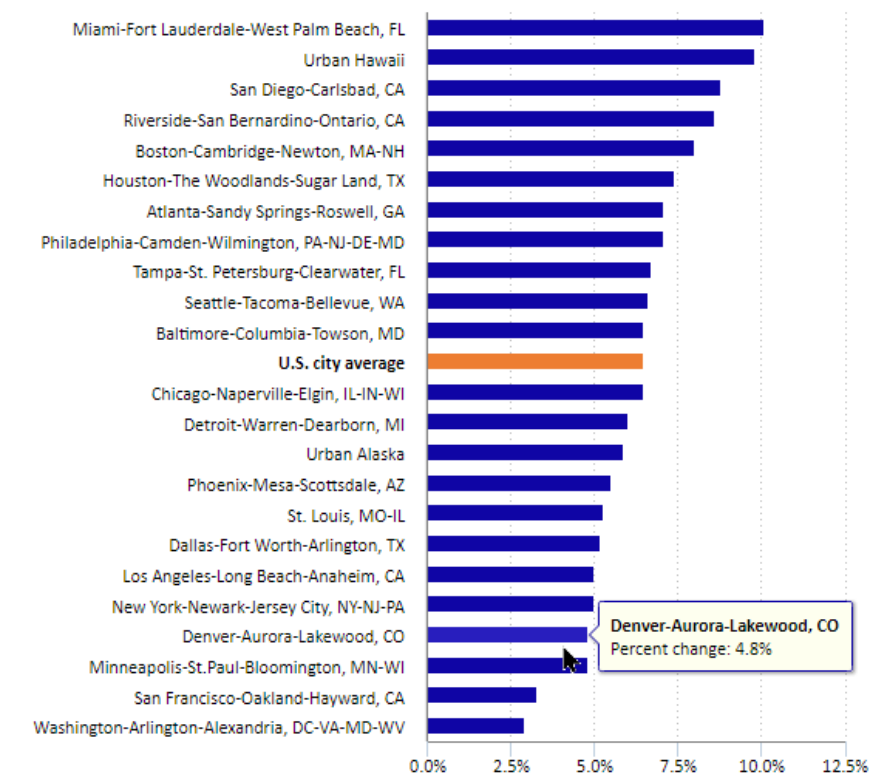


Average annual spending and percent distribution for selected categories

Average annual expenditures, United States and Denver, 2021-22



12-month percent change in rent of primary residence, selected areas, December 2023



Bureau of Labor Statistics, U.S. Department of Labor, *The Economics Daily*,
<https://www.bls.gov/opub/ted/2024/rent-of-primary-residence-in-miami-area-rose-10-1-percent-over-the-year-ended-december-2023.htm> (visited February 14, 2024).

