



# 2015-16 Annual Report



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

**ANSCHUTZ MEDICAL CAMPUS**



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# Welcome

The past year has been a milestone year for the University of Colorado Department of Medicine. The seven-year review process we undertook in spring 2015, the external review of our education programs in 2016, and the 2016 School of Medicine climate survey provided us with key focus areas where we have opportunities to build on our strengths and make significant strides towards our goal of emerging as one of the very best Departments of Medicine in the country by the year 2020.

As a result of these reviews, we've taken action across all aspects of our mission, implementing new programs and policies designed to improve the care we provide to our patients, strengthening our research program and providing additional support to our investigators, enhancing the training we provide to future leaders in medicine, and broadening the opportunities for our faculty. Our success is coupled with the success of our colleagues across the School of Medicine and our partners at University of Colorado Hospital. This report highlights our new initiatives, and provides an overview of our department's growth, evolution, and vision for the coming years.

As always, we welcome your advice, comments, and critique. Please let us know what you think: [medschool.ucdenver.edu/DOMAnnualReport](https://medschool.ucdenver.edu/DOMAnnualReport).



A handwritten signature in white ink, appearing to read 'DA Schwartz', set against a dark blue background.

David A. Schwartz, MD  
Robert W. Schrier Chair of Medicine

# Department Organization

## Leadership

David A. Schwartz, MD  
Chair, Department of Medicine

Richard Albert, MD  
Vice Chair for Clinical Affairs

James Beck, MD  
Vice Chair for Veterans Affairs

Suzanne Brandenburg, MD  
Vice Chair for Education and Training

Corena Carmichael, CPA  
Director of Finance and Administration

Sonia Flores, PhD  
Vice Chair for Diversity and Justice

Craig Jordan, PhD  
Vice Chair for Basic Research

Marc Moss, MD  
Vice Chair for Clinical Research

Heidi Wald, MD, MSPH  
Vice Chair for Quality

Cara Wilson, MD  
Vice Chair for Faculty Advancement

## Affiliate Department Chairs

Edward Havranek, MD, MS  
Department of Medicine, Denver Health

James Beck, MD  
Department of Medicine,  
VA Eastern Colorado Health Care System

Richard Martin, MD  
Department of Medicine, National Jewish Health

## Divisions

Allergy and Clinical Immunology  
Andrew Fontenot, MD

Biomedical Informatics and Personalized Medicine  
Kathleen Barnes, PhD

Cardiology  
Peter Buttrick, MD

Clinical Pharmacology and Toxicology  
Curt Freed, MD

Endocrinology, Metabolism, and Diabetes  
Bryan Haugen, MD

Gastroenterology and Hepatology  
Hugo Rosen, MD

Geriatric Medicine  
Robert Schwartz, MD

Health Care Policy and Research  
Eric Coleman, MD

Hematology  
Craig Jordan, PhD

Infectious Diseases  
Eric Poeschla, MD

General Internal Medicine  
Mark Earnest, MD, PhD

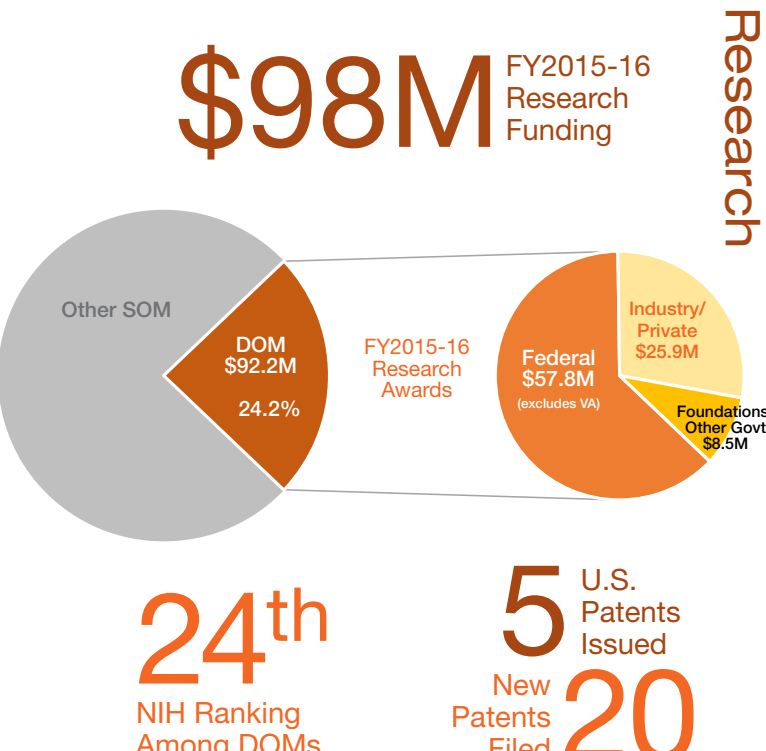
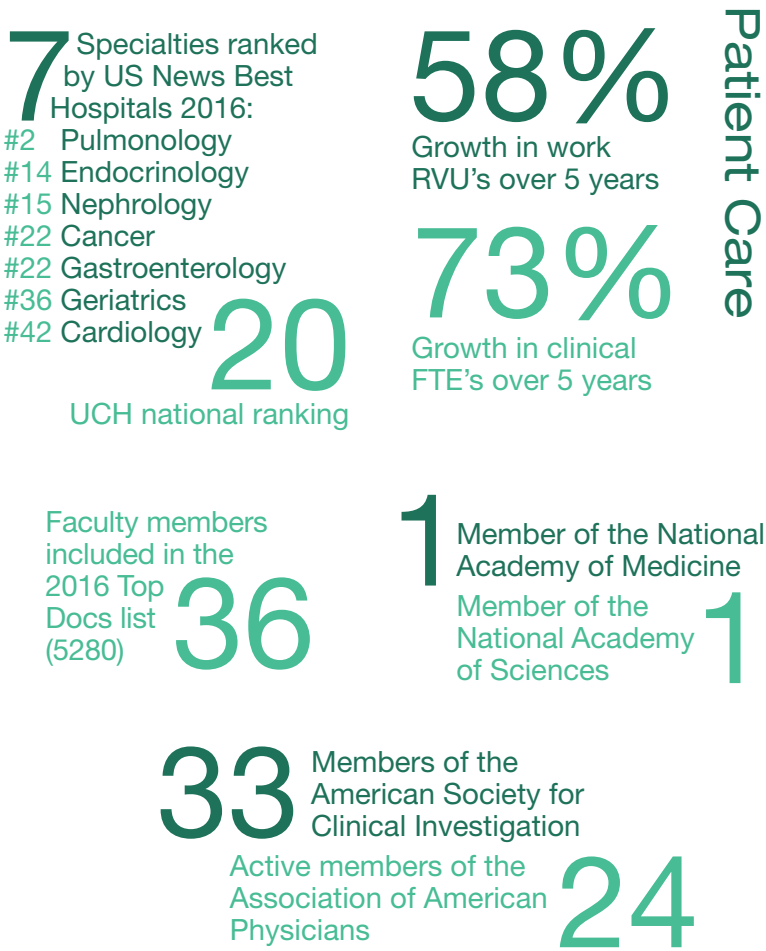
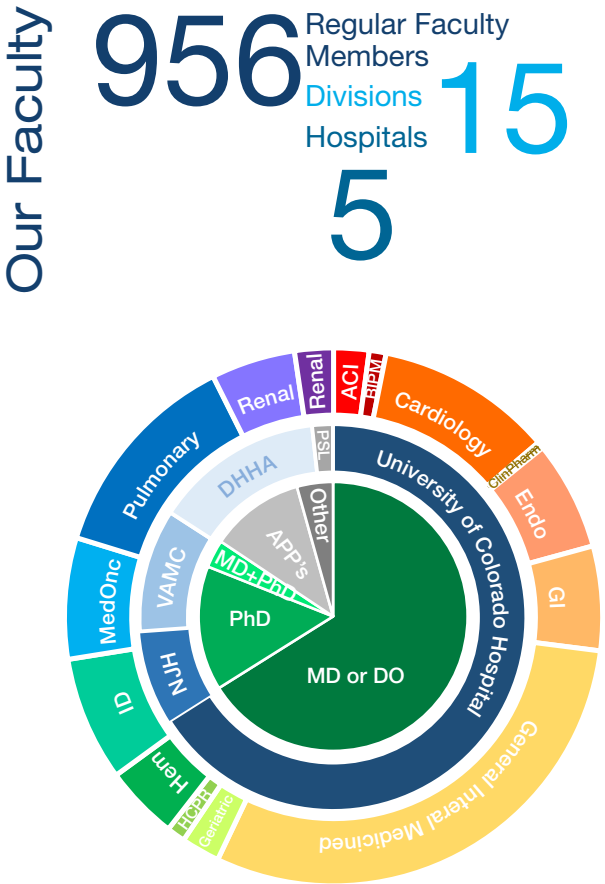
Medical Oncology  
Wells Messersmith, MD

