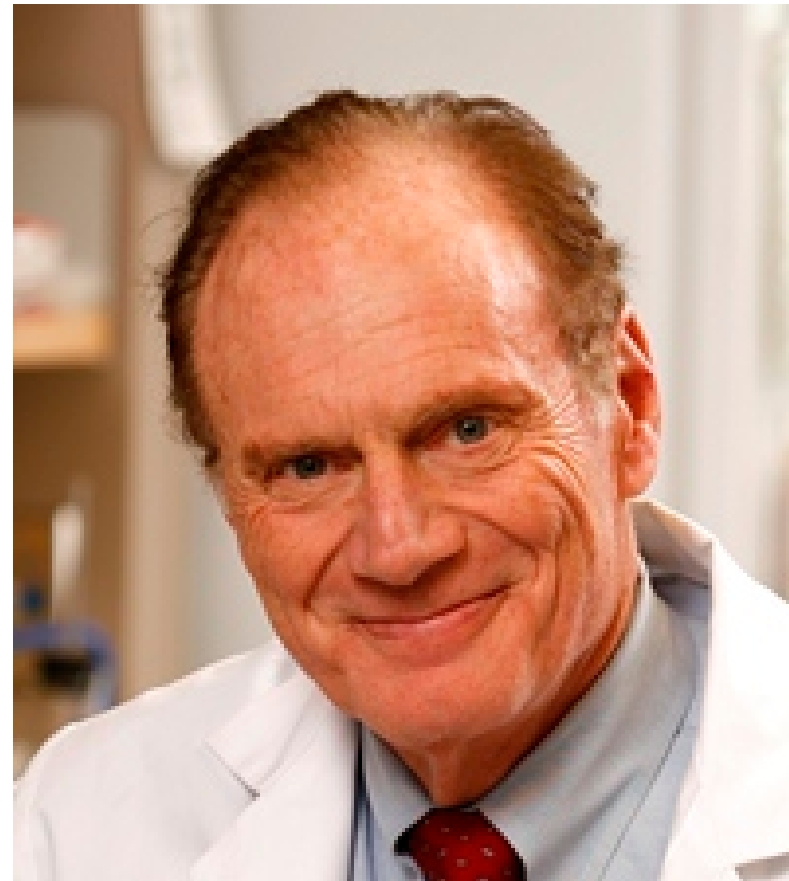


State of the Department

David A. Schwartz, MD



University of Colorado
Anschutz Medical Campus



Departmental Vision

Improve human health by fostering the development of outstanding interdisciplinary programs in patient care, education, and research that serve the community, region, and nation



Departmental Vision

Improve human health by fostering the development of outstanding interdisciplinary programs in patient care, education, and research that serve the community, region, and nation

Driving Principles:

- Outstanding patient care
- Balance growth of competing priorities
- Foster interdisciplinary programs
- Build strong partnerships
- Enhance diversity

Transparency and Accountability



Departmental Vision

Improve human health by fostering the development of outstanding interdisciplinary programs in patient care, education, and research that serve the community, region, and nation

Strategy and Tactics

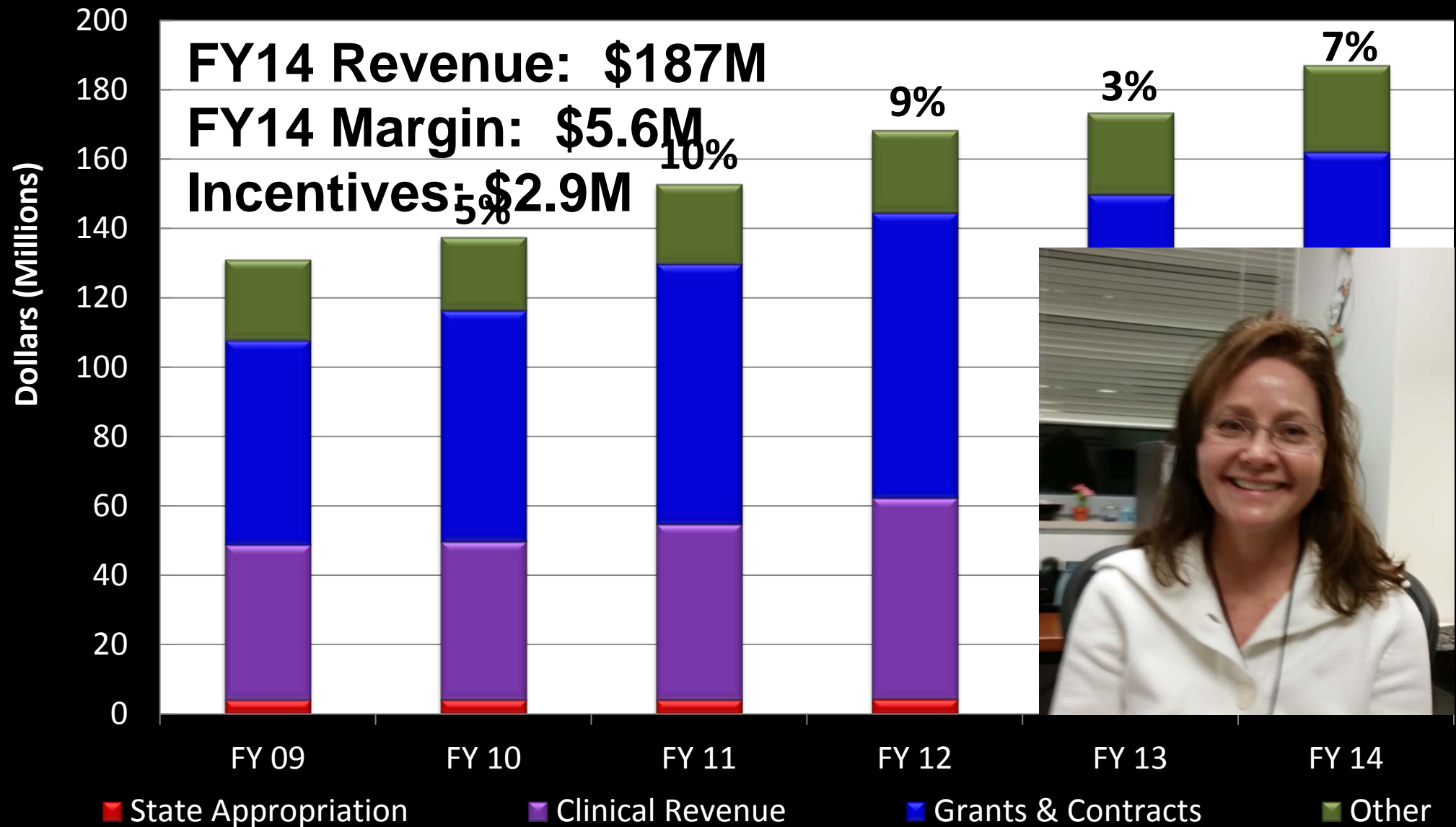
Driving Principles:

- Outstanding patient care
- Balance growth of competing priorities
- Foster interdisciplinary programs
- Build strong partnerships
- Enhance diversity