Economic Indicators

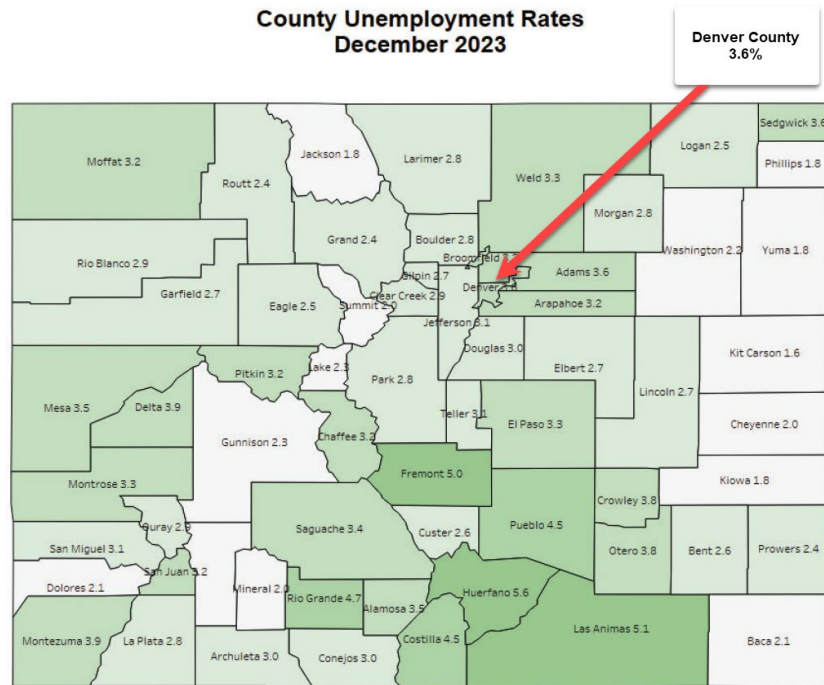
2. Colorado

Percentage Increase in Prices Since January 2021: 12.0%

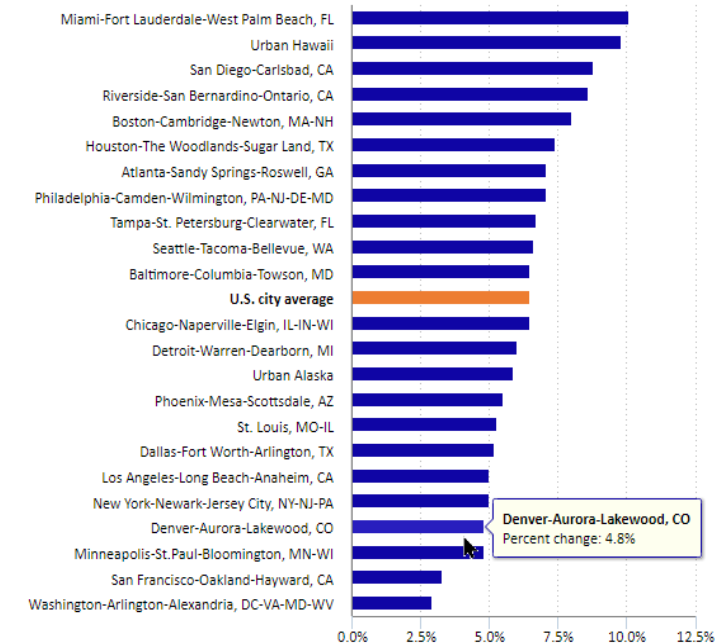
Total Inflation Costs: \$1005

- Beautiful landscapes and high mountains make Colorado an attractive place to live.
- According to consensus reports, the average housing costs in the state stand around \$1,282 to \$2,309 per month.
- <https://www.insidermonkey.com/blog/5-states-with-highest-inflation-rates-in-the-us-1233831/?singlepage=1>

