



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

ANSCHUTZ MEDICAL CAMPUS

Persistence of Vision:
Reflections from the Chair

Who we are



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

Emerging Powerhouse

16
Divisions

Allergy and Clinical Immunology

Biomedical Informatics and
Personalized Medicine

Cardiology

Clinical Pharmacology and Toxicology

Endocrinology, Metabolism and Diabetes

Gastroenterology and Hepatology

General Internal Medicine

Geriatric Medicine

Health Care Policy and Research

Hematology

Hospital Medicine

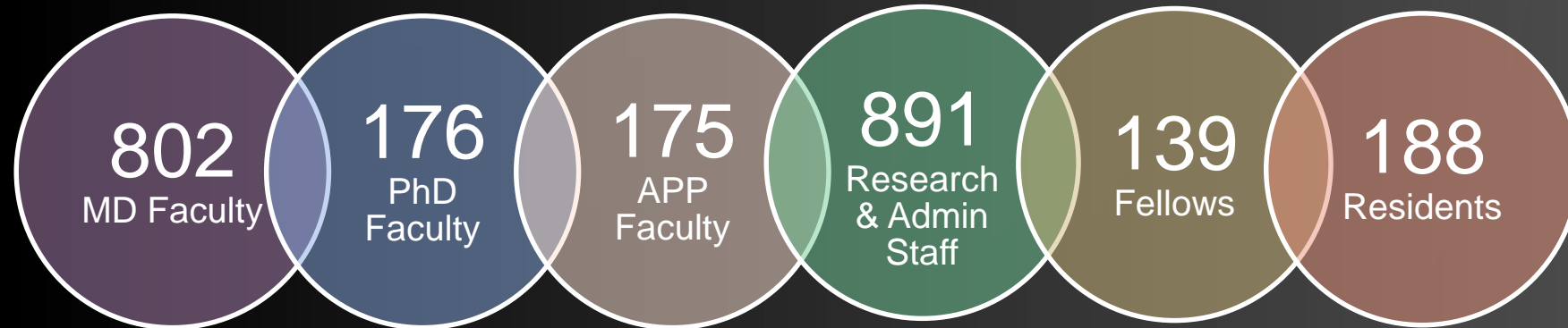
Infectious Diseases

Medical Oncology

Pulmonary Sciences and Critical Care

Renal Diseases and Hypertension

Rheumatology



Robust Growth and Development

	2011	2021	% Increase
Clinicians (>2-fold cFTE)	557	977	75%
wRVUs	565,834	1,223,536	120%
Clinical Revenue	\$51M	\$169M	230%
UCH Support	\$9.5M	\$47.9M	400%
Overall DOM Profit	\$2.6M	\$14.3M	450%
Faculty Incentives	\$1.4M	\$6.6M	370%
Endowed Chairs	25	44	75%
Endowed Funds	\$95M	\$202M	110%
Trainees	235	327	40%
PhD Investigators	115	176	50%
NIH Grant Support	\$48M	\$77M	60%
VA Grants	15	40	170%

Strategic Approach to Growth and Development



Balanced Growth

- Patient Care
- Education
- Research

Collective Vision and Values

- Enhance the lives of our patients
- Train leaders in medicine
- Challenge basic concepts of disease and approaches to patient care

Cross-Cutting Pioneering Programs

- Integrate divisions, faculty, and trainees
- Achieve our collective vision



Cross-Cutting Pioneering Programs



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

ANSCHUTZ MEDICAL CAMPUS

Train Leaders in Medicine

10%
AOA
2011

40%
AOA
2019



- ✓ Focus on Career Development
- ✓ Physician-Scientists
- ✓ Medicine Pediatrics Residency
- ✓ Scholarship for Educators



Department of Medicine
SCHOOL OF MEDICINE
UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

Strategic Vision for Research



National NIH Growth
DOM NIH Support

30% INCREASE

60% INCREASE (\$48-77M)

DREAM
Program

PSTP
NIH StARR
Program

Outstanding
Early Scholars
CDA Extensions

Salary Support
Res Intensive
Just Missed R01

Interdisciplinary
Scholars
Sabbatical

Discovery to
Application
(SPARK Program)