Pulmonary Sciences and Critical Care Medicine  
Oliver Eickelberg, MD

Renal Diseases and Hypertension  
Richard Johnson, MD

Rheumatology  
V. Michael Holers, MD

# By the Numbers





# Patient Care

The Department of Medicine clinical faculty provide high quality, personalized care to patients from Colorado and around the world. Our clinical programs are recognized nationally for excellence in caring for our very complex patient population; our physicians meet the highest standards of quality and safety and continually strive to improve the quality of care and health outcomes our patients experience.

In FY2015-16, our clinical faculty members generated a 12.5% increase in physician work RVU's (wRVU's) compared to last year. Over the past five years, our clinical programs have grown by 58% measured by wRVU's, by 73% in terms of clinical FTE's, and by 100% in clinical revenue.

## Key Accomplishments, 2015-16

- Received approval to launch a new **Division of Hospital Medicine**, which will accelerate our progress towards becoming the top academic hospital medicine program in the nation. This new division will allow us to optimize our hospital medicine clinical, educational, and research programs, with a focus on design of clinical care systems to facilitate quality improvement, patient safety, patient experience, and cost-effective care delivery.
- Initiated a restructuring of **physician incentive plans** designed to create greater consistency among our divisions, while preserving flexibility for each division to accommodate its own mix of hospitalists, proceduralists and non-proceduralists
- Continued to expand our **non-proceduralist program**, resulting in better patient access, higher productivity and increased profits in our non-proceduralist divisions. Work RVU's in these divisions increased by 41% since the program's inception (see chart).

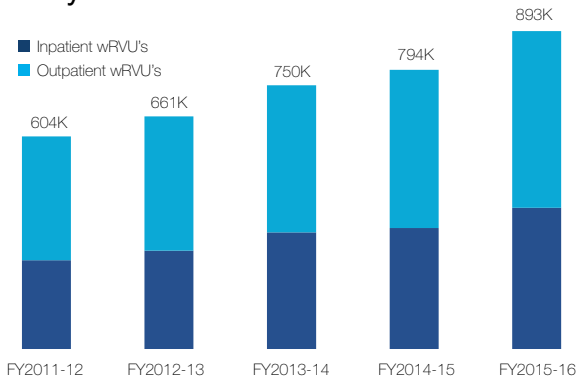
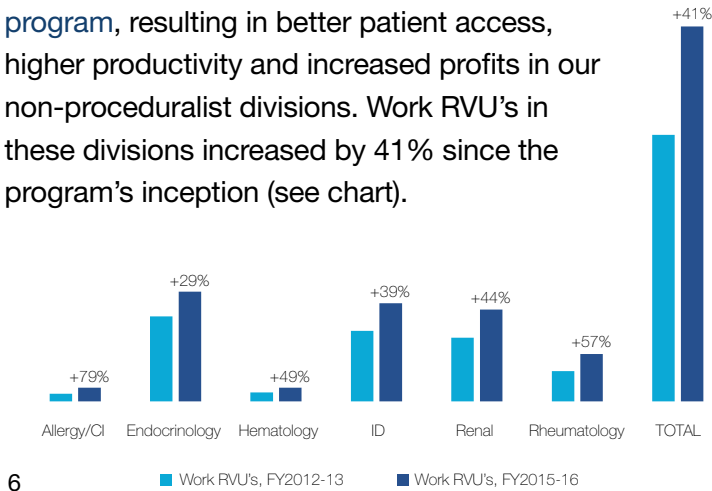
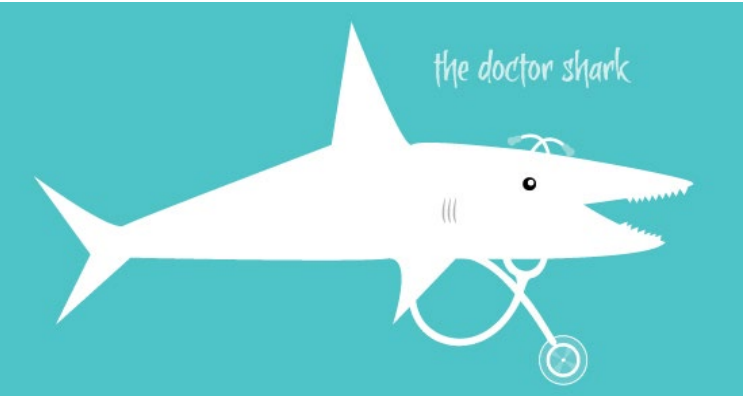


