



EXECUTIVE COMMITTEE MINUTES

Tuesday, March 19, 2024

10:00 AM

Hybrid Meeting

ATTENDANCE

MEMBERS:

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

Venu Akuthota, MD; Maryam Asgari, MD, MPH; Leslie Berg, PhD; Evalina Burger-Van der Walt, MD; Vineet Chopra, MD, MSc; Julia Cooper, PhD; David DiGregorio, 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; Ken Tyler, MD

GUESTS:

Majik Abidzhanova, MBA; JD Ainsworth; Lucinda (Cindy) Allen, MS; Tyler Anstett, DO; Suzanne Brandenburg, MD; J. Gary Brown, MA, MBA; Peter Buttrick, MD; Michael Cahill, MS; Vicki Callahan, MD; Thomas Campbell, MD; Lauren Collins, MHA; Mark Couch; Katie Dean; Lotte Dyrbye, MD, MHPE; Melissa Feig, MSHS, MBA; Lauren Ford, MHA; Shelly Fortner; Anne Fuhlbrigge, MD, MS; Michael Harris-Love, PT, MPT, DSc; Jimmy Loftin, MBA; Steven Lowenstein, MD, MPH; John Moore; Chanthy Na; Olawunmi (Wunmi) Ogunwo, JD; Steve Osswald, MBS; Beth Otis; Jason Owens; J. David Port, PhD; Miriam Post, MD; Judy Regensteiner, PhD; Marian Rewers, MD, PhD; Liz Seelenfreund, MBA, MA; Brian T. Smith, MHA; Jeffrey Soohoo, MD; Alexander (AJ) Stein, MBA; Shanta Zimmer, MD; Steve Zweck-Bronner

APPROVAL OF MINUTES

The February 20, 2024, meeting minutes were unanimously approved.

DEAN'S UPDATES

- Vicki Callahan, MD, is the new Interim Chief of Staff at the VA for the next 120 days. She is an alumna of the anesthesia residency program and a cardiac anesthesia fellowship.
- Steve Zweck-Bronner gave an update on upcoming ballot initiatives and limits on what actions CU employees can take. Referendums 149 and 150 have restrictive rules that are governed by the Fair Campaign Practices Act. Referendum 149 would make quality review and peer review open to the patient and their representatives. Referendum 150 would lift the non-economic damage caps that currently exists at \$300,000. CU employees cannot spend any state resources on advocating for or against them; it must be done on personal time.
- Deborah Parra-Medina, PhD, MPH, has been named executive director of the Center for Health Equity for the Anschutz Medical Campus. She served most recently as director of the Latino Research Institute at the University of Texas at Austin, where she also served as endowed chair and professor of Mexican American and Latina/o studies.

DISCUSSION ITEMS

PWAC Survey Results

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

Faculty Senate Updates:

Tyler Anstett, DO, Faculty Senate President-Elect and Associate Professor of Medicine

- LCME preparation is looking at faculty credentialing.
- GME working on getting faculty to do targeted and labeling and give feedback to residents.

Affiliate Updates from VA and Denver Health:

Vicki Callahan, MD, Interim Chief of Staff – Academic Affiliations, VA

- The VA is working on improving relationships with CU.

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

- Directors of Service job titles will now be called Department Chairs.
- The chair of OB-GYN, John Curtain, MD, will be stepping down January 2025. A search will begin in the next month.

EXECUTIVE SESSION

APPROVAL ITEMS

- A. The faculty appointments and promotions were unanimously approved.
- B. The emeriti appointments (4) were unanimously approved.



Thrive: Offices for the Faculty Experience

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**

University of Colorado
School of Medicine

2024 Clinician & Scientist Wellbeing Survey

April 2022

UCHealth launched PWAC survey that included CU SOM faculty (credentialed at UCHealth).

Dr. Liz Harry, Senior Medical Director of
UCHealth
Well-being Champions

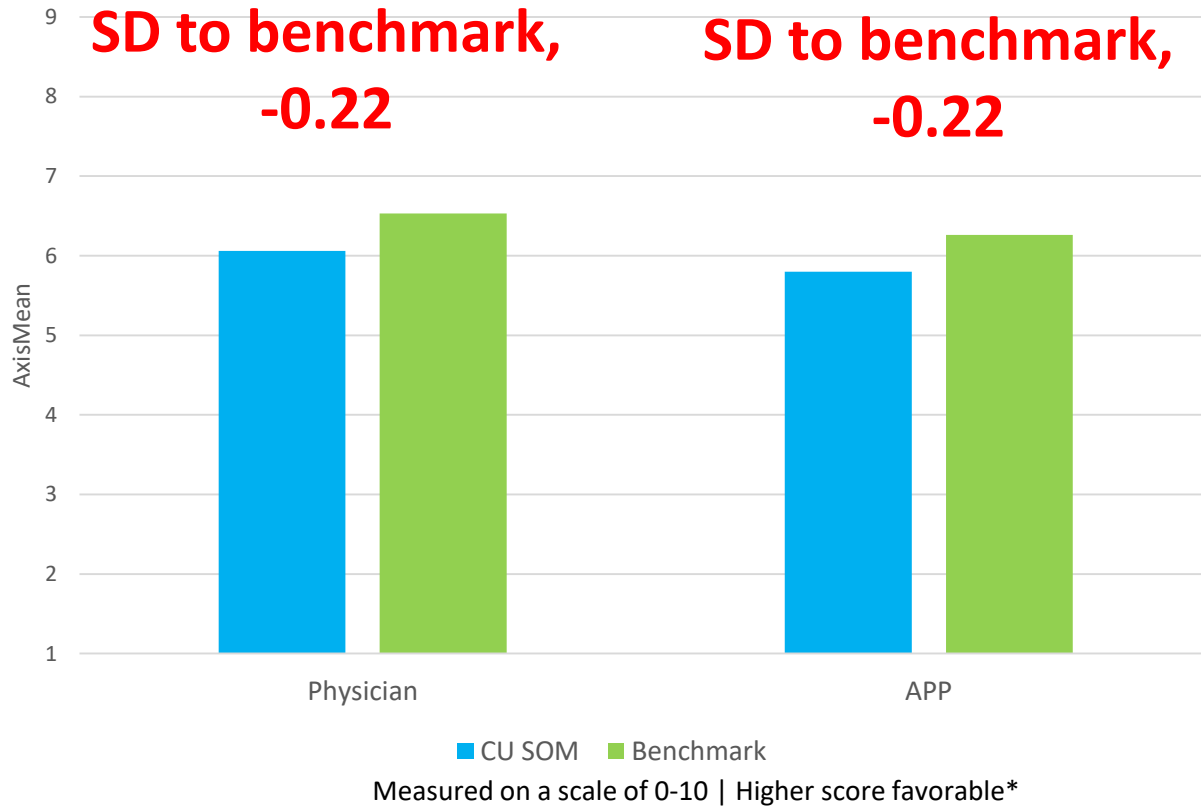
CHCO – Dr. Jennifer Reese, Medical Director
of Well-being, CHCO & VC Faculty Well-being,
Dept. of Pediatrics
Dept. of Pediatrics Well-being Champions



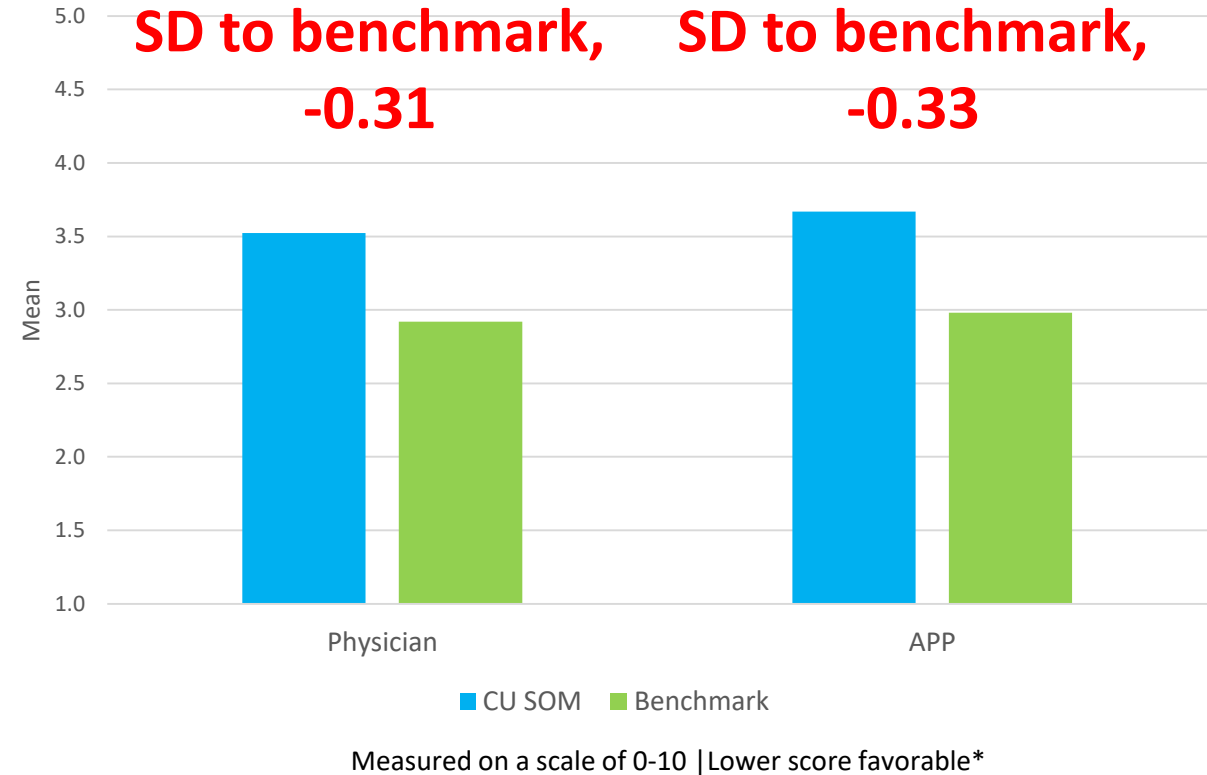
2022. CU SOM Results

Differences in SD greater than 0.2 or less than -2.0 are considered significant

Professional Fulfillment Average



Burnout Average






Response Rate: MD 27%, APP 38%

2024. Departmental Well-being Leaders

- Anesthesia, Dr. Richard Ing
- Basic Science Departments, Dr. Angie Ribera
- Dermatology, Dr. Margaret Boyle
- Department of Medicine, Dr. Katie Morrison
- Emergency Medicine, Dr. Christina Yannetsos
- Family Medicine, Dr. Jennifer Caragol
- Neurology, Dr. Elizabeth Matthews and Katy Alpogianis
- Neurosurgery, Dr. Daniel Craig
- Obstetrics and Gynecology, Dr. Maria Hoffman-Shuler
- Ophthalmology, Dr. Natalia Vergara and Dr. Niranjana Manoharan
- Orthopedics, Dr. Sarah Sibbel, Dr. Nolan Wessell, Dan Adams PA-C
- Otolaryngology, Dr. Anne Getz and Roberta Gray PA-C
- Pathology, Dr. Kalpana Devaraj
- Pediatrics, Dr. Jenny Reese (lead) & others
- Physical Medicine & Rehabilitation, Dr. Anne Stratton
- Psychiatry, Dr. Elizabeth Chamberlain
- Radiology, Dr. Valeria Potigailo
- Radiation Oncology, Dr. Christine Fisher
- Surgery, Dr. Elizabeth David and Zachary Asher, PA-C

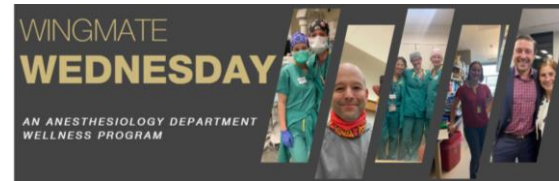


Departmental WBL ~20 Initiatives

	Focus Area	Departments
	Infrastructure and strategic planning	Dermatology, Emergency Medicine, ENT, NS, Ophthalmology, Radiology
	Culture and values	
	Recognition and appreciation	Medicine, Orthopedics
	Leadership pipeline/dev	Surgery
	Salary	Orthopedics
	Gender equity	ENT, Peds
	Transparent communication	ENT
	<u>Work life integration</u>	Orthopedics, Radiation Oncology
	Connection, collegiality, and community	
	Faculty book club	PMR
	<u>DOM@theTable</u>	Medicine
	Balint groups for APP	Medicine
	Wellness retreat	Radiology, Anesthesia
	Coffee cup conversations	Basic Science
	New faculty orientation	Ophthalmology

Dr. Ing, Anesthesia

- Anesthesia well-being committee
- Mentorship






Dr. Morrison, Medicine

- Valuing Each Other in the Workplace
- Mentorship (VC Sharma, Associate VC Jones)
- Research engagement & support (VC : Higgins, Associate VC: Weiser-Evans, Holguin)
- WellDOM@theTable
- WellDOM cart

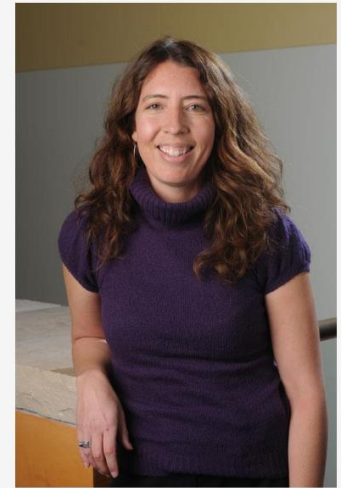


Departmental WBL ~20 Initiatives

	Work transformation (<u>workload / efficiency</u>)	
	Email (Psych)	
	Clinical operations	
	In basket	Family Medicine, psychiatry, radiation oncology
	Mini pilot grants	Medicine
	Clinic scheduling / OR scheduling	Radiation oncology
	Check out specialist	Radiation oncology
	Unanticipated event algorithm	Anesthesia
	Human-centered <u>redesign / innovation</u> thinktank (ongoing process of getting input & feeding forward information to PI/QI teams)	Family Medicine, Pediatrics, PMR
	Growth & development (meaning in work)	
	Coaching	Family Medicine, Neurology, pediatrics, PMR
	Mentorship	Anesthesia, ENT, <u>OBGyn</u> , PMR, surgery
	Personal well-being	
	Peer support	Ophthalmology, pediatrics
	Wellness <u>check in</u>	PMR
	Resilience training	Anesthesia, Ophthalmology

Dr. Caragol, Family Medicine

- BetterTogether Coaching
- APP In-basket coverage
- THINK TANK MONDAYS: A mix of department leaders and an innovation ambassador hold office hours monthly for two good ideas



Dr. Reese, Pediatrics

- Coaching program
- RFA - Practice Optimization & Wellness Projects, \$100,000
- Peer support



CU SOM ACTION



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

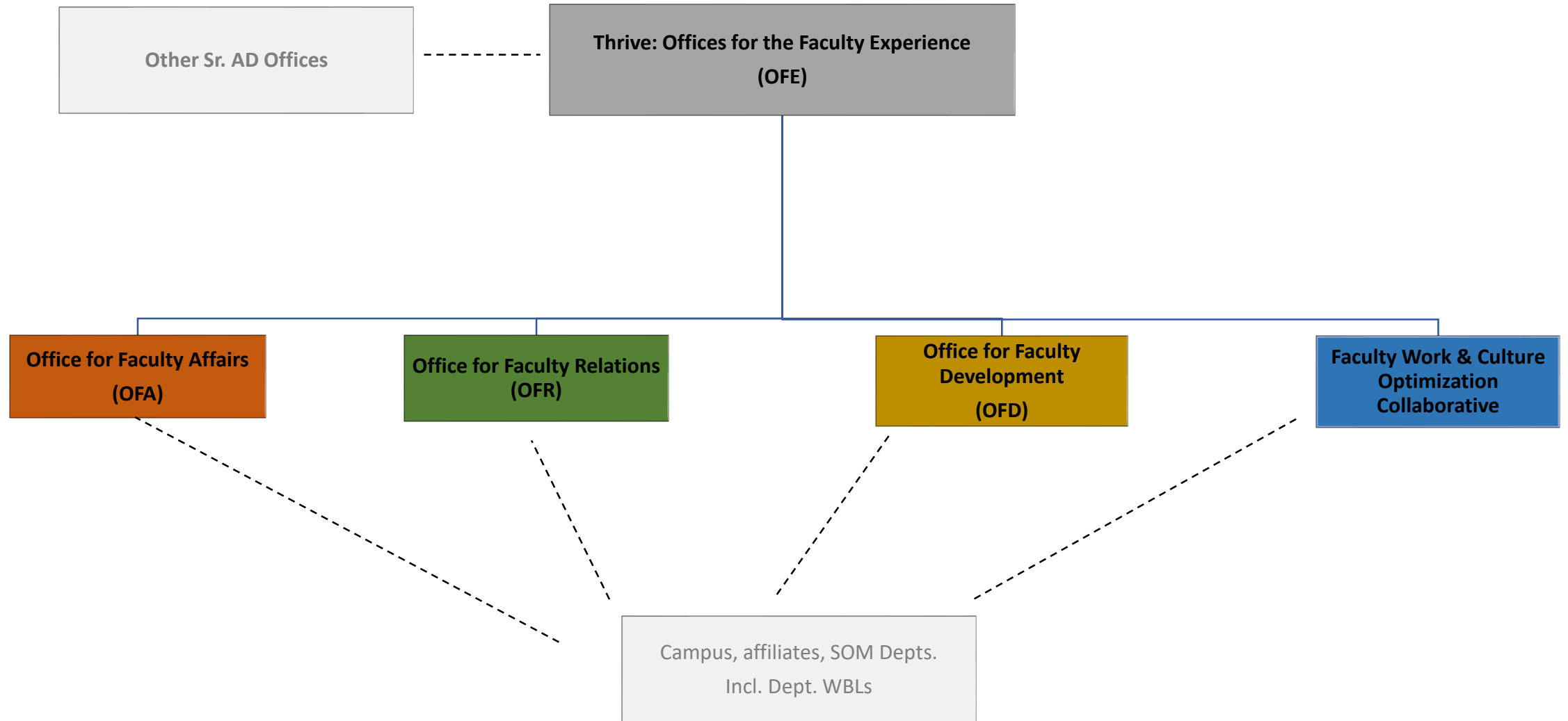
- Launch of initiatives to
- re-examine annual reviews and promotion dossiers
 - improve travel approval processes,
 - reduce e-mail burden
 - streamline faculty affairs processes



Advocacy

- CMS
- Verbal orders in ambulatory settings
 - Telehealth





Data Outline

PWAC

- Professional Well-being
 - Professional fulfillment
 - Burnout
 - Likelihood to recommend
 - Intent to leave
- Driver Domains
 - Efficiency of work, incl EHR
 - Culture: autonomy, peer support, value alignment, belonging, gratitude
 - Meaning in work

Custom items

- Driver Domains
 - Adverse clinical events & support
 - Career advancement
 - Growth & dev. Opportunities
 - Mentorship
 - Barriers to vacation
 - Mistreatment
- Open ended questions

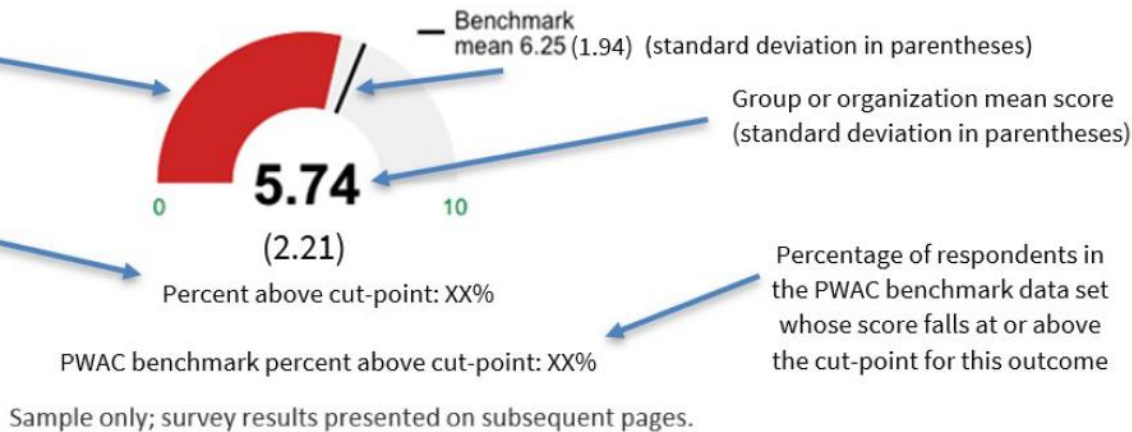


Data: CU SOM, Benchmark, Trend



Color-coding indicates group or organization score favorability relative to benchmark standard

Percentage of respondents in organization or group whose score falls at or above the cut-point score for this outcome.



