



# Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

**ANSCHUTZ MEDICAL CAMPUS**

## 2019 State of the Department

David A. Schwartz, MD

*Professor of Medicine and Immunology*

*Robert W. Schrier Chair of Medicine*



# Who we are



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# 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



# Who we are



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## Substantial Growth

### 2011

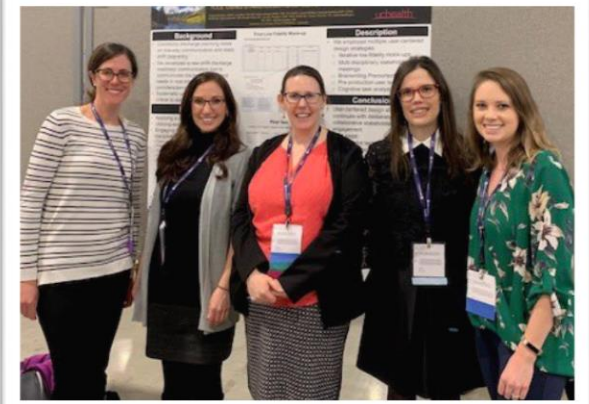
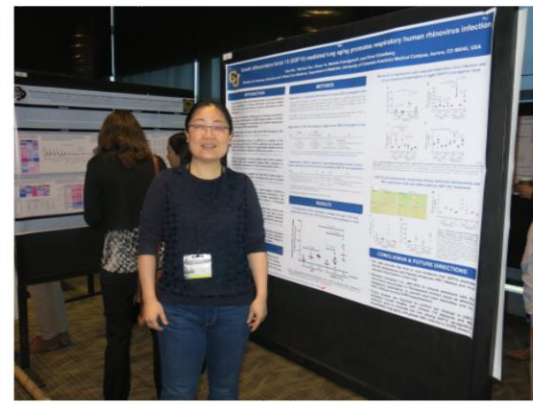


### 2019





# Who we are



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**Balanced  
Growth**

**Robust  
Finances**

**Pioneering  
Programs**

**Aligned  
Values**

**OUR FOUNDATION**



# OUR FOUNDATION: Balanced Growth





# Balanced Growth of our Missions



- **Patient Care**
- **Education**
- **Research**



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# Vision for Patient Care



- ✓ Outstanding medical care
- ✓ Interdisciplinary program development
- ✓ Clinical growth
- ✓ Recognition



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# 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



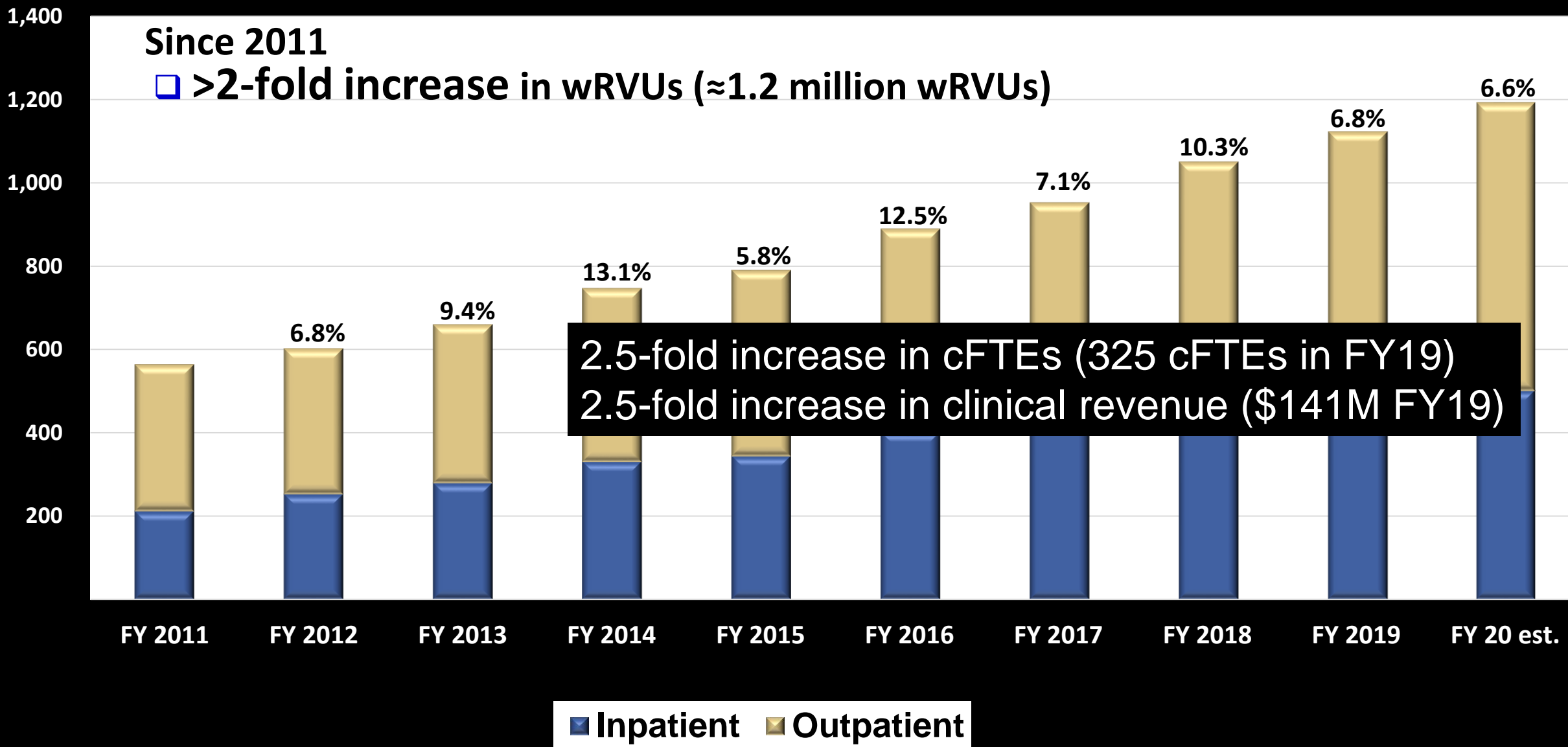
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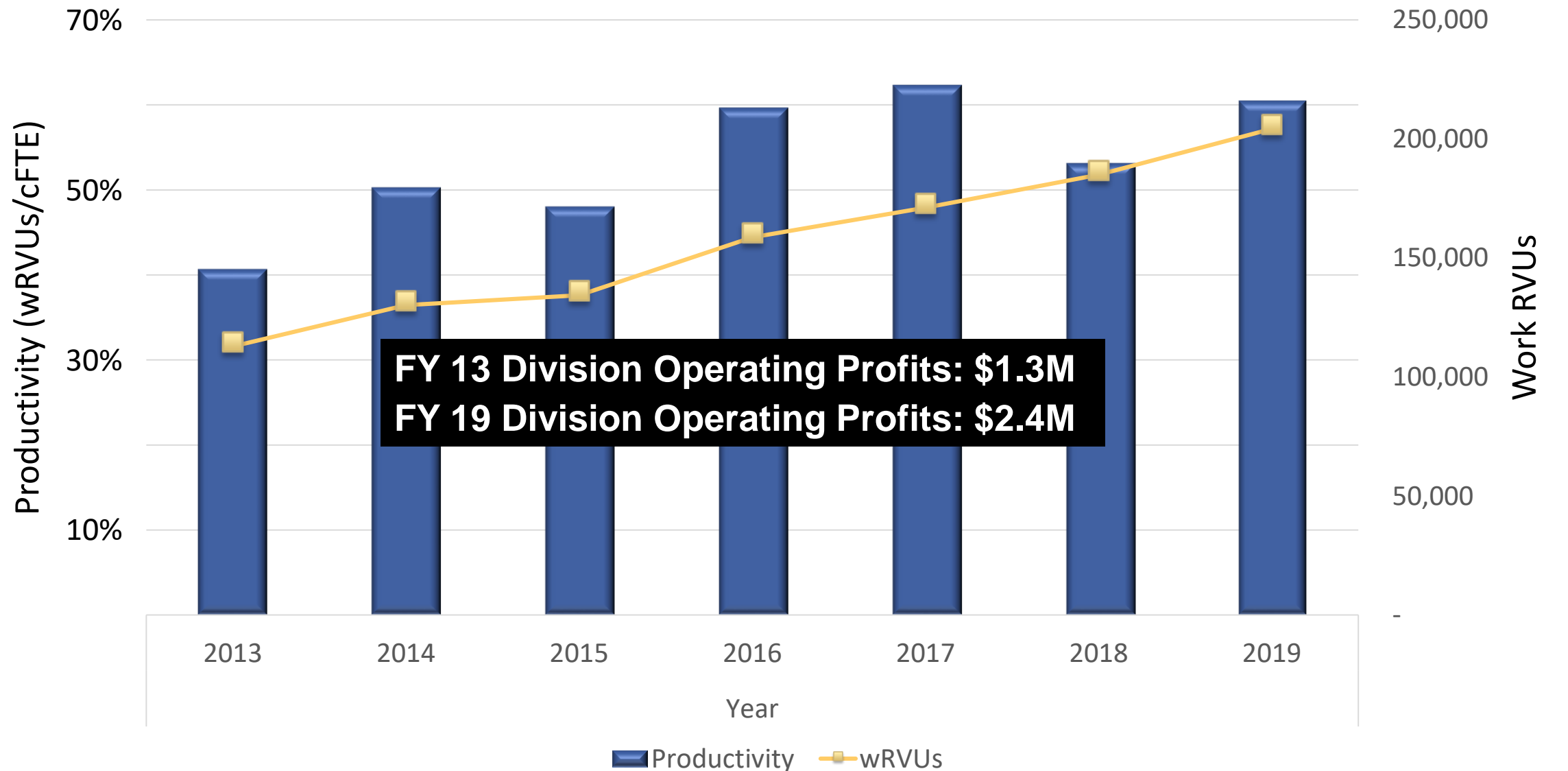
# Growth of Clinical Enterprise