Photo: Center for Lungs and Breathing

Department of Medicine clinicians from multiple divisions provide care through the **Center for Lungs and Breathing**, a comprehensive, multidisciplinary care center launched at University of Colorado Hospital in 2015. The Center is organized into seven pillars: lung transplantation, cancer (lung, head/neck), advanced lung diseases, pulmonary vascular diseases, complex airway conditions, sleep disorders, and allergy, asthma and inflammatory diseases. The Center is directed on an interim basis by Todd Bull, MD (Division of Pulmonary Sciences and Critical Care Medicine).



In 2016, the Department of Medicine launched a pitch-based **Shark Tank** competition designed to generate clinician-driven ideas for improving the quality and safety of patient care while managing resources efficiently. From 12 promising Choosing Wisely® and High Value Care proposals, four finalist teams pitched their ideas to a group of leaders representing University of Colorado Hospital, Children's Hospital Colorado, the CU School of Medicine and University Physicians, Inc. These judges selected a project developed by Isaac Hernandez, MD and Erin Bredenberg, MD (residents in the department's Hospitalist Training Program) to increase appropriate placement/removal of peripherally inserted central and midline catheters, which will receive a year of departmental support to develop and implement the concept.

## Strategic Direction

Our goal is to provide high quality, innovative care that improves the lives of our patients. Over the next five years we will:

- Value the expertise of our clinicians
- Develop interdisciplinary clinical programs, and integrate clinical growth with education and research programs
- Expand primary care in partnership with family medicine, the UCHHealth system, and the community
- Coordinate the growth in our department with other departments, UCH, and the UCHHealth system
- Enhance access to quality improvement data and expertise, facilitating the shift from volume-based to value-based models of health care
- Maximize benefits with our affiliated medical centers

## Supporting Our Clinicians

The DOM Quality and Safety Program (QSP) offers resources and training to advance the quality of care delivered by DOM providers to our patients:

- Interdisciplinary M&M conferences provide learning opportunities and demonstrate commitment to transparency and improvement.
- Inpatient dashboards help clinicians/clinical leaders in several service lines examine mortality, length of stay, and readmissions information to improve patient care.
- Quality improvement initiatives identify and support innovative, clinician-driven ideas for improving patient safety (see Shark Tank, above).
- An annual symposium highlights advances and best practices in quality and safety.
- Increased collaboration helps align our work with our partners at UCH, UPI and SOM.

# Research + Innovation

The Department of Medicine is a leader in biomedical research, and we are consistently among the top 25 departments of medicine nationwide in NIH research funding. Our faculty members are the principal investigators on \$98.1M of current research funding, representing a 10.5% increase over the past five years (see charts at right). In FY2015-16, our faculty members secured approximately one quarter of all School of Medicine research awards.

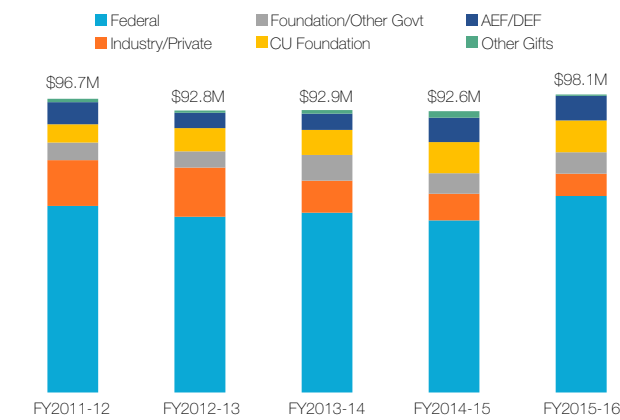
Our divisions have diverse and vibrant externally-funded research programs. We also provide research opportunities for our fellows, housestaff and medical students, through our divisions, our [Physician-Scientist Training Program](#) supporting the next generation of key innovators in shaping the future of health care, and our [DREAM program](#) for medical students. Researchers from our department are also helping to lead all five [Transformational Research Funding](#) initiatives launched in 2016 by the CU School of Medicine: the Consortium for Fibrosis Research and Translation (CFReT), Data-Driven Discovery and Decisions (D4), the GI & Liver Innate Immune Program (GALIIP), the Human Immunology and Immunotherapy Initiative (HI<sup>3</sup>), and the RNA Bioscience Initiative.