Domain	Measure	Score ^a (Standard Deviation)	Standard Deviation to Benchmark ^b
Outcome Measure	Professional Fulfillment	6.66 (2.10)	0.14
	Burnout *	2.82 (1.88)	0.12
Organizational Efficiency of Practice	Efficiency of Clinical Practice	5.75 (2.12)	0.25
	EHR Hassles *	4.86 (2.51)	0.30
Organizational Culture of Wellness	Control Over Schedule	4.14 (1.98)	-0.03
	Peer Support	7.13 (2.23)	0.29
	Perceived Gratitude	7.24 (2.06)	0.16
	Personal-Organizational Values Alignment	4.94 (2.65)	0.03
	Belonging	6.43 (2.31)	No Benchmark Available
Personal Resilience	Meaningfulness of Clinical Work	7.44 (1.86)	0.07

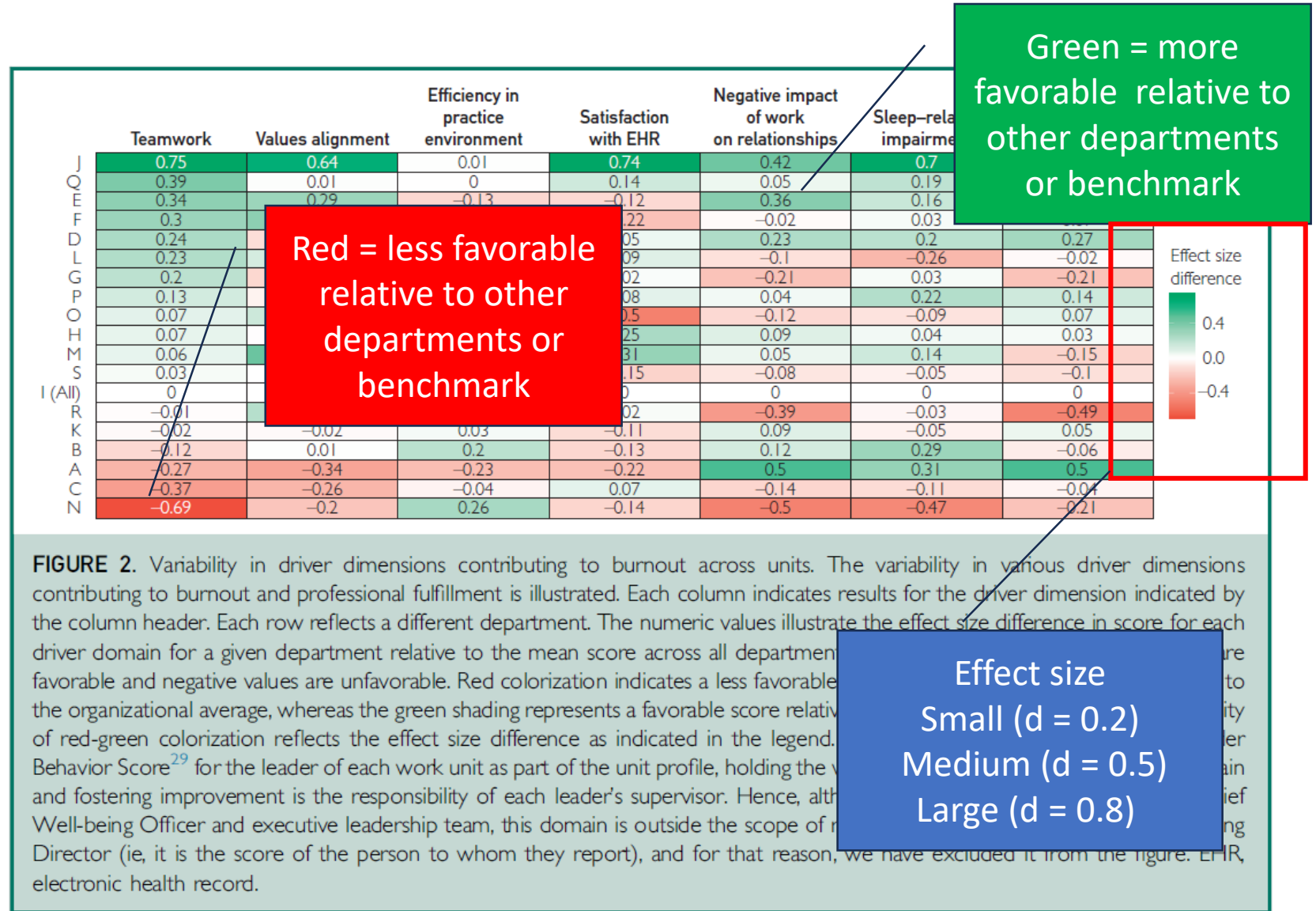
KEY

- Benchmark mean
- **Strength:** ≥0.2 standard deviations favorable to Benchmark standard
- **Neutral:** within <0.2 standard deviations of benchmark standard
- **Opportunity for Improvement:** ≥0.2 standard deviations unfavorable to benchmark standard



Heat Map

- Shows variability in strategic domains by department relative to all departments (CU SOM) or national benchmark.
- Values illustrate effect size difference in score for each driver domain for a given department relative to CU SOM or benchmark.



2024 CU SOM Response Rate

>50% FTE CU SOM
paid faculty w.
instructor rank and
above

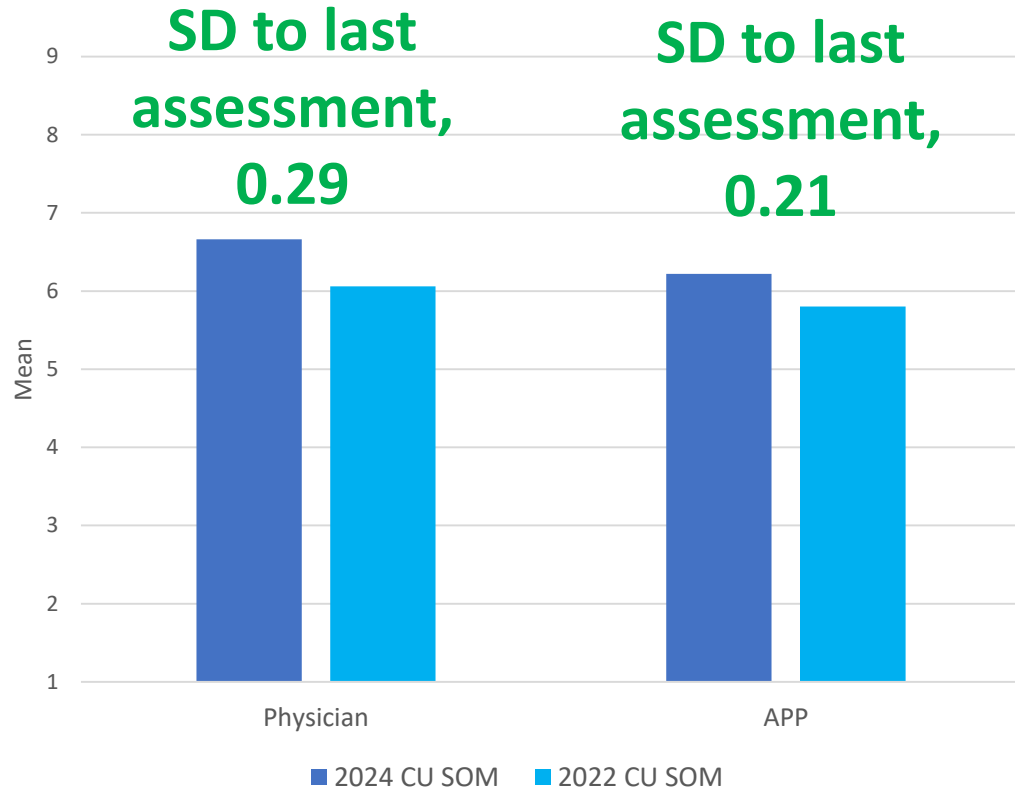
GME Residents &
fellows

Group	# Responders	% RR
Clinical Survey		
Physicians	1530	67.5%
APP	672	59%
LMHP- LCSW/LPC/MSW	50	55%
LMHP-PsyD/PhD	137	73%
Other Clinicians	93	54%
Residents & Fellows	747	58%
Scientist Survey		
Scientist-Doctorate	424	67%
Scientist-NonDoctorate	37	56%
Non-Clinical	32	68%

2024. CU SOM Results

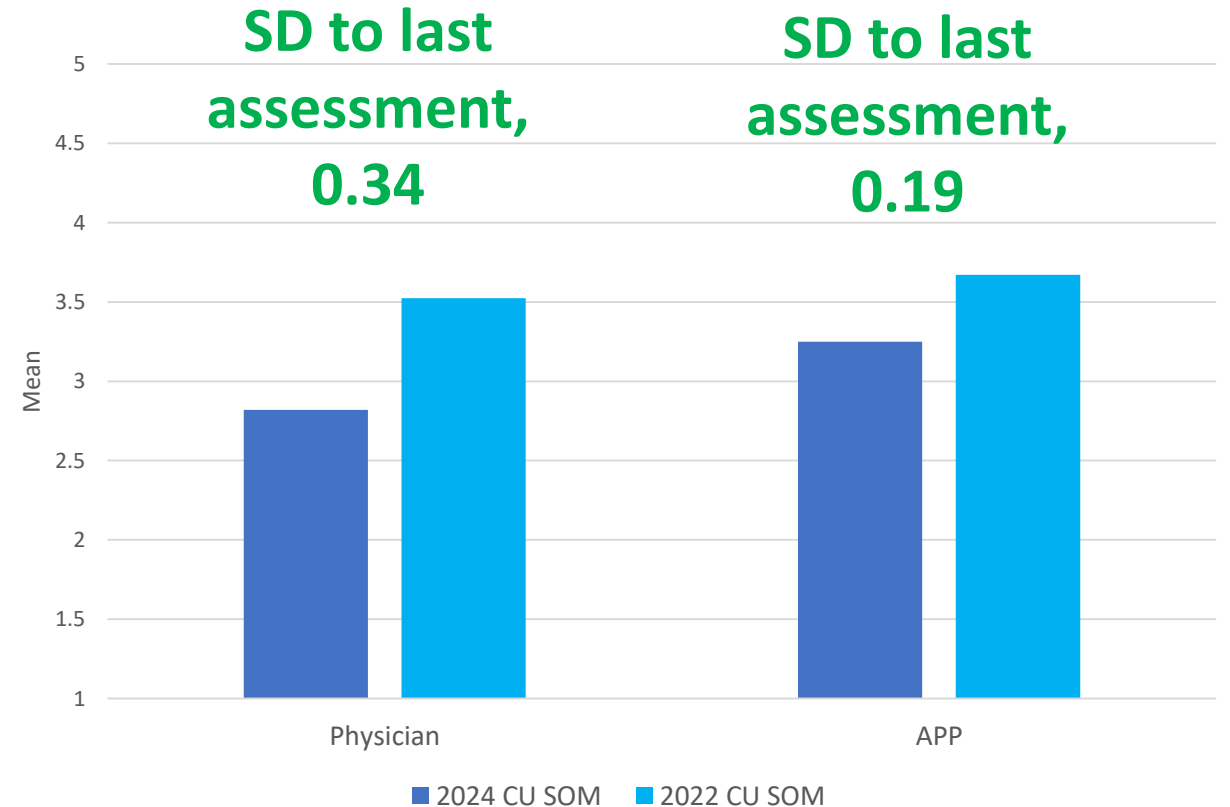
Differences in SD greater than 0.2 or less than -2.0 are considered significant

Professional Fulfillment Average



Measured on a scale of 0 -10 | Higher score favorable

Burnout Average

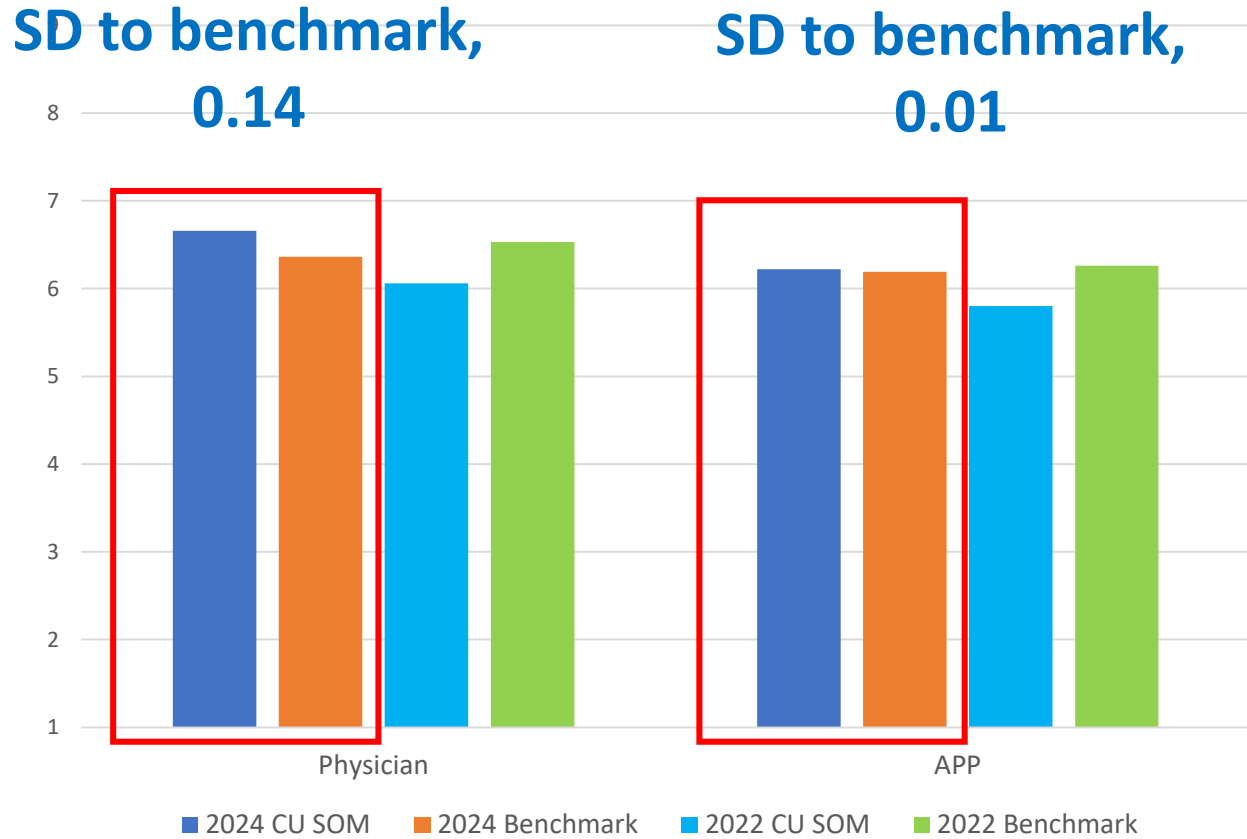


Measured on a scale of 0-10 | Lower score favorable

2024. CU SOM Results

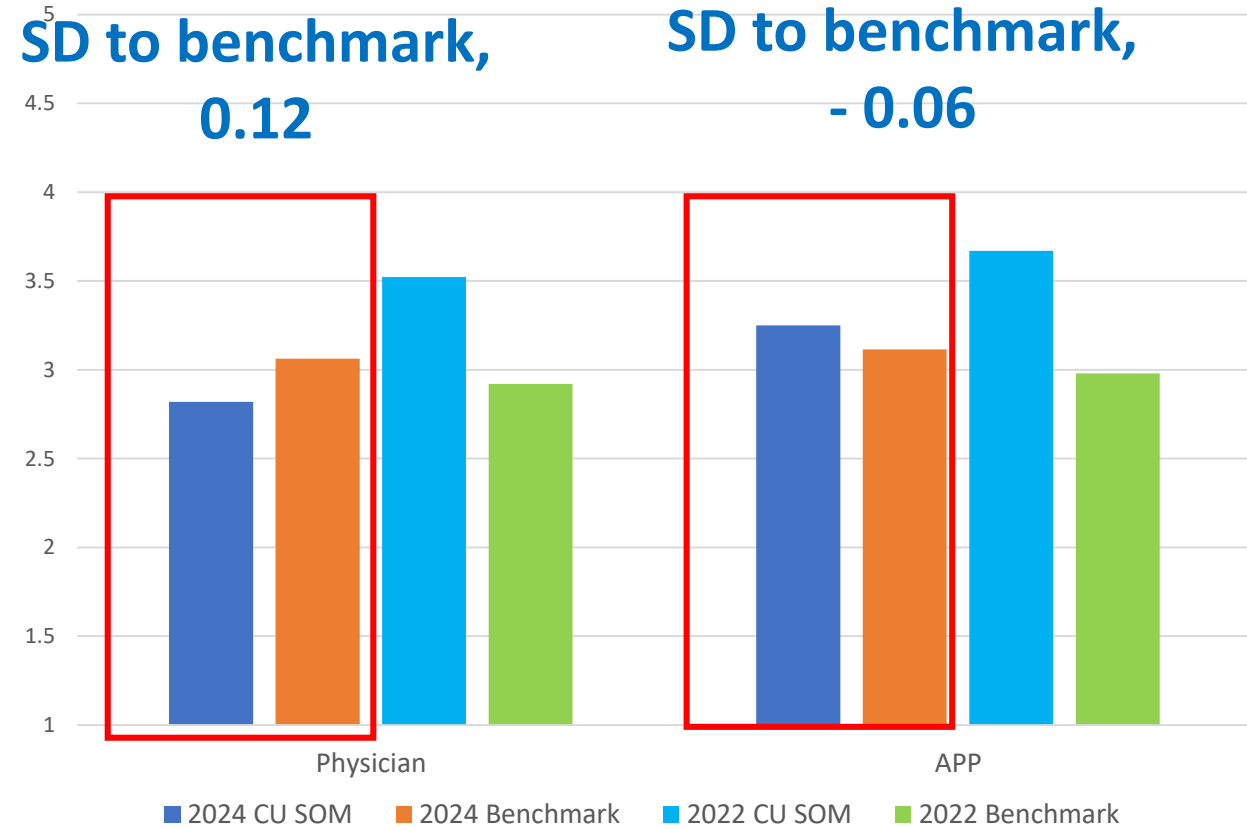
Differences in SD neutral

Professional Fulfillment Average



Measured on a scale of 0-10 | Higher score favorable*

Burnout Average



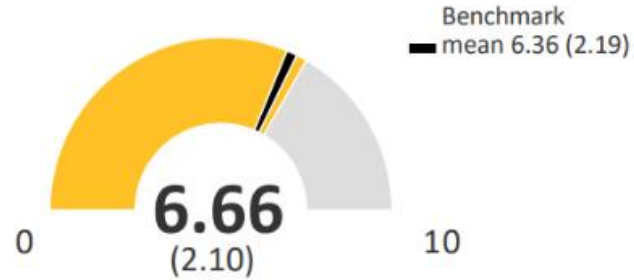
Measured on a scale of 0-10 | Lower score favorable*

Professional Fulfillment National Benchmark

KEY

- Benchmark mean
- Strength:** ≥ 0.2 standard deviations favorable to Benchmark standard
- Neutral:** within < 0.2 standard deviations of benchmark standard
- Opportunity for Improvement:** ≥ 0.2 standard deviations unfavorable to benchmark standard

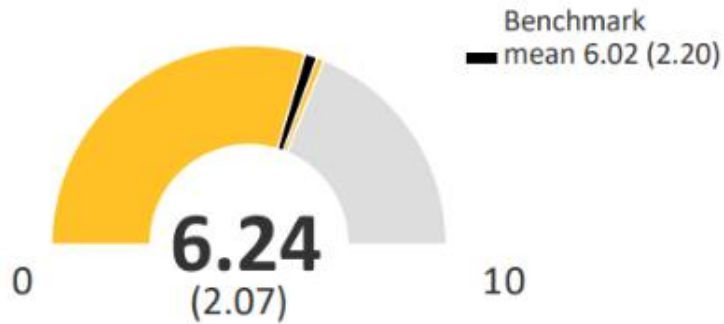
Physicians



Results percent above cut-point: 41.8%^b

PWAC Benchmark percent above cut-point (Overall): 37.3%^c

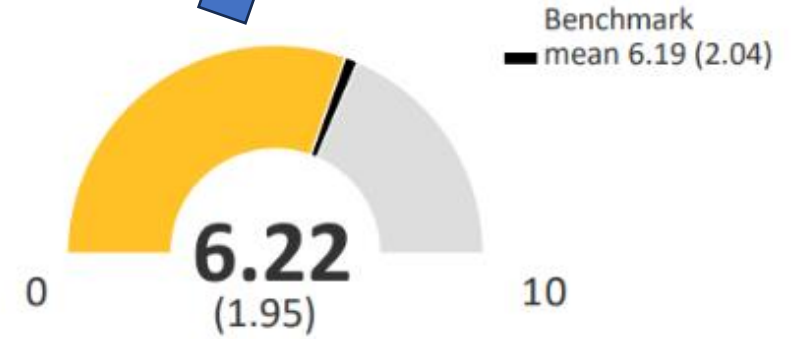
Residents & Fellows



Results percent above cut-point: 33.6%^b

PWAC Benchmark percent above cut-point (Overall): 30.9%^c

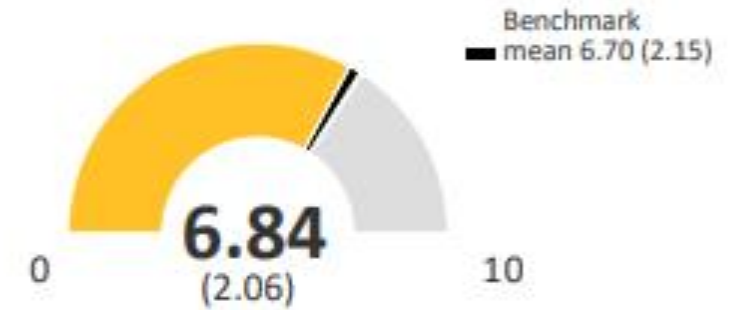
APP



Results percent above cut-point: 31.6%^b

PWAC Benchmark percent above cut-point (Overall): 32.1%^c

Scientist-Doctorate



Results percent above cut-point: 46.1%^b

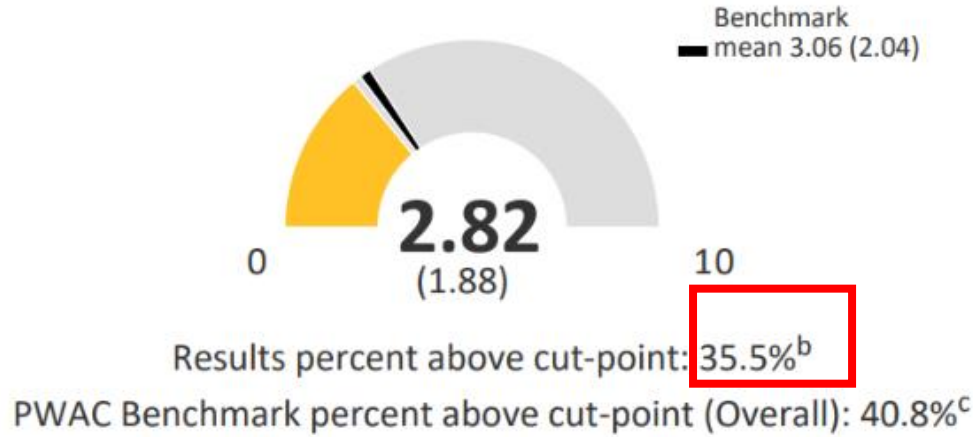
PWAC Benchmark percent above cut-point (Overall): 44.0%^c