Medical
Students

Housestaff

Early
Faculty

Established Faculty

Transitioning
Faculty

Level the Playing Field



- ✓ Prioritize diversity
- ✓ Gender equity
- ✓ Salary equity
- ✓ Parental leave policy
- ✓ Leadership and mentoring

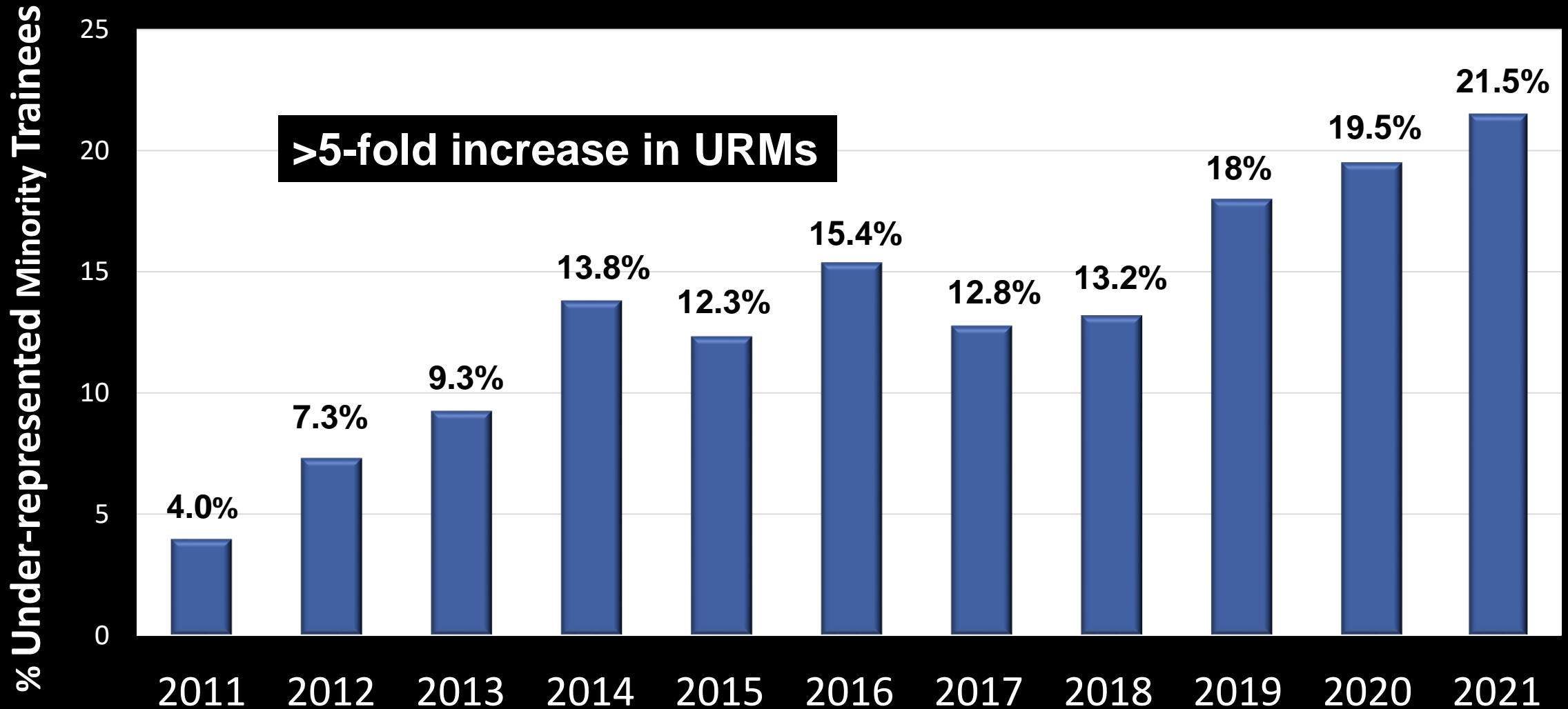


Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

Prioritize the Diversity of Our Housestaff



Our Response to Covid was enabled by:

- **Balanced Growth**
- **Shared Vision and Values**
- **Pioneering Programs**

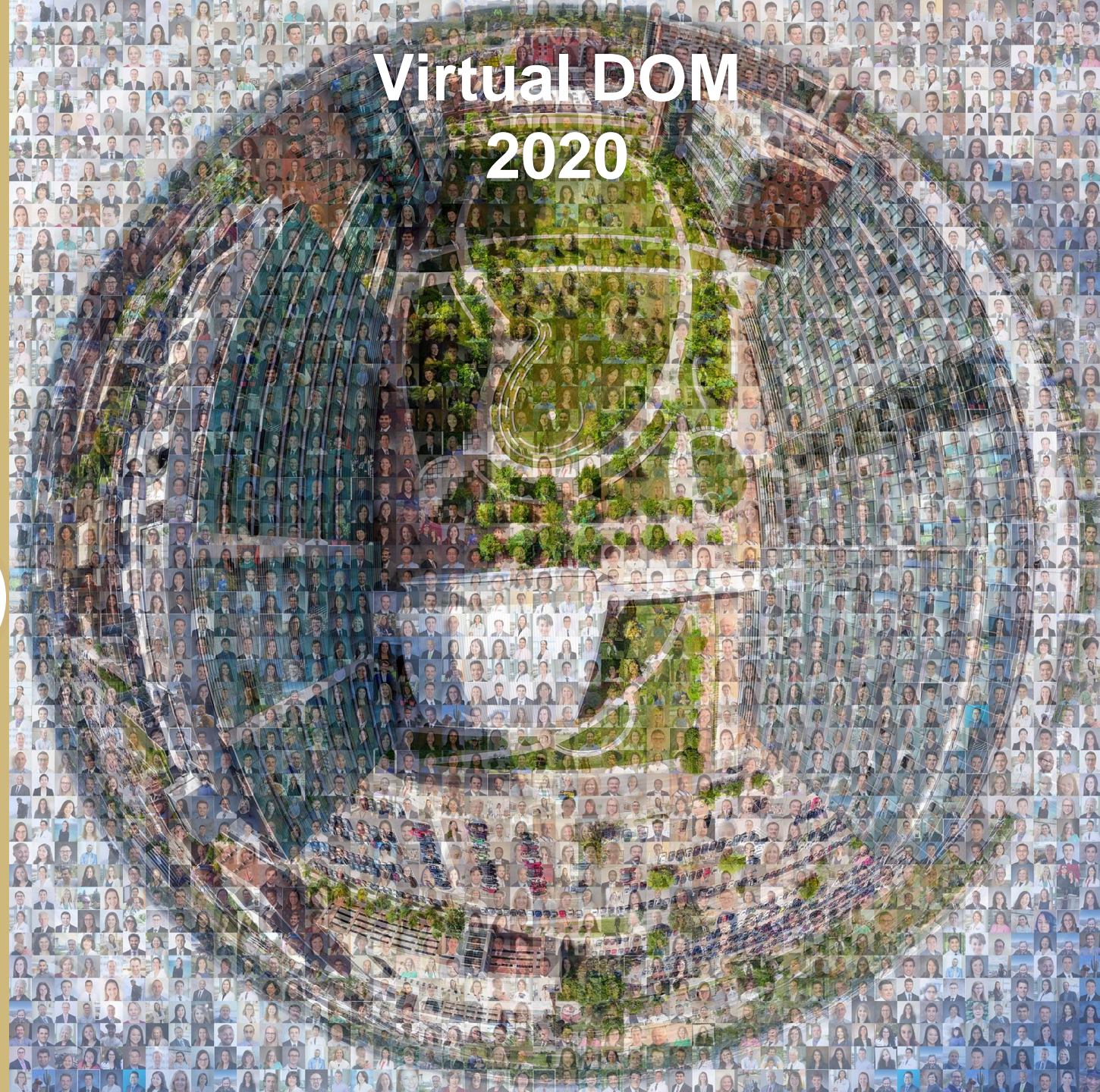


Department of Medicine

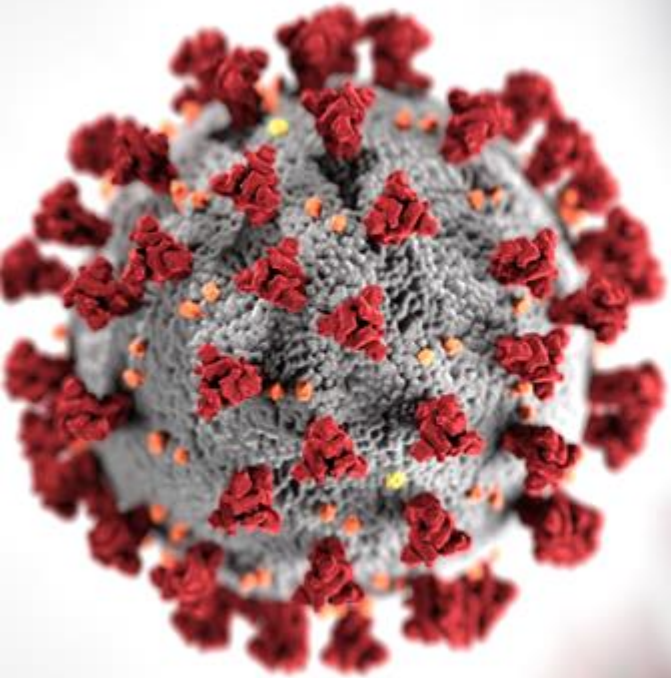
SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

ANSCHUTZ MEDICAL CAMPUS



Poised to Respond to Covid Because of Our Shared Vision and Values



COVID-19
CORONAVIRUS DISEASE 2019

“We’ve risked our lives and we’ve all been changed in ways we hadn’t imagined.”