Transparency and Accountability



Department of Medicine Revenue



State of the Department

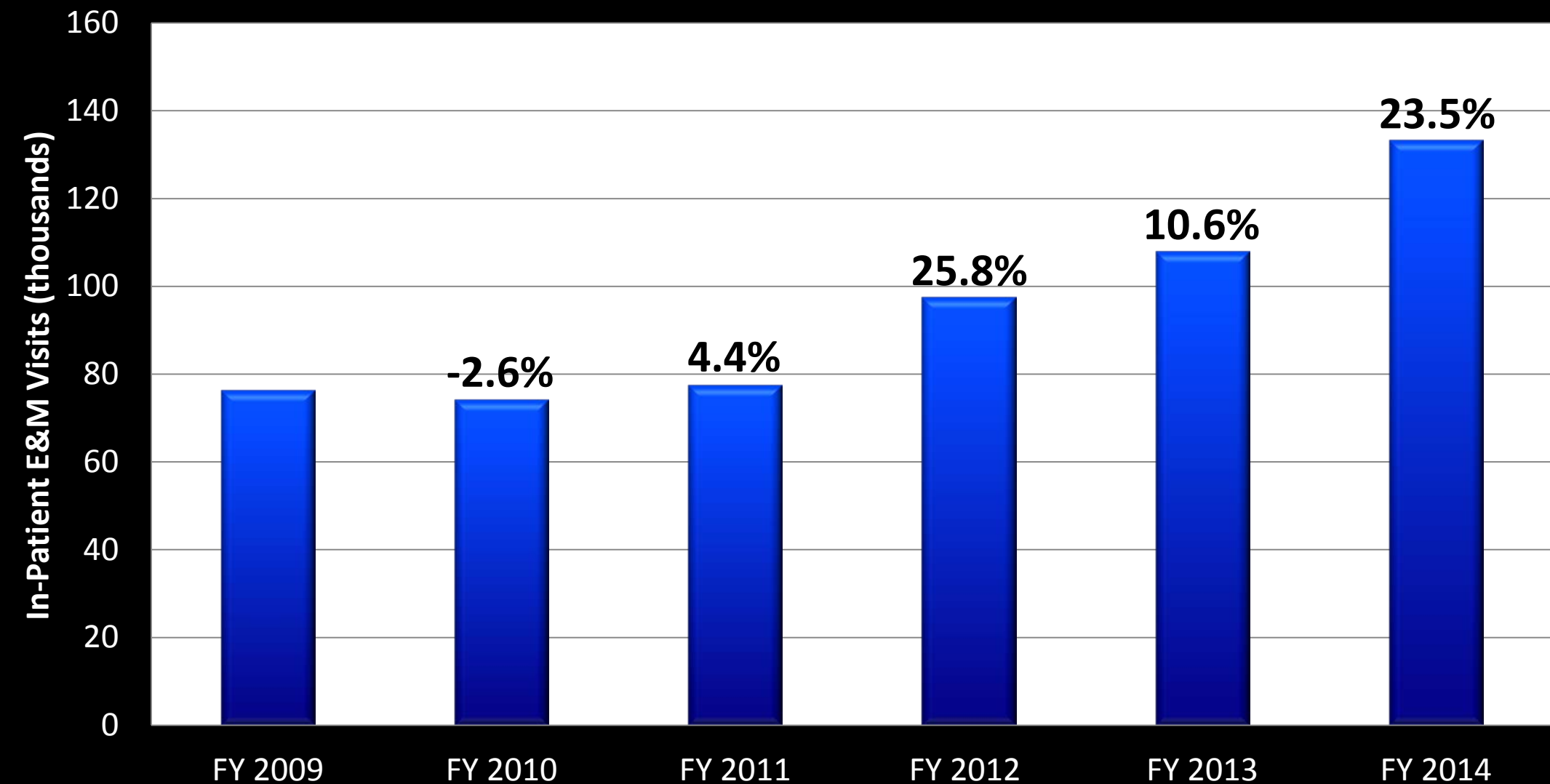
- **Accomplishments and Opportunities**
 - **Clinical**
 - **Education and Training**
 - **Research**
- **Departmental Challenges**
- **Career Advancement and Program Development**

Clinical Enterprise

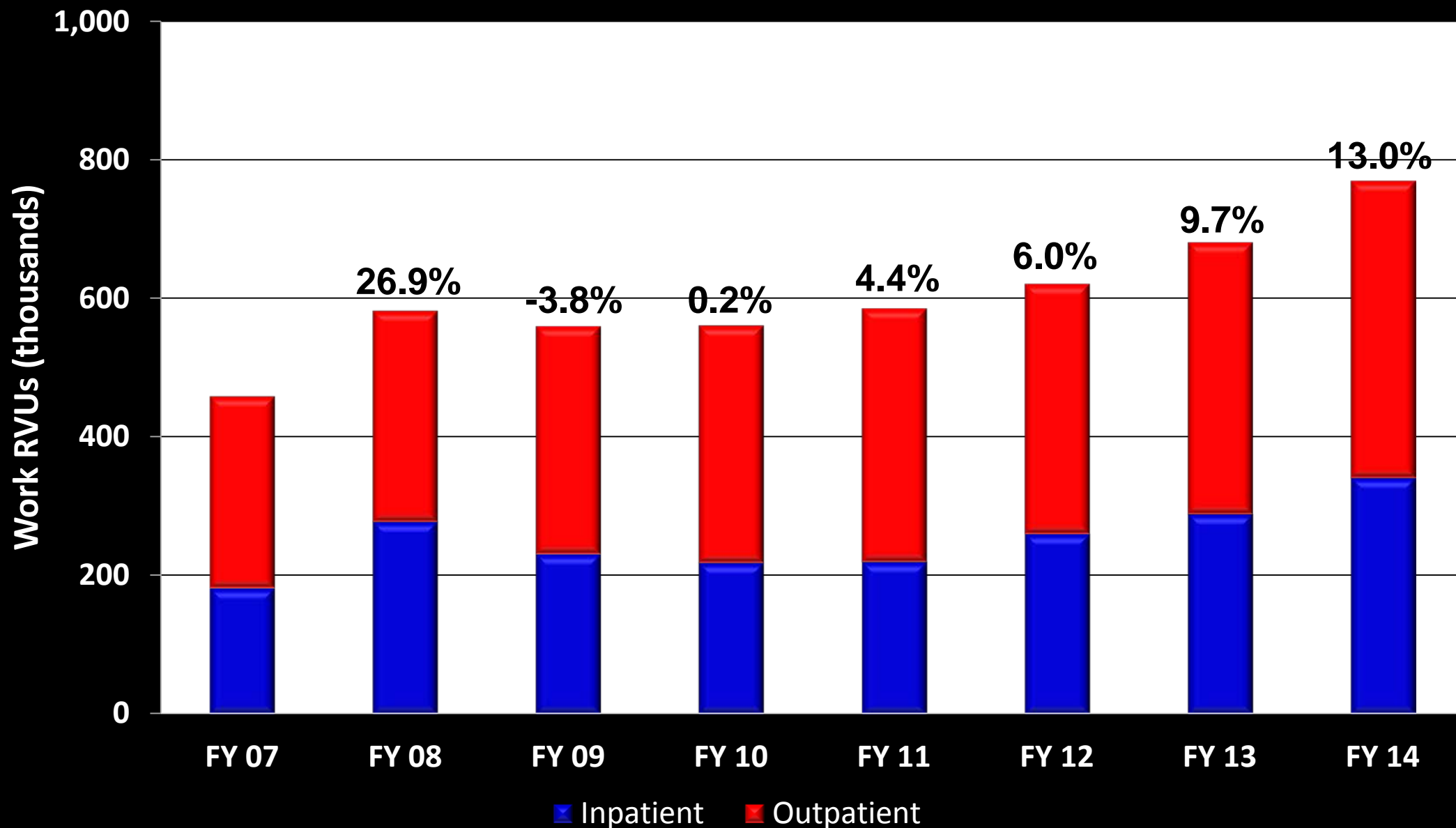
“Our heart, soul, and sustenance”