[work RVUs in thousands]





# Non-Proceduralist Program





# 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



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# Vision for Education



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



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# Train Leaders in Medicine

10%  
AOA  
2011

40%  
AOA  
2019



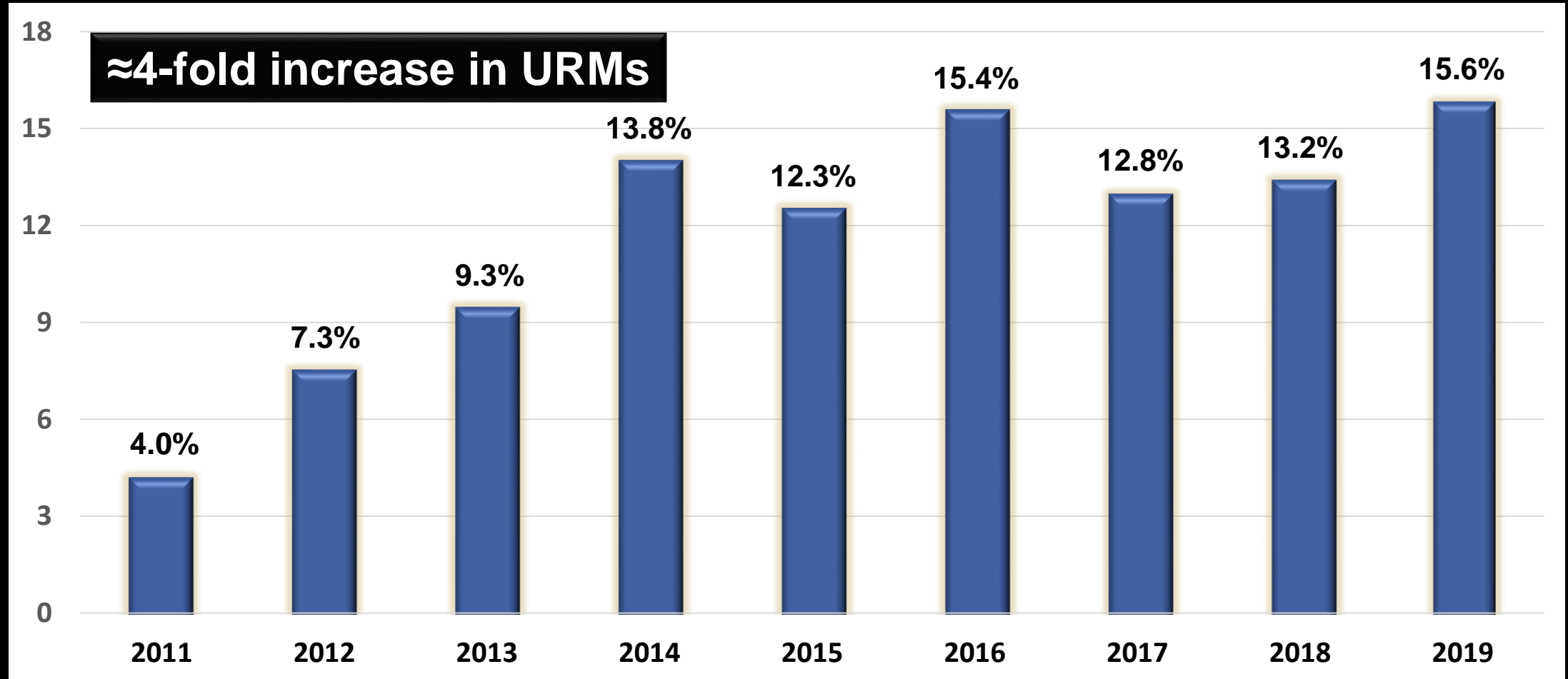
- ✓ Focus on Career Development
- ✓ Physician-Scientists
- ✓ Medicine Pediatrics Residency
- ✓ Scholarship for Educators



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# Prioritize Diversity of Housestaff

% Under-represented Minority Trainees





# 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



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# Strategic Plan for Research