## Key Accomplishments, 2015-16

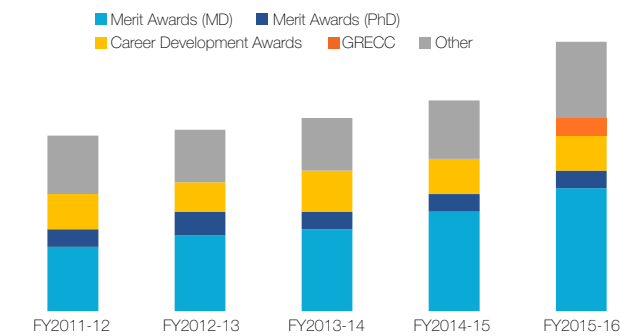
- Initiated [salary support for research-intensive faculty](#) to help successful investigators maintain and grow their federal grant portfolios, and help the department recruit and retain the very best scientists.
- Began to shape a \$15M, multi-year [interdisciplinary recruitment effort](#) aimed at catalyzing new collaborations to bridge scientific/clinical disciplines within the DOM and broader Anschutz research community, accelerating discovery in a variety of fields of interest to the DOM.

## Research Funding

### Overall Research Support



### VA Research Support



- Launched a new [Health Services Research Development Grant](#) to support innovative research by our fellows and early-career faculty designed to improve how health care is organized and delivered.



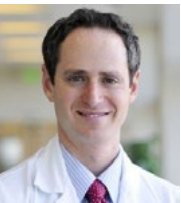
## Early Career Scholars

The Outstanding Early Career Scholar Program, which invests the careers of promising researchers, celebrated its fifth anniversary in 2016.



Cathy Lozupone, PhD  
(2016 Scholar)

A bioinformatics researcher, Lozupone is using this award to support development of methods to identify and test immune-modulatory molecular factors produced by bacteria that impact the relationship between microbiota composition and inflammatory disease.



Daniel Pollyea, MD (2015 Scholar)

A clinical/translational researcher in myeloid malignancies, Pollyea used funding from this award to develop a program to systematically test leukemia stem-cell directed therapies.

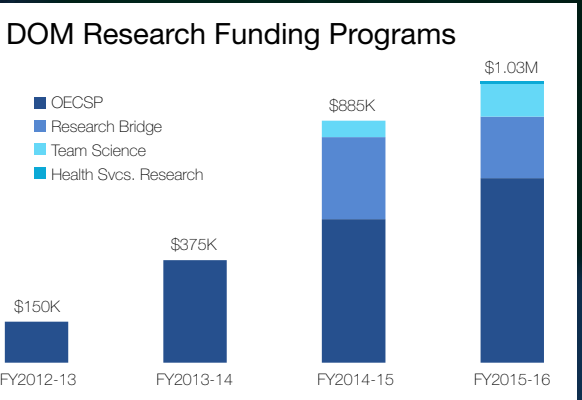
## Strategic Direction

Our goal is to create high-impact science that changes our basic concepts of disease and health care. Over the next five years we will:

- Support and reward research activities across the spectrum, including programmatic and team science
- Support investigator career development through role modeling, mentorship, recruitment, retention, and sabbaticals
- Diversify sources of research support by encouraging an entrepreneurial environment
- Expand interdisciplinary science and recruit interdisciplinary investigators, and integrate research with outstanding clinical programs
- Continue to provide sustainable salary support for research-intensive MD and PhD faculty

## Supporting Our Researchers

- Early-career investigators** are eligible for our Outstanding Early Career Scholars Program (OECSP) and Health Services Research Development Grant.
- Established investigators** are eligible for our Team Science grant program, salary support for research-intensive faculty, and financial support for sabbaticals.
- All investigators** are eligible to apply for Research Bridge grants, and can access grant proposal development assistance, grant writing support and clinical research support through our Research Office.
- Our weekly Research & Innovation Conference and annual Research Day highlight the work of our researchers and provide opportunities to spark research collaboration.





# Education

The Department of Medicine is committed to educating future leaders in medicine, including outstanding clinicians, innovative researchers and physician-scientists, talented educators, and innovators in health care systems and policy. Our Internal Medicine Residency Training Program prioritizes collaboration and autonomy, and allows housestaff to experience highly diverse patients, diseases and practice sites. Our department also partners with the Department of Pediatrics to offer an Internal Medicine-Pediatrics Residency Training Program, designed to train residents who have an interest in clinical care, research, education, or leadership for the health of patients across their lifespan.

Our residency and fellowship programs are highly ranked and recognized nationally and internationally for their quality. Within our divisions, we offer 16 ACGME-accredited subspecialty fellowship programs and several non-ACGME fellowships spanning the range of internal medicine subspecialties.

In FY2015-16, our residency program expanded to include 188 housestaff trainees and seven chief residents, and reflected a 110% increase in URM trainees over the past five years (see chart at right). More CU medical students are applying to the program (25% increase over last year). Our NIH T32 training programs increased from 10 to 12 in the past year, and trainees increased by at least 30%, with nearly 200 clinical and research fellows.

## Key Focus Areas, 2015-16

- Grew our [Physician-Scientist Training Program](#) to a total of 4 residents, and our [Medicine-Pediatrics Training Program](#) to 12 residents.
- Secured funding to continue our [Clinician-Educator Fellow Development Program](#), designed to support fellows with an interest in becoming leaders in clinical education.
- Launched our [Health Services Research Development Grant](#) program, designed to accelerate the career development of fellows (and instructor-level faculty) pursuing careers in health services research.

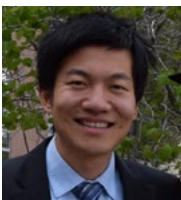
## The Next Generation

Our trainees represent the future of medicine, and our department is committed to providing them with unique interdisciplinary training opportunities, first-class research facilities and teaching hospitals, and effective mentoring.