-Chair of Medicine Covid Communication, May 7, 2020

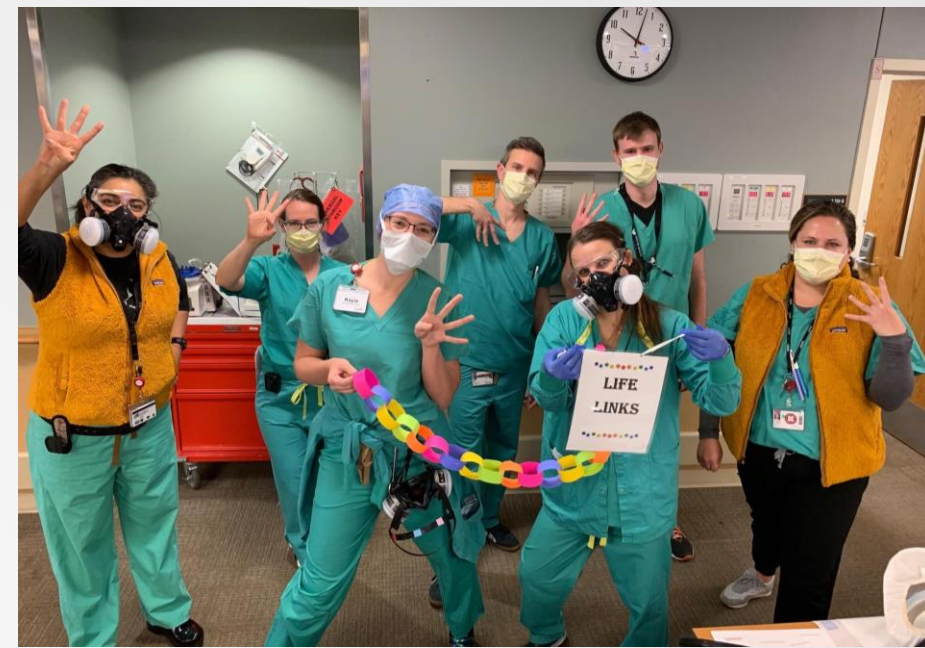


Poised to Respond to Covid Because of Our Shared Vision and Values

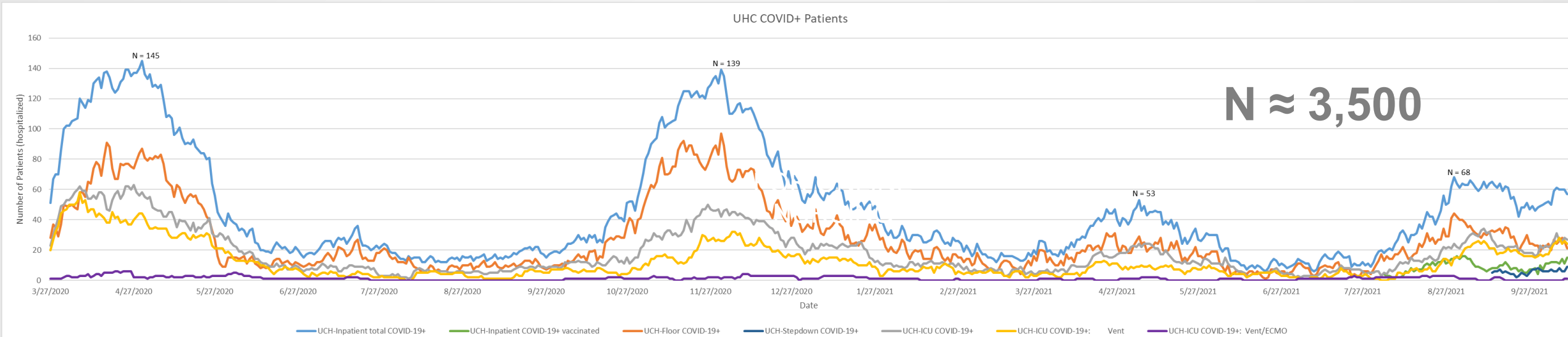
- Commitment to the best care for our patients
- Our faculty and trainees were driven by science
- Commitment to interdisciplinary collaboration
- Support of our most vulnerable co-workers

“We’ve risked our lives and we’ve all been changed in ways we hadn’t imagined.”

-Chair of Medicine Covid Communication, May 7, 2020

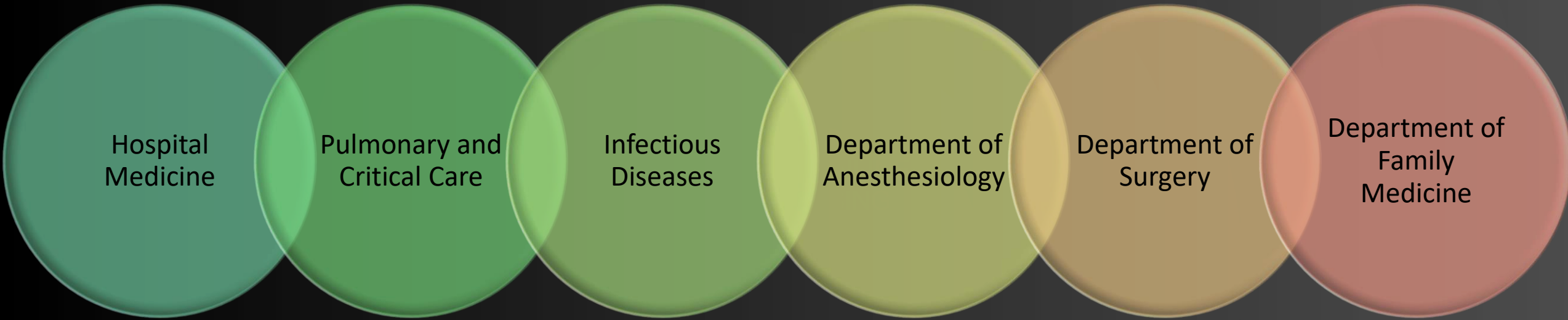


Challenge and Outcome



	Outcome of Patients
Average length of stay	8.6 days
30-day readmission	9.4%
Inpatient survival	92.4%
Patients discharged home	78.7%

Interdisciplinary Effort to Meet Clinical Challenge



Additional Inpatient Services

- 10 Hospital Medicine teams
- 4 ICU teams
- 2 Infectious Diseases teams



We are Stronger as a Consequence of Covid



Increase in both Personal and Professional Responsibilities

- *Flexible work schedules*
- *Early career and women faculty*
- *Prioritized faculty and staff livelihood*

Dynamic and Rapidly Evolving Medical Problem

- *MGRs: world authorities (debate topics)*
- *Town Halls: local experts topical issues*
- *DOM Covid communications*

Lost Time

- *SOM option to delay promotion*
- *DOM fully-supported extensions of career development awards*
- *Team science and mentorship*