**County Unemployment Rates
December 2023**



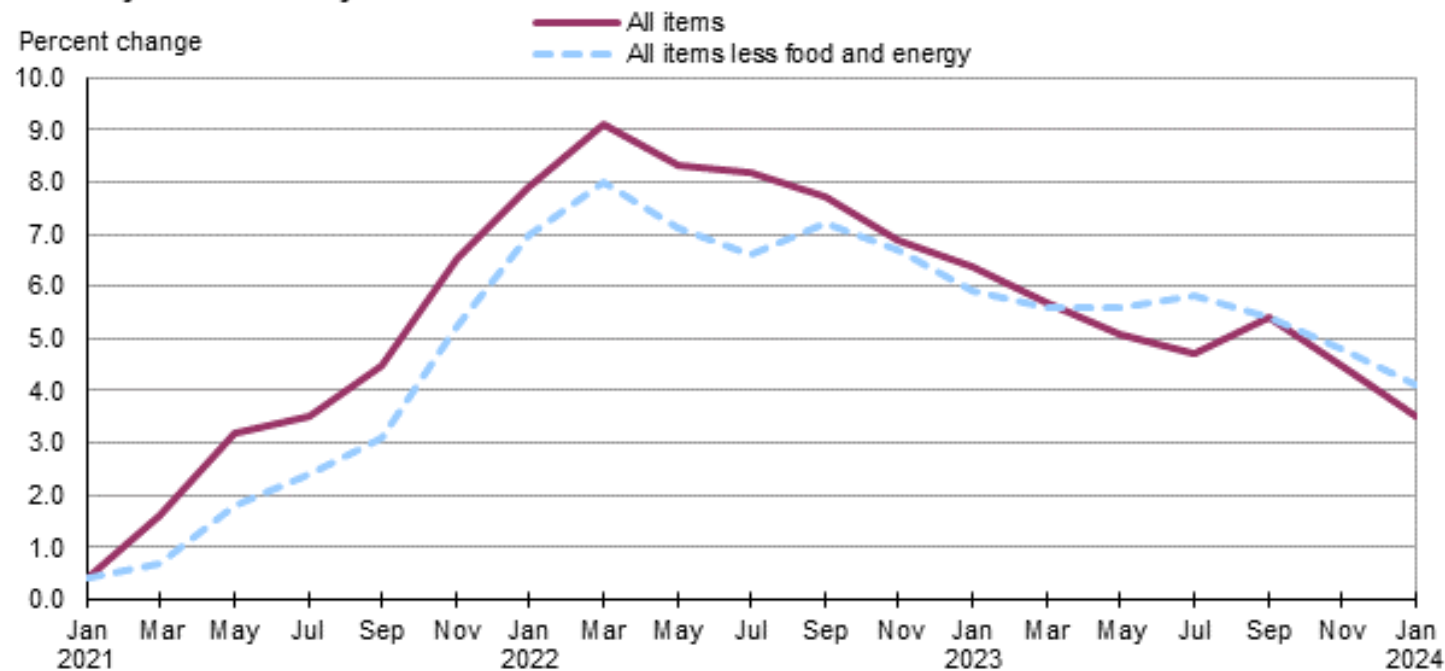
**12-month percent change in rent of primary residence, selected areas,
December 2023**



Economic Indicators

- The S&P CoreLogic Case-Shiller Home Price Indices are the leading measures of U.S. residential real estate prices, tracking changes in the value of residential real estate in 20 metropolitan regions.

Chart 1. Over-the-year percent change in CPI-U, Denver-Aurora-Lakewood, CO, January 2021–January 2024



Source: U.S. Bureau of Labor Statistics.