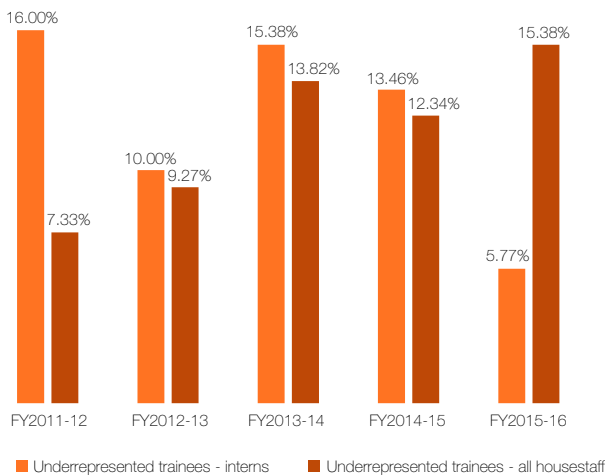
Through the department's Clinician-Educator Fellow Development Program, Renal fellow [Morgan Marcuccilli, MD](#) is building an outpatient hemodialysis curriculum and launching a monthly renal conference at the VA.

MD/PhD student research assistant [Leon Zheng's](#) research in the lab of Sean Colgan, PhD (Gastroenterology) on the gut microbiome was recognized with a Top Abstract award at the 2016 Department of Medicine Research Day.

Our monthly [Careers in Academic Medicine](#) event allows residents, students and fellows with an interest in academic medicine to network with colleagues and begin to shape their academic interests and careers.



## Housestaff Diversity



## DREAM Program

In its sixth year, the Department of Medicine Research and Equity in Academic Medicine (DREAM) program continues to bring CU medical students into research labs on campus. The program aims to increase the pipeline of 'physician scientists' – physicians who both provide care to patients and conduct their own research, typically in an academic setting – and to increase underrepresented minorities within that pipeline.



## PACE Program

In 2016, the Department of Medicine created the Program for Academic Clinician Educators (PACE) to support the career development of clinician-educators. These faculty members make crucial contributions to the success of our department, by developing and improving innovative educational programs, and engaging in educational research to guide how we teach and assess health professions learners. The program provides financial support for medical education research, innovative program development in education, salary support, and career development.

## Strategic Direction

- Our goal is to cultivate the next generation of leaders in healthcare. Over the next five years we will:
- Double down on what's working: career development, growth of under-represented trainees, recruitment of CU students into internal medicine, rebalancing of education and service activities
  - Grow clinician-educators from within through our fellow development program, and provide support to clinician-educator faculty through our PACE program
  - Align trainee experiences with the expertise and focus of each clinical institution
  - Offset financial penalties for faculty in the ambulatory arena who lose productivity based on the presence of learners

### Supporting Our Clinician-Educators

- Based on the success of our Clinician-Educator Fellow Development Program, the Department is launching the similar Program for Academic Clinician Educators (PACE) for faculty members who are interested in advancing their skills in clinical education (see above).
- The Department provides financial support to encourage faculty members to take sabbaticals that will allow them to enhance their areas of expertise. Department faculty are leaders and active participants in the CU School of Medicine's Academy of Medical Educators (AME).



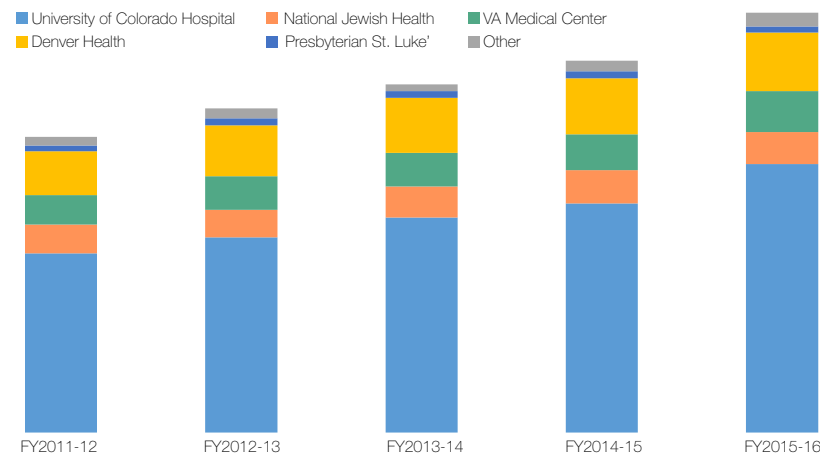
# Our Faculty



We believe deeply that our strength comes from our faculty. In 2015-16 we launched four new programs designed to serve the needs of our outstanding faculty: the [Research Office](#) provides key resources to help our investigators, especially early-career researchers, succeed in NIH grant applications; the [Faculty Advancement Office](#) provides needed resources to help faculty at all levels to advance their careers and leadership skills; the [Office of Diversity and Justice](#) creates programs to support our faculty in every aspect of their identities; and the [Strategic Initiative on Gender Equity](#) identifies solutions to address areas of gender-based concern.

We also invest in our faculty through direct financial support, by funding numerous research awards (Outstanding Early Career Scholar Program, Research Bridge, Team Science, Health Services Research), a new Program for Academic Clinical Educators (PACE) and a sabbatical financial aid program. Overall, since 2011, the Department of Medicine has invested ~\$40M in its faculty, division heads and programs (\$14M from our operating profits and the remainder from our reserves).

## Faculty Growth



# Key Recruitments

**Kathleen Barnes, PhD**  
Biomedical Informatics +  
Personalized Medicine



Kathleen Barnes, PhD joined the Department of Medicine in late 2015 as the head of our new Division of Biomedical Informatics and Personalized Medicine, and the director of the Colorado Center for Personalized Medicine. Dr. Barnes spent the previous 23 years at Johns Hopkins University, where her lab studied the genetics of complex diseases.

Since taking the reins of CU's personalized medicine initiatives, Dr. Barnes has worked with architects and designers to create a state-of-the-art facility to allow highly efficient biobanking to create genetic data, and has built out CU's Translational Informatics and Computational Resource (TICR). She has also made a steady series of recruitments to the division, adding faculty with expertise in population genetics, pharmacogenetics, genetic epidemiology and clinical genetics.

**Oliver Eickelberg, MD**  
Pulmonary Sciences +  
Critical Care Medicine



The Department of Medicine successfully recruited Oliver Eickelberg, MD, FERS, as chief of our Division of Pulmonary Sciences and Critical Care Medicine beginning in November 2016. Dr. Eickelberg previously served as Professor of Medicine and Chair of the Comprehensive Pneumology Center (CPC) at the University of Munich and the Helmholtz Zentrum in Munich, Germany.