Fractured Academic Community

- *Interdependent departmental finances*
- *Interactive communication platforms brought us together as a community*



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS



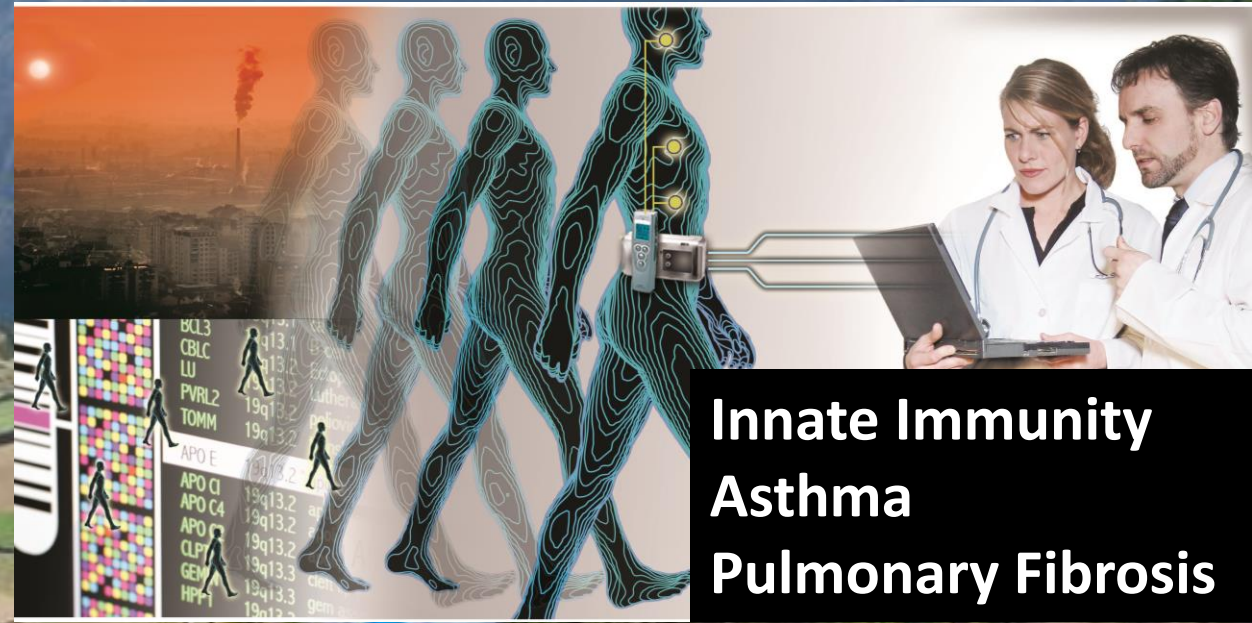
**Time
for
self
reflection**

Persistence of Vision

- Enhance the lives of our patients
- Train leaders in medicine
- Challenge basic concepts of disease and patient care