Burnout

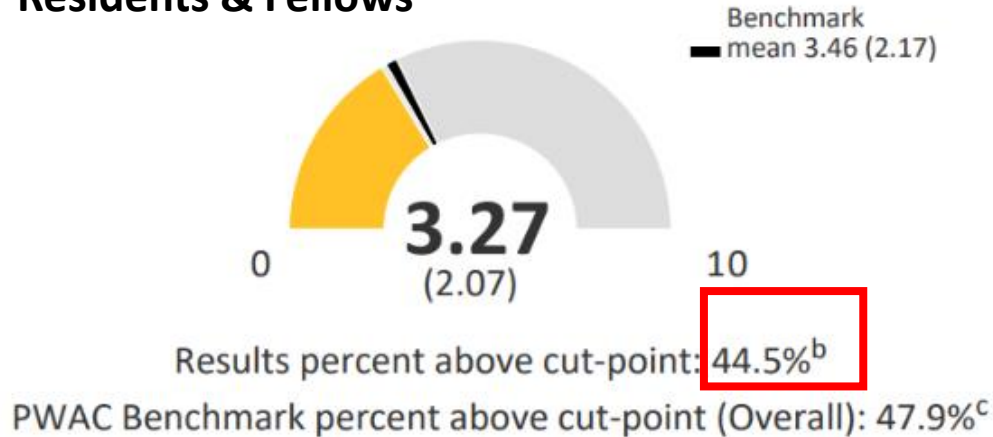
KEY

- Benchmark mean
- Strength:** ≥ 0.2 standard deviations favorable to Benchmark standard
- Neutral:** within < 0.2 standard deviations of benchmark standard
- Opportunity for Improvement:** ≥ 0.2 standard deviations unfavorable to benchmark standard

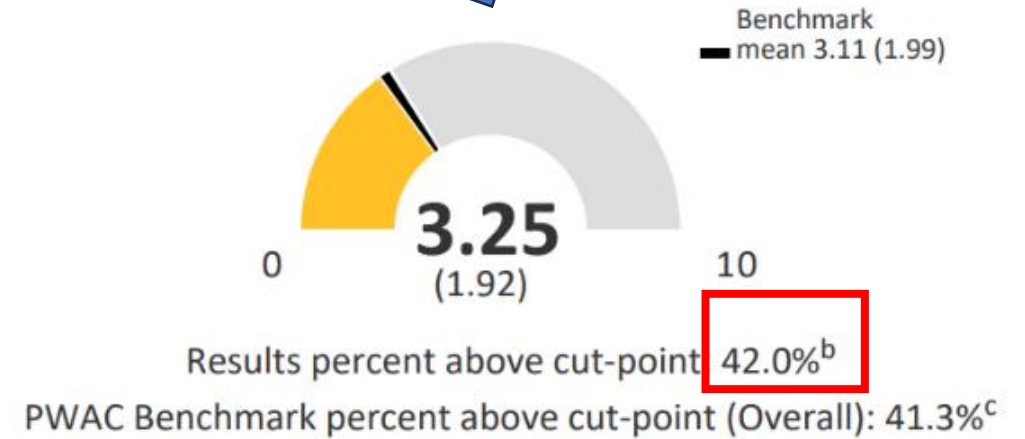
Physicians



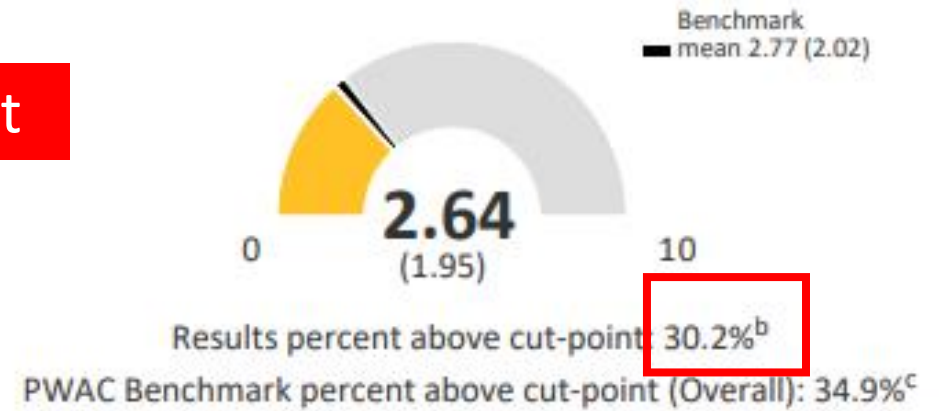
Residents & Fellows



APP

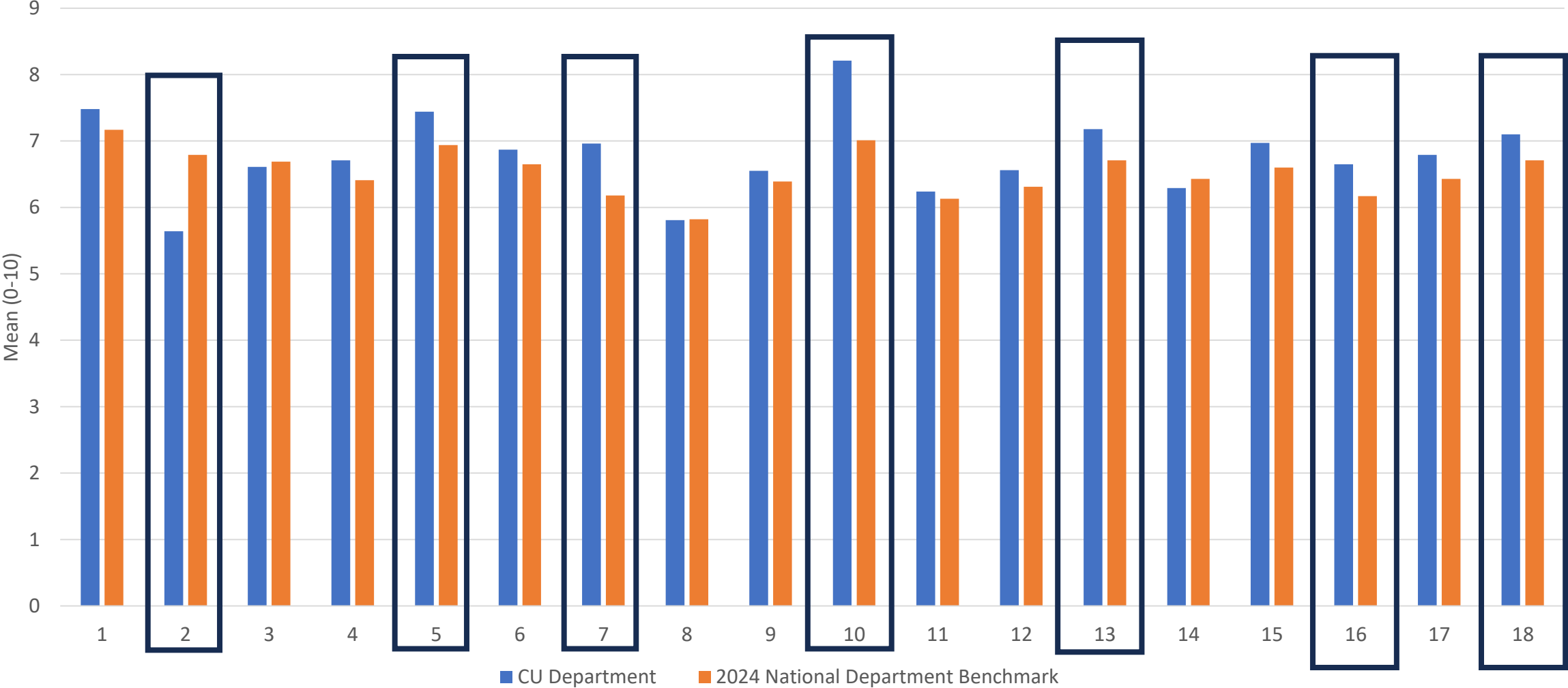


Scientist- Doctorate



% Burnout

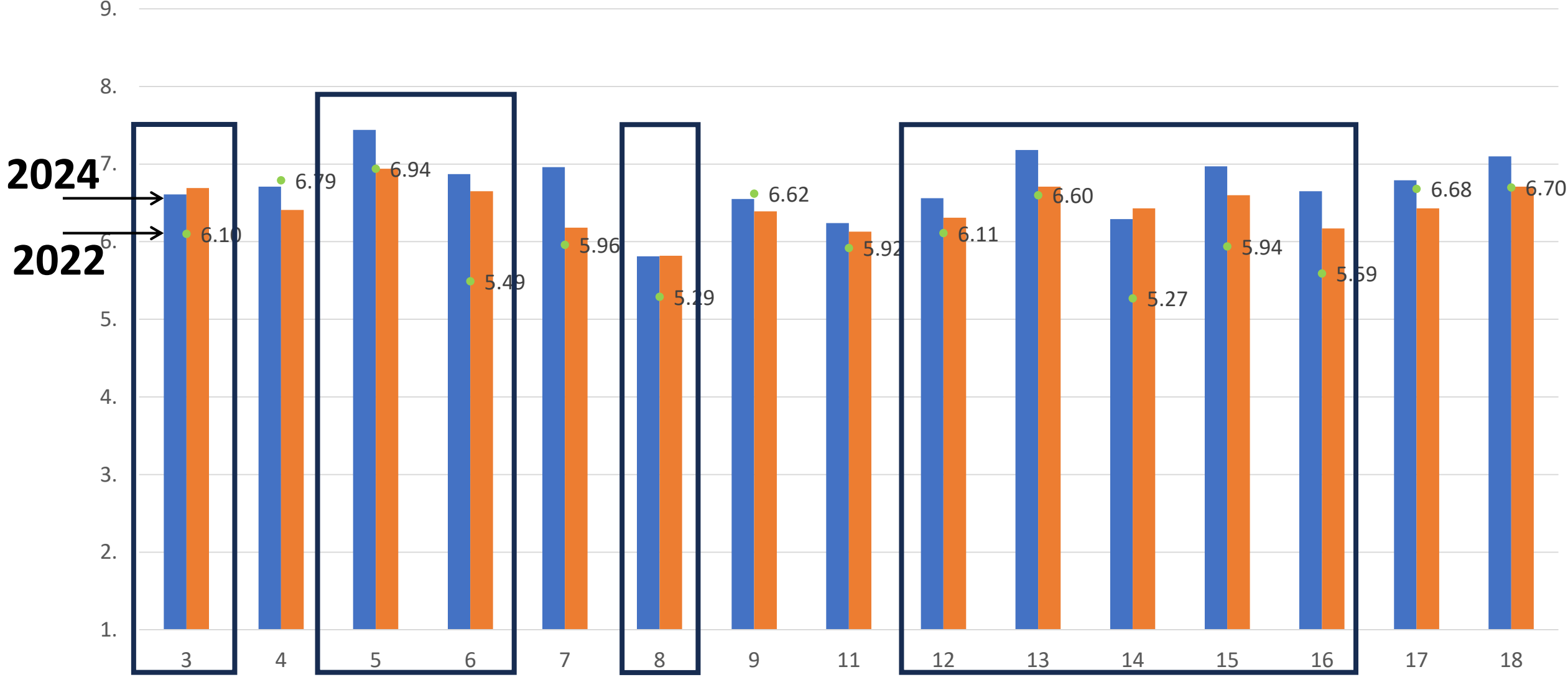
Physician Professional Fulfillment by Department Relative to Benchmark



Measured on a scale of 0-10 Higher score favorable*

SD > 0.20

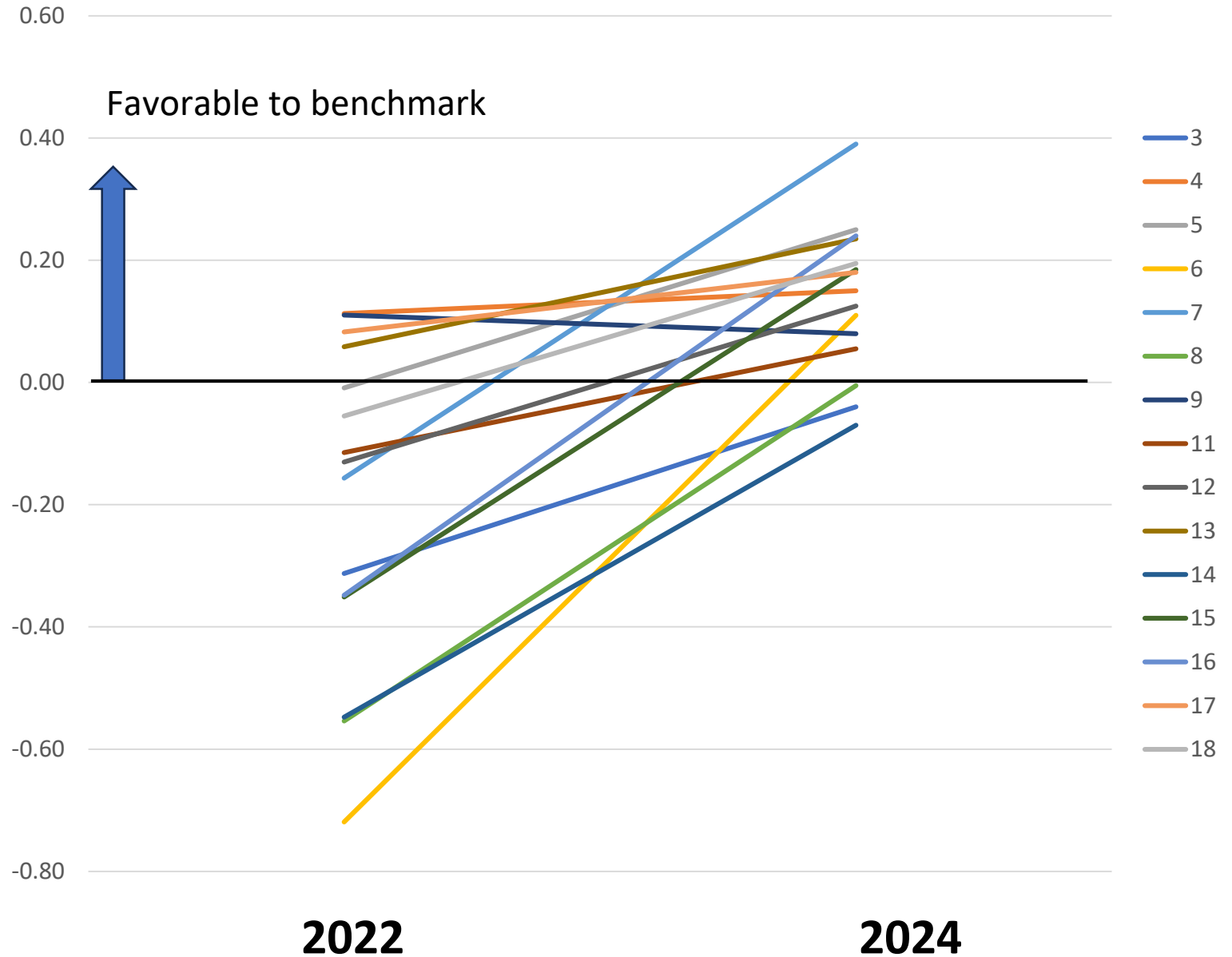
Physician Professional Fulfillment by Department Relative to 2022



PFI Scores for CU SOM Physicians Relative to National Data at Similar Time Points

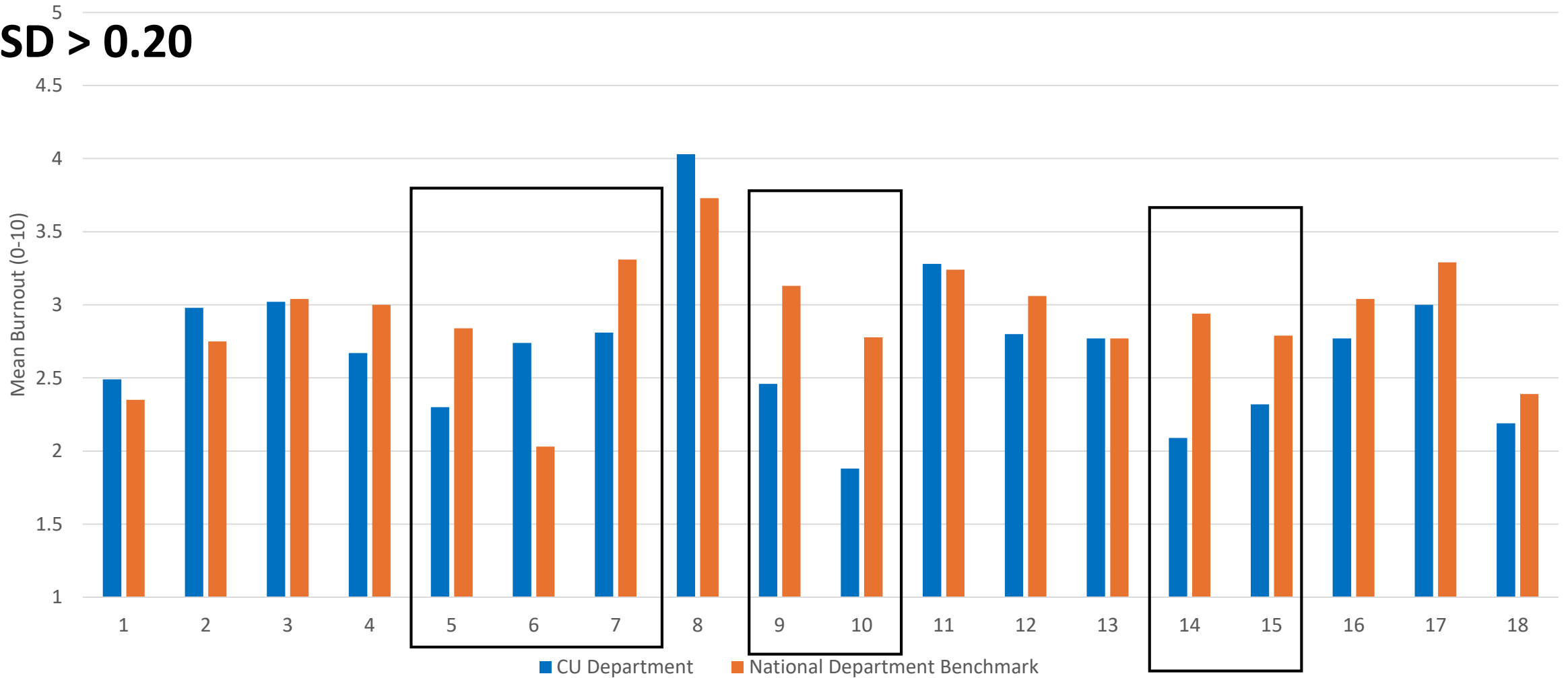
The standard deviation difference in mean professional fulfillment for CU SOM physicians relative to national samples of physicians in the same specialty is shown on the y-axis.