Economic Indicators

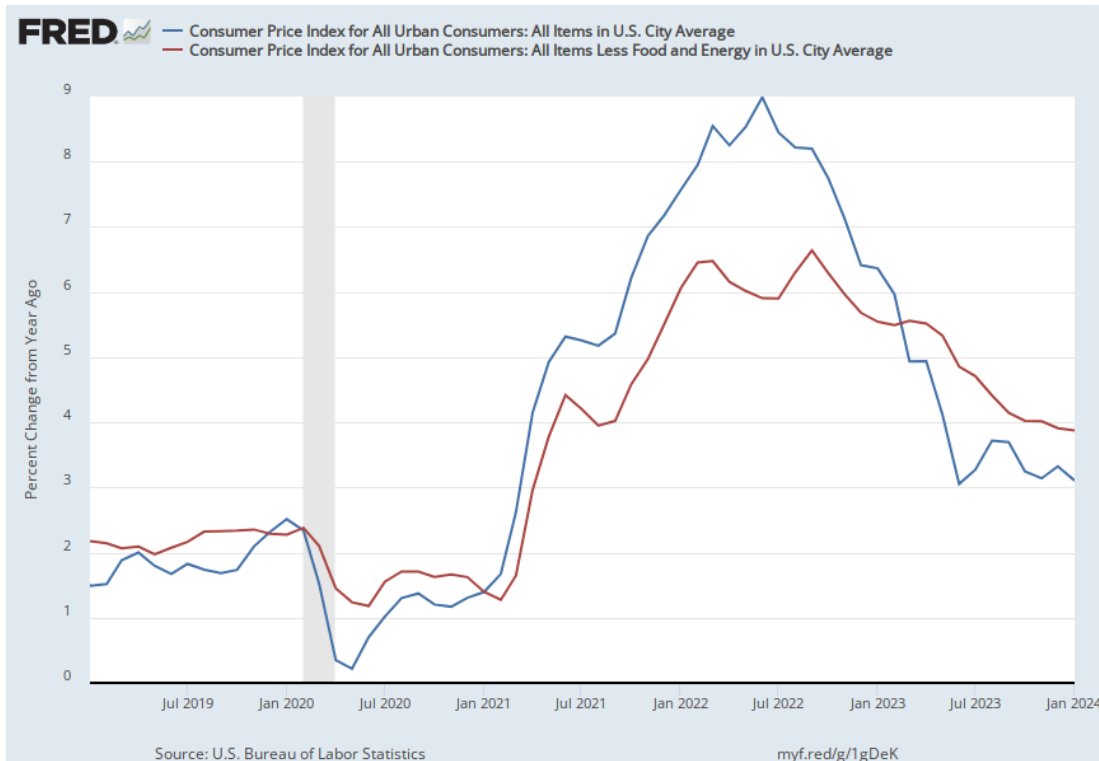
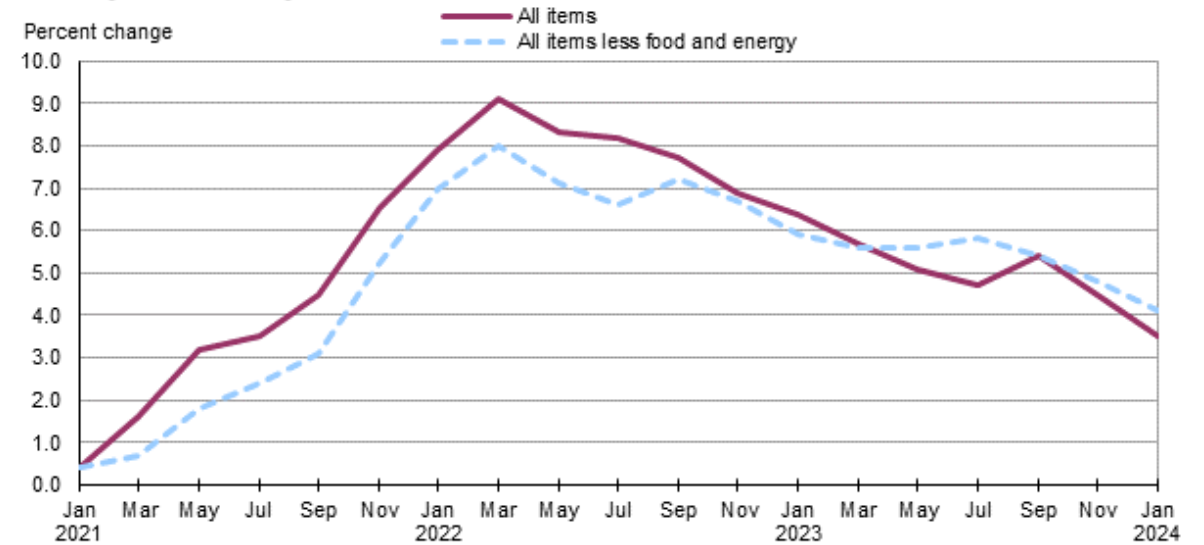


Chart 1. Over-the-year percent change in CPI-U, Denver-Aurora-Lakewood, CO, January 2021–January 2024