# Research: by the Numbers



**Federal Support**

**≈50% INCREASE**  
last nine years

**NIH Support**

**OUTPACED NIH**  
Growth 2 to 1  
last five years

**VA Support**

**TRIPLED Support**  
last 7 years

**Peer Reviewed Papers**

**≈2500**  
last year



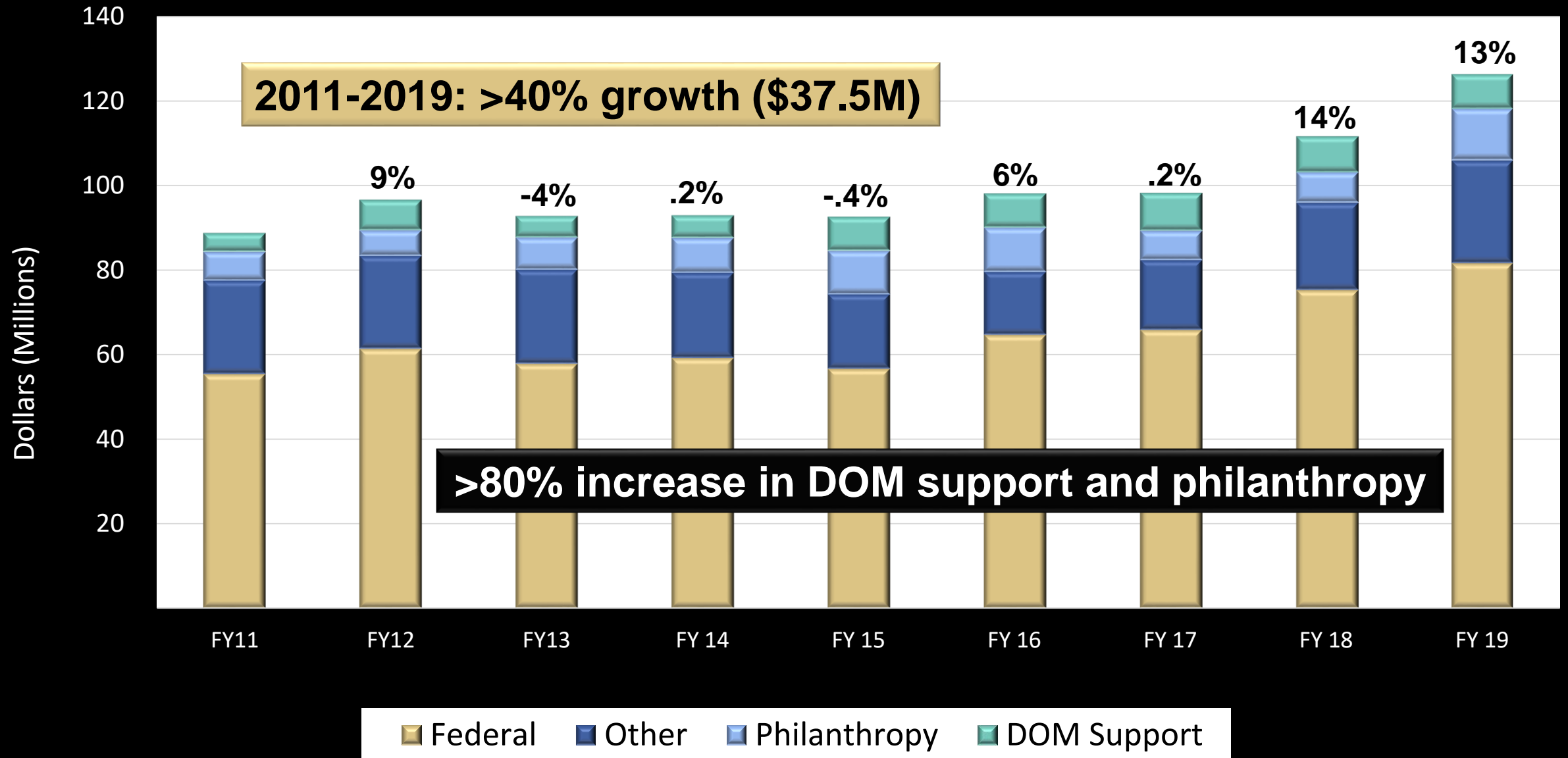
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# Support for Research



# OUR FOUNDATION: Robust Finances





# Vision for Finances



- ✓ **Strong relationship with UCH**
- ✓ **Partnership with SOM**
- ✓ **Grow philanthropy**
- ✓ **Invest in divisions, programs, and faculty**