Differences in SD greater than 0.2 or less than -2.0 are considered significant



Physician Burnout by Department Relative to Benchmark

SD > 0.20



Measured on a scale of 0-10 | Lower score favorable*



Thrive: Offices for the Faculty Experience

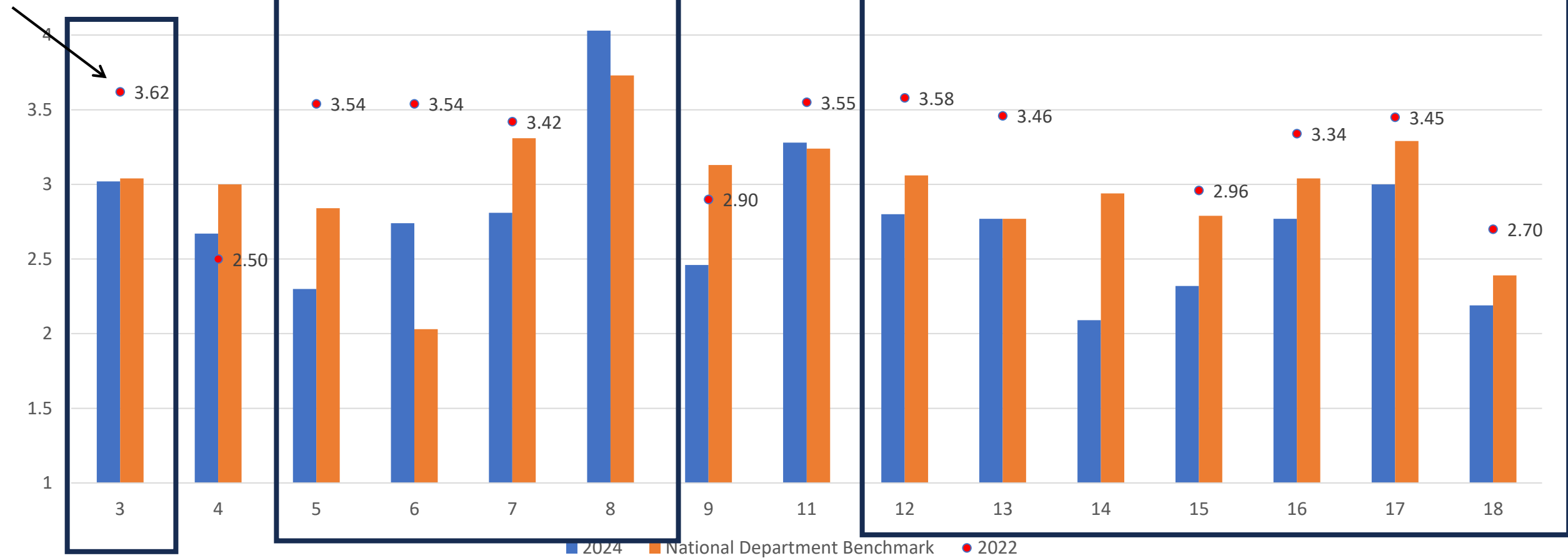
SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Physician Burnout by Department Relative to 2022

SD > 0.20

2022

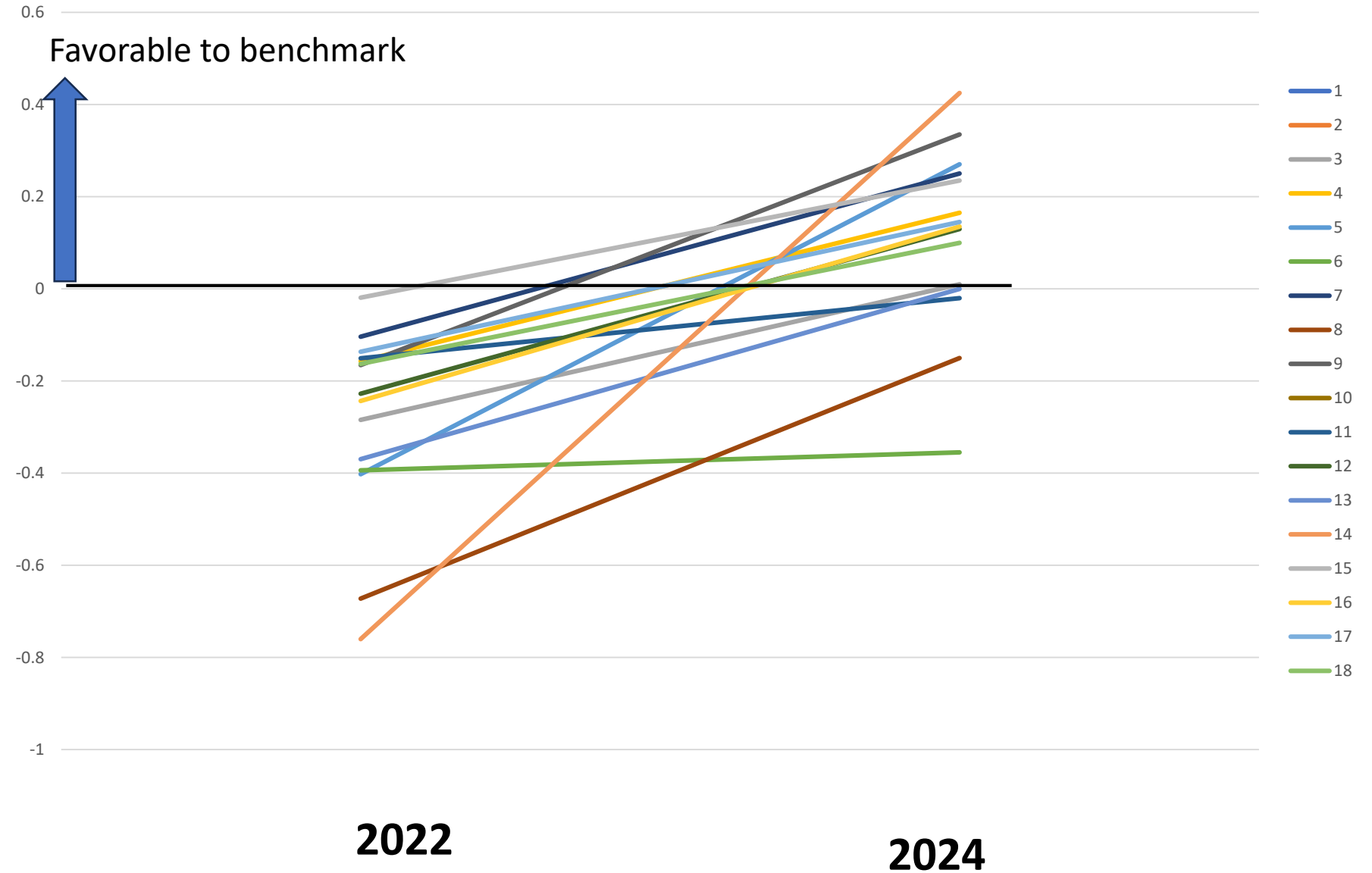


Measured on a scale of 0-10 | Lower score favorable*

Burnout Scores for CU SOM Physicians Relative to National Data at Similar Time Points

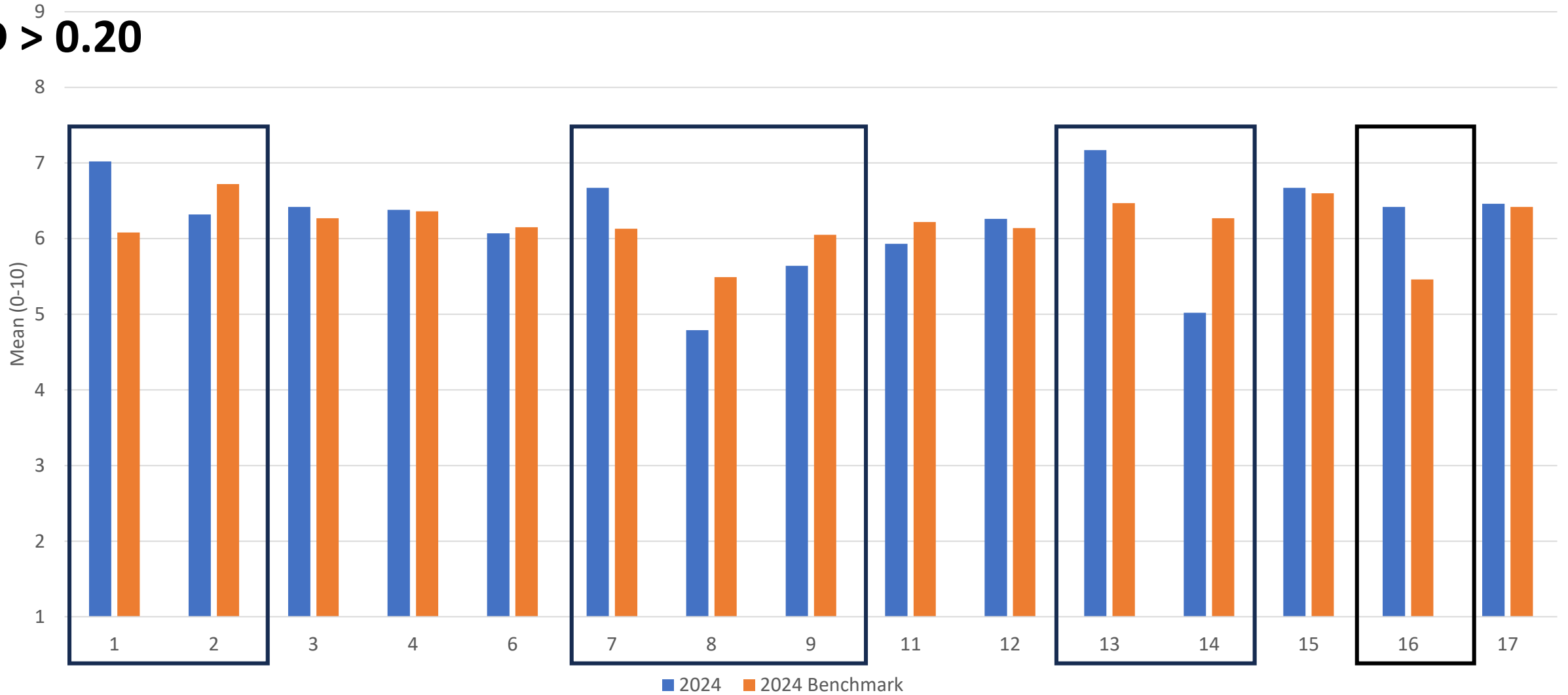
The standard deviation difference in mean burnout for CU SOM physicians relative to national samples of physicians in the same specialty is shown on the y-axis.

Differences in SD greater than 0.2 or less than -2.0 are considered significant



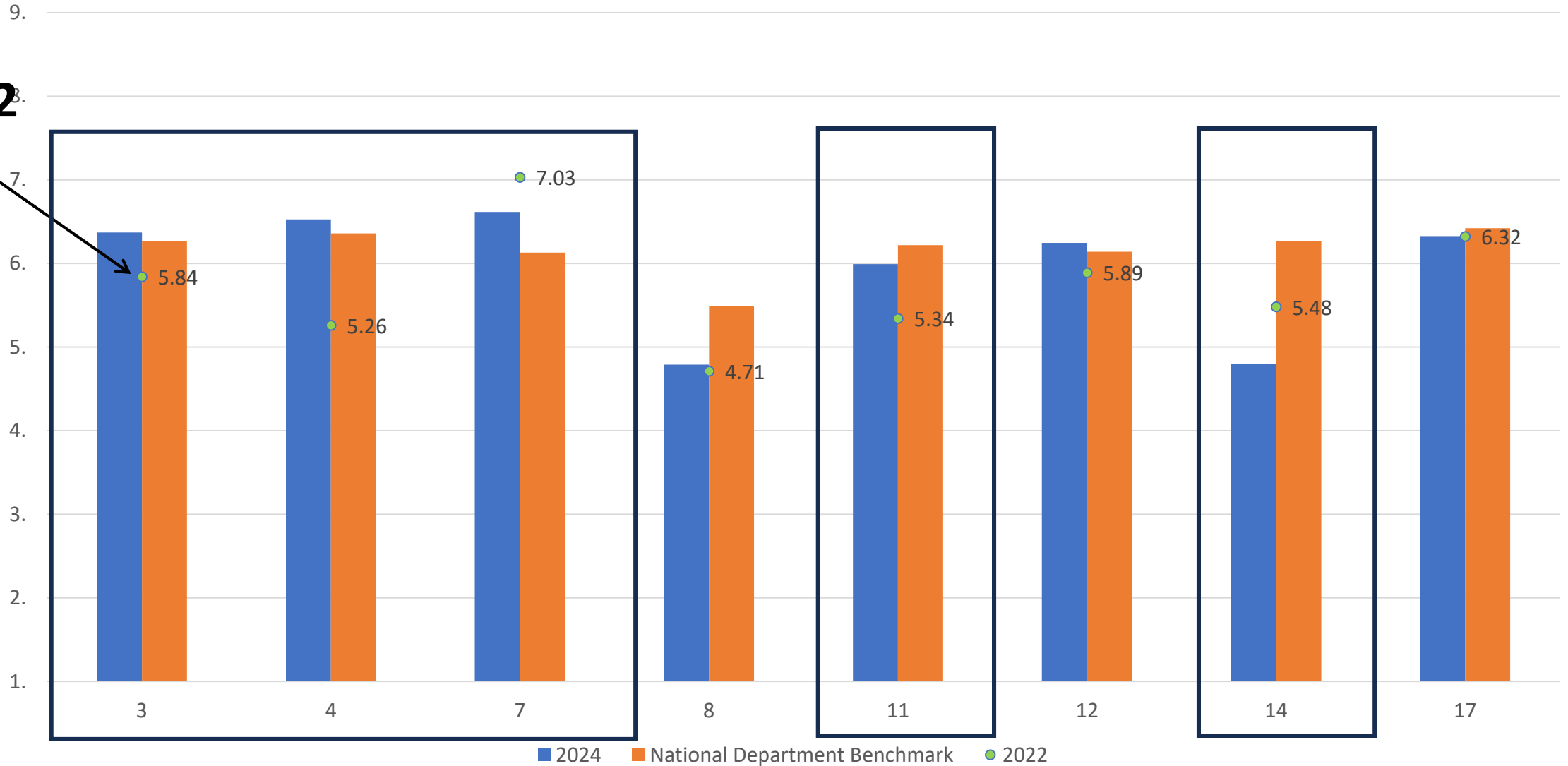
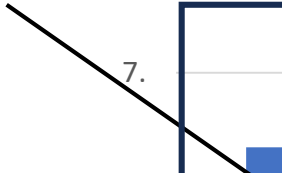
APP Professional Fulfillment by Department Relative to Benchmark

SD > 0.20



APP Professional Fulfillment by Department Relative to 2022

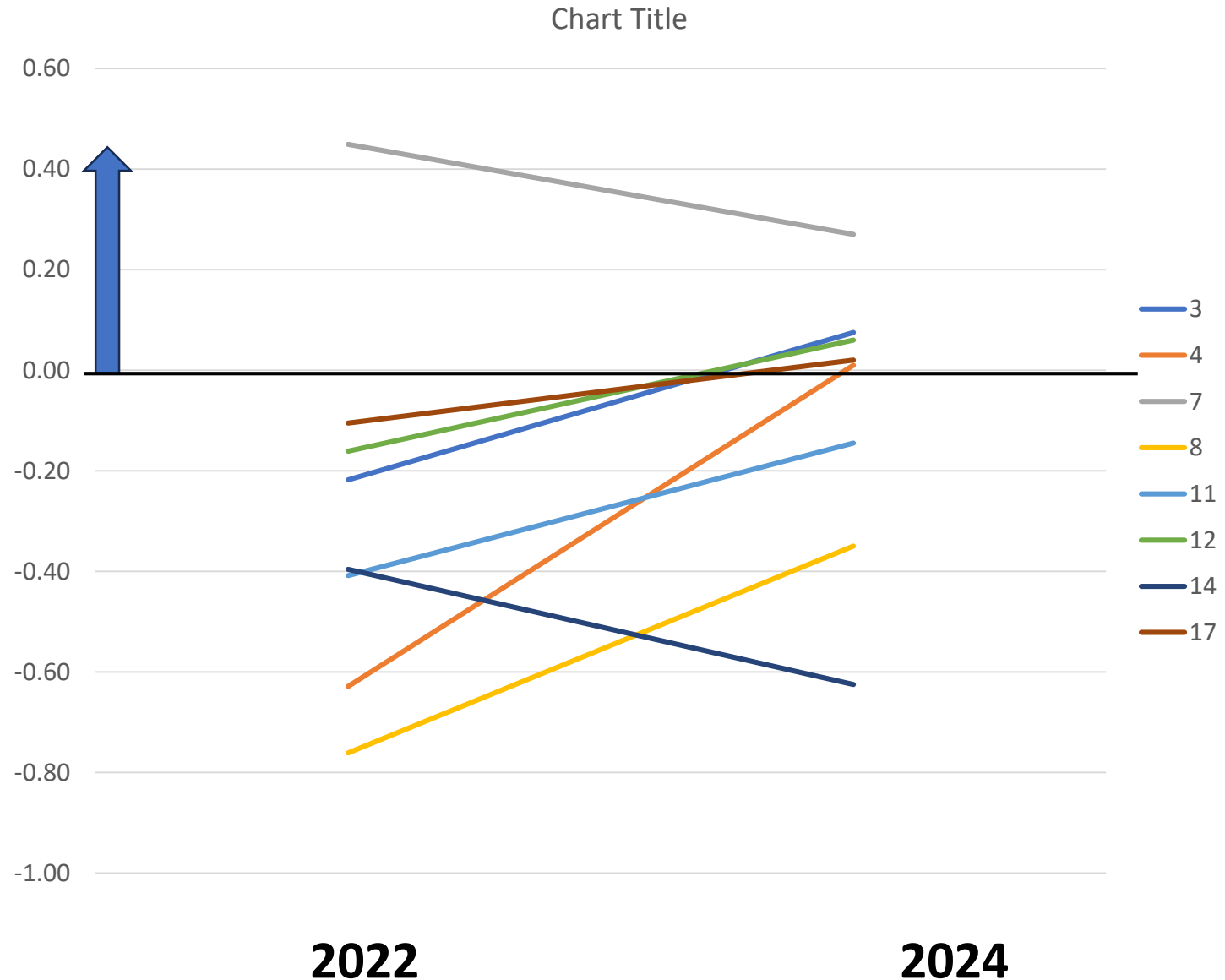
2022



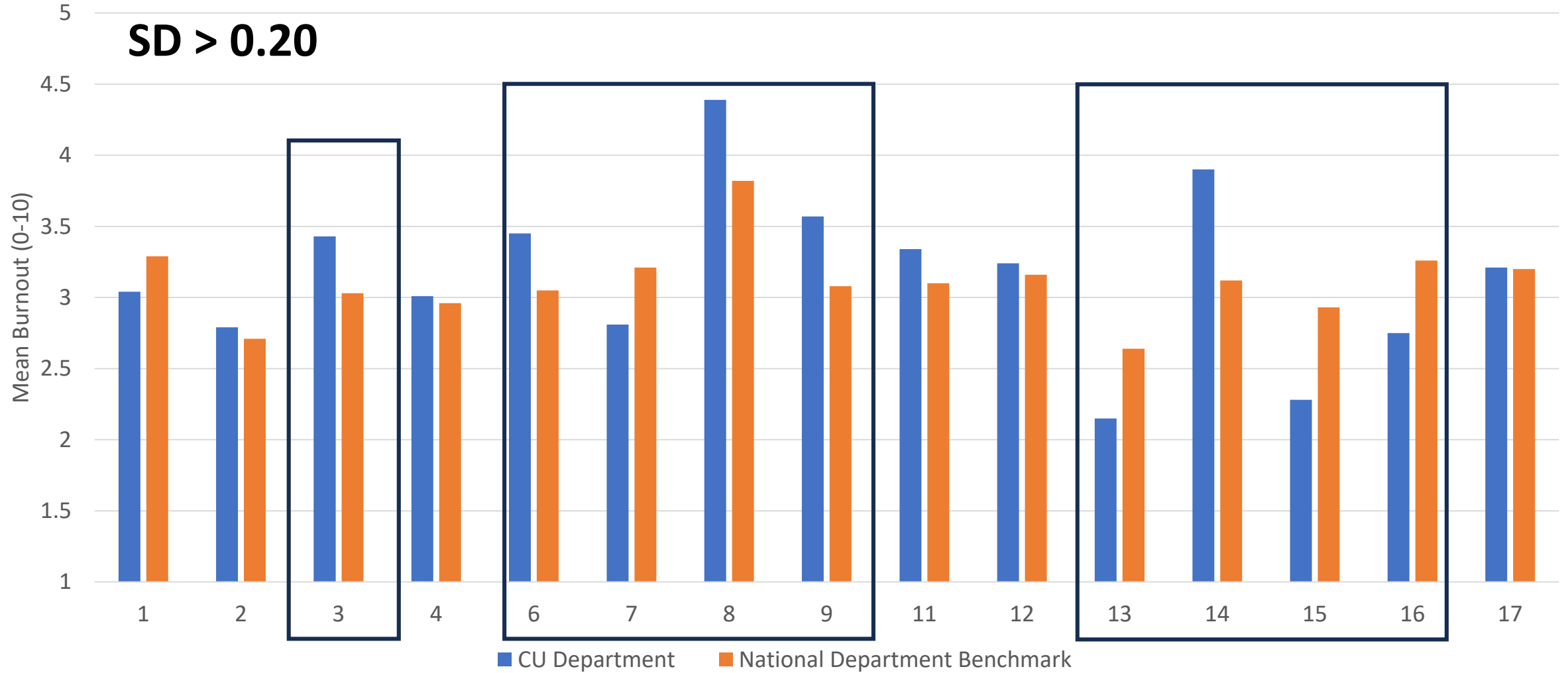
PFI Scores for CU SOM APP Relative to National Data at Similar Time Points

The standard deviation difference in mean professional fulfillment for CU SOM APPs relative to national samples of APPs in the same specialty is shown on the y-axis.