As founding director of the CPC, Dr. Eickelberg fostered the development of translational research programs in pulmonary medicine, and recruited and supported an internationally recognized faculty. His research focuses on the molecular mechanisms of end-stage lung disease, in particular lung fibrosis, COPD, and chronic lung allograft dysfunction. Dr. Eickelberg is an active member of the ATS and ERS, and Associate Editor of the American Journal of Respiratory and Critical Care Medicine. He is an internationally recognized physician-scientist in pulmonary medicine with outstanding leadership skills.

## Supporting our Faculty

Our Faculty Advancement Office (FAO) supports faculty at every stage of their careers. The FAO is led by **Cara Wilson, MD** (DOM Vice Chair for Faculty Advancement), **Greg Austin, MD, MPH** (Director, Junior Faculty Development) and **Penny Archuleta, MA** (Associate Director, Faculty Advancement).

For **early-career faculty**, the FAO offers a mentoring program, a "Survival Skills" pilot program, Promotions Education workshops (in partnership with SOM), mid-course reviews and one-on-one career development counseling and coaching.

For **mid-career and senior faculty**, the FAO offers an Intentional Leadership Program and administers the DOM Sabbatical Support Program to provide financial assistance to enable faculty members to take sabbaticals.

For **all faculty**, the FAO serves as a conduit to link faculty to campus-based and national professional development programs and resources, and provides new faculty orientation programs.

The **Faculty Development Advisory Council (FDAC)** represents all DOM divisions and acts as an advisory body to the FAO, helping coalesce faculty development needs at all levels throughout the Department of Medicine and its affiliates.



# Diversity, Equity + Inclusion

Diversity among our faculty and housestaff promotes cultural competency throughout the department, helps us care for our patients, supports research impacting underrepresented populations, and encourages our trainees and faculty to find ways to reduce health disparities. More importantly, it makes us better clinicians, educators, and investigators, and allows us to build meaningful bridges with our surrounding community.

To build this diversity, we've increased our recruitment of women and under-represented minorities in medicine (see charts at right). Moreover, our year-in-rank salary analysis uses AAMC benchmarks to identify potential salary inequities, which we address with divisional leadership. In 2016, to continue creating a positive and inclusive climate, the department appointed Sonia Flores, PhD to the role of Vice Chair for Diversity and Justice, and Margaret Wierman, MD to conduct a Strategic Initiative on Gender Equity. Through these appointments, and the 2015 appointment of Cara Wilson, MD as Vice Chair for Faculty Advancement, the department is working to create community among our faculty, strengthen the department's culture, and expand opportunities for professional growth.

## Sonia Flores, PhD - Vice Chair, Diversity + Justice



Dr. Flores joined the University of Colorado in 1991, and is currently a Professor in the Division of Pulmonary Sciences and Critical Care Medicine. In addition to her research on pulmonary complications of HIV infection, Dr. Flores has been committed to diversity goals, including increasing the number of under-represented minorities and disadvantaged students who pursue academic research careers. She was the program director of an NIGMS-funded Initiative for Maximizing Student Diversity and has been the Program Director of the NHLBI-funded GEMS (Graduate Experiences for Multicultural Students) program for the past 16 years. Dr. Flores is an exemplary teacher and mentor; who is truly passionate about building programs in diversity, working with faculty, community partners, public health officials, and educational and policy leaders

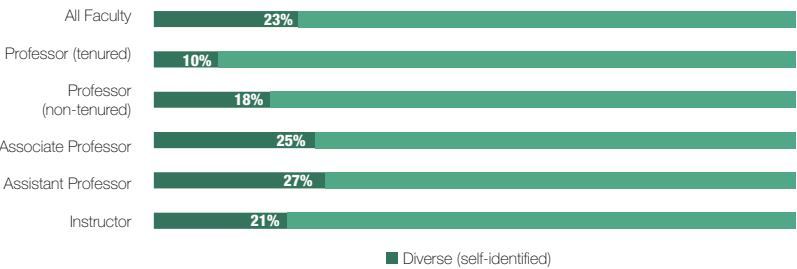
to identify opportunities that support diversity, equity and justice to enhance career development and educational prospects. Dr. Flores is committed to increasing diversity among housestaff, fellows and faculty by incorporating social science theories and focusing on cultural competence.

## Cara Wilson, MD - Vice Chair, Faculty Advancement

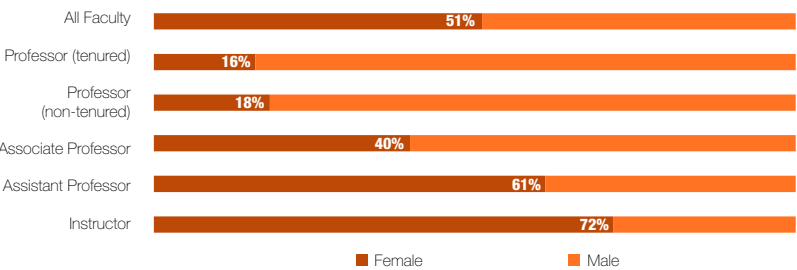


Dr. Wilson is a Professor in the Division of Infectious Diseases, and was appointed to her vice chair role in 2015. Under her leadership, our Faculty Advancement Office (FAO) offers programs ranging from an orientation program and a series of 'survival skills' workshops for new faculty, to mentoring and career development guidance, to leadership programs for senior faculty and departmental leaders (see details on previous page).