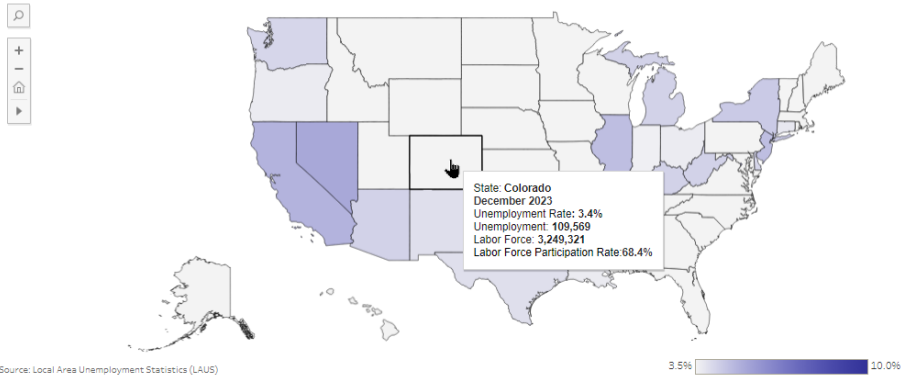


Economic Indicators

State Unemployment Rates

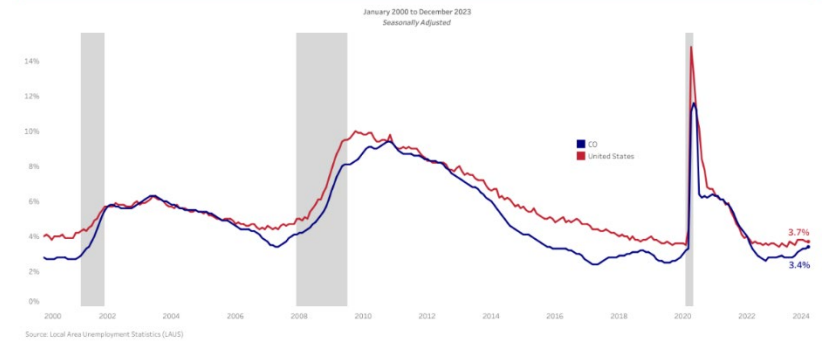
Select a state on the map to highlight data.
Seasonally Adjusted

Select Date: December 2023



Unemployment Rates CO & U.S.
State Unemployment
County Unemployment
EDOP & UPR
Total Nonfarm 200 Recovery

Unemployment Rates for Colorado & the United States (%)



CU Anschutz Research Services Laboratory Sciences

Current Salary Ranges (FY24)

UCC CODES	Job Codes	Research Services Family Job Levels - LABORATORY SCIENCES	FY 2024			
			Min	40th	Mid	Max
RSLR2480	2480	DIRECTOR	92,883	118,147	124,463	156,043
RSLR2481	2481	ASSOCIATE DIRECTOR	78,950	100,425	105,794	132,637
RSLR2482	2482	ASSISTANT DIRECTOR	70,422	89,577	94,366	118,309
RSLR2483	2483	PROGRAM DIRECTOR	70,422	89,577	94,366	118,309
RSLR2484	2484	MANAGER	61,894	78,729	82,938	103,981
RSLR2485	2485	PROGRAM MANAGER	59,418	75,580	79,620	99,822
RSLR2486	2486	PRINCIPAL PROFESSIONAL	56,942	72,430	76,303	95,663
RSLR2487	2487	SENIOR PROFESSIONAL	49,515	62,983	66,350	83,185
RSLR2488	2488	INTERMEDIATE PROFESSIONAL	45,801	58,259	61,374	76,946
RSLR2489	2489	ENTRY PROFESSIONAL	42,088	53,536	56,398	70,707