Differences in SD greater than 0.2 or less than -2.0 are considered significant



APP Burnout by Department Relative to Benchmark

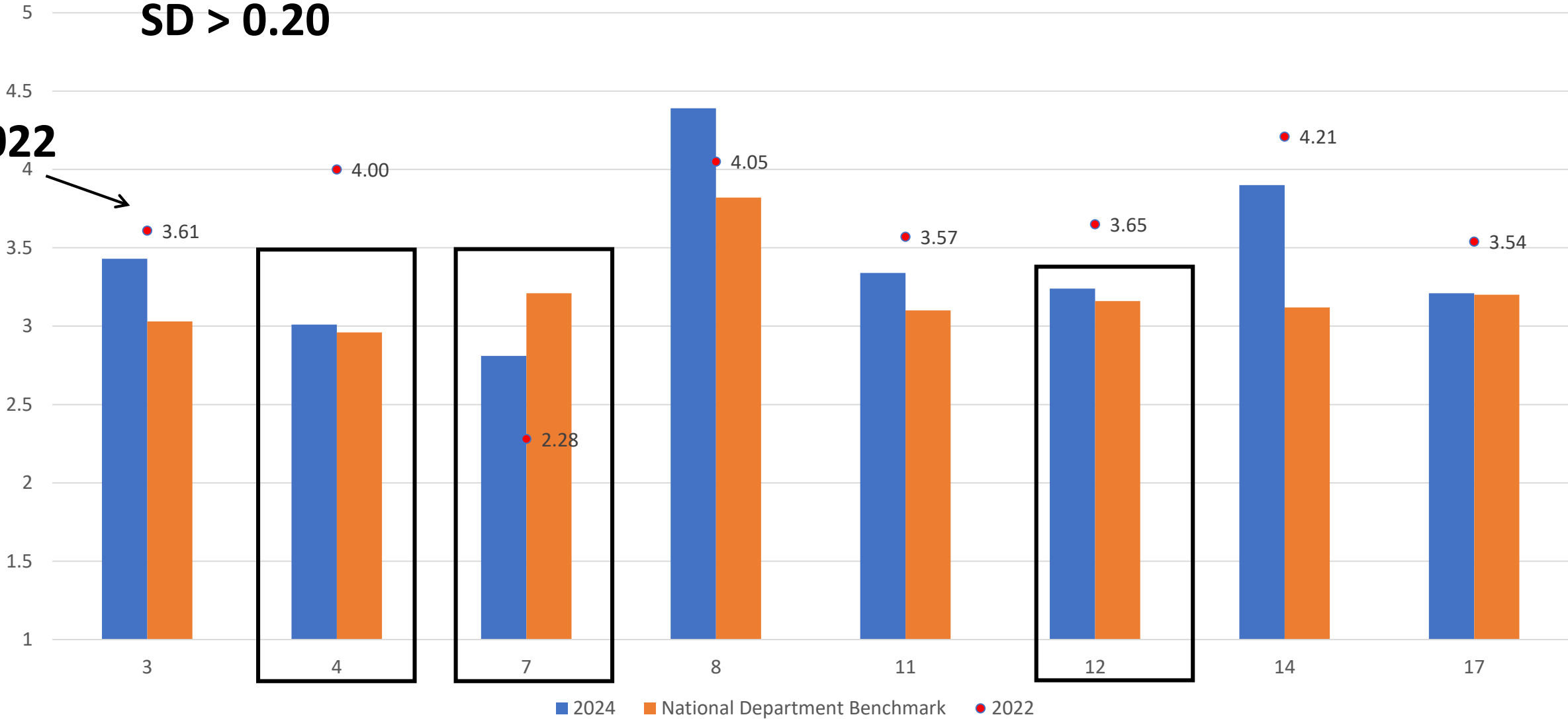


Measured on a scale of 0-10 | Lower score favorable*

APP Burnout by Department Relative to 2022

SD > 0.20

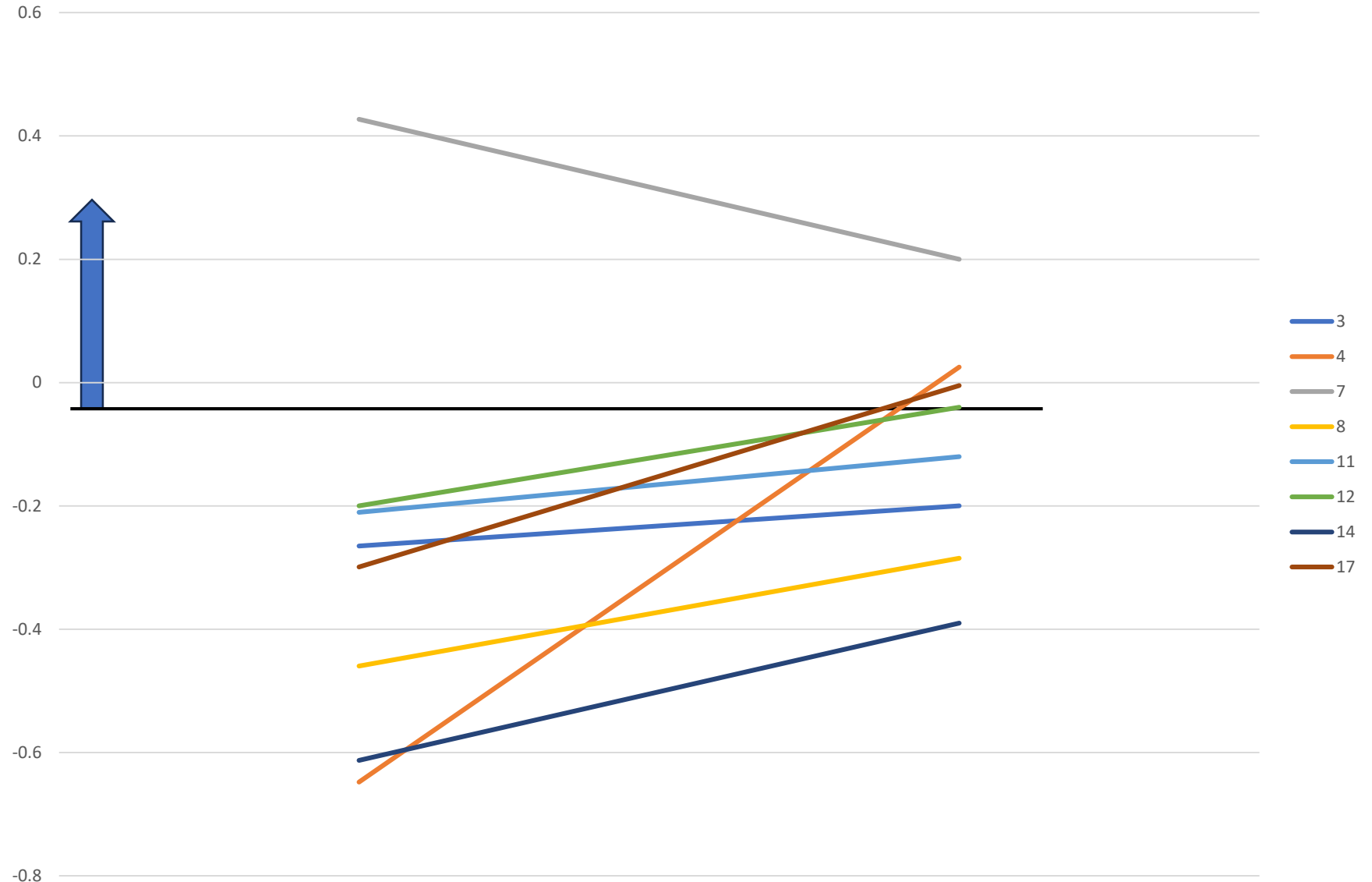
2022



Burnout Scores for CU SOM APP Relative to National Data at Similar Time Points

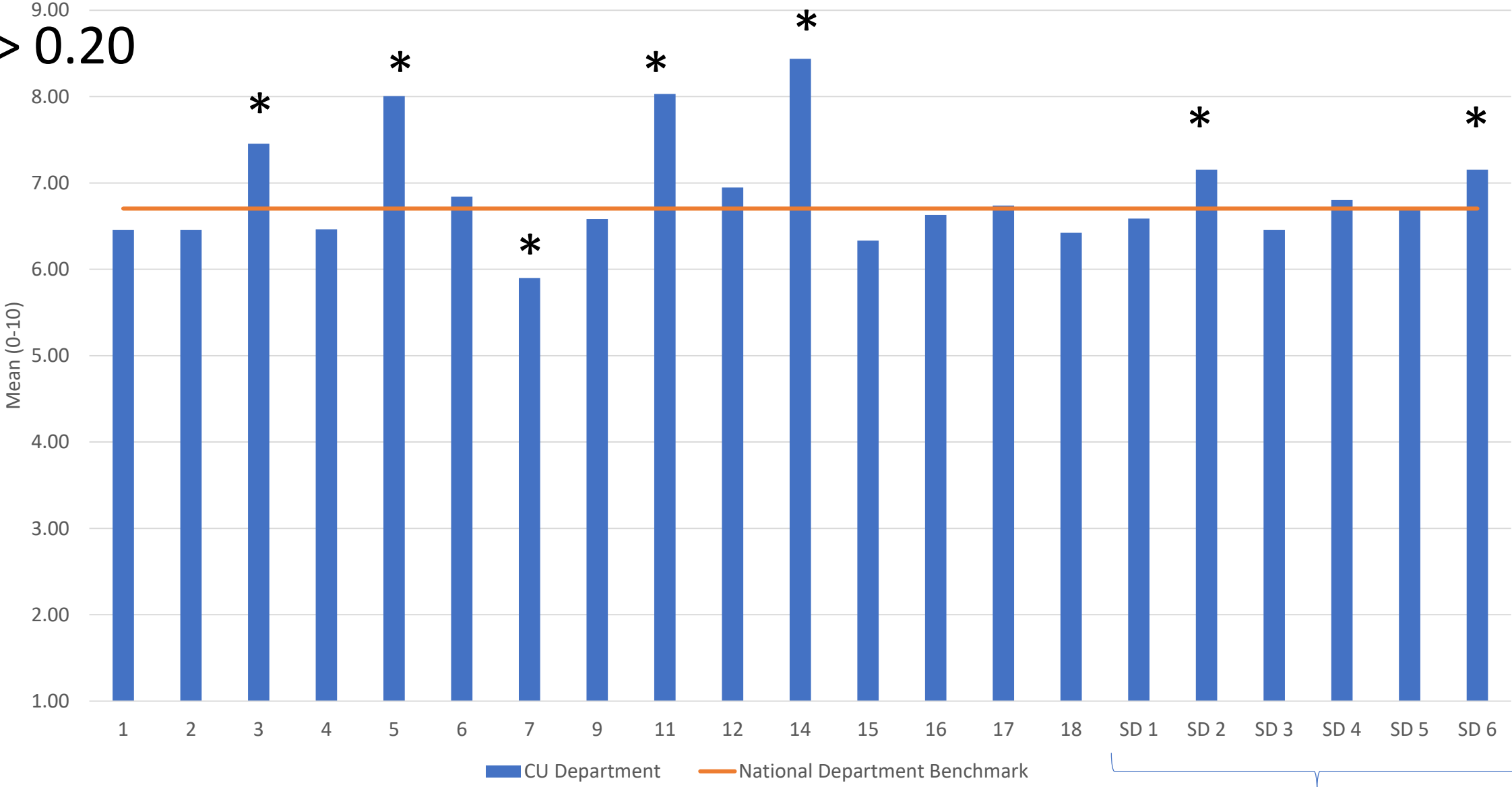
The standard deviation difference in mean burnout for CU SOM APPs relative to national samples of APPs in the same specialty is shown on the y-axis.

Differences in SD greater than 0.2 or less than -2.0 are considered significant



Scientist Professional Fulfillment by Department Relative to Benchmark

* SD > 0.20

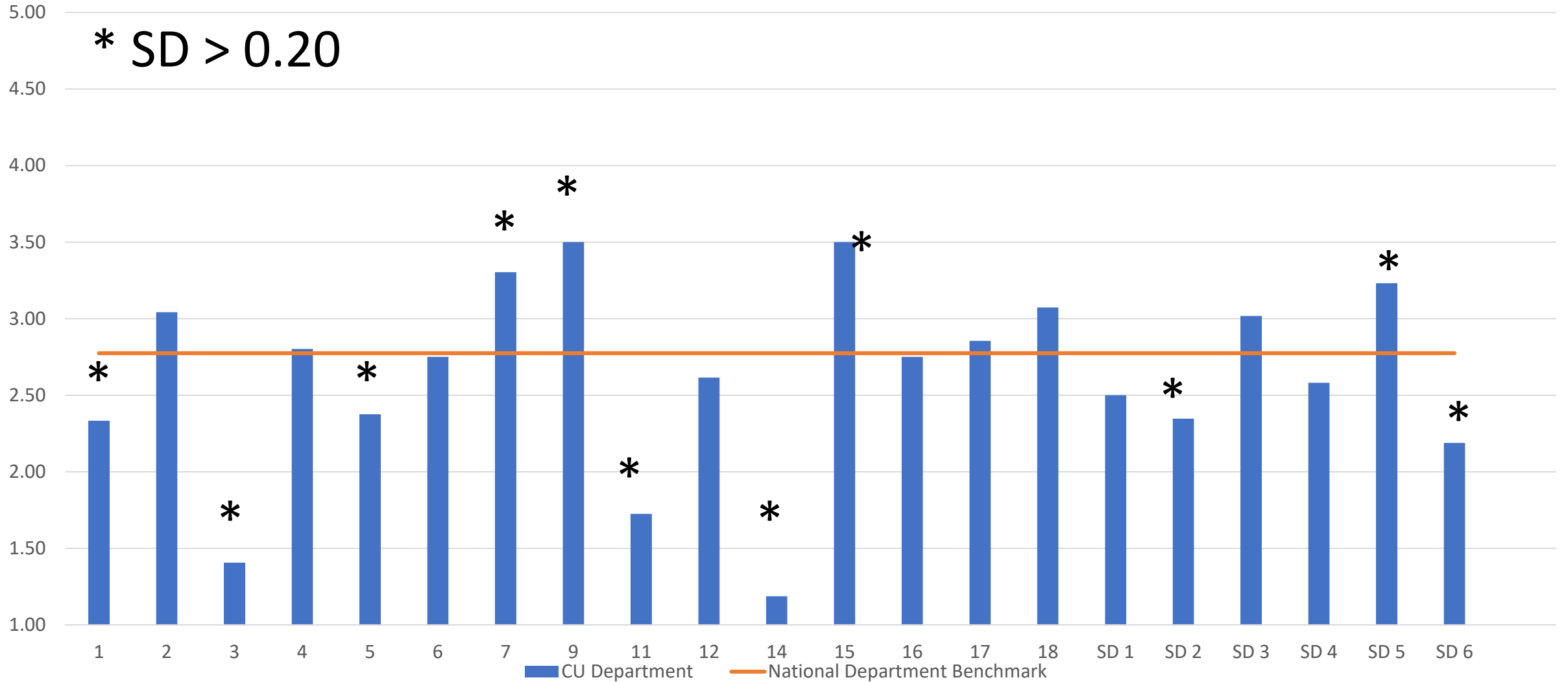


CU Department National Department Benchmark

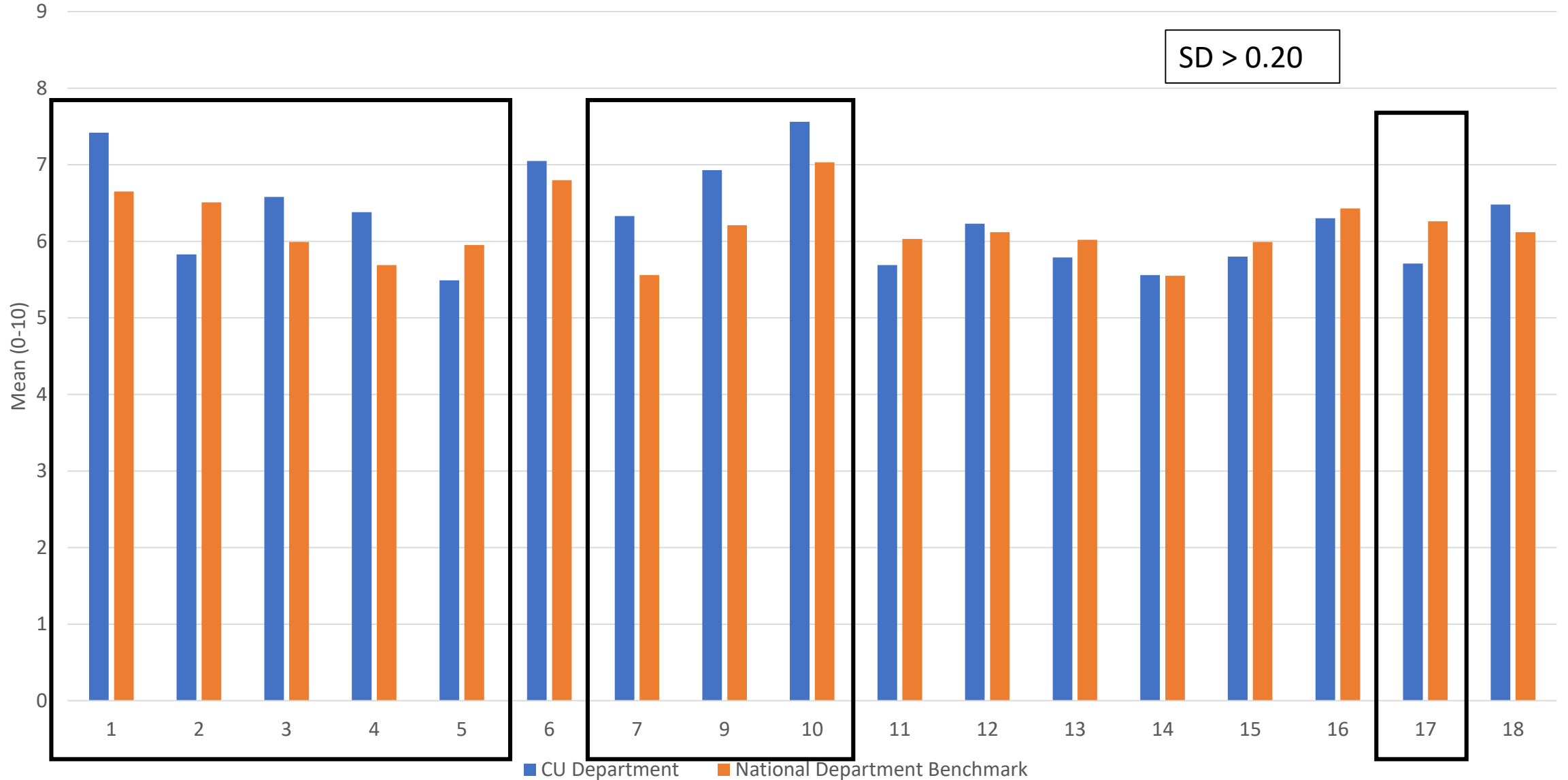
Measured on a scale of 0-10 | Higher score favorable*

Basic Science Dept.

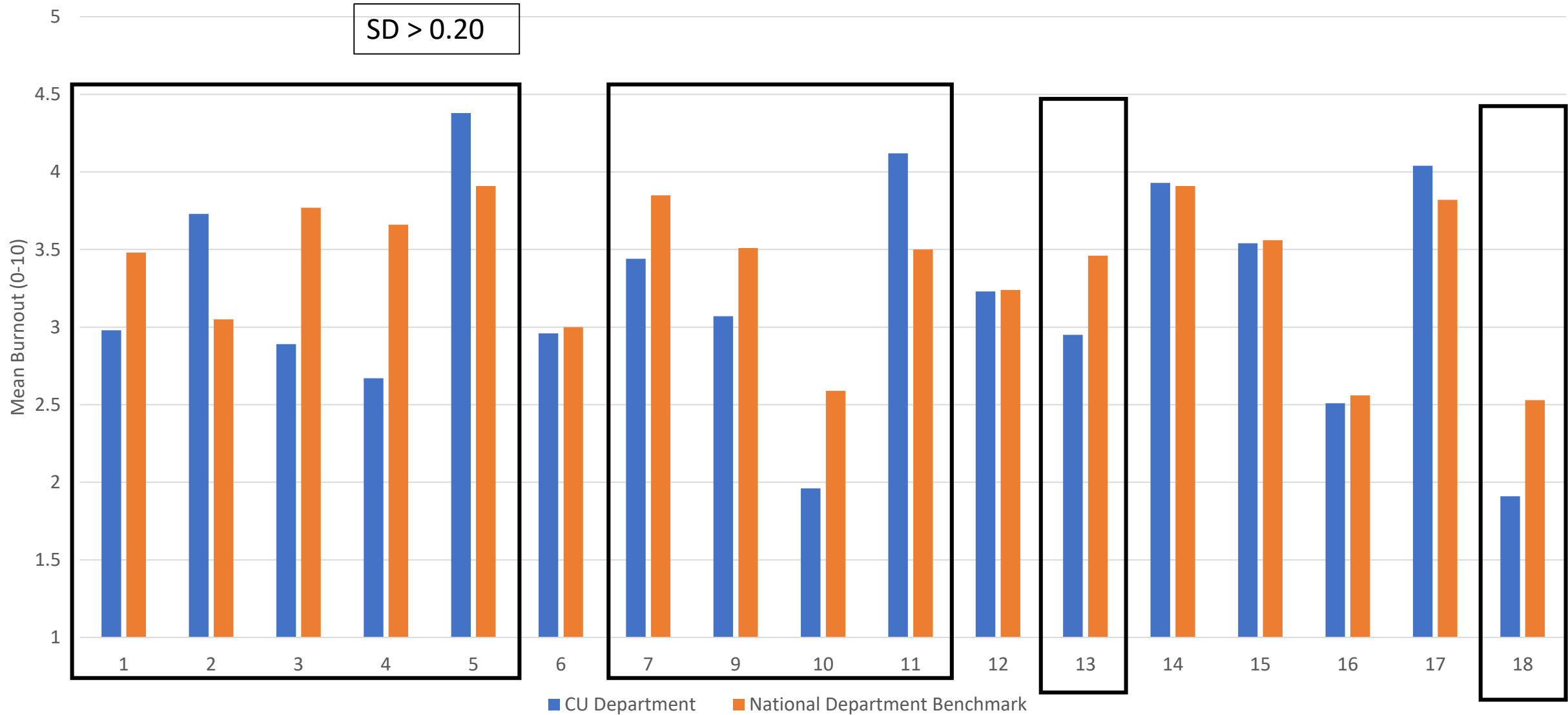
Scientist Burnout by Department Relative to Benchmark