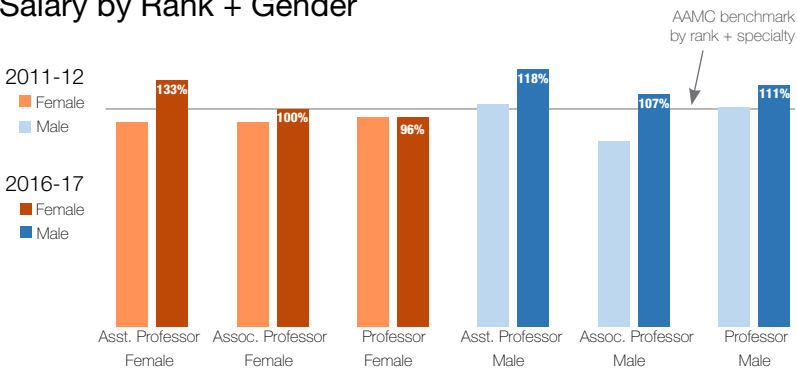
## Diverse Faculty by Academic Rank



## Female Faculty by Academic Rank



## Salary by Rank + Gender



## Margaret E. Wierman, MD - Strategic Initiative on Gender Equity



In 2016, the Department of Medicine began formulating a Strategic Initiative on Gender Equity designed to identify and jump-start initiatives to support gender equity at all levels throughout the department. To lead this initiative, the department approached Dr. Wierman, a Professor in the Division of Endocrinology, Metabolism and Diabetes; she is also a past president of Women in Endocrinology, an organization devoted to promoting the professional development and advancement of women in the field of endocrinology.

Dr. Wierman will work with the CU Denver Evaluation Center to conduct a series of professionally-facilitated focus groups to identify faculty-driven solutions that can be integrated throughout the department, and will create a series of action plans for implementation of these solutions.

## Enhancing the Pipeline

We've developed a spectrum of programs to support diversity in the Department of Medicine and beyond:

For **medical students**, our DREAM and GEMS programs offer under-represented minorities early exposure to research opportunities, opening up a possible physician-scientist pathway for these students, and our second-look program provides resources to encourage diverse applicants to return to Colorado and learn more about our residency training program. We've increased the percentage of under-represented groups among our housestaff from 7% in 2012 to 15% in 2016, with the goal of increasing this to 25%.

For **residents**, an assistant director of housestaff diversity provides tailored support to help underrepresented trainees excel. We've also encouraged recruitment of underrepresented groups to our fellowship programs, and hope that increasing diversity among our housestaff will help provide a pipeline of highly qualified, diverse **fellows**.

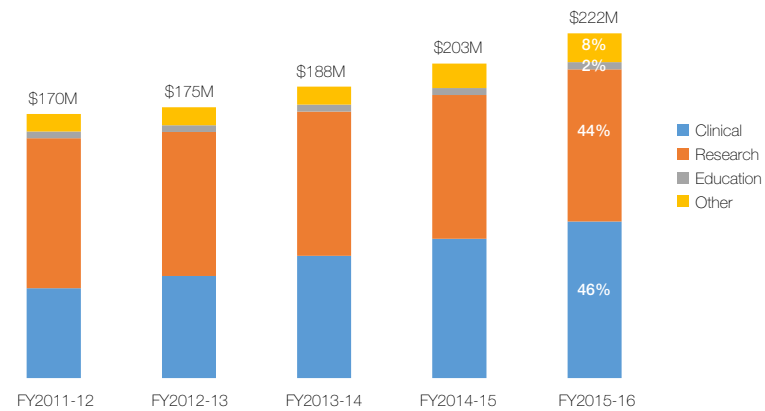
For **faculty**, in 2016 we appointed a new Vice Chair for Diversity and Justice to help focus on issues of equity and inclusion throughout the department. We are committed to working with division leadership to address potential inequities in year-in-rank salaries (based on AAMC benchmarks) across the department. Through mentorship and coaching, faculty also support diversity among fellows, housestaff and medical students.



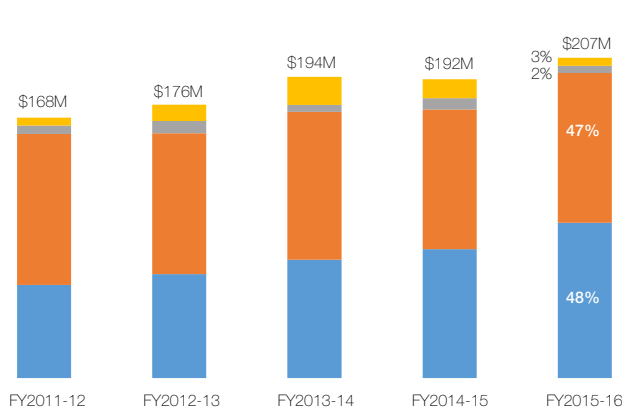
# Financial Report

The Department of Medicine benefits from having a diverse set of revenue streams: clinical income, research grants, state appropriations, UCH support, philanthropy, and contracts. In FY2015-16, our clinical earnings were \$101M, accounting for 46% of departmental revenue (up from 33% in 2011). This growth has created an opportunity for our department to invest into innovative clinical, educational, and research programs, as well as offer increased support to faculty members through our Research Office, Faculty Advancement Office, and other department-level resources.

## Revenue



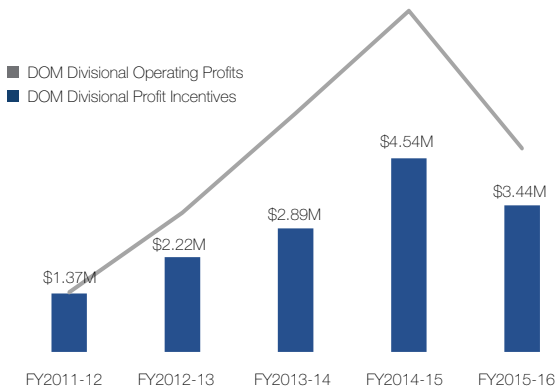
## Expenses



## Incentivizing and Rewarding Faculty

Increased clinical profits have enabled us to increase incentives paid to faculty by over 150% over the past five years (see chart at right).