Medicine Inpatient Volumes



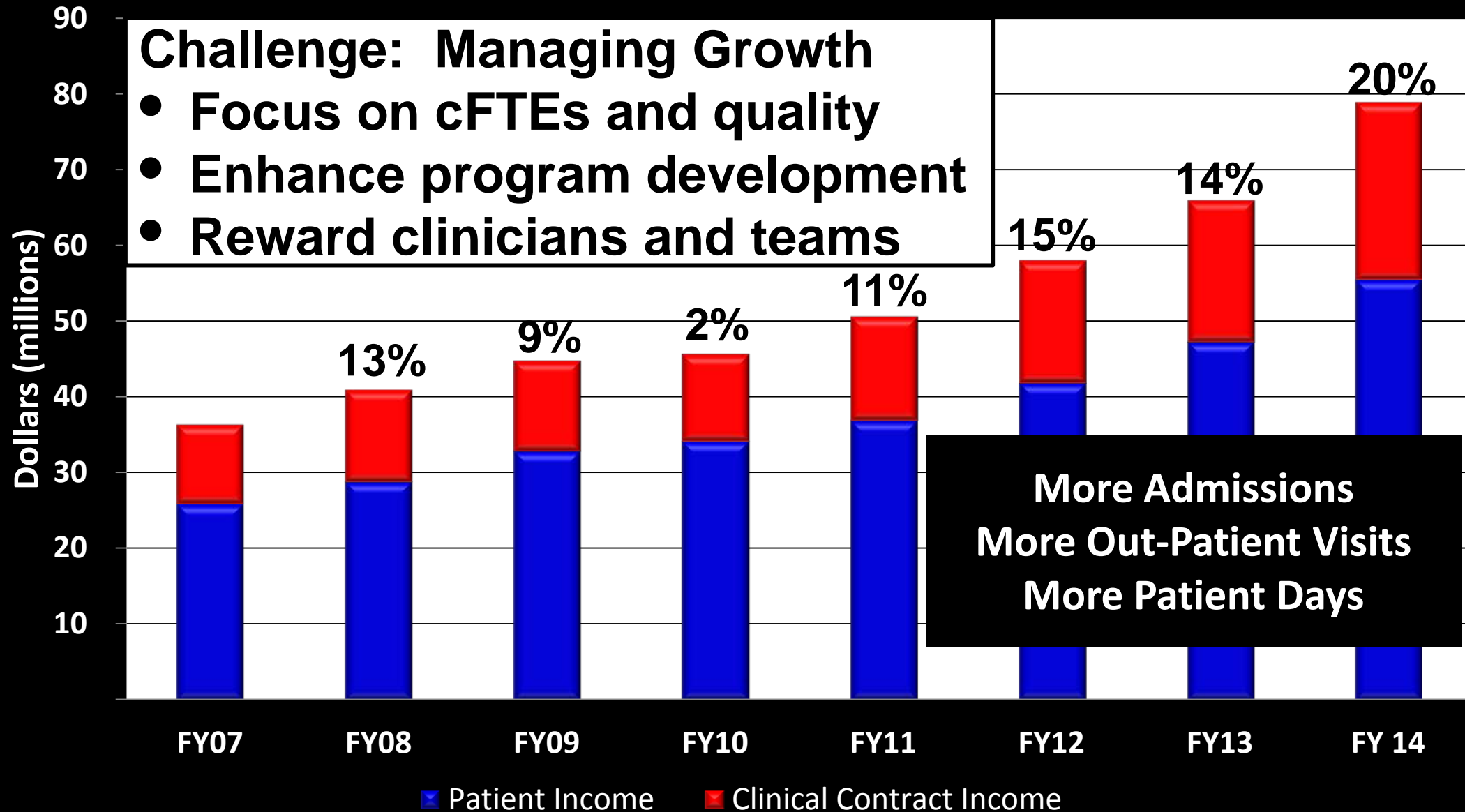
Inpatient and Outpatient wRVUs



Clinical Revenue

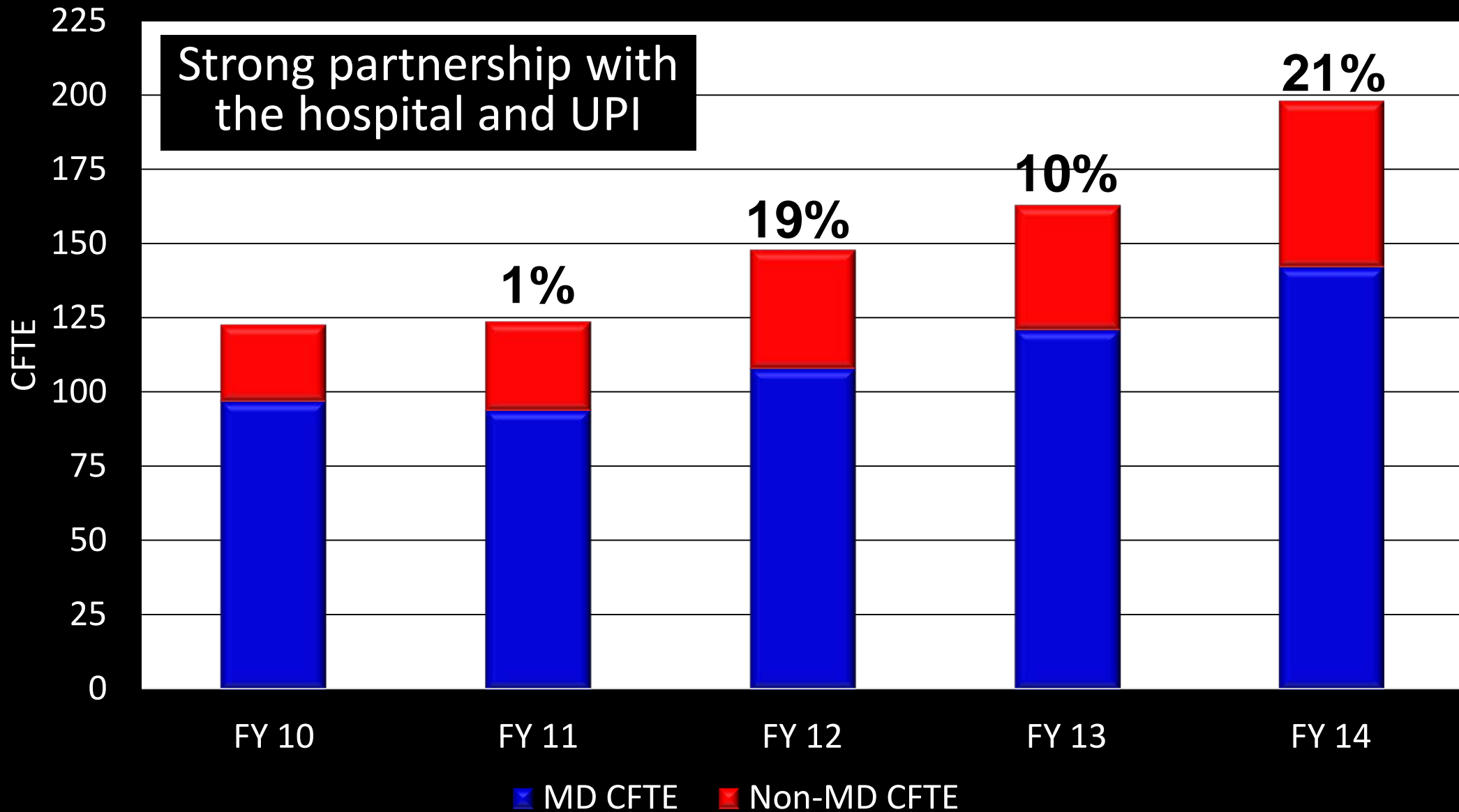
Challenge: Managing Growth

- Focus on cFTEs and quality
- Enhance program development
- Reward clinicians and teams



Growth of Clinical FTEs

Strong partnership with
the hospital and UPI



Faculty Recruitment

Division	Recruits							
	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Allergy		1			1		2	1
Cardiology	5	6	3	4	3	12	8	7
Clinical Pharmacology								1
Endocrinology	3	1		1	3	7	2	1
General Internal Medicine	15	13	11	13	14	20	27	39
Gastroenterology	4	3	1	5	3	4	5	3
Geriatrics				1	1	1		2
Health Care Policy Research		1						1
Hematology		1		3	1	4	6	5
Infectious Disease	1	5	2	2	5	5	2	5
Medical Oncology	4	6	2	1	3	3	4	5
Personalized Medicine					1	1	2	1
Pulmonary	6	3	11	7	8	10	1	4
Renal	1	2	5	4	2	2	3	5
Rheumatology	2	2			1	1	1	2

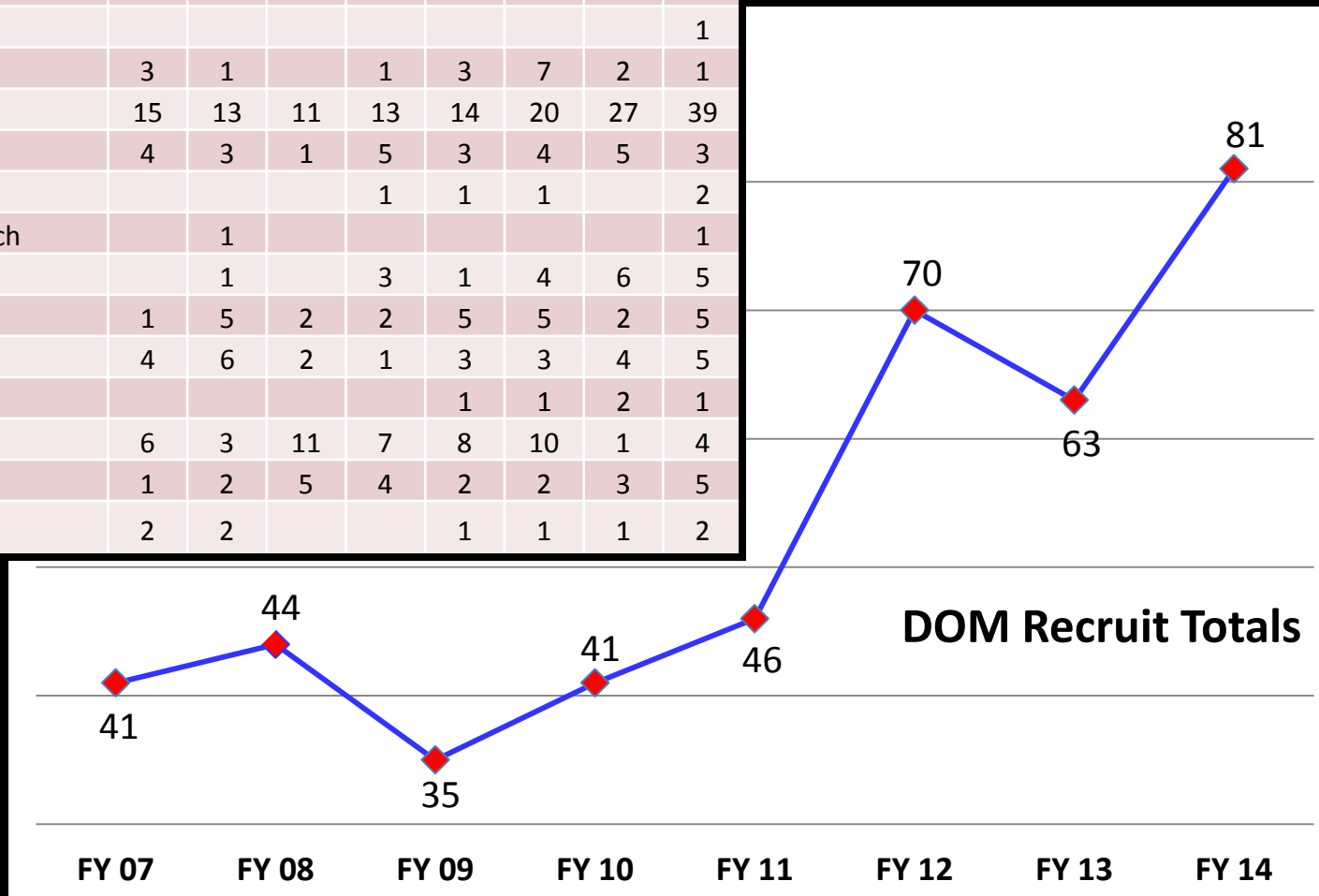
Division Heads

Eric Coleman, MD – HCPR

Craig Jordan, PhD - Hematology

Wells Messersmith, MD - Oncology

Eric Poeschla, MD - ID



Outstanding QI Program

Unique Needs of Divisions

- Divisions functioning on electronic platform for Ongoing Prof Performance Evaluation
- Performance improvement:
 - ❑ Methodological support
 - ❑ Data analysis
 - ❑ Support maintenance of certification