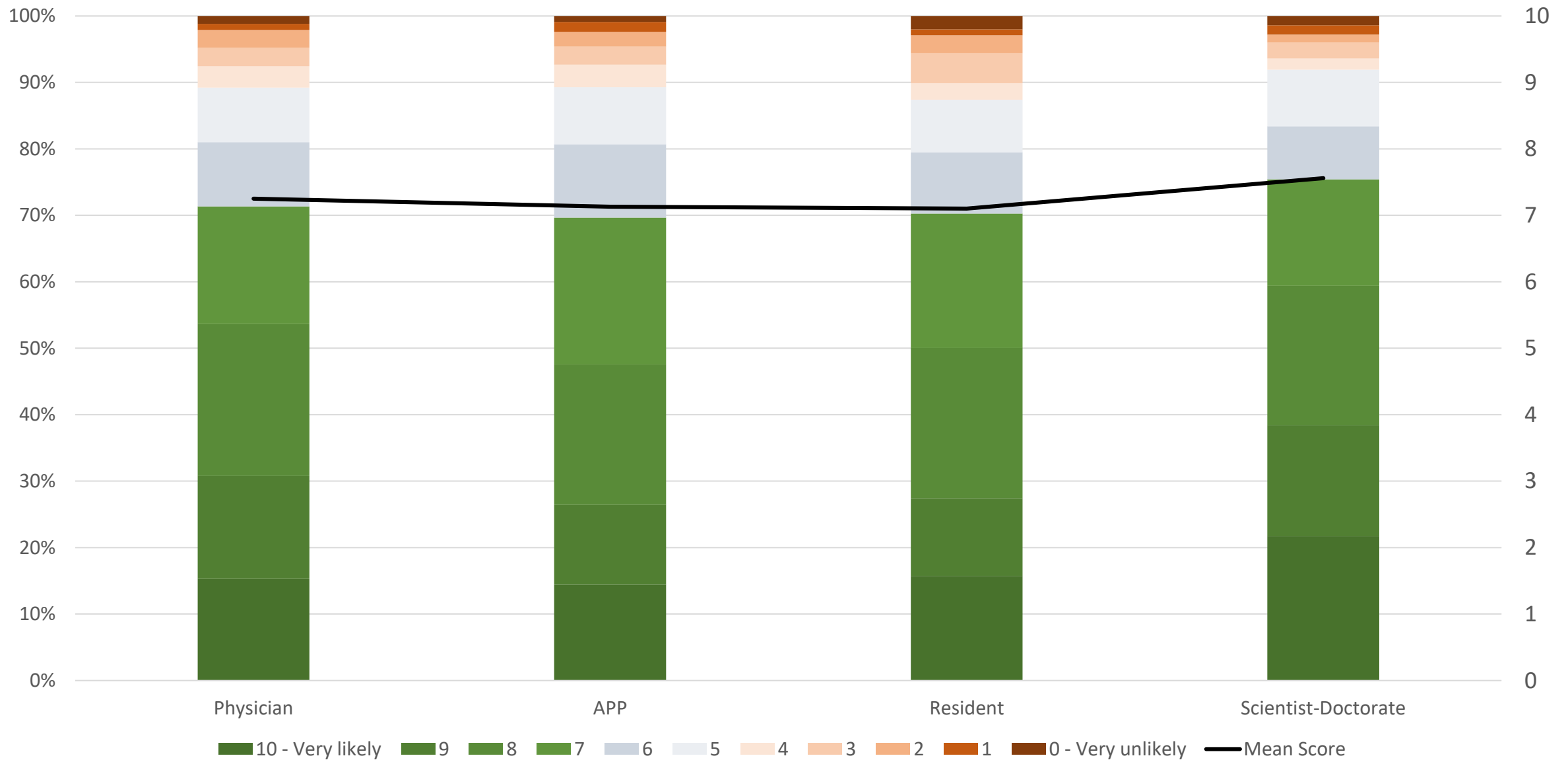
Trainee Professional Fulfillment by Department Relative to Benchmark



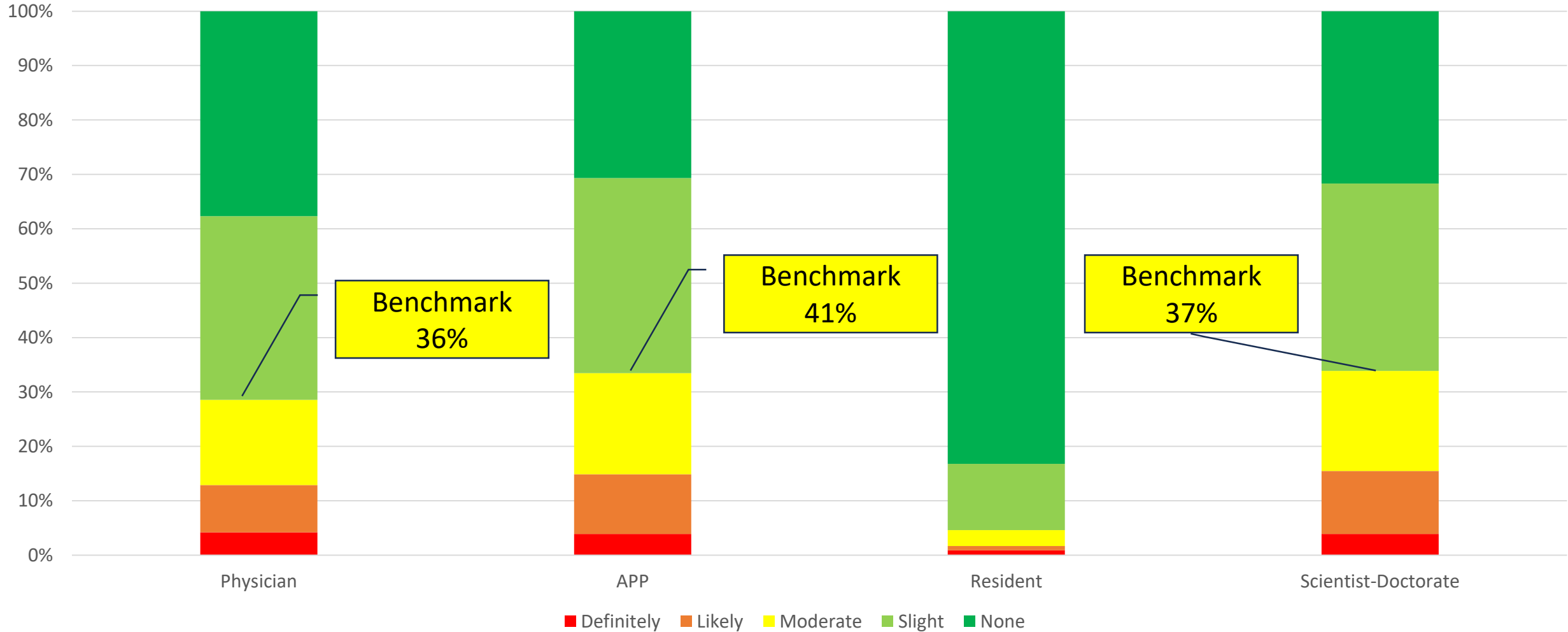
Trainee Burnout by Department Relative to Benchmark



Likelihood to Recommend CU SOM as a Place to Work



Likelihood of Leaving CU SOM in Next Two Years



Reason: Moderate or Higher Intent to Leave

Reason for Leaving CU SOM	Physicians	APPs	Scientists
Moderate or higher intent	n = 451	n = 230	n = 149
Retire at a traditional age (65+)	13.3%	2.6%	13.4%
Retire early (<65)	8.0%	4.3%	6.0%
Leave medicine altogether	8.6%	13.5%	18.1%
Pursue leadership opportunities within medicine	13.7%	7.8%	20.8%
Move to another geographic location	17.1%	17.0%	
Other	39.2%	54.8%	41.6%



Drivers: CU SOM Framework

Control over schedule

Peer support

Appreciated

Value alignment

Belonging

Leadership

Career advancement

Growth & Development

Mentorship

Vacation



EHR usability

Efficiency of work environment

Copyright © 2016 Board of Trustees of the Leland Stanford Junior University. All rights reserved.

Meaning in work

CU SOM Physicians

vs Benchmark

Favorable to benchmark:

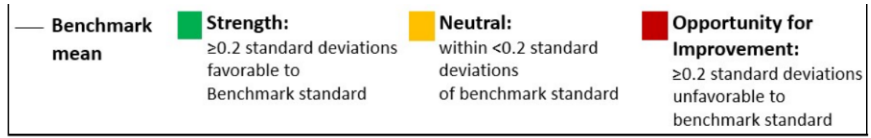
Efficiency of practice

EHR Hassles

Peer Support

Leadership behaviors










Domain	Measure	Score ^a (Standard Deviation)	Standard Deviation to Benchmark ^b
Outcome Measure	Professional Fulfillment	6.66 (2.10)	0.14
	Burnout *	2.82 (1.88)	0.12
Organizational Efficiency of Practice	Efficiency of Clinical Practice	5.75 (2.12)	█ 0.25
	EHR Hassles *	4.86 (2.51)	█ 0.30
Organizational Culture of Wellness	Control Over Schedule	4.14 (1.98)	-0.03
	Peer Support	7.13 (2.23)	█ 0.29
	Perceived Gratitude	7.24 (2.06)	0.16
	Personal-Organizational Values Alignment	4.94 (2.65)	0.03
	Belonging	6.43 (2.31)	No Benchmark Available
	Supportive Leadership Behaviors	7.60 (2.37)	█ 0.26
Personal Resilience	Meaningfulness of Clinical Work	7.44 (1.86)	0.07



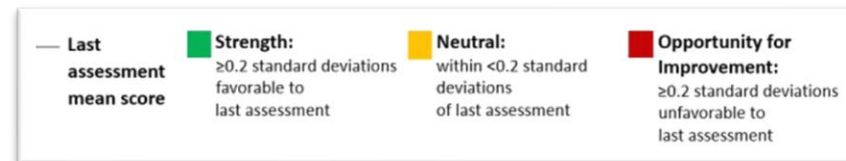
CU SOM Physicians

Trend

Favorable to 2022:
 Efficiency of practice
 EHR Hassles
 Peer Support
 Perceived Gratitude
 Leadership
 Meaning

Domain	Measure	Standard Deviation to Last Assessment ^a
Outcome Measure	Professional Fulfillment	 0.29
	Burnout	 0.34
Organizational Efficiency of Practice	Efficiency of Clinical Practice	 0.33
	EHR Hassles	 0.37
Organizational Culture of Wellness	Control Over Schedule	N/A
	Peer Support	 0.45
	Perceived Gratitude	 0.40
	Personal-Organizational Values Alignment	 0.12
	Belonging	N/A
	Supportive Leadership Behaviors	 0.28
Personal Resilience	Meaningfulness of Clinical Work	 0.25

a. Standard Deviation to Last Assessment is derived from the previous survey assessment data available for the specific population included in this report.



CU SOM APP

vs benchmark

Domain	Measure	Score ^a (Standard Deviation)	Standard Deviation to Benchmark ^b
Outcome Measure	Professional Fulfillment	6.22 (1.95)	0.01
	Burnout *	3.24 (1.92)	-0.06
Organizational Efficiency of Practice	Efficiency of Clinical Practice	5.95 (2.00)	0.08
	EHR Hassles *	4.24 (2.23)	0.15
Organizational Culture of Wellness	Control Over Schedule	3.41 (1.95)	-0.18
	Peer Support	7.05 (2.24)	0.14
	Perceived Gratitude	7.10 (2.21)	0.08
	Personal-Organizational Values Alignment	4.34 (2.40)	-0.10
	Belonging	5.68 (2.28)	No Benchmark Available
	Supportive Leadership Behaviors	6.58 (2.58)	-0.16
Personal Resilience	Meaningfulness of Clinical Work	7.01 (2.07)	-0.07

KEY

— Benchmark mean

Strength:
≥0.2 standard deviations favorable to Benchmark standard

Neutral:
within <0.2 standard deviations of benchmark standard

Opportunity for Improvement:
≥0.2 standard deviations unfavorable to benchmark standard



Thrive: Offices for the Faculty Experience










SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS


CU SOM APPs


Trend


Favorable to 2022:
EHR Hassles
Peer Support
Perceived Gratitude

Domain	Measure	Standard Deviation to Last Assessment ^a
Outcome Measure	Professional Fulfillment	 0.21
	Burnout	 0.19
Organizational Efficiency of Practice	Efficiency of Clinical Practice	 0.17
	EHR Hassles	 0.30
Organizational Culture of Wellness	Control Over Schedule	N/A
	Peer Support	 0.30
	Perceived Gratitude	 0.33
	Personal-Organizational Values Alignment	 0.10
	Belonging	N/A
	Supportive Leadership Behaviors	-0.08 
Personal Resilience	Meaningfulness of Clinical Work	 0.05

— Last assessment mean score

 **Strength:** ≥0.2 standard deviations favorable to last assessment

 **Neutral:** within <0.2 standard deviations of last assessment

 **Opportunity for Improvement:** ≥0.2 standard deviations unfavorable to last assessment

CU SOM Scientists

vs benchmark

Favorable to benchmark:
Leadership

Domain	Measure	Score ^a (Standard Deviation)	Standard Deviation to Benchmark ^b
Outcome Measure	Professional Fulfillment	6.84 (2.06)	0.06
	Burnout *	2.64 (1.95)	0.07
Organizational Efficiency of Practice	Efficiency of the Work Environment	6.36 (2.29)	0.01
Organizational Culture of Wellness	Control Over Schedule (Non-Clinical)	6.04 (1.99)	-0.05
	Peer Support	6.28 (2.38)	0.09
	Personal-Organizational Values Alignment (Non-Clinical)	5.32 (2.71)	0.04
	Belonging	6.72 (2.19)	No Benchmark Available
	Supportive Leadership Behaviors	7.80 (2.14)	0.30
Personal Resilience	Meaningfulness of Work (Non-Clinical)	7.20 (2.22)	No Benchmark Available

KEY

— Benchmark mean	■ Strength: ≥0.2 standard deviations favorable to Benchmark standard	■ Neutral: within <0.2 standard deviations of benchmark standard	■ Opportunity for Improvement: ≥0.2 standard deviations unfavorable to benchmark standard
------------------	---	--	--

CU SOM Residents & Fellows

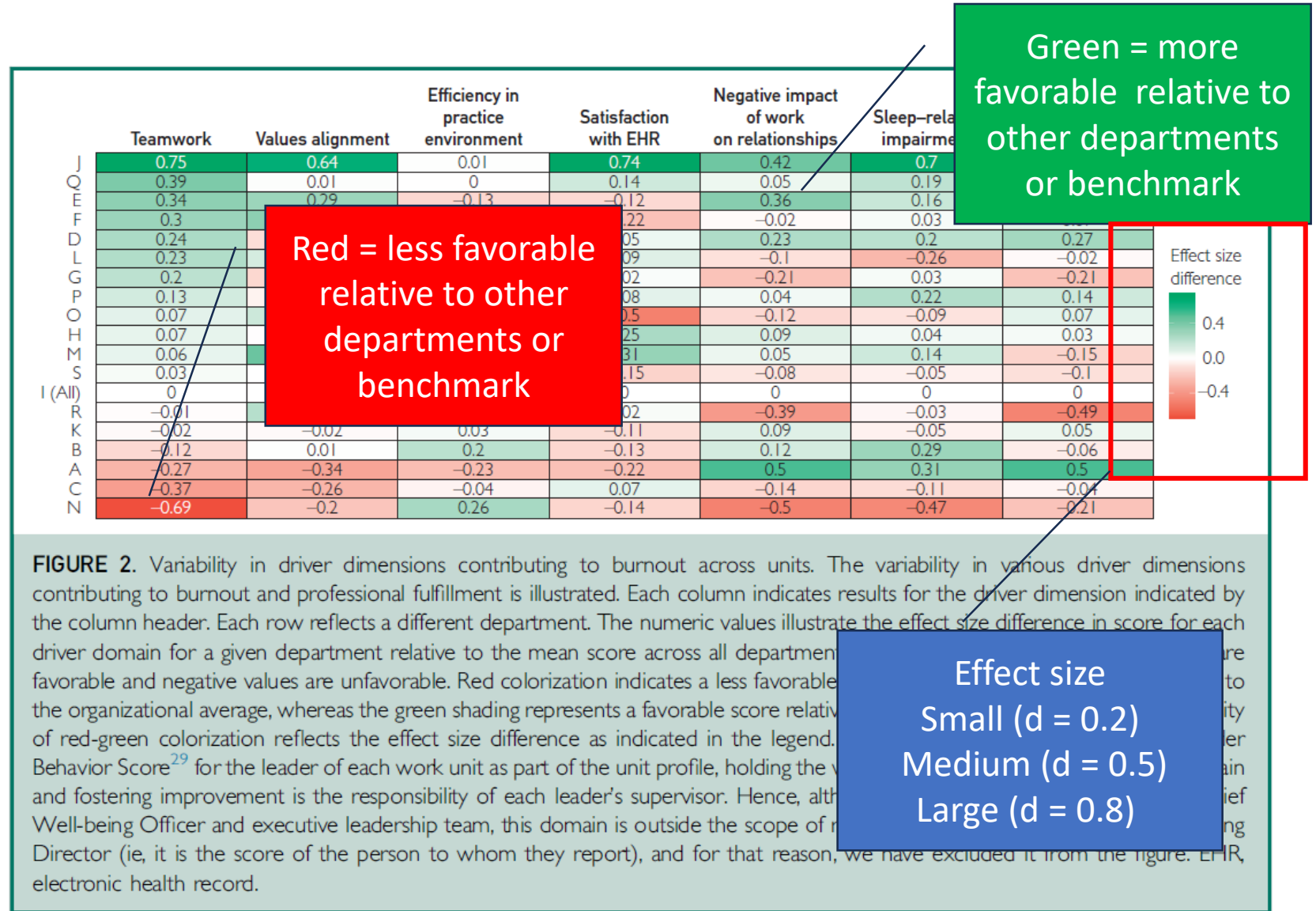
vs benchmark

Domain	Measure	Score ^a (Standard Deviation)	Standard Deviation to Benchmark ^b
Outcome Measure	Professional Fulfillment	6.24 (2.07)	0.10
	Burnout *	3.27 (2.07)	0.08
Organizational Culture of Wellness	Peer Support	7.49 (2.05)	0.17
	Perceived Gratitude	6.99 (2.09)	0.16
	Belonging	6.31 (2.08)	No Benchmark Available
	Supportive Leadership Behaviors	7.82 (2.03)	0.10
Personal Resilience	Meaningfulness of Clinical Work	6.55 (2.07)	0.02

KEY			
— Benchmark mean	■ Strength: ≥0.2 standard deviations favorable to Benchmark standard	■ Neutral: within <0.2 standard deviations of benchmark standard	■ Opportunity for Improvement: ≥0.2 standard deviations unfavorable to benchmark standard

Heat Map

- Shows variability in strategic domains by department relative to all departments (CU SOM) or national benchmark.
- Values illustrate effect size difference in score for each driver domain for a given department relative to CU SOM or benchmark.