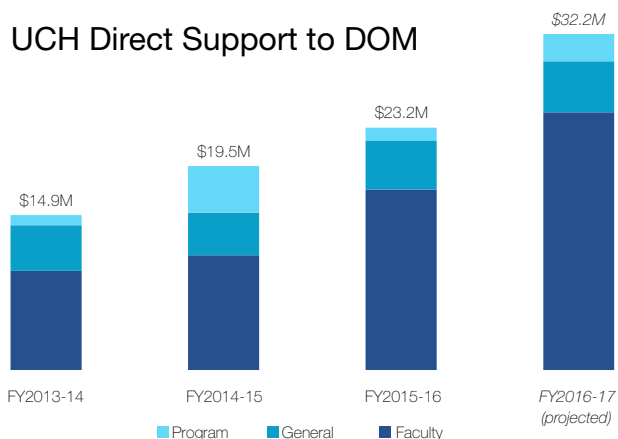
### Divisional Operating Profits and Incentives



## University of Colorado Hospital Partnership

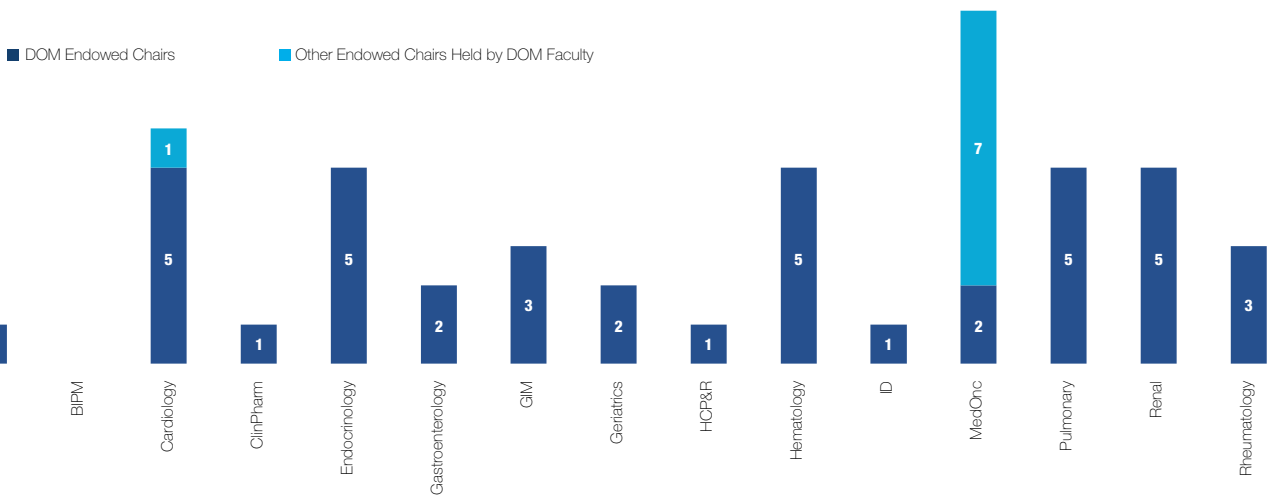
Since 2014, UCH has made annual contributions to the CU School of Medicine’s academic mission through an Academic Support Agreement, which was updated in 2016 to provide for automatic annual renewal. These funds support critical ongoing research and education initiatives. The Department of Medicine also receives ongoing (and increasing) direct support from UCH (see chart at right) supporting its clinical operations.

### UCH Direct Support to DOM



## Endowed Chairs and Funding

We gratefully acknowledge the many donors who have contributed to the 41 Endowed Chairs (and other endowed funds) in the Department of Medicine. Our faculty members also hold 8 Endowed Chairs managed outside of the department, including the Center for Women’s Health Research, the CU Cancer Center, and others. Total endowed funds for FY2015-16 totaled \$104M.



## Community Impact



Our faculty are active members of the local, national and international community through programs ranging from Denver-area clinics for underserved and refugee populations to state-based rural and community health programs to national advocacy efforts.



In 2016, we launched the Colorado-Zimbabwe International Exchange (CoZIE) program, a two-way exchange program formalizing a longstanding connection between the CU Department of Medicine and the Department of Internal Medicine in the University of Zimbabwe College of Health Sciences (UZCHS). The program provides diverse experiences in internal medicine practice, clinical teaching and research mentorship for DOM faculty and postgraduate trainees, and broadens clinical teaching and clinical research experiences for postgraduate trainees at UZCHS. The first CoZIE exchange took place during the 2015-16 academic year, with five DOM faculty members and three internal medicine residents traveling to Zimbabwe; later, the campus welcomed one faculty member and two residents from UZCHS.



# Contact Us

David A. Schwartz, MD  
Chair, Department of Medicine  
david.schwartz@ucdenver.edu  
303-724-1783

Nancy Miller  
Executive Assistant to the Chair  
nancy.j.miller@ucdenver.edu  
303-724-1783

Kelly Redard  
Executive Assistant to the Chair  
kelly.redard@ucdenver.edu  
303-724-8996

Corena Carmichael  
Director of Finance and Administration  
corena.carmichael@ucdenver.edu  
303-724-7498

Brian Slentz  
Associate Director of Finance  
brian.slentz@ucdenver.edu  
303-724-8790

David Sayers  
Financial Analyst  
david.sayers@ucdenver.edu  
303-724-9394

Helen Nguyen  
Senior Finance Professional  
helen.k.nguyen@ucdenver.edu  
303-724-9314

Ethan Hagen  
Business Services Manager  
ethan.hagen@ucdenver.edu  
303-724-2074

Cathy Van Tassel  
Business Services Senior Professional  
cathy.vantassel@ucdenver.edu  
303-724-8203

Lindsay Lennox  
Communications Specialist  
lindsay.lennox@ucdenver.edu  
303-724-6527

Jeanne Horvath  
Administrative Assistant III  
jeanne.horvath@ucdenver.edu  
303-724-1785

Jennifer Kemp, PhD  
Director, DOM Research Office  
jennifer.t.kemp@ucdenver.edu  
303-724-9546

Sheryl Hartmann  
Grants Coordinator  
sheryl.hartmann@ucdenver.edu  
303-724-1786

Homer Atanacio  
Data Analyst  
homer.atanacio@ucdenver.edu  
303-724-5855



## Department of Medicine

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UNIVERSITY OF COLORADO  
**ANSCHUTZ MEDICAL CAMPUS**