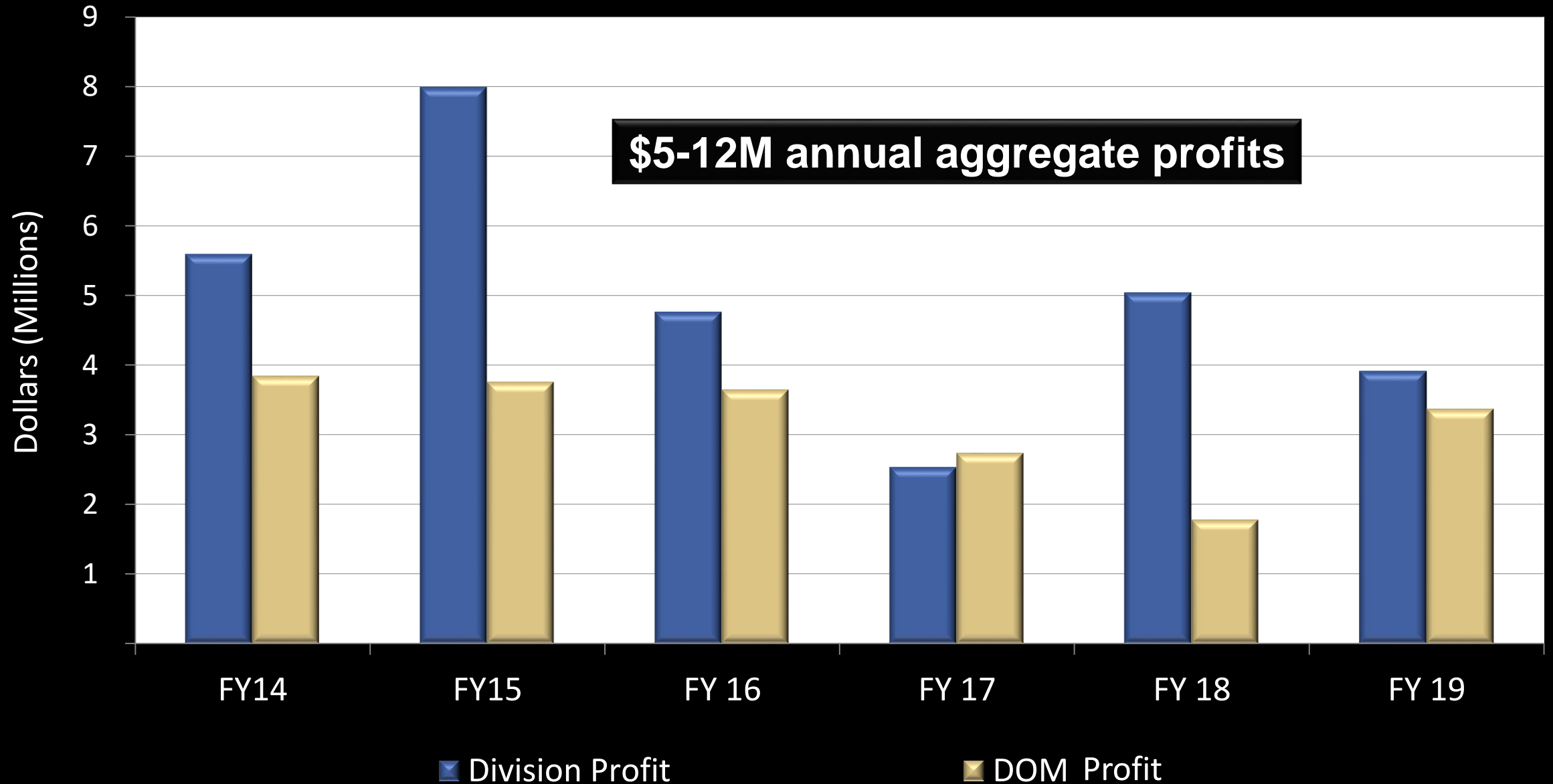
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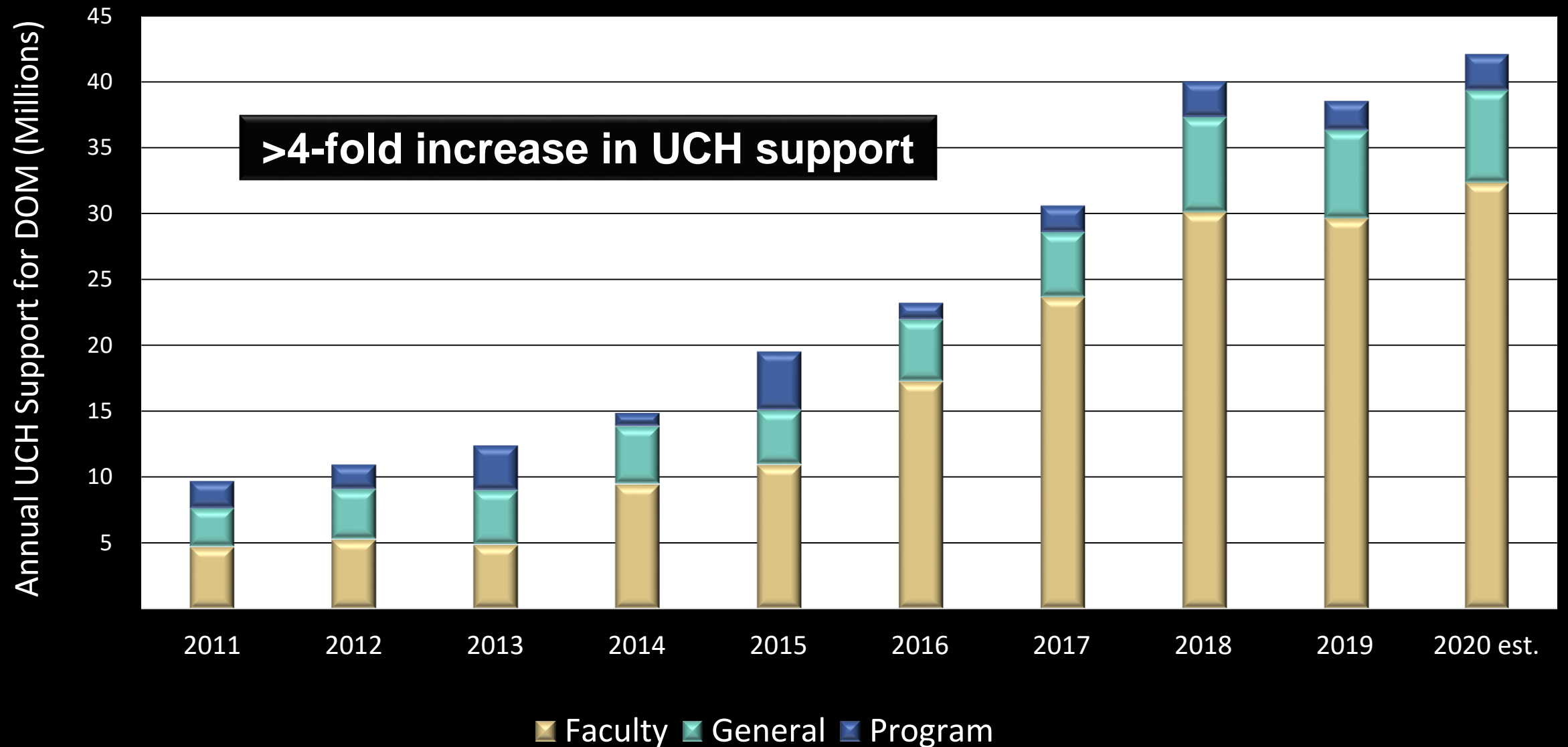
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# Fiscally Robust: Divisions and Department