Variability in Driver Dimensions Physicians

Each Department relative to CU SOM

Effect Size Difference

-1

0

1

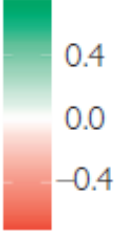
	EHR Hassles	Control over Schedule	Efficiency of work	Values Alignment	Peer Support	Belonging	Meaning in Work	Gratitude
1	-0.04	0.11	-0.36	-0.19	0.01	0.03	0.46	0.24
2	-0.18	0.90	-0.58	0.00	0.19	0.07	0.39	0.27
3	0.16	0.26	-0.08	0.99	0.94	0.55	0.61	0.15
4	-0.02	-0.12	0.00	0.11	-0.02	0.05	0.04	-0.02
5	-0.30	0.50	0.17	0.65	0.43	0.48	0.17	0.61
6	-0.42	0.53	-0.45	-0.31	-0.50	-0.15	0.22	0.00
7	-0.28	0.51	-0.01	0.24	-0.08	0.33	-0.16	0.00
8	-0.34	-0.60	0.04	-0.38	-0.27	-0.69	-0.60	-0.35
9	-0.51	-0.02	-0.75	-0.10	0.10	0.02	0.26	0.00
10	-0.07	0.05	-0.24	-0.10	-0.17	-0.16	0.29	-0.07
11	0.78	-0.67	0.37	-0.40	0.05	-0.52	-0.11	0.01
12	-0.23	0.16	-0.01	-0.08	0.03	0.01	0.00	-0.04
13	-0.15	0.75	0.09	0.69	0.12	0.68	-0.09	0.20
14	-0.51	-0.02	-0.70	-0.26	-0.45	0.02	0.04	-0.21
15	-0.07	0.63	0.41	0.25	0.31	0.29	0.04	0.28
16	1.16	-0.57	0.29	-0.02	0.02	0.02	-0.34	-0.08
17	-0.17	-0.27	-0.38	0.01	0.12	-0.06	0.13	0.04
18	1.29	0.11	0.70	0.28	0.16	0.29	-0.25	0.20

Variability in Driver Dimensions. Physicians

Each Department relative to specialty benchmark

	Efficiency of Clinical Practice	EHR Hassles*	Control over Schedule	Peer Support	Perceived Gratitude	Organizational/Personal Values Alignment	Meaningfulness of Clinical Work
1	-0.12	0.1	-0.24	0.21	0.29	-0.22	-0.18
2	-0.38	0.4	0.13	0.13	0.28	-0.24	0.36
3	0.18	0.2	0	0.24	0.13	-0.06	0.17
4	0.25	0.28	-0.14	0.28	0.14	0.13	0.1
5	0.47	0.25	0.12	0.73	0.54	0.27	-0.03
6	0	0.04	0	0.1	0.1	-0.14	0.12
7	0.36	0.42	0.26	0.16	0.1	0.25	0.05
8	0.76	0.06	-0.13	-0.01	-0.02	-0.3	0
9	-0.22	0.09	-0.45	0.37	0.21	-0.08	0.24
10	0.08	0.43	0.14	1.14	0.18	0.68	0.25
11	0.42	0.45	0.07	0.41	0.23	0.12	0.06
12	0.29	0.32	0.06	0.28	0.13	-0.01	0.1
13	0.22	0.3	0.32	0.35	0.38	0.44	0.11
14	-0.31	-0.01	-0.23	-0.03	-0.02	-0.24	0
15	0.28	0.15	0.07	0.42	0.27	0.07	0.11
16	0.23	0.44	0.04	0.38	0.018	-0.04	-0.04
17	0	0.24	-0.18	0.42	0.15	0.05	0.09
18	0.34	0.32	0.05	0.5	0.35	0.19	0.02

Effect size difference



0.4

0.0

-0.4

Variability in Driver Dimensions. APP

	EHR Hassles	Control over Schedule	Efficiency of work	Values Alignment	Peer Support	Belonging	Meaning in Work	Gratitude
1	0.11	0.25	-0.19	0.33	0.40	0.50	0.23	0.32
2	-0.40	0.47	-0.44	-0.28	-0.41	-0.49	-0.17	-0.38
4	-0.01	0.05	0.09	0.19	-0.05	0.14	0.06	0.00
6	-0.24	0.22	0.05	-0.12	-0.31	-0.02	-0.32	-0.17
7	-0.32	0.48	0.06	0.90	0.03	0.76	0.16	0.43
8	-0.12	-0.56	-0.27	-0.41	-0.26	-0.66	-0.85	-0.40
9	-0.74	0.22	-0.20	-0.36	0.11	-0.10	-0.56	0.14
10	0.03	-0.03	0.02	0.04	0.12	0.17	0.01	0.03
11	0.80	-0.42	0.35	-0.62	-0.24	-0.66	0.04	-0.26
12	-0.28	0.07	-0.11	0.17	0.09	0.18	-0.04	0.09
13	0.11	0.97	-0.02	0.20	0.98	0.69	0.54	0.52
14	-0.62	-0.25	-0.52	-0.68	-0.08	-0.67	0.04	-0.38
15	-0.19	0.90	-0.07	0.07	-0.01	0.05	0.74	0.28
16	0.33	0.15	0.07	0.87	0.39	0.25	0.17	0.38
17	-0.06	-0.19	-0.53	-0.19	0.02	-0.20	0.18	0.16

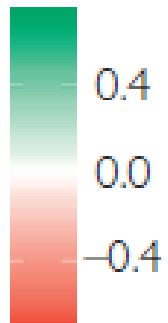
Each Department relative to CU SOM

Variability in Driver Dimensions. APP

Each Department relative to **specialty** benchmark

	Efficiency of Clinical Practice	EHR Hassles*	Control over Schedule	Peer Support	Perceived Gratitude	Organizational/ Personal Values Alignment	Meaningfulness of Clinical Work
1	0.17	0.28	0.03	0.35	0.32	0.26	0
2	-0.4	0.3	-0.14	-0.6	N/A	-0.61	-0.4
3	0.02	-0.01	-0.17	0.19	0.05	-0.06	-0.07
4	0.19	0.1	-0.05	-0.06	0.1	0.03	-0.25
6	0.17	0	0.2	0.02	-0.14	-0.07	-0.23
7	0.17	0.19	0.07	0.33	0.5	0.67	0.1
8	0.29	0.15	-0.46	-0.08	-0.19	-0.37	-0.54
9	-0.29	-0.55	0.05	0.22	0.03	-0.49	-0.65
11	0.15	0.33	-0.48	0.06	0.1	-0.47	0.05
12	0.05	0.03	-0.08	0.24	0.14	-0.01	-0.07
13	-0.29	0.28	0.18	n/a	n/a	-0.02	n/a
14	-0.39	-0.29	-0.43	-0.04	-0.19	-0.75	-0.07
15	-0.18	0.01	0.25	0.22	0.31	-0.28	0.44
16	0.1	0.16	0.01	0.69	0.44	0.75	0.33
17	-0.32	0.31	-0.22	0.12	0.14	-0.23	0.11

Effect size difference



Variability in Driver Dimensions. Scientists

Each
Department
relative to CU
SOM

	Control over Schedule	Efficiency of work	Values Alignment	Peer Support	Belonging	Meaning in Work
1	-0.15	0.13	-0.43	-0.63	-0.52	0.32
2	0.31	-0.50	-0.99	-0.59	-0.67	0.37
3	0.04	0.12	0.00	0.09	-0.24	0.42
4	0.21	-0.10	-0.24	-0.20	-0.25	-0.01
5	-0.15	0.51	0.17	0.17	0.26	0.16
6	0.65	0.29	0.63	-0.22	0.63	0.39
7	-0.42	-0.75	0.09	0.11	0.10	-0.29
9	0.03	0.64	-0.55		-0.42	-0.31
11	-0.04	0.03	0.50	0.35	0.54	0.60
12	-0.03	0.05	0.01	0.00	-0.05	0.05
14	0.95	0.76	0.32	0.51	0.68	0.79
15	-0.20	-0.38	-0.17	0.15	0.11	-0.26
16	-0.25	-0.05	-0.31	0.13	-0.14	-0.38
17	-0.04	-0.28	-0.09	0.18	0.04	-0.20
18	-0.15	-0.04	0.01	-0.18	0.01	-0.01
SD 1	0.25	-0.35	0.44	-0.21	0.21	0.01
SD 2	-0.25	0.18	0.13	-0.33	0.07	-0.50
SD 3	-0.26	0.16	-0.09	0.01	-0.09	-0.04
SD 4	-0.08	0.15	0.28	0.09	0.06	0.08
SD 5	-0.35	-0.32	-0.13	0.43	0.03	-0.29
SD 6	0.17	0.14	-0.03	0.24	0.08	-0.07

Effect Size Difference	
-1	
0	
1	

Variability in Driver Dimensions. Scientists

Each Department relative to scientist benchmark

	Control over Schedule	Efficiency of work	Values Alignment	Peer Support
1	-0.09	0.14	-0.38	-0.49
2	0.26	-0.46	-0.94	-0.46
3	0.00	0.12	0.04	0.17
4	-0.29	-0.08	-0.20	-0.09
5	0.58	0.49	0.21	0.26
6	-0.02	0.28	0.67	-0.11
7	0.12	-0.69	0.13	0.19
9	-0.19	0.62	-0.50	
11	-0.08	0.04	0.54	0.42
12	0.87	0.06	0.05	0.09
14	-0.19	0.72	0.36	0.57
15	-0.24	-0.34	-0.13	0.24
16	-0.29	-0.03	-0.27	0.21
17	-0.19	-0.25	-0.05	0.26
18	0.20	-0.02	0.05	-0.08
SD 1	-0.24	-0.32	0.48	-0.10
SD 2	-0.29	0.18	0.17	-0.21
SD 3	-0.30	0.17	-0.05	0.10
SD 4	-0.12	0.15	0.32	0.17
SD 5	-0.38	-0.29	-0.09	0.49
SD 6	-0.08	0.14	0.02	0.32

Effect Size Difference	
-1	
0	
1	

Variability in Driver Dimensions. Residents & Fellows

Each program
relative to all CU
SOM programs

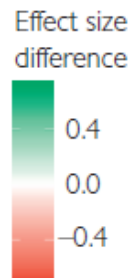
	Peer Support	Belonging	Meaning in Work	Gratitude
1	0.43	0.74	0.31	0.24
2	-0.24	-0.43	0.13	0.11
3	-0.10	0.09	0.24	0.09
4	0.17	0.03	0.04	0.04
5	0.51	0.25	-0.14	-0.02
6	-0.11	0.27	0.26	0.08
7	0.09	0.13	-0.04	0.34
9	0.14	0.32	0.39	0.46
10	0.31	0.75	0.76	0.54
11	-0.18	-0.34	-0.13	-0.20
12	0.01	-0.06	-0.03	-0.02
13	0.01	-0.06	0.27	-0.10
14	0.02	-0.22	-0.21	-0.34
15	-0.09	-0.04	-0.37	0.02
16	-0.21	-0.05	-0.30	-0.31
17	0.06	-0.22	0.06	-0.20
18	-0.50	0.16	-0.17	-0.17

Effect Size Difference	
-1	
0	
1	

Variability in Driver Dimensions. Residents & Fellows

Each program relative to specialty benchmark

	Peer Support	Perceived Gratitude	Meaningfulness of Clinical Work
1	0.6	0.13	-0.11
2	-0.13	-0.02	-0.35
3	0.28	0.32	0.29
4	0.19	0.18	0.05
5	0.42	0.01	-0.04
6	-0.12	-0.03	0
7	0.2	0.39	0.32
9	0.26	0.35	0.26
11	0.11	0.11	0.01
12	0.13	0.05	-0.07
13	0.17	0.07	0.28
14	0.35	0.06	-0.21
15	-0.05	0.13	-0.35
16	0.17	0	-0.14
17	0.24	0.06	-0.22
18	-0.14	0.1	0.08



Effect size
Small (d = 0.2)
Medium (d = 0.5)
Large (d = 0.8)



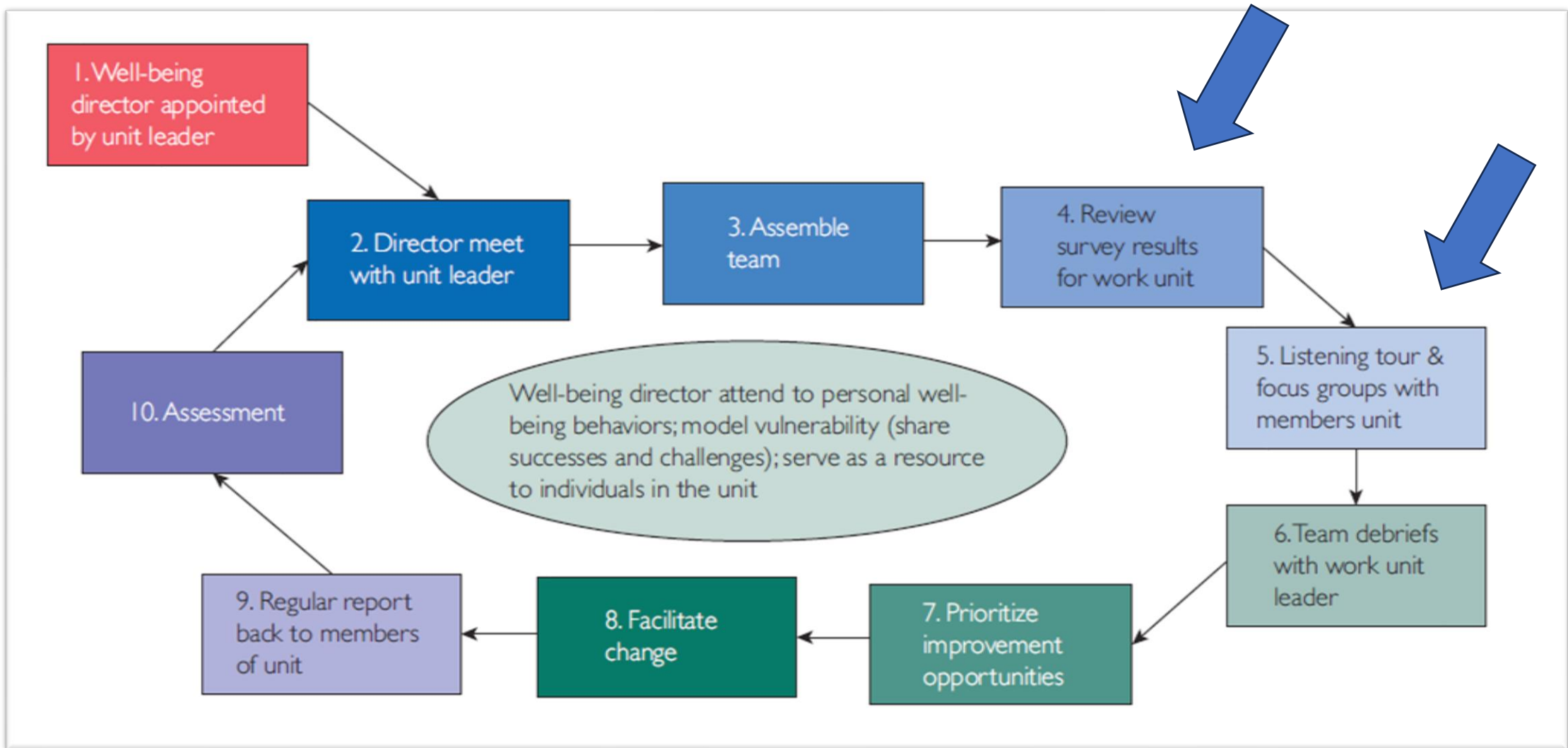
Next Step

CU SOM Framework. April.



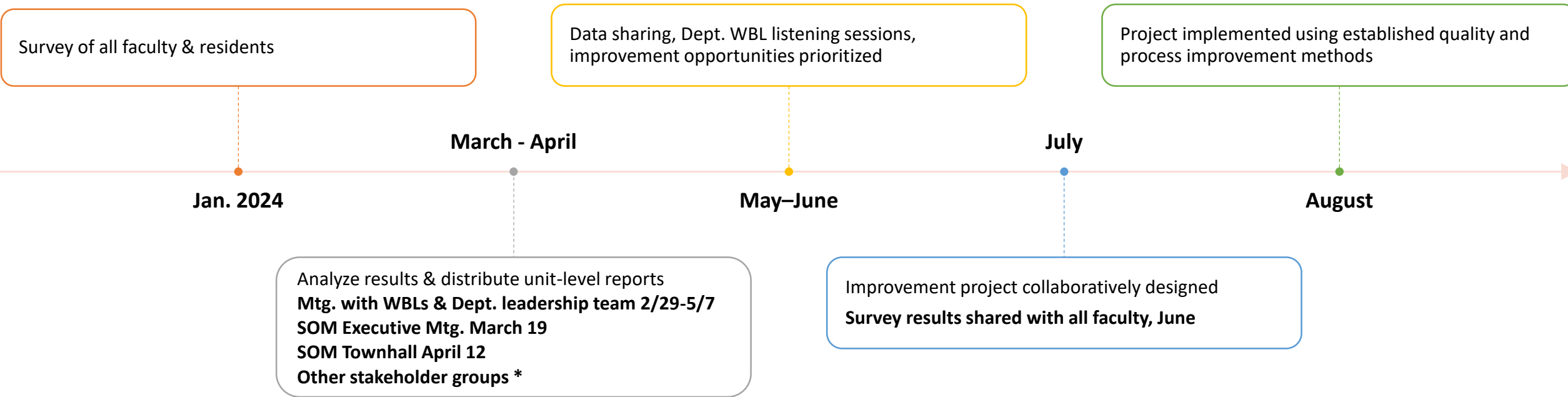
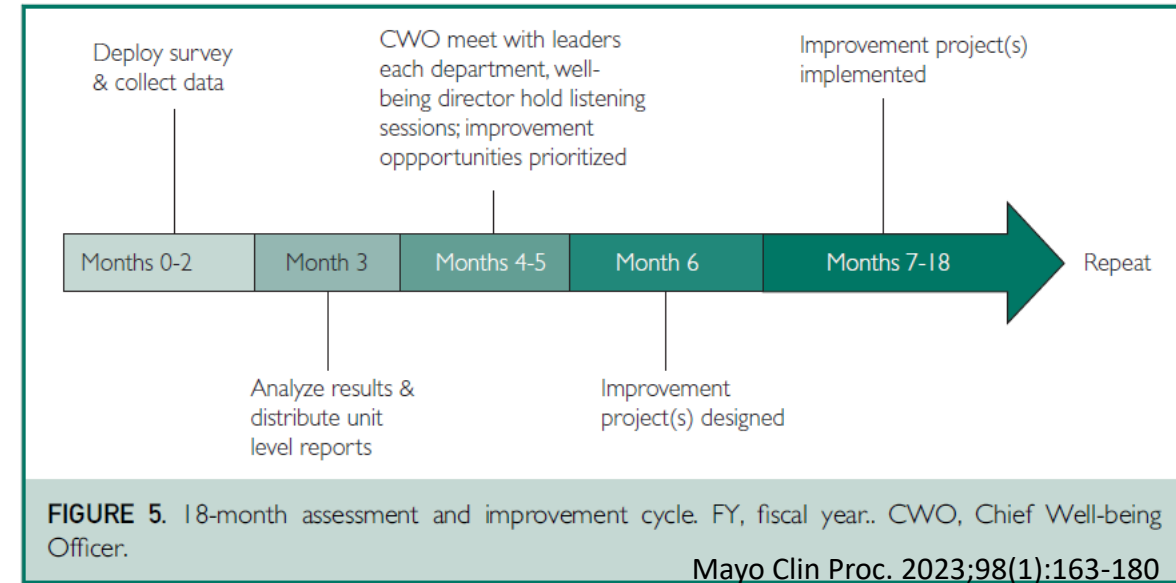
Copyright © 2016 Board of Trustees of the Leland Stanford Junior University. All rights reserved.

- Outcomes by gender & URiM
- ## Custom items
- Driver Domains
 - Adverse clinical events & support
 - Career advancement
 - Growth & dev. Opportunities
 - Mentorship
 - Barriers to vacation
 - Mistreatment
 - Open ended questions

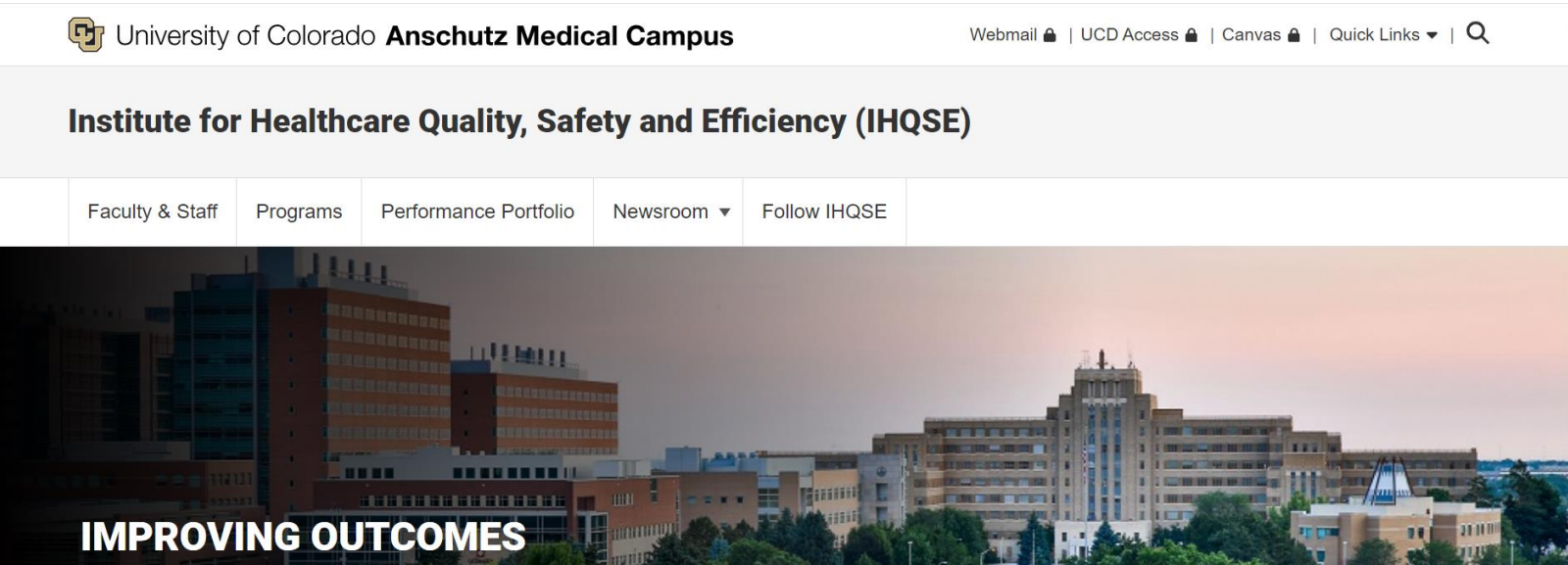


Organization-Wide Approaches to Foster Effective Unit-Level Efforts to Improve Clinician Well-being. Mayo Clin Proc. 2023;98(1):163-180

All Faculty Survey Timeline



SOM IHQSE to Support Faculty Well-being



Drs. Fuhlbricke, Glasheen, & Gottenborg

- Does the work (process improvement) impact faculty well-being
- **Targeted initiatives focused on improving faculty well-being – WBL & Dept. QI leads**

Improvement Academy
(smaller projects)
CTP program
(larger projects)

Thank you





Resources

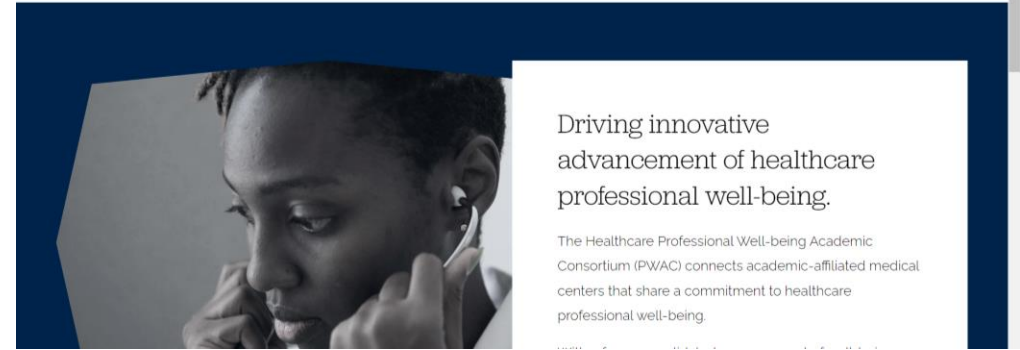
CU SOM Departmental Process

1	Well-being Leader appointed by Departmental leader & co-funded by CU SOM
2	Build a coalition of colleagues in the unit willing to work with the WBL to drive change.
3	Review survey results
4	Listening session. Possible focus groups / taskforces
5	Debrief and prioritization with Chair / Chief
6	Share sphere of influence concerns with others
7	Action planning & implementation. Efforts integrated within existing improvement infrastructure.
8	Regular report back to colleagues
9	WBLs meet regularly with the CWO to review progress, discuss barriers, share learnings, and strategize action
10	Repeat assessment

Pick Strategic Domain -> Then identify possible tactics

Strategic Domain	Examples of Tactics
Optimize efficiency	GROSS or GROW initiatives
EHR hassles	SPRINTS, education taught by clinicians, +11 hours initial training, 3-5 hours/year workflow specific training, clinical informaticists, standardization of workflows and data entry, customization of data outputs, improve configuration
Control over schedule	Choice, flexibility, fairness, transparency
Teamwork	Team STEPPS
Peer support	Adverse event peer support programs
Mistreatment	Response team, patient compact, chart flags
Perceived gratitude	Recognition / awards
Value alignment	Organizational development initiatives
Leadership behavior	Assessment/Development
Community	Commensality groups, COMPASS groups
Meaning in work	Career development conversations
Impact of work on personal relationships	Coaching

Partners & Benchmarks



CU SOM Physicians

On a scale from 0-10, how likely are you to recommend the University of Colorado School of Medicine as a place to work?



