Persistence of Vision: Reflections from the Chair
Who we are

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

802 MD Faculty
176 PhD Faculty
175 APP Faculty
891 Research & Admin Staff
139 Fellows
188 Residents
<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2021</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinicians (&gt;2-fold cFTE)</td>
<td>557</td>
<td>977</td>
<td>75%</td>
</tr>
<tr>
<td>wRVUs</td>
<td>565,834</td>
<td>1,223,536</td>
<td>120%</td>
</tr>
<tr>
<td>Clinical Revenue</td>
<td>$51M</td>
<td>$169M</td>
<td>230%</td>
</tr>
<tr>
<td>UCH Support</td>
<td>$9.5M</td>
<td>$47.9M</td>
<td>400%</td>
</tr>
<tr>
<td>Overall DOM Profit</td>
<td>$2.6M</td>
<td>$14.3M</td>
<td>450%</td>
</tr>
<tr>
<td>Faculty Incentives</td>
<td>$1.4M</td>
<td>$6.6M</td>
<td>370%</td>
</tr>
<tr>
<td>Endowed Chairs</td>
<td>25</td>
<td>44</td>
<td>75%</td>
</tr>
<tr>
<td>Endowed Funds</td>
<td>$95M</td>
<td>$202M</td>
<td>110%</td>
</tr>
<tr>
<td>Trainees</td>
<td>235</td>
<td>327</td>
<td>40%</td>
</tr>
<tr>
<td>PhD Investigators</td>
<td>115</td>
<td>176</td>
<td>50%</td>
</tr>
<tr>
<td>NIH Grant Support</td>
<td>$48M</td>
<td>$77M</td>
<td>60%</td>
</tr>
<tr>
<td>VA Grants</td>
<td>15</td>
<td>40</td>
<td>170%</td>
</tr>
</tbody>
</table>
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

Scholarship Program for Educators
Diversity and Justice
Gender Equity
Faculty Advancement
Center for Lungs and Breathing
Strategic Plan for Research
Personalized Medicine
Interdisciplinary Scholars

Since 2011
Train Leaders in Medicine

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

10% AOA 2011

40% AOA 2019
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
Prioritize the Diversity of Our Housestaff

>5-fold increase in URMs

<table>
<thead>
<tr>
<th>Year</th>
<th>Minority Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>4.0%</td>
</tr>
<tr>
<td>2012</td>
<td>7.3%</td>
</tr>
<tr>
<td>2013</td>
<td>9.3%</td>
</tr>
<tr>
<td>2014</td>
<td>13.8%</td>
</tr>
<tr>
<td>2015</td>
<td>12.3%</td>
</tr>
<tr>
<td>2016</td>
<td>15.4%</td>
</tr>
<tr>
<td>2017</td>
<td>12.8%</td>
</tr>
<tr>
<td>2018</td>
<td>13.2%</td>
</tr>
<tr>
<td>2019</td>
<td>18%</td>
</tr>
<tr>
<td>2020</td>
<td>19.5%</td>
</tr>
<tr>
<td>2021</td>
<td>21.5%</td>
</tr>
</tbody>
</table>
Our Response to Covid was enabled by:

• Balanced Growth
• Shared Vision and Values
• Pioneering Programs
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%  |

N ≈ 3,500
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
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
Career Path
Actively Seek Advice

• Mentors
• Coaches
• Partners
• Friends
Empower Others for Success

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…..
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
Balanced Growth
Robust Finances
Pioneering Programs
Aligned Values

Accomplished, Empowered, Forward Thinking, and Value Driven