2019 State of the Department

David A. Schwartz, MD
Professor of Medicine and Immunology
Robert W. Schrier Chair of Medicine
Who we are

Substantial Growth

2011
- 473 MD Faculty
- 147 PhD Faculty
- 415 Research & Admin Staff
- 79 Fellows
- 156 Residents

2019
- 740 MD Faculty
- 187 PhD Faculty
- 538 Research & Admin Staff
- 132 Fellows
- 176 Residents
Who we are
Balanced Growth
Robust Finances
Pioneering Programs
Aligned Values

OUR FOUNDATION
Balanced Growth of our Missions

- Patient Care
- Education
- Research
Vision for Patient Care

- Outstanding medical care
- Interdisciplinary program development
- Clinical growth
- Recognition
Patient Care: by the Numbers

Clinical Activity DOUBLED in last 9 years

Increase Last Year
- 13% new outpatients
- 25% inpatients

Hospitalized Patients
≈40% of patients under our care

Quality and Safety

Quarterly M&M Medical Grand Rounds
Growth of Clinical Enterprise
[work RVUs in thousands]

Since 2011
- >2-fold increase in wRVUs (≈1.2 million wRVUs)

2.5-fold increase in cFTEs (325 cFTEs in FY19)
2.5-fold increase in clinical revenue ($141M FY19)
Non-Proceduralist Program

FY 13 Division Operating Profits: $1.3M
FY 19 Division Operating Profits: $2.4M
Our Affiliates

Denver Health
- Primary care residency program will move to Denver Health in 2020

National Jewish Health
- Preparing to break ground for new Center for Outpatient Health

Veterans Affairs Medical Center
- Consolidated move into Rocky Mountain Regional Medical Center
Vision for Education

- Train leaders in medicine
- Re-orient the program from clinical service to education
- Prioritize diversity
Train Leaders in Medicine

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

10% AOA 2011
40% AOA 2019
Prioritize Diversity of Housestaff

≈4-fold increase in URMs

% Under-represented Minority Trainees

4.0% 7.3% 9.3% 13.8% 12.3% 15.4% 12.8% 13.2% 15.6%
Vision for Research

- Strategic plan for research
  - Early Career Investigators
  - Successful Investigators
- Support recruitment and career development of PhDs
- Build a bridge to industry
- Diversify the research portfolio
Research: by the Numbers

Federal Support

NIH Support

VA Support

Peer Reviewed Papers

- ≈50% INCREASE last nine years
- OUTPACED NIH Growth 2 to 1 last five years
- TRIPLED Support last 7 years
- ≈2500 last year
Support for Research

2011-2019: >40% growth ($37.5M)

>80% increase in DOM support and philanthropy
OUR FOUNDATION: Robust Finances
Vision for Finances

- Strong relationship with UCH
- Partnership with SOM
- Grow philanthropy
- Invest in divisions, programs, and faculty
Fiscally Robust: Divisions and Department

$5-12M annual aggregate profits

FY14: Division Profit - 5.5M, DOM Profit - 3.8M
FY15: Division Profit - 8.8M, DOM Profit - 4.0M
FY16: Division Profit - 5.3M, DOM Profit - 3.7M
FY17: Division Profit - 2.9M, DOM Profit - 3.5M
FY18: Division Profit - 6.2M, DOM Profit - 3.6M
FY19: Division Profit - 4.7M, DOM Profit - 3.4M
Annual UCH Support for DOM (Millions)

UCH Support of the Department

>4-fold increase in UCH support

Annual UCH Support for DOM (Millions):

- Faculty
- General
- Program
Philanthropy

- Added 14 Endowed Chairs in last 9 years (total of 39 chairs)
- Added 11 non-Departmental Endowed Chairs in last 9 years (total of 18 chairs)
- DOM Endowment Funds Grew by >50%

2011: $95M
2019: $145M
Invest in Divisions, Programs, and Faculty

$>100M DOM Support Provided to Divisions (2011-2019)

Sources: DOM Tax, DOM Startup, CU Foundation Earnings, State Funds, ICR, Earnings on Enrichment Funds

≈2:1 return on every dollar paid to DOM

2011-2019 (Millions)
OUR FOUNDATION: Pioneering Programs
Pioneering Programs

Since 2011

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

Department of Medicine
SCHOOL OF MEDICINE
UNIVERSITY OF COLORADO
ANSCUITZ MEDICAL CAMPUS
OUR FOUNDATION: Aligned Values
Our Aligned Values

- Level the playing field
- Encourage team play
- Advance interdisciplinary programs
- Reward extraordinary contributions
Robust Approach to Salary Benchmarking

- Over Benchmark
- Under Benchmark

Graph showing the relationship between Years-in-Rank and % AAMC Benchmark.
Gender-Based Discrepancy in Salary

<table>
<thead>
<tr>
<th>Years-in-Rank</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Women</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>39%</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>43%</td>
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<tr>
<td>Professor</td>
<td>53%</td>
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Year-in-Rank Benchmarks (FY13-FY20)

- Assistant Professor
- Associate Professor
- Professor

Female

≈75% improvement

Male

≈70% improvement

% Below AAMC Year-in-Rank Benchmark
Year-in-Rank Benchmarks (FY13-FY20)

% Below AAMC Year-in-Rank Benchmark

≈75% improvement

≈70% improvement

<table>
<thead>
<tr>
<th></th>
<th>Women</th>
<th>Men</th>
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<tbody>
<tr>
<td>2013</td>
<td>39%</td>
<td>28%</td>
</tr>
<tr>
<td>2020</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>2013</td>
<td>43%</td>
<td>39%</td>
</tr>
<tr>
<td>2020</td>
<td>20%</td>
<td>15%</td>
</tr>
<tr>
<td>2013</td>
<td>53%</td>
<td>57%</td>
</tr>
<tr>
<td>2020</td>
<td>8%</td>
<td>15%</td>
</tr>
<tr>
<td>Overall</td>
<td>42%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Assistant Professor

Associate Professor

Professor

Overall

Female

Male

Assistant Professor

Associate Professor

Professor

Assistant

Professor

Assistant

Professor

Female

Male
Priorities that Emerge from our Aligned Values

✓ Gender equity program
✓ Parental leave policy
✓ Unconscious bias training
✓ Leadership and mentoring
✓ Sexual harassment training
✓ Wellness program
Lessons Learned
GROW, ADAPT, and EVOLVE
but stay Vision-Focused
Moving from Vision to Successful Implementation is Hard Work
Innovation Requires Investment
Surround Yourself with Great Leaders
Love What You Do

It’s not about how much you do, but how much love you put into what you do that counts.

- Mother Teresa
Looking to the Future
Accomplished, Empowered, Forward Thinking, and Value Driven

>2-fold ↑ Clinical Activity
>4-fold ↑ UCH Support
4-fold ↑ AOA House Staff
≈4-fold ↑ URM House Staff
≈50% ↑ Federal Research Support
Outpaced Growth of NIH 2:1
>50% ↑ Endowed Funds
Salary Equity and Parental Leave

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