Thrive: Offices for the Faculty Experience

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

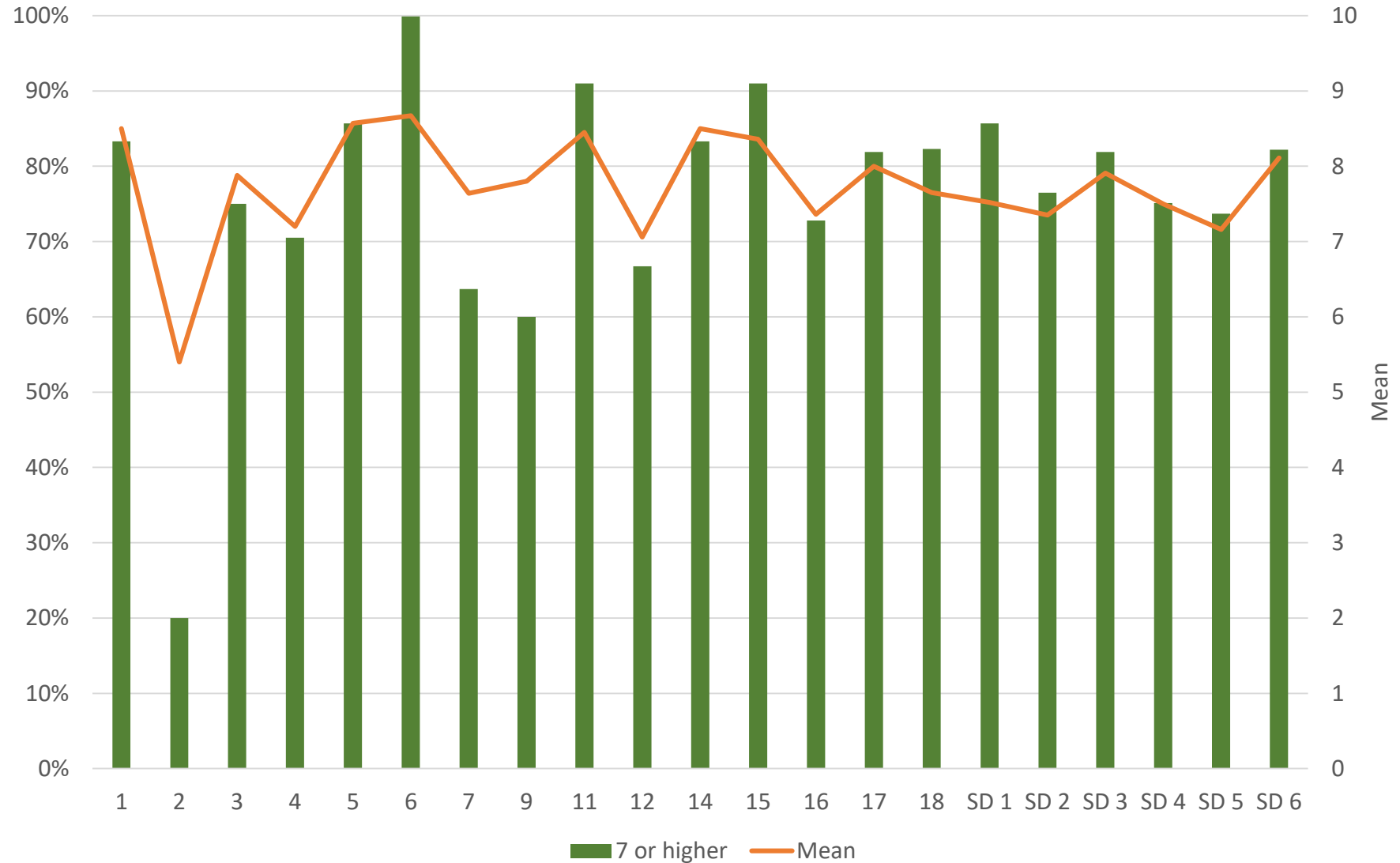
CU SOM APP

On a scale from 0-10, how likely are you to recommend the University of Colorado School of Medicine as a place to work?



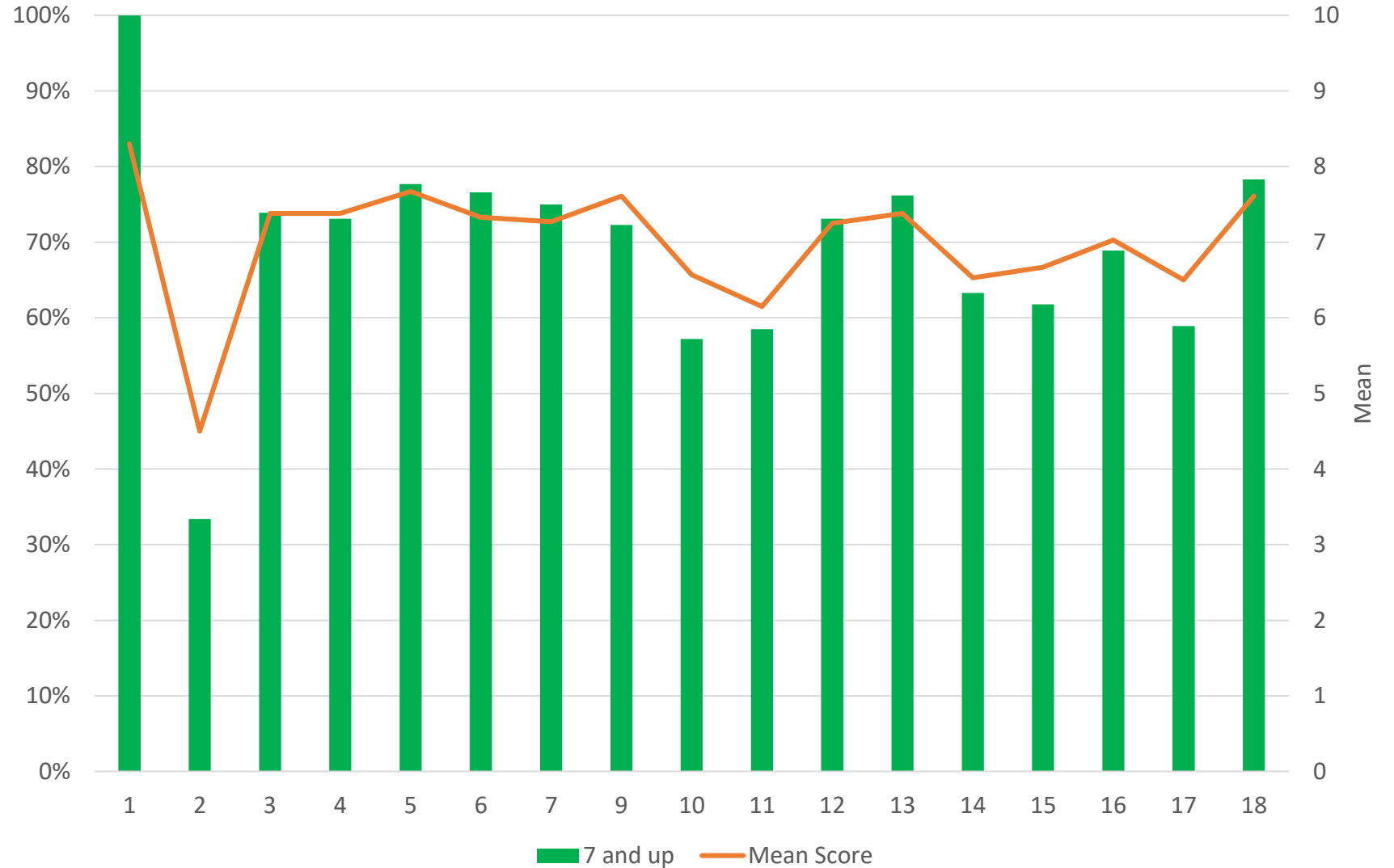
CU SOM Scientists

On a scale from 0-10, how likely are you to recommend the University of Colorado School of Medicine as a place to work?



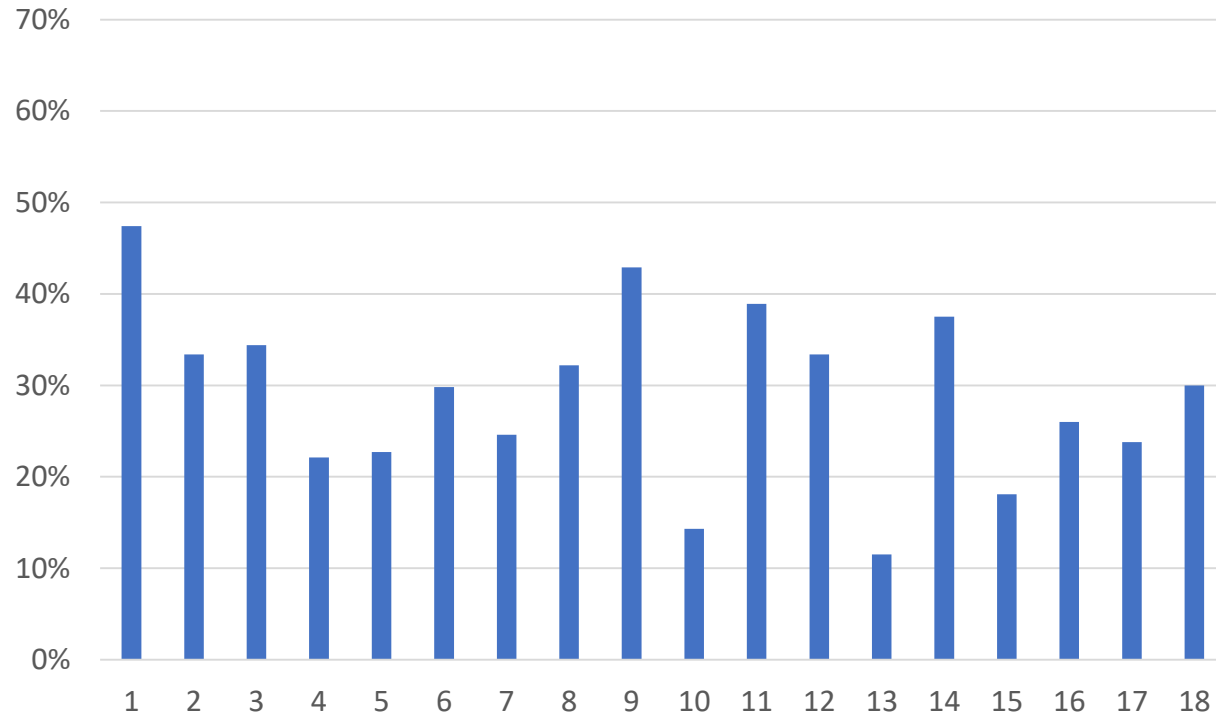
CU SOM Residents

On a scale of 1-10, how likely are you to recommend CU for residency?

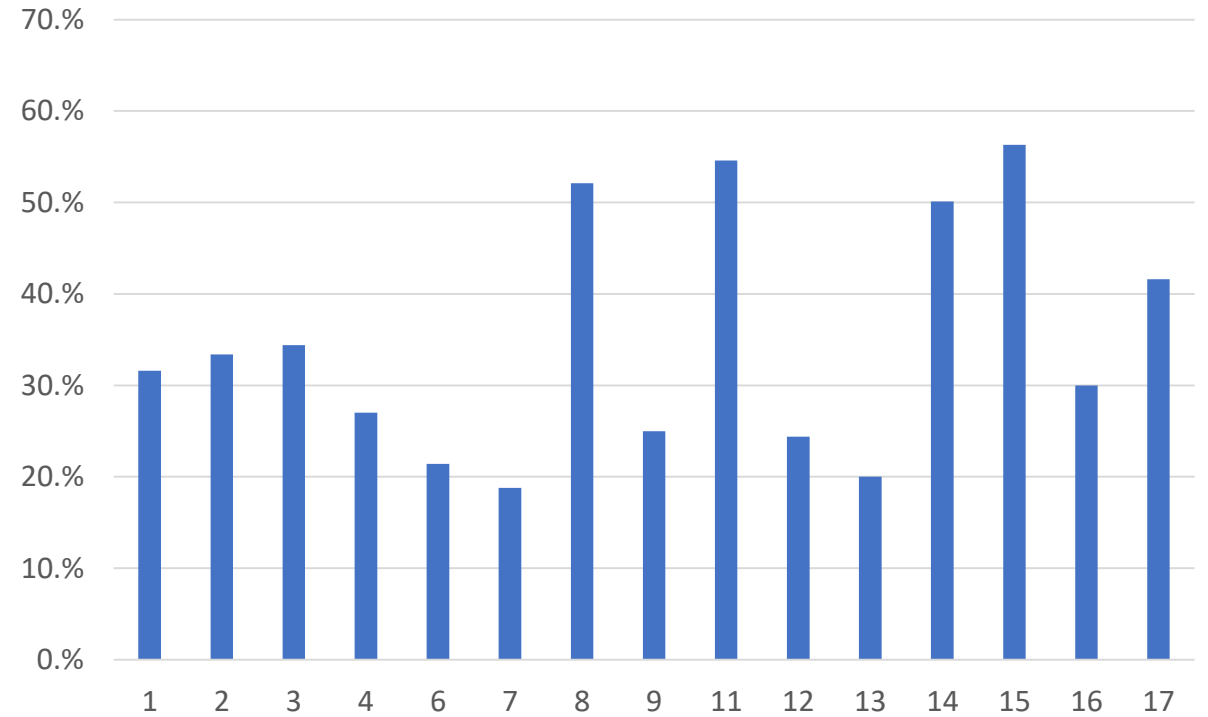


Clinicians Moderate or Higher Intent

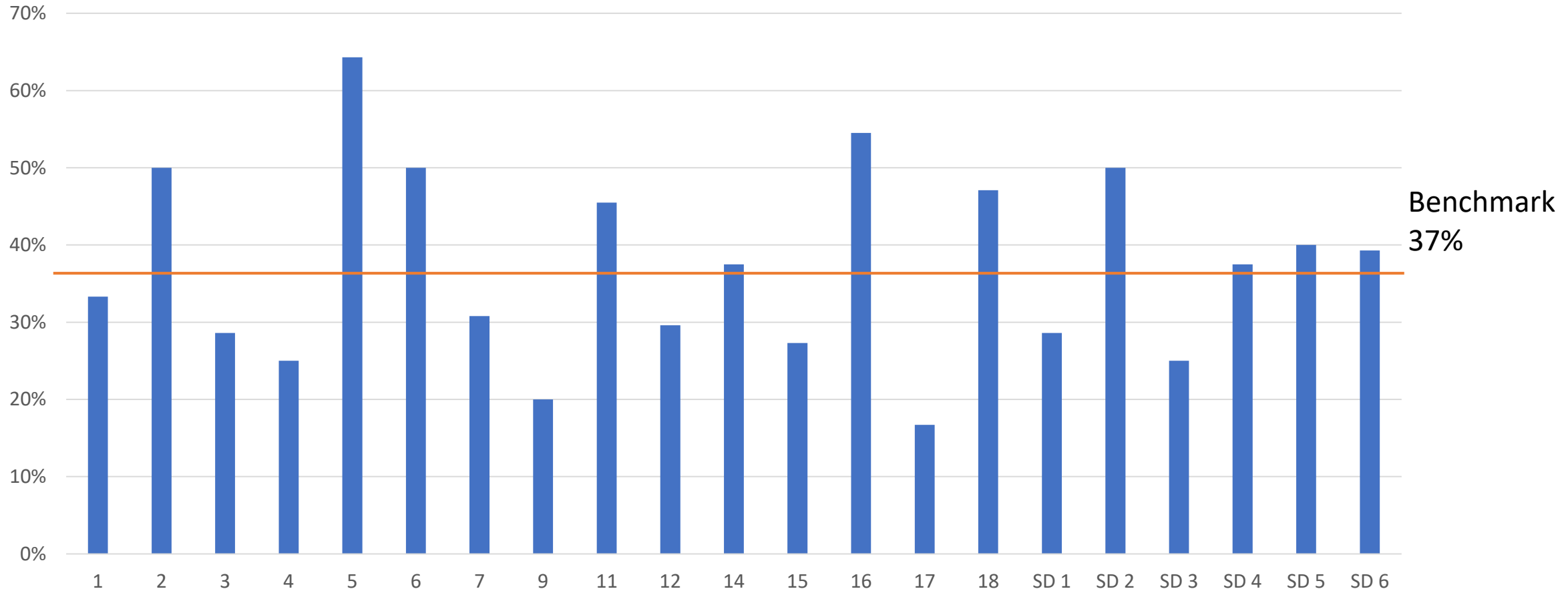
Physicians



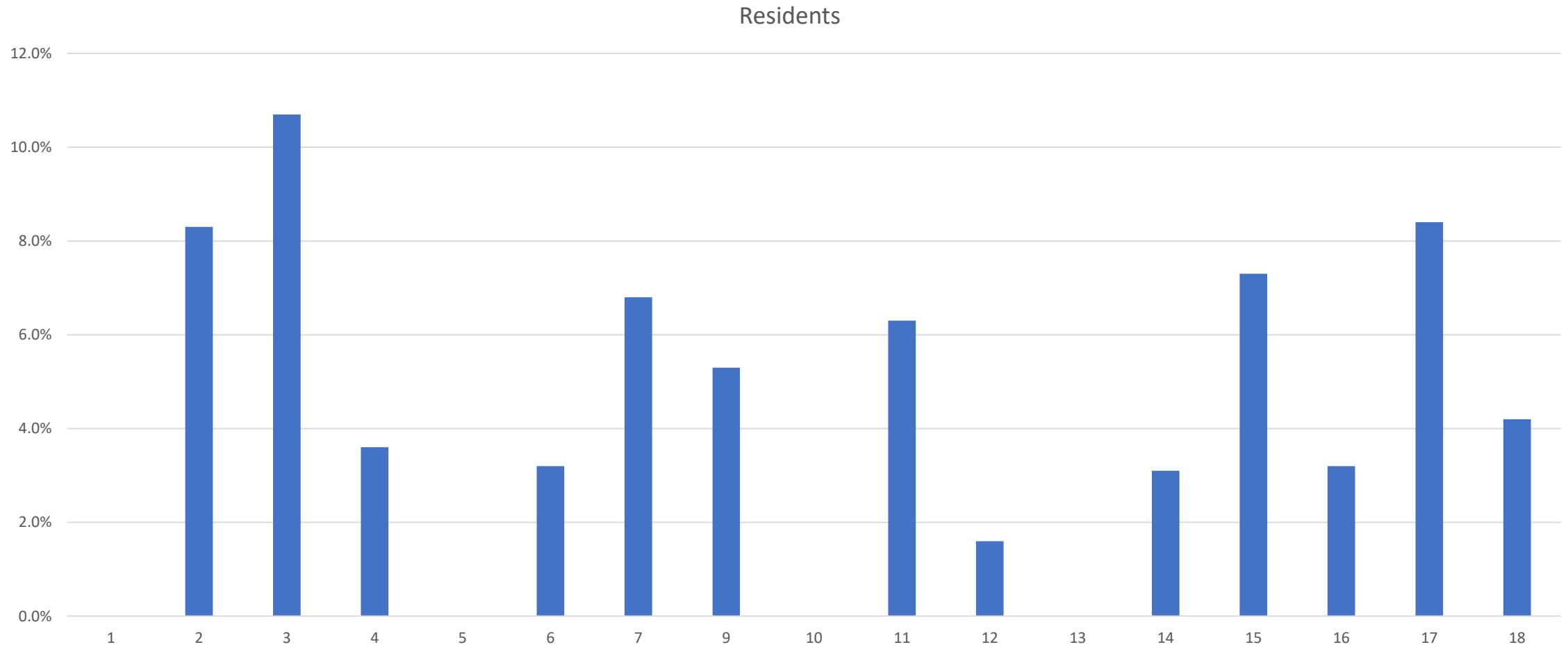
APPs



Scientist Moderate or Higher Intent to Leave



CU SOM. Moderate or Higher Intent to Leave. Residents & Fellows



CU SOM. Moderate or Higher Intent to Leave. Residents & Fellows

Reason for Leaving Training Program	Definitely
Residents (n = 34)	
Leave medicine to pursue an alternative career	29.4%
Leave my current specialty to join another specialty at my current institution	5.9%
Leave my current specialty to join another specialty at a different institution	20.6%
Leave my current training program to join a different training program in the same specialty	44.1%