# UCH Support of the Department



# 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



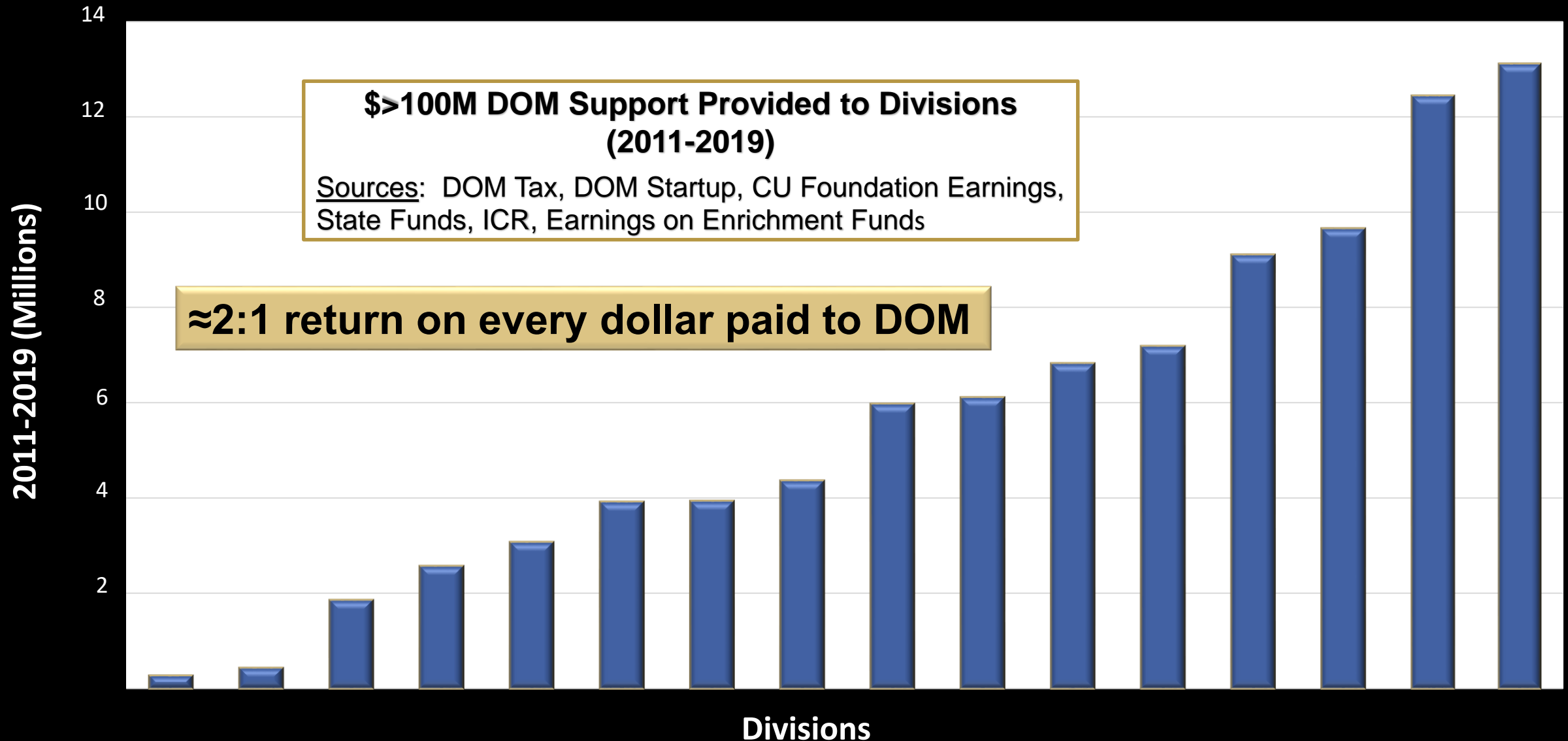
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# Invest in Divisions, Programs, and Faculty



# OUR FOUNDATION: Pioneering Programs



# Pioneering Programs



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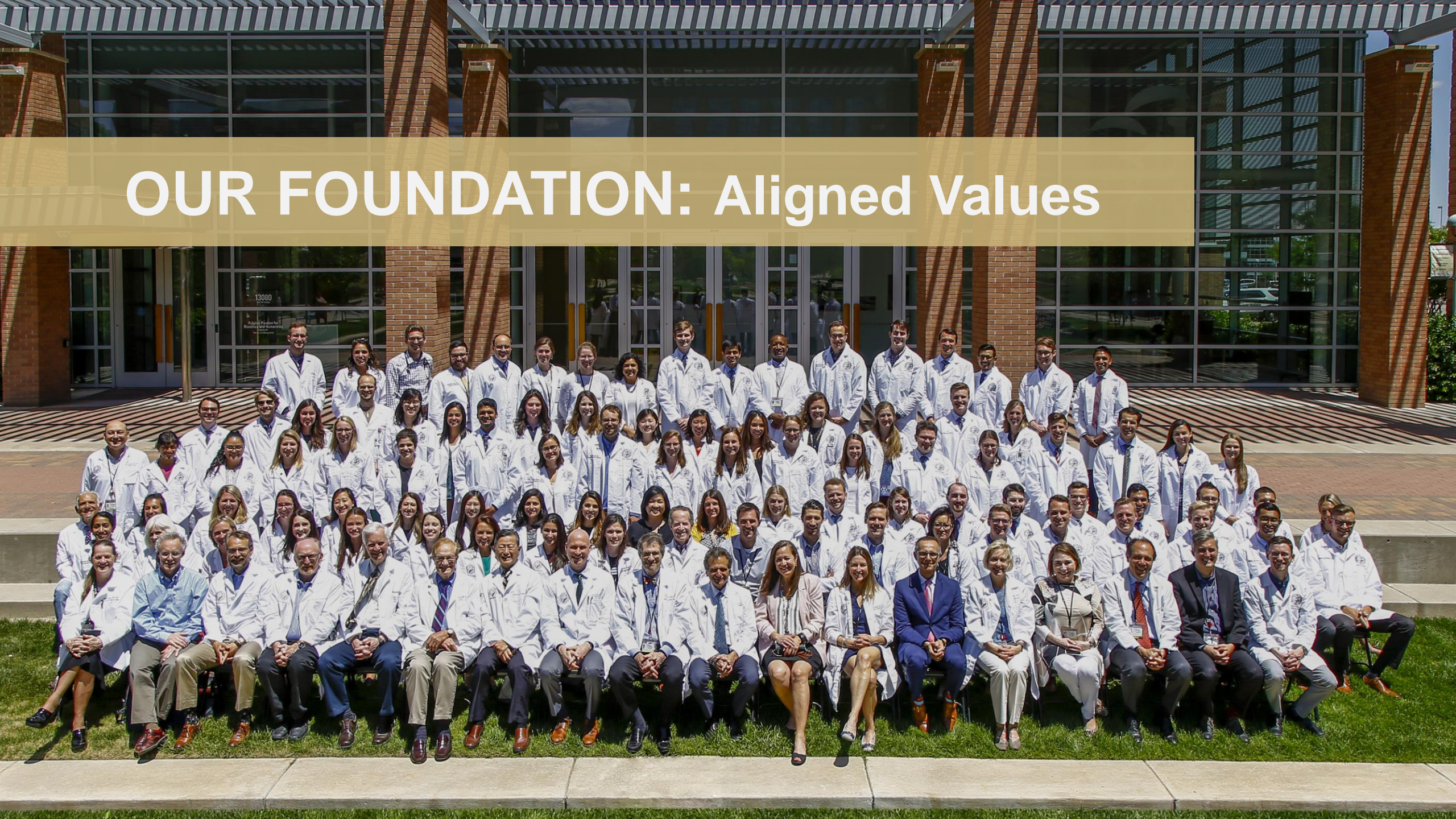
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# OUR FOUNDATION: Aligned Values





# Our Aligned Values



- ✓ **Level the playing field**
- ✓ **Encourage team play**
- ✓ **Advance interdisciplinary programs**
- ✓ **Reward extraordinary contributions**