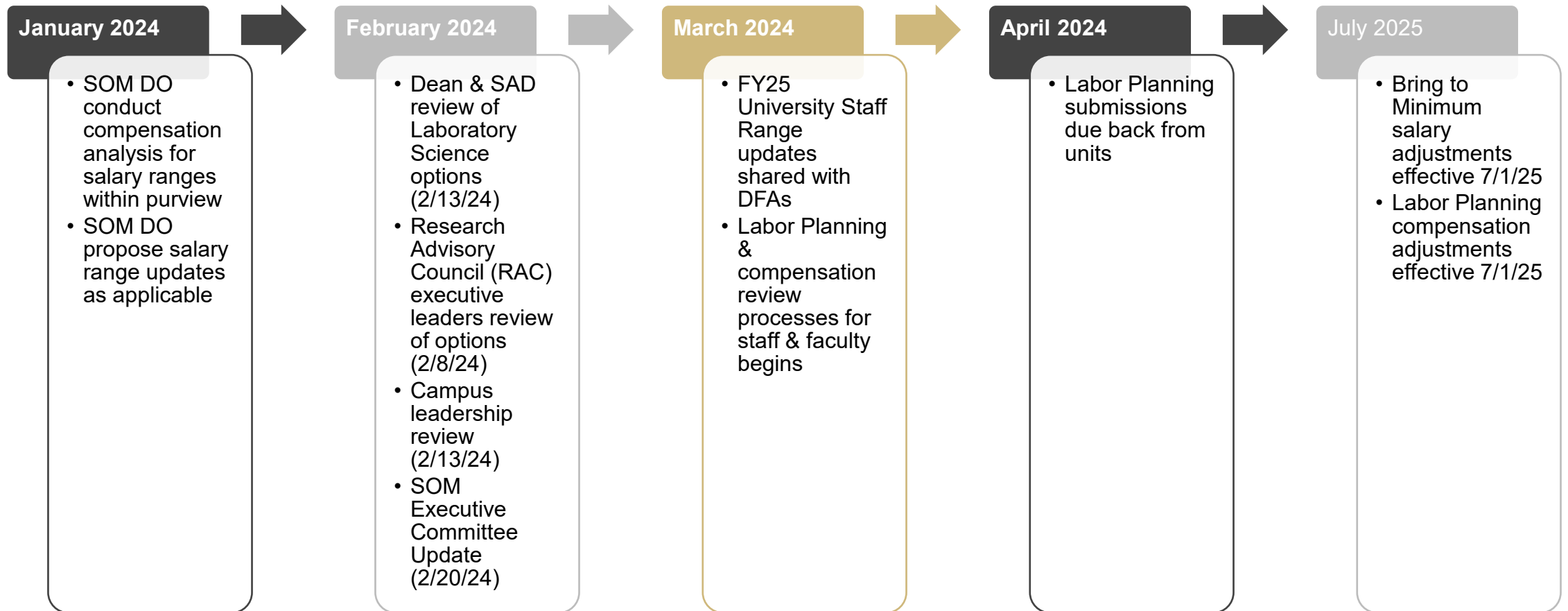
Research Services Laboratory Sciences Range Adjustments

SOM is proposing to CU AMC leadership the following adjustment:

- Research Services **Laboratory Sciences**: Increase Entry level minimum to \$45,000 and build structure up; overall structure increase of 6.9%
 - ❑ Impact: 256 employees fall below proposed range minimum
 - ❑ \$415,949 annually (adjusted for FTE)

UCC	JOB CODE	JOB TITLE	2025 RANGE MINIMUM	2025 RANGE MIDPOINT	2025 RANGE MAXIMUM
RSLR2480	2480	DIRECTOR	99,309	133,075	166,840
RSLR2481	2481	ASSOCIATE DIRECTOR	84,412	113,113	141,813
RSLR2482	2482	ASSISTANT DIRECTOR	75,294	100,894	126,495
RSLR2483	2483	PROGRAM DIRECTOR	75,294	100,894	126,495
RSLR2484	2484	MANAGER	66,176	88,676	111,176
RSLR2485	2485	PROGRAM MANAGER	63,529	85,129	106,729
RSLR2486	2486	PRINCIPAL PROFESSIONAL	60,882	81,582	102,281
RSLR2487	2487	SENIOR PROFESSIONAL	52,941	70,941	88,941
RSLR2488	2488	INTERMEIDATE PROFESSIONAL	48,970	65,620	82,269
RSLR2489	2489	ENTRY PROFESSIONAL	45,000	60,300	75,600

FY25 Laboratory Sciences Salary Range Update Timeline







School of Medicine

UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**

THANK YOU