Homer Atanacio, Heidi Wald,
Raven Astrom, Lindsie Stephan

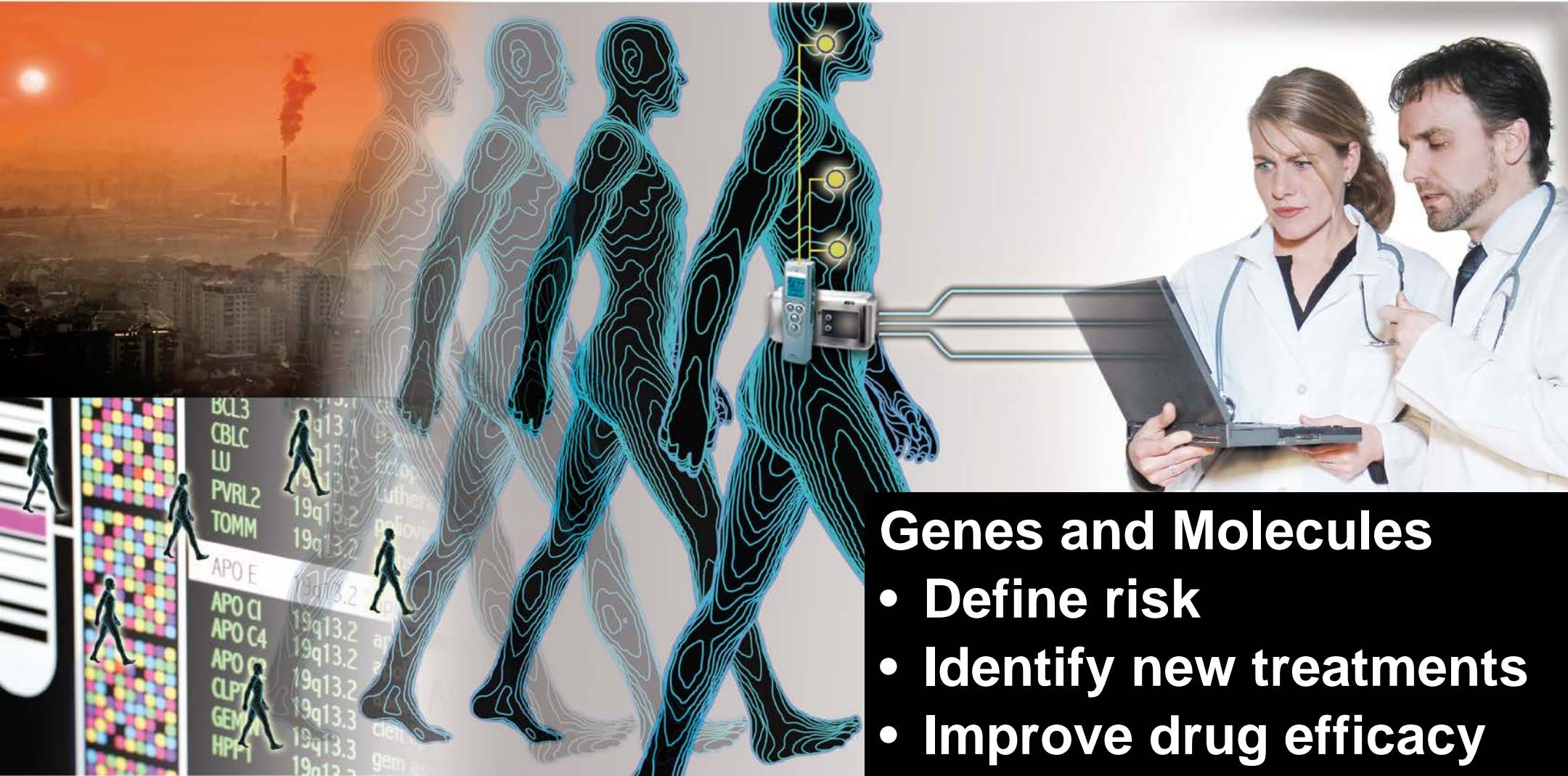


Morbidity and Mortality

- Peer review training (toolkit)
- Data collection
- Process improvement
 - ❑ Infection control
 - ❑ Admission and level of care
 - ❑ EPIC modifications

Personalized Medicine

[DOM, SOM, UPI, UCHealth, Children's Hospital, and UCD]





Comprehensive Respiratory Center

- Pulmonary, Allergy, Rheumatology, Oncology, Thoracic Surgery, and ENT
- Airway disease, advanced lung disease, lung cancer, sleep, and allergy
- Inpatient Advanced Lung Disease Service (9th Floor)
- Support recruitment of faculty and program development



Reward Clinicians Delivering Care

Strategy: *Positive incentives drive access and productivity*

Problem:

- Delivery of patient care was not financially profitable for Allergy, Endocrinology, Hematology, Infectious Diseases, Renal, and Rheumatology
 - Annual cost to the divisions is \approx \$500K

Solution:

- Partnership between UCH, UPI, and the DOM
- \$800K annually to support the non-proceduralists for the care they deliver



Non-Proceduralist Program

Divisions	FY13 wRVUs and Productivity	
	wRVUs	% Median
Allergy	3,242	73.0%
Endocrinology	36,016	77.3%
Hematology	3,889	87.8%
ID *	22,551	69.8%
Renal	26,948	90.7%
Rheumatology	12,865	90.2%
Total or Average	105,511	81.5%

**23.6% increase
in wRVUs**

Educational and Training Programs

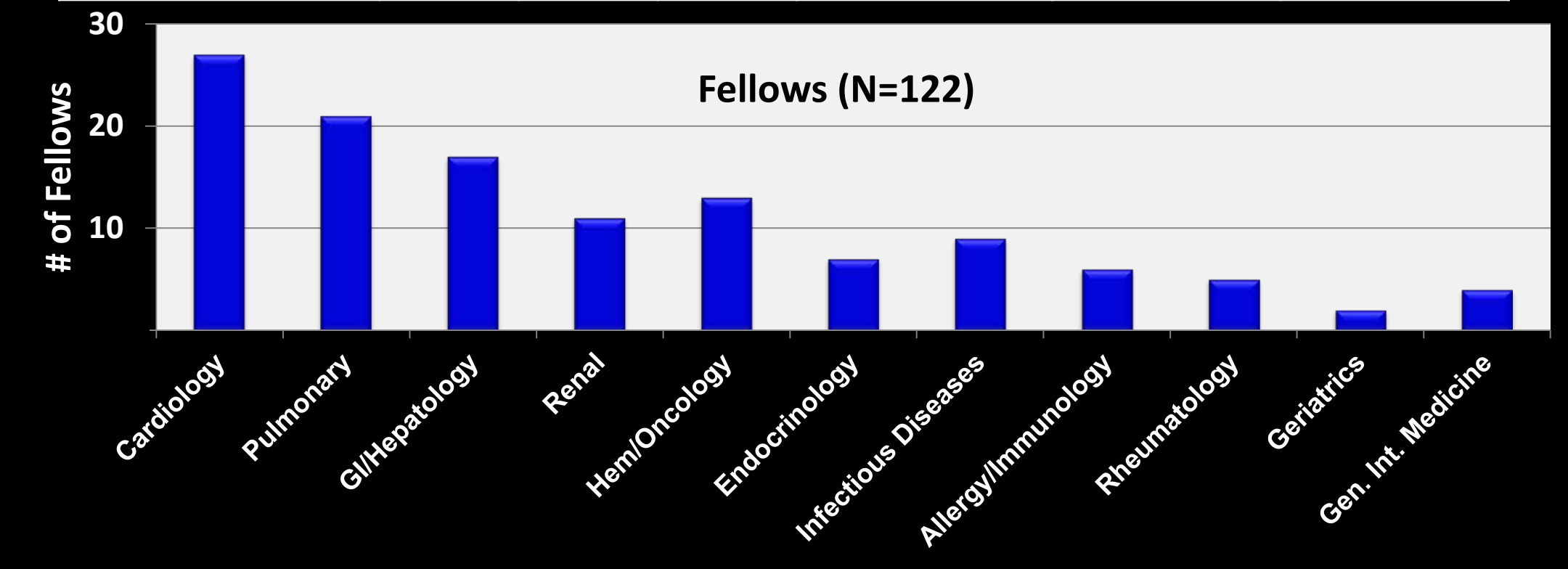
“Our Future”