LATER

NEXT



Innate Immunity
Asthma
Pulmonary Fibrosis

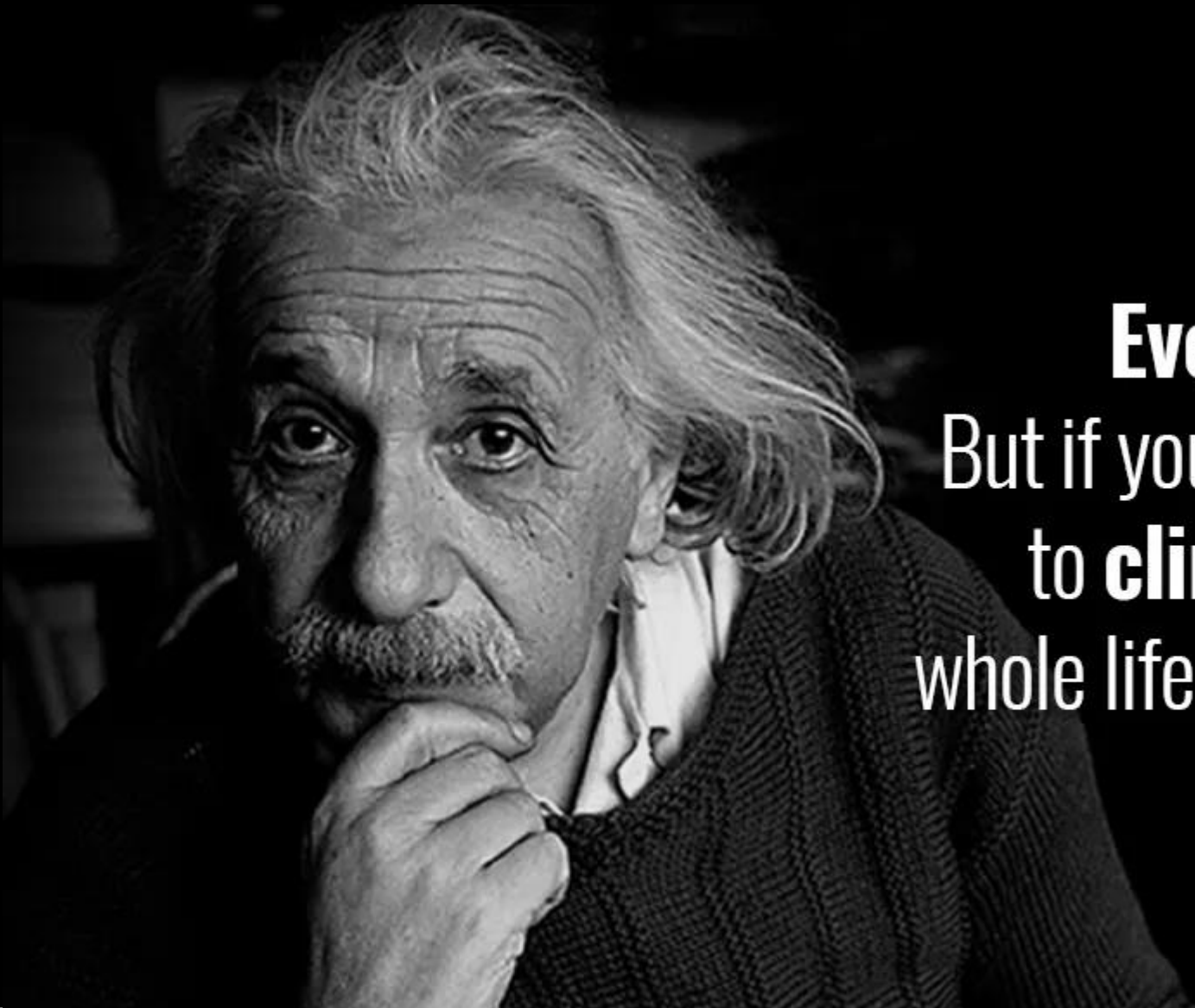
Career Path



Actively Seek Advice

- **Mentors**
- **Coaches**
- **Partners**
- **Friends**

Empower Others for Success

A black and white portrait of Albert Einstein, showing him from the chest up. He has his characteristic wild, white hair and a mustache. He is looking directly at the camera with a thoughtful expression, his hand resting under his chin. He is wearing a dark, textured sweater over a light-colored collared shirt.

Everybody is a genius.
But if you judge a **fish** by its ability
to **climb** a tree, it will live its
whole life **believing** that it is stupid.

- *Albert Einstein*

Empower Others for Success



.....Pick Good Parents.....



Challenges that lie ahead for the DOM



Leadership Transitions

- Department of Medicine Chair
- Denver Health Affiliate Chair
- Rocky Mountain VA Chair
- Division Heads: GI, Geriatrics, and Rheumatology
- Biomedical Informatics and Personalized Medicine



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

200%↑
Clinical
Activity

400%↑
UCH
Support

450%↑
DOM
Profit
Margin

>5-fold↑
URM
House
Staff

60%↑ NIH
Research
Support

170%↑
VAMC
Research
Support

>2-fold ↑
Endowed
Funds

Salary
Equity and
Parental
Leave



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

ANSCHUTZ MEDICAL CAMPUS

**Accomplished, Empowered,
Forward Thinking, and Value Driven**

**Balanced
Growth**

**Robust
Finances**

**Pioneering
Programs**

**Aligned
Values**