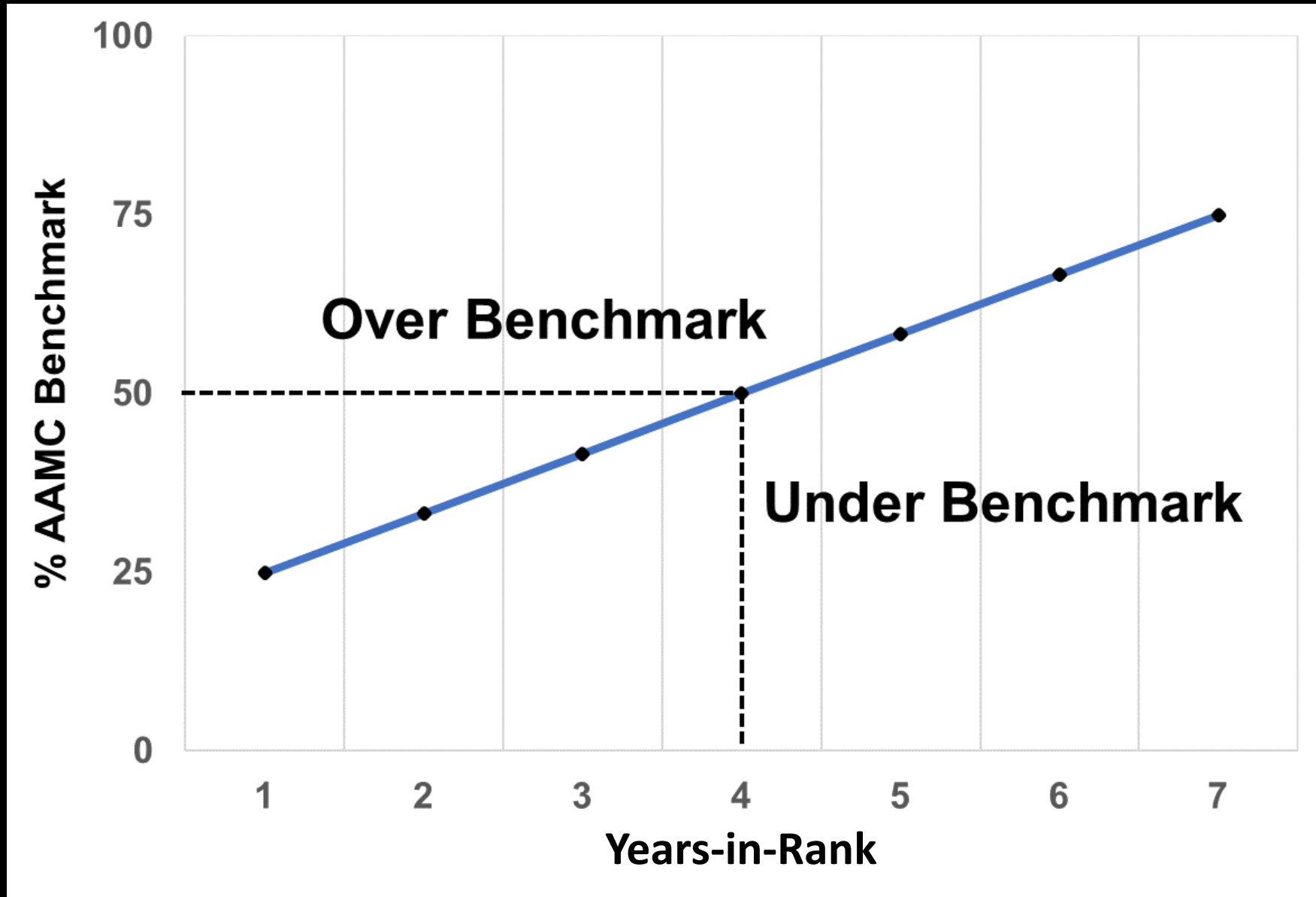
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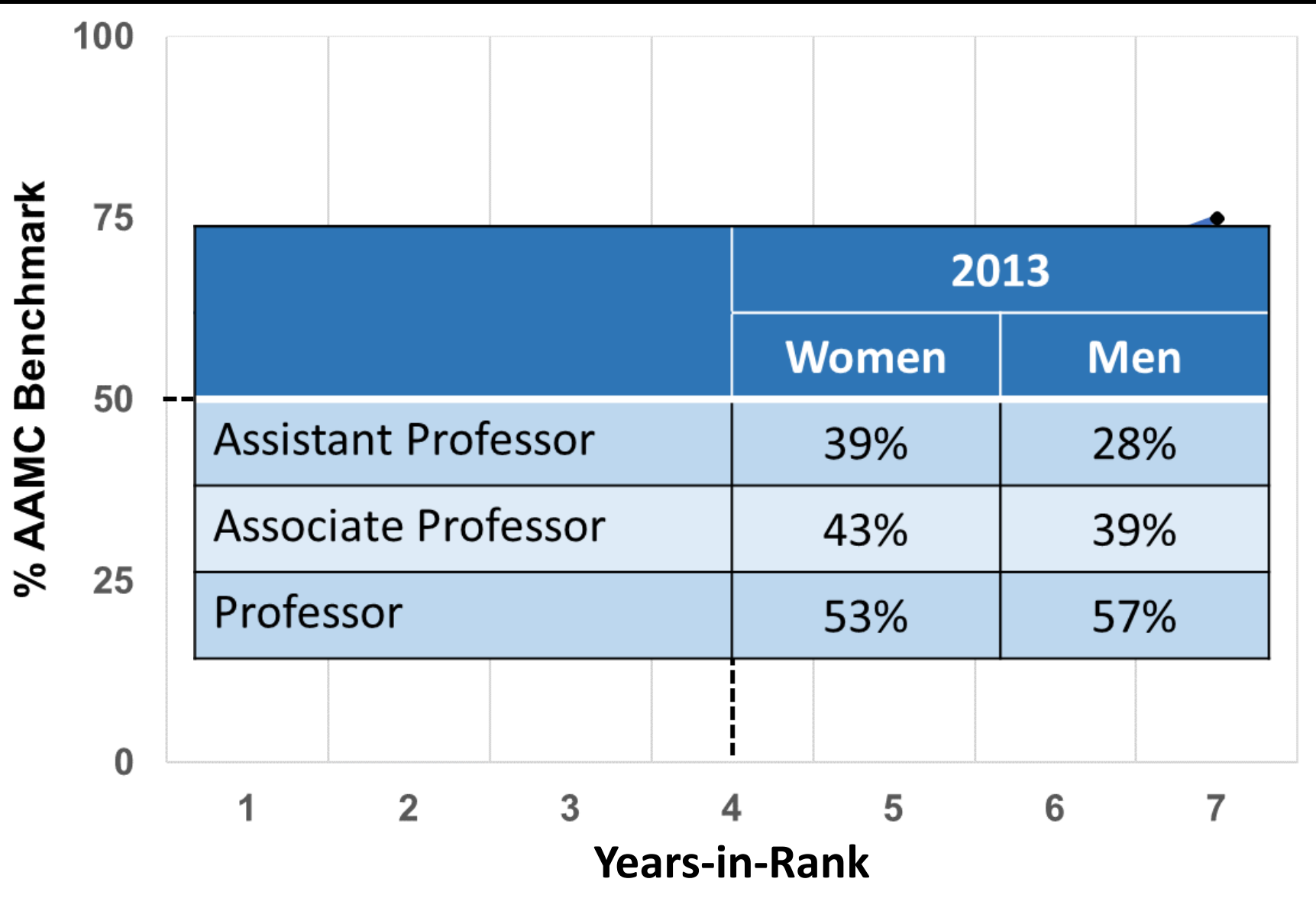
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# Robust Approach to Salary Benchmarking