Vision: *We will be the premier Department of Medicine for the development of diverse leaders who advance innovations in medical education and engage in discovery to improve the health of individuals and communities*



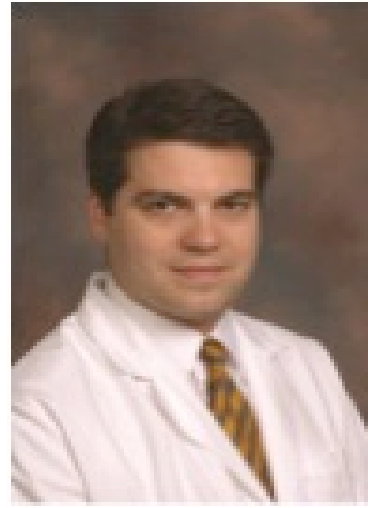
Department of Medicine Trainees

	R1	R2	R3	Chief Residents	QI Chief Resident	Total
Medicine	70	50	50	5	1	176
Med / Peds	4					4



Medicine-Pediatric Residency: Inaugural Year 2014

- Recruited an outstanding Program Coordinator: Danaa Kennedy
- 2014 class – 280 applicants, filled 4 positions with geographically diverse trainees
- 275 applicants for the 2015 class
- Established a combined Internal Medicine-Pediatric continuity clinic
- Program Directors and Chief Residents have been pleased with the program



Joseph Kay, MD
Co-Program Director

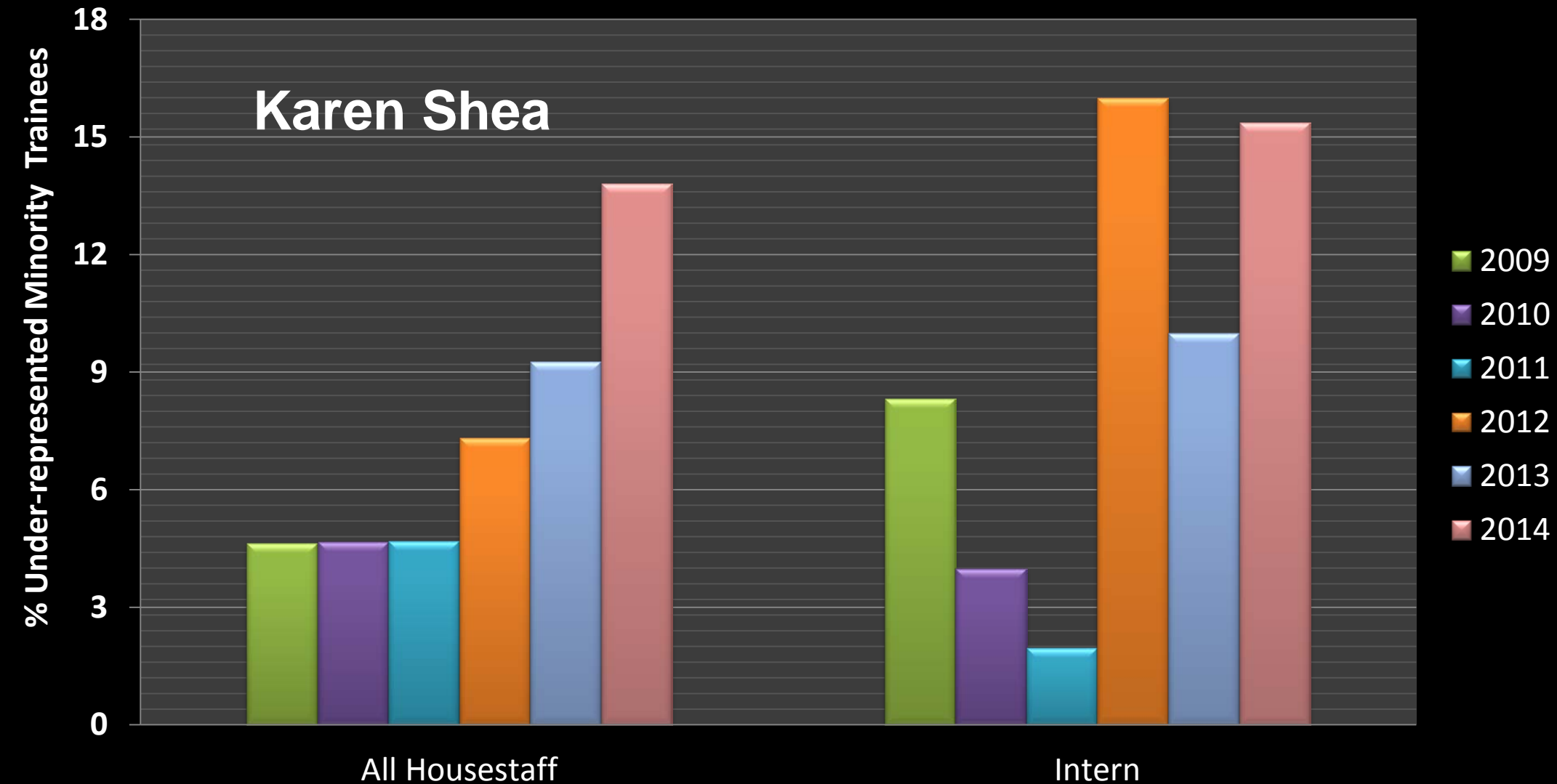


Daniel Reirden, MD
Co-Program Director



Nick Breitnauer, MD, Aaron Manning, MD,
Rebecca Kamins, MD, and Denise Hasson, MD

Diversity of our Trainees





- Enhance mentorship
- Pipeline of career development
- Identify strengths of community
- Enhance diversity of faculty



Diversity Event for Intern Applicants



Academic Subspecialty Career (ASC)



Clinician-Educator Training for Fellows

[one year training program]

- **Create pipeline of talented clinician educators through subspecialty fellowships**
- **Involves formal curricula, preceptorships, mentorship program, and QI project**
- **Supported by UCH (50%), department (25%), and division (25%)**
- **Open competition for 2-4 positions annually**

Groundbreaking Research

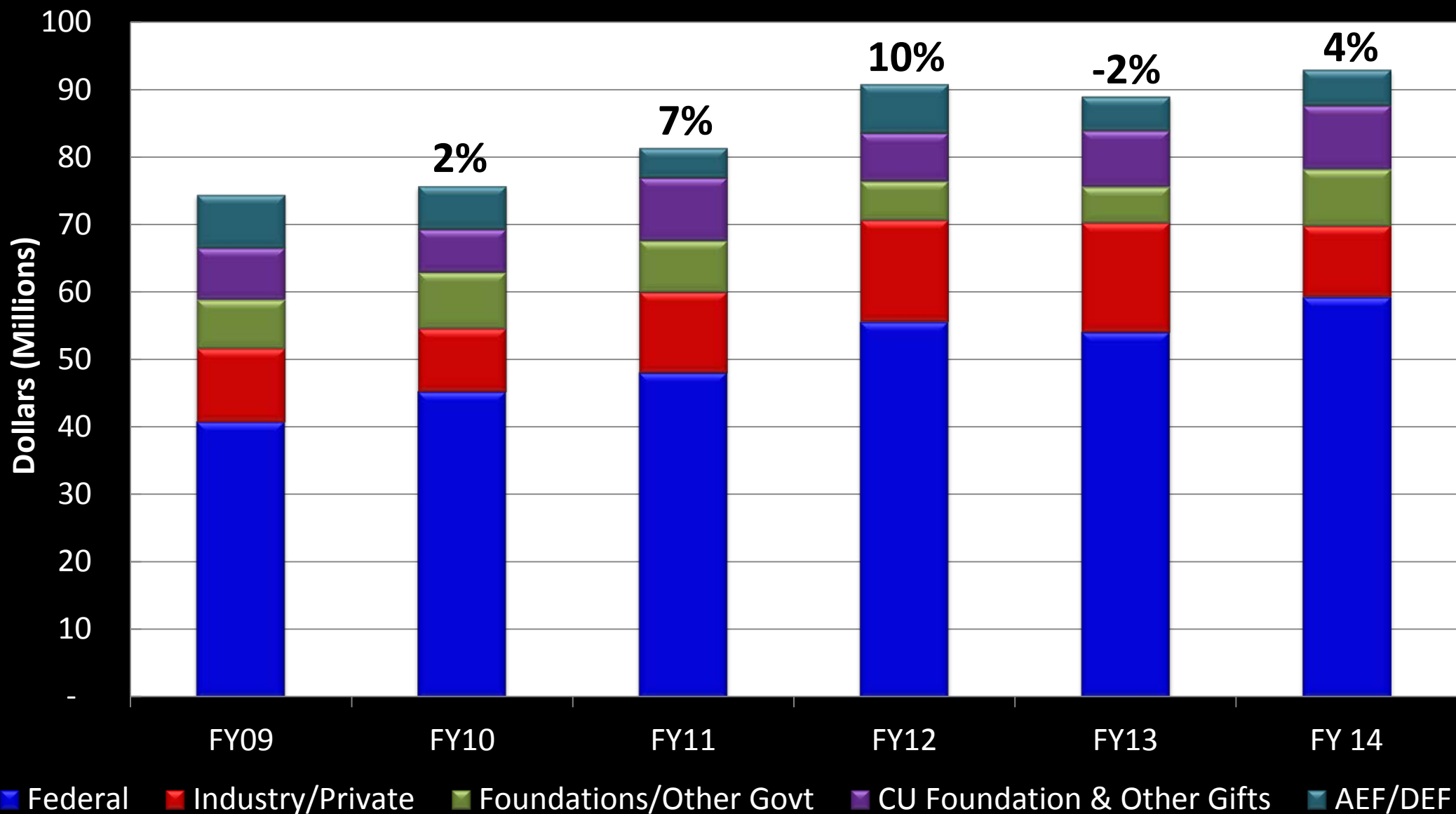
“The Bridge Between Science and Medicine”



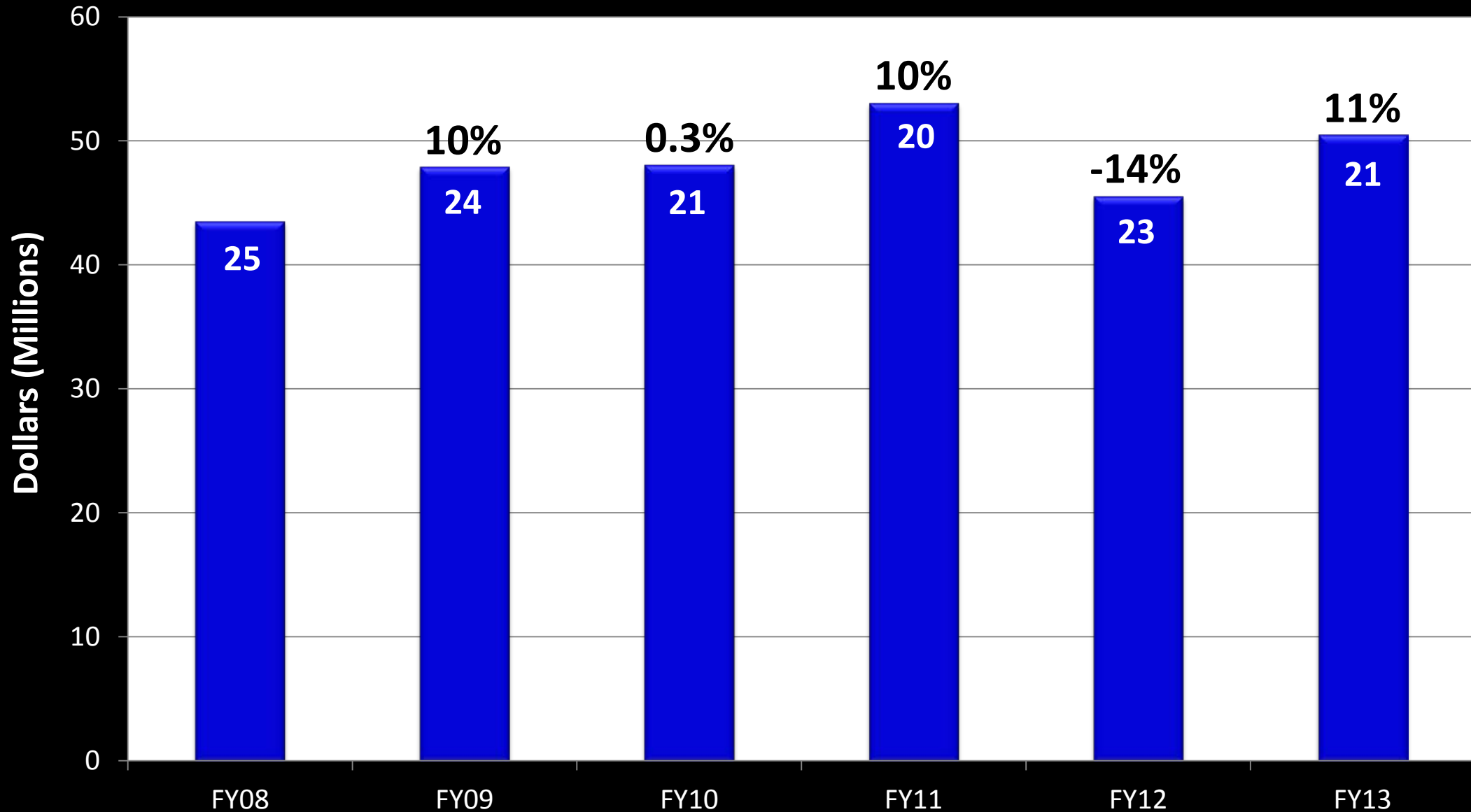
Vision: *Support physician-scientists and PhDs to develop new knowledge that may ultimately improve human health*



Departmental Research Support



NIH Support and Ranking





Audrey Bergouignan, PhD
Endocrinology (K99)



Brendan Clark, MD
Pulmonary (K23)



Mary Demoruelle, MD
Rheumatology (K23)



Jennifer Diamond, MD
Oncology (K23)



Kristine Erlandson, MD
Infectious Diseases (K23)

36 K-awards in DOM with 10 new K-awardees since FY13



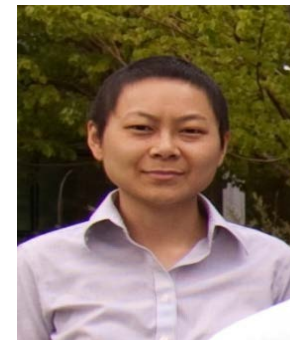
Erin Giles, PhD
Endocrinology (K99)



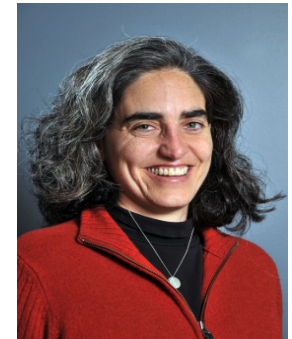
Kerry Hildreth, MD
Geriatrics (K23)



Amy Huebschmann, MD
General Internal Medicine (K23)



MyPhuong Le, PhD
Renal Diseases (K01)



Danielle Loeb, MD
General Internal Medicine (K23)



Eric Campbell, PhD
Gastroenterology



Victoria Catenacci, MD
Endocrinology



Teri Hernandez, PhD, RN
Endocrinology



Edward Janoff, MD
Infectious Diseases

62 R01s in DOM with 9 new R01s since FY13



Moshe Levi, MD
Renal Diseases



Catherine Lozupone, PhD
Biomedical Informatics and
Personalized Medicine



Hugo Rosen, MD
Gastroenterology



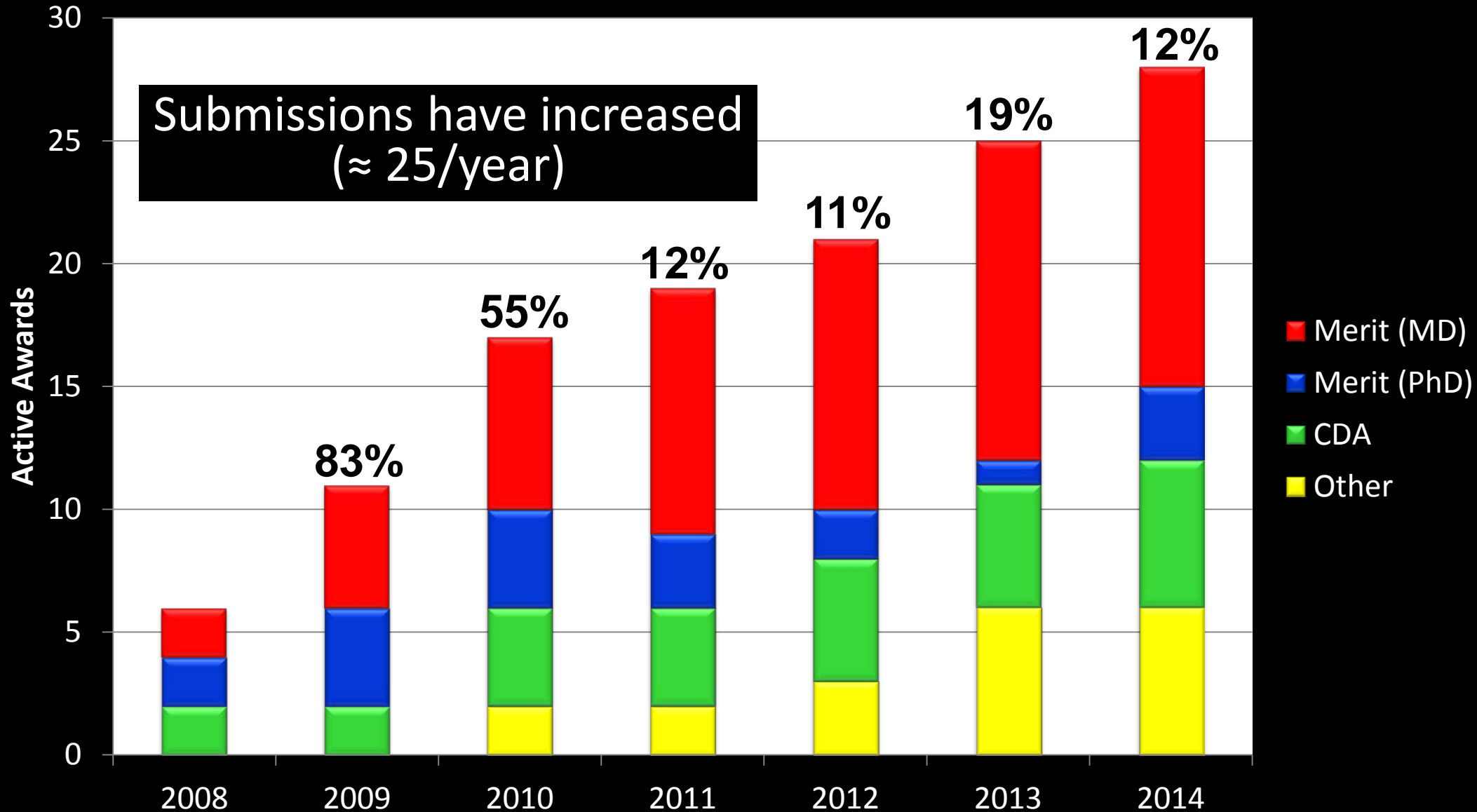
Lisa Schilling, MD
General Internal Medicine



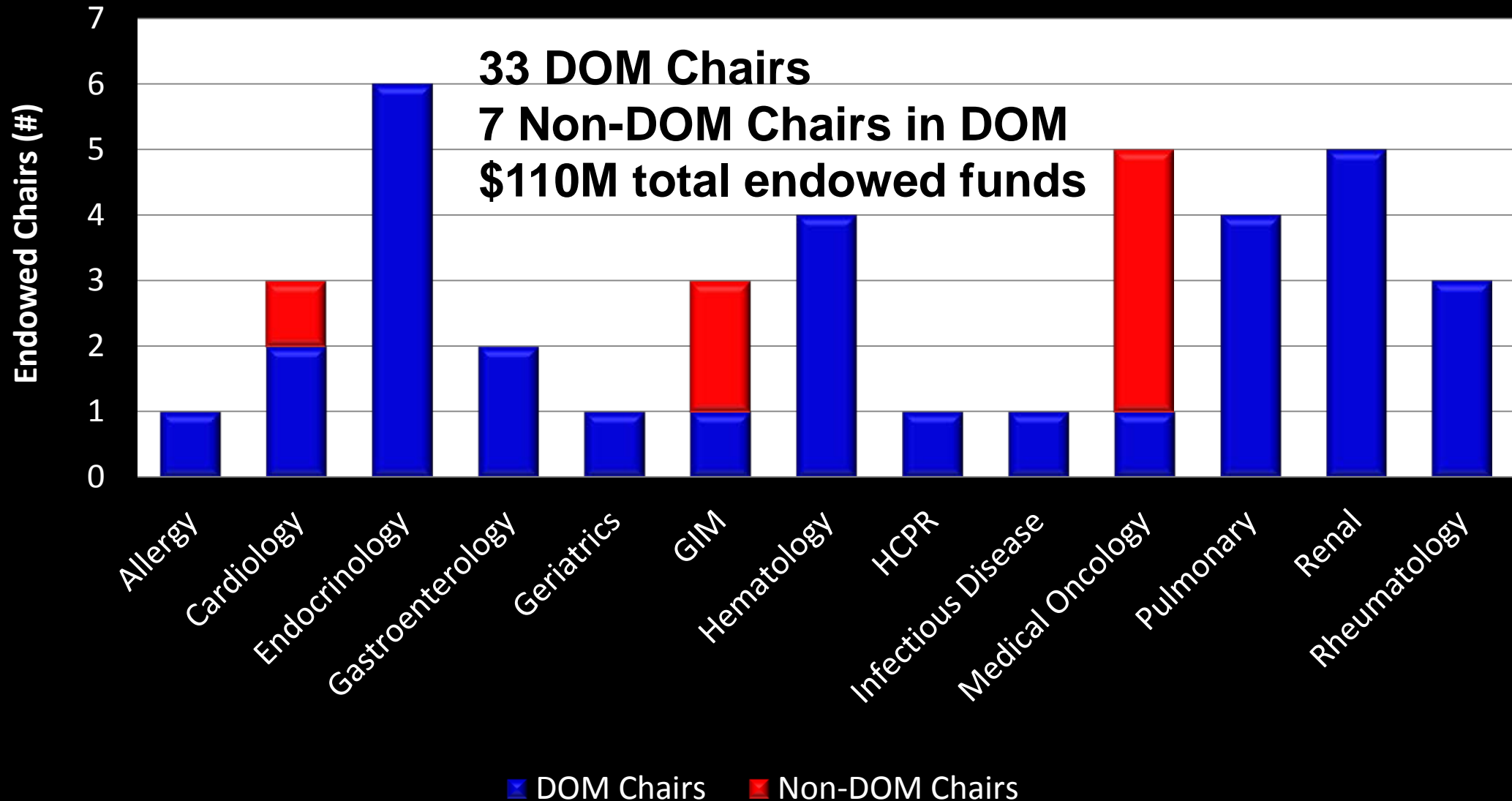
Eric Schmidt, MD
Pulmonary

VA Research Support

Submissions have increased
($\approx 25/\text{year}$)

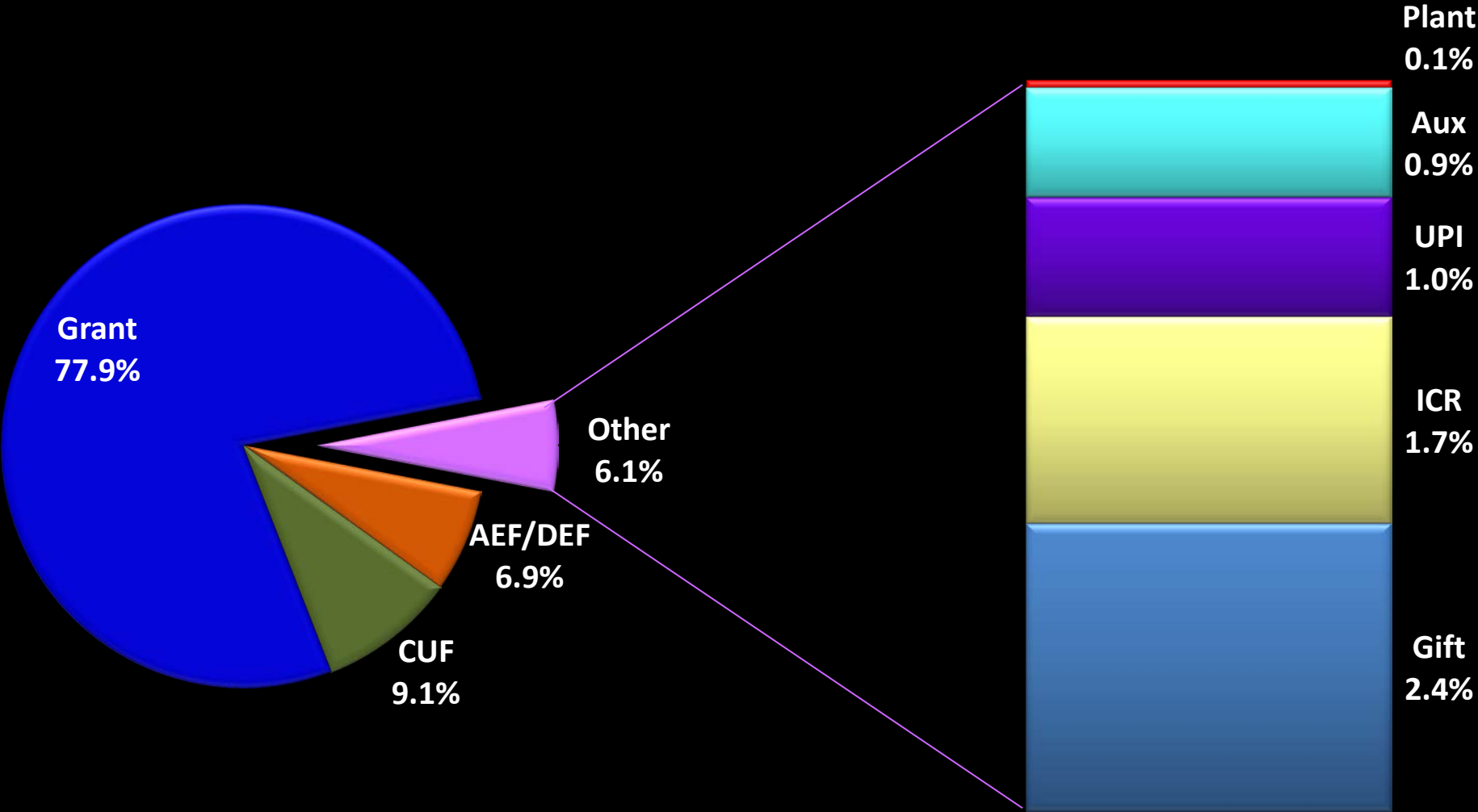


Endowed Chairs held by DOM Faculty



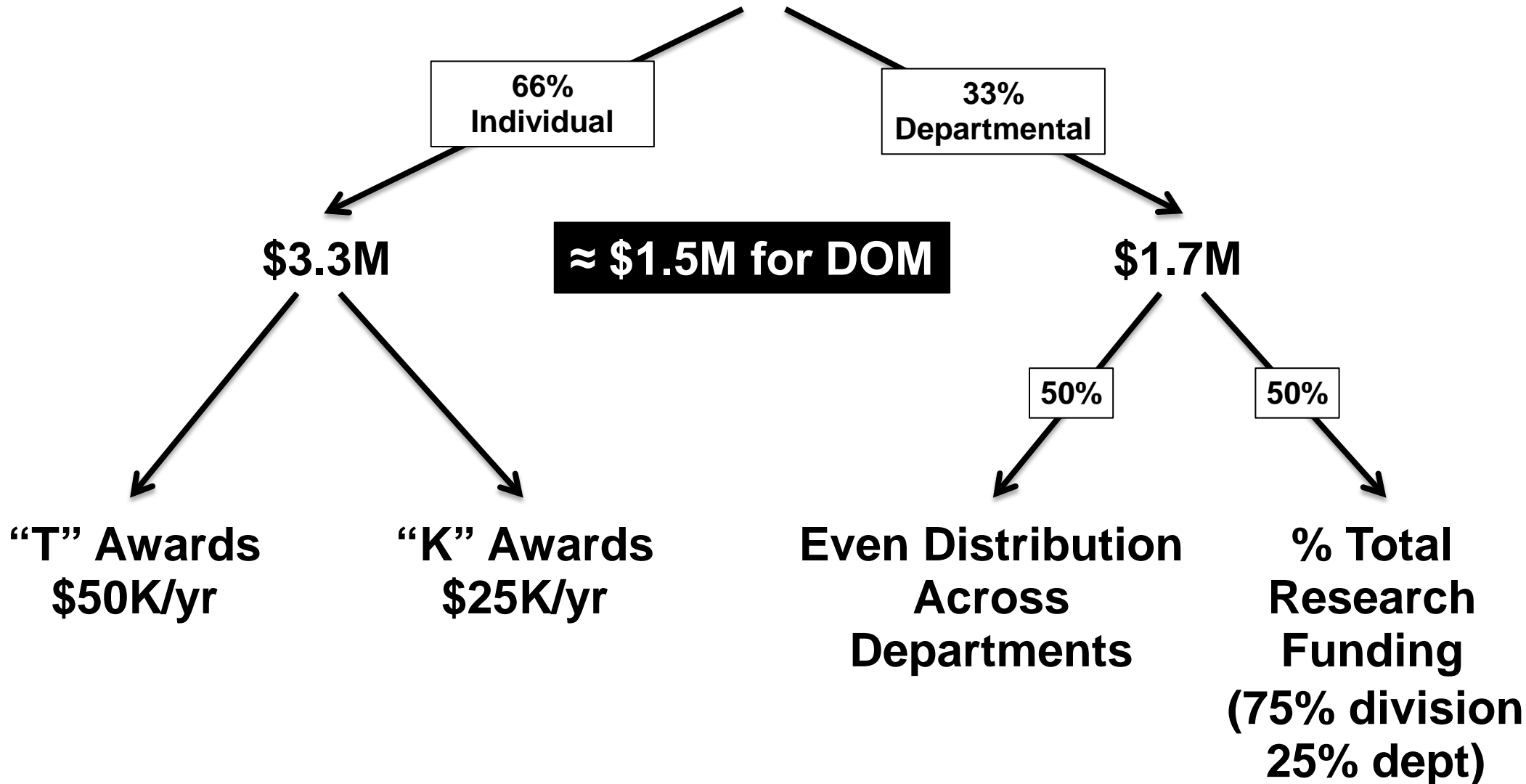
SOM, DOM, and Divisional Research Support

[22¢ on each extramural dollar]



Hospital/SOM Support of Research Mission for Clinical Departments and SOM Centers

\$5M/year (FY14 and FY15)



Research Retreat

Goal: Advance our NIH funding ranking from 21st to 15th (\$17M)

DOM Research Office

- Assist with training grants and PPGs
- Pre-review proposals and COMIRB
- Access to professional grant writer
- Diversify our funding sources

Research Support

- Early career investigator awards
- Team science awards
- Bridge funding awards
- Support for sabbaticals (planning)



Recruit outstanding scientists to advance NIH rankings, reputation, and impact

- Need additional investment in the department with goal of recruiting 10-15 scientists



Communication



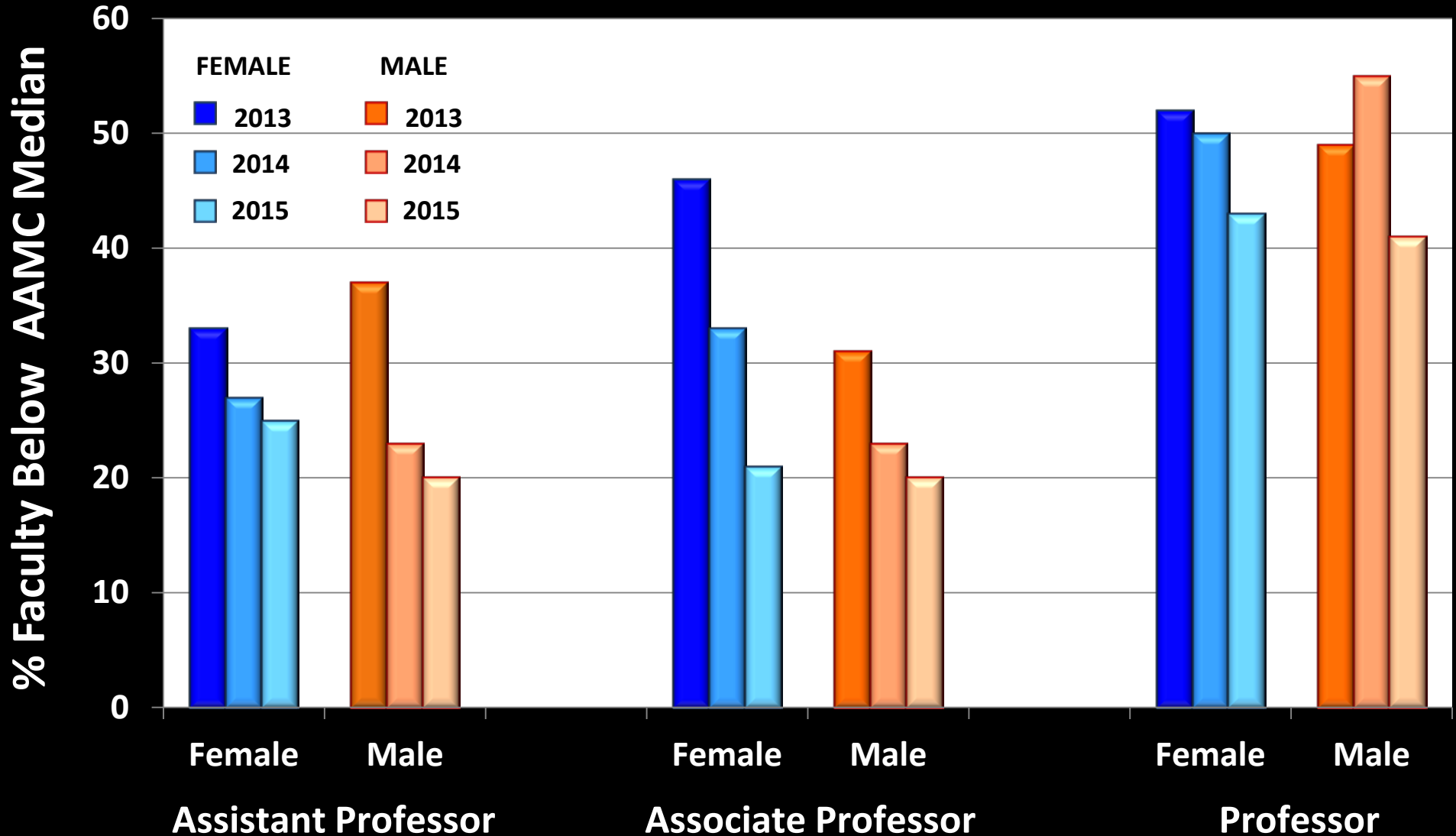
Improve Communication

- ❑ **Hired Dan Meyers, former medical school communications director, to guide and support this effort**
- ❑ **Plan to hire communications specialist to develop DOM communication and collaborate with SOM communications office**
- ❑ **Seeking your guidance on ways to develop our communication program**

