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 Schopka, 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.
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

Goal

The departments with the highest response rate in each category will receive $25 per respondent to support departmental efforts to improve well-being
All Faculty Survey Timeline

Jan. 2024
Survey of all faculty & residents

March - April
- Analyze results & distribute unit-level reports
- Mtg. with WBLs & Dept. leadership team 2/29-5/7
- SOM Executive Mtg. March 19
- SOM Townhall April 12
- Other stakeholder groups *

May - June
- Data sharing, Dept. WBL listening sessions, improvement opportunities prioritized

July
- Improvement project collaboratively designed
- Survey results shared with all faculty, June

August
- Project implemented using established quality and process improvement methods

* 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

• QI Science
• Work Design Science
• Management Science
• Human-centered design processes
System-level Strategic Efforts

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; Shelyn Stolz; and Daniel Murphy, MD

2023;98(1): 163-180

Abstract

Health care delivery organizations are positioned to have a tremendous impact on addressing the occupational distress and that, when options are committed to this work and have 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, isize that unit-specific improvement efforts volve 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 stan well-being. An enterprise approach is
TOGETHER
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
<table>
<thead>
<tr>
<th>Organizational culture</th>
<th>Work optimization</th>
<th>Faculty &amp; Leadership Development</th>
<th>Reduce clerical workload</th>
<th>Advocacy</th>
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<tbody>
<tr>
<td>Changes to paid parental leave</td>
<td>Prioritized initiatives to redesign clinical systems that highlight the importance of <strong>protected time</strong> for non-face-to-face patient care &amp; inform pilot programs to <strong>align work to modern practice demands</strong></td>
<td>New leader onboarding</td>
<td>Launch of initiatives to <strong>re-examine annual reviews and promotion dossiers</strong>, <strong>improve travel approval processes</strong>, <strong>reduce e-mail burden</strong>, and</td>
<td>CMS</td>
</tr>
<tr>
<td>New faculty recognition programs</td>
<td>New mid-career leadership program, Refresh of the Academy of Medical Educators, Pilot of web-based coaching for faculty</td>
<td>Financial support for the Mentoring Academy</td>
<td></td>
<td>• Verbal orders in ambulatory settings</td>
</tr>
<tr>
<td>New processes to manage allegations of unprofessional conduct</td>
<td></td>
<td></td>
<td></td>
<td>• Telehealth</td>
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</table>
“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 retain + 120 employees per year
- $60,000 average salary
- 50% cost to replace

\[ \text{Total Cost} = \text{4,000 employees} \times \text{120 employees} \times \text{60,000} \times \frac{1}{2} = \$3,600,000 \]

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

Winter 2023
Research recognition program options and vendors.

Spring 2023
SOM Senior Associate Deans approve concept and funding model.

July 2023
Executive Committee approves recognition program concept

Fall 2023
- SOM HR forms cross-functional committee
- RFP process
- Vendor selection
- Contracting

January 2024
- Begin program design
- Work out IT/data needs
- Decide program specifics
- Design communications plan

Feb-Mar 2024
- Program design and implementation
- Communication plan launch
- Testing

April 1, 2024
Soft Launch (recognition only)

July 1, 2024
Full program launch!
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
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

Phase 1 of Research Personnel Initiative
December 2021

FY23 Annual Compensation Process
July 2022

FY23 CU Anschutz Compression Initiative
January 2023

FY24 CU Anschutz Compression Initiative
September 2023

* Phases 2 & 3 of Research Personnel Initiative
* Market Analysis & Update of Staff Salary Ranges

Collection & Review of ~3,400 staff resumes
Fall 2022

* Market Analysis & Update of Staff Salary Ranges
* FY24 Annual Compensation Process

FY25 Annual Compensation Process (pending Board of Regent approval)
July 2024
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

Axiom Labor Planning (i.e. Table 1) Opens
• 3/18/24

Labor Plans Due
• 4/26/24

Axiom Budget Planning Process
• 5/28/24 – 6/21/24

Effective date of Labor Plans
• 7/1/24
• FY25 Staff Minimum salary range adjustments also effective on same date
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

Research Services
- Clinical Sciences
- Information Sciences
- Pre & Post Award
- Laboratory Sciences

Laboratory Sciences
- Regulatory Compliance

Job Family: Research Services

Sub-function: Laboratory Sciences

Job Level:
- DIRECTOR
- ASSOCIATE DIRECTOR
- ASSISTANT DIRECTOR
- PROGRAM DIRECTOR
- MANAGER
- PROGRAM MANAGER
- PRINCIPAL PROFESSIONAL
- SENIOR PROFESSIONAL
- PROFESSIONAL
- ENTRY PROFESSIONAL
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 employees 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.
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.

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.
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

Economic Indicators
Economic Indicators
CU Anschutz Research Services Laboratory Sciences
Current Salary Ranges (FY24)

<table>
<thead>
<tr>
<th>UCC CODES</th>
<th>Job Codes</th>
<th>Research Services Family Job Levels - LABORATORY SCIENCES</th>
<th>FY 2024</th>
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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)

<table>
<thead>
<tr>
<th>UCC</th>
<th>JOB CODE</th>
<th>JOB TITLE</th>
<th>2025 RANGE MINIMUM</th>
<th>2025 RANGE MIDPOINT</th>
<th>2025 RANGE MAXIMUM</th>
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FY25 Laboratory Sciences Salary Range Update

Timeline

January 2024
- SOM DO conduct compensation analysis for salary ranges within purview
- SOM DO propose salary range updates as applicable

February 2024
- Dean & SAD review of Laboratory Science options (2/13/24)
- Research Advisory Council (RAC) executive leaders review of options (2/8/24)
- Campus leadership review (2/13/24)
- SOM Executive Committee Update (2/20/24)

March 2024
- FY25 University Staff Range updates shared with DFAs
- Labor Planning & compensation review processes for staff & faculty begins

April 2024
- Labor Planning submissions due back from units

July 2025
- Bring to Minimum salary adjustments effective 7/1/25
- Labor Planning compensation adjustments effective 7/1/25
THANK YOU