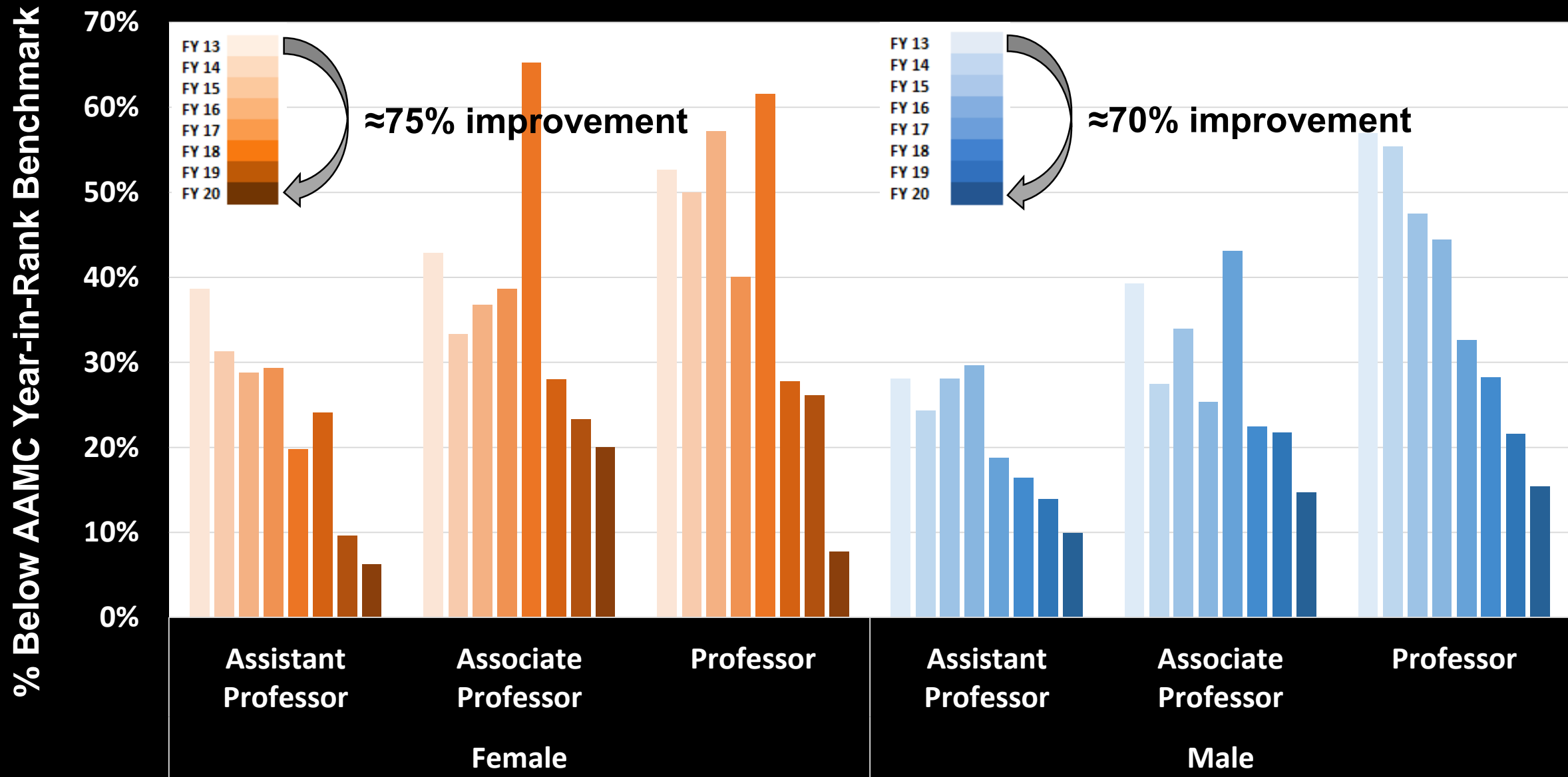




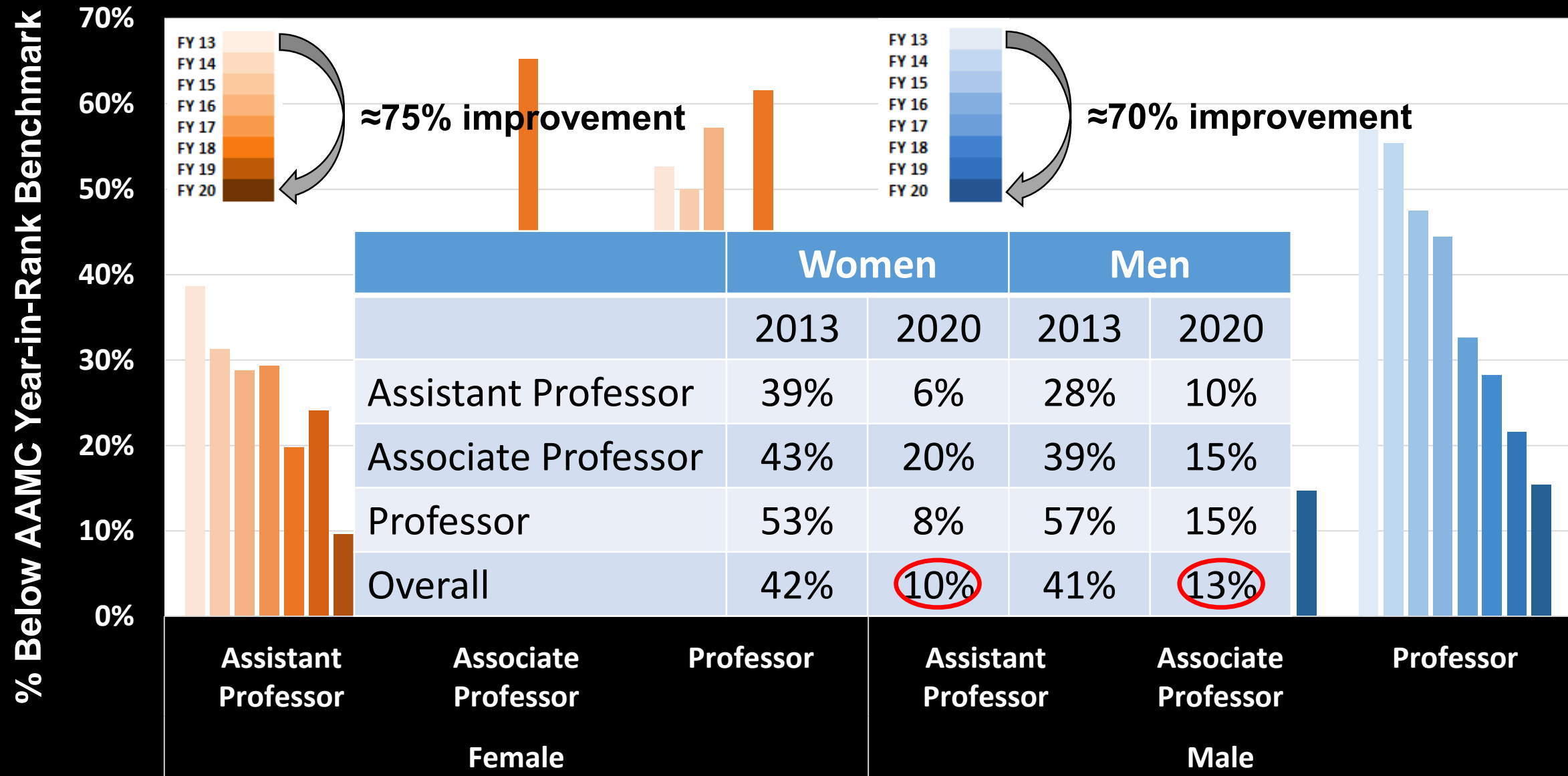
# Gender-Based Discrepancy in Salary



# Year-in-Rank Benchmarks (FY13-FY20)



# Year-in-Rank Benchmarks (FY13-FY20)



# Priorities that Emerge from our Aligned Values



- ✓ Gender equity program
- ✓ Parental leave policy
- ✓ Unconscious bias training
- ✓ Leadership and mentoring
- ✓ Sexual harassment training
- ✓ Wellness program



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# Lessons Learned





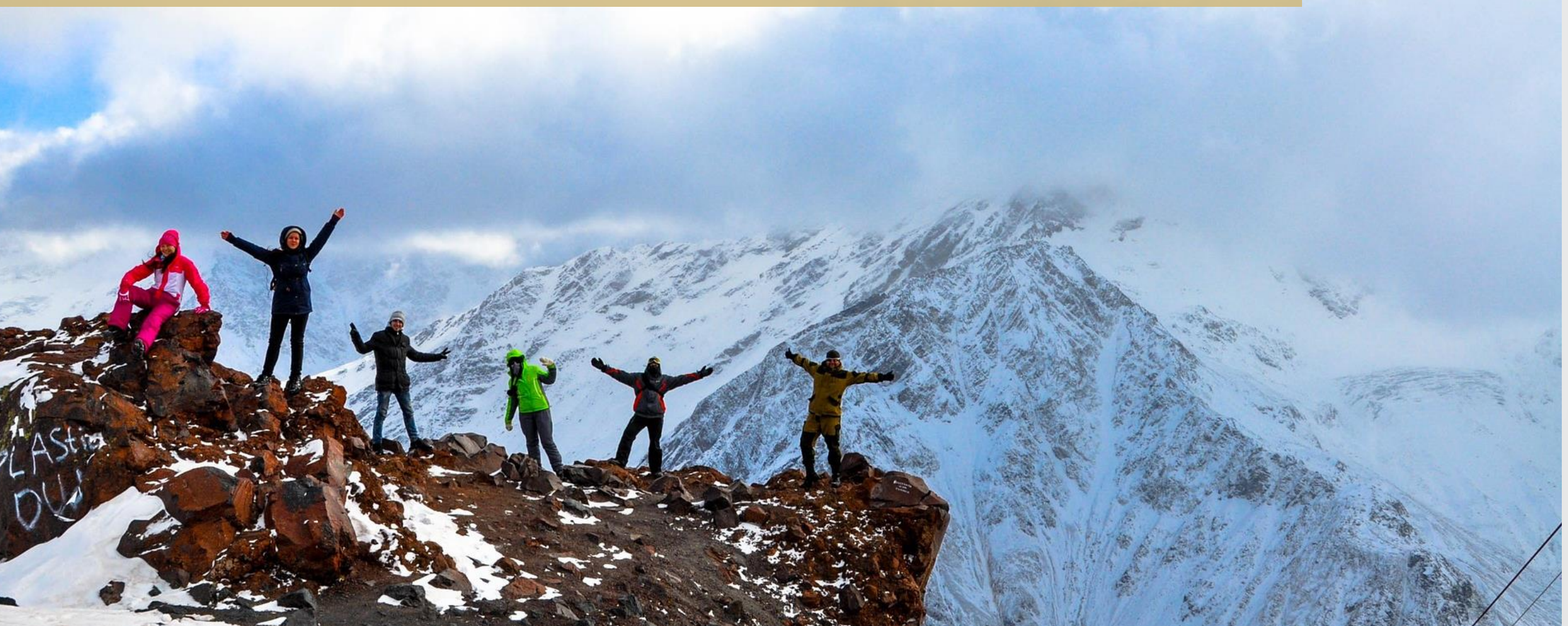
# **GROW, ADAPT, and EVOLVE but stay Vision-Focused**

**Vision**





# Moving from Vision to Successful Implementation is Hard Work





# **Innovation Requires Investment**






# Surround Yourself with Great Leaders





## Love What You Do

A black and white photograph of Mother Teresa, an elderly woman with a serene expression, wearing her characteristic white headscarf with blue stripes and a dark blue sari. She is shown from the chest up, smiling warmly and clapping her hands together in front of her. The background is dark and out of focus.

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

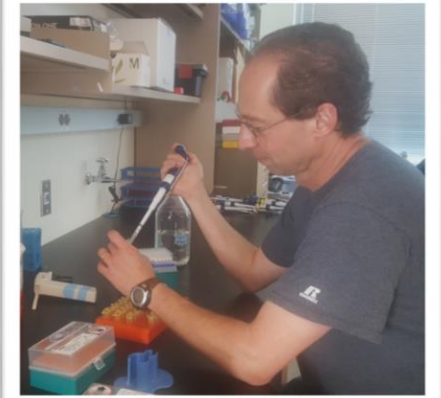
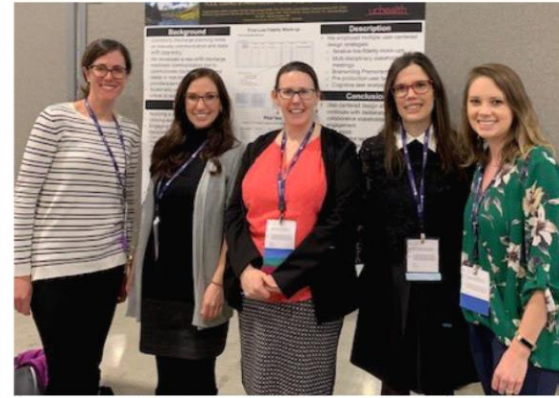
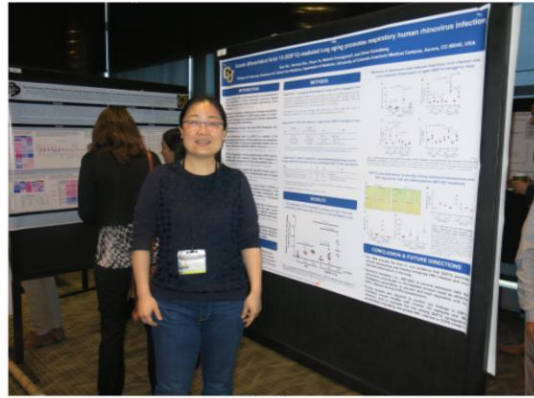
- *Mother Teresa*



# Looking to the Future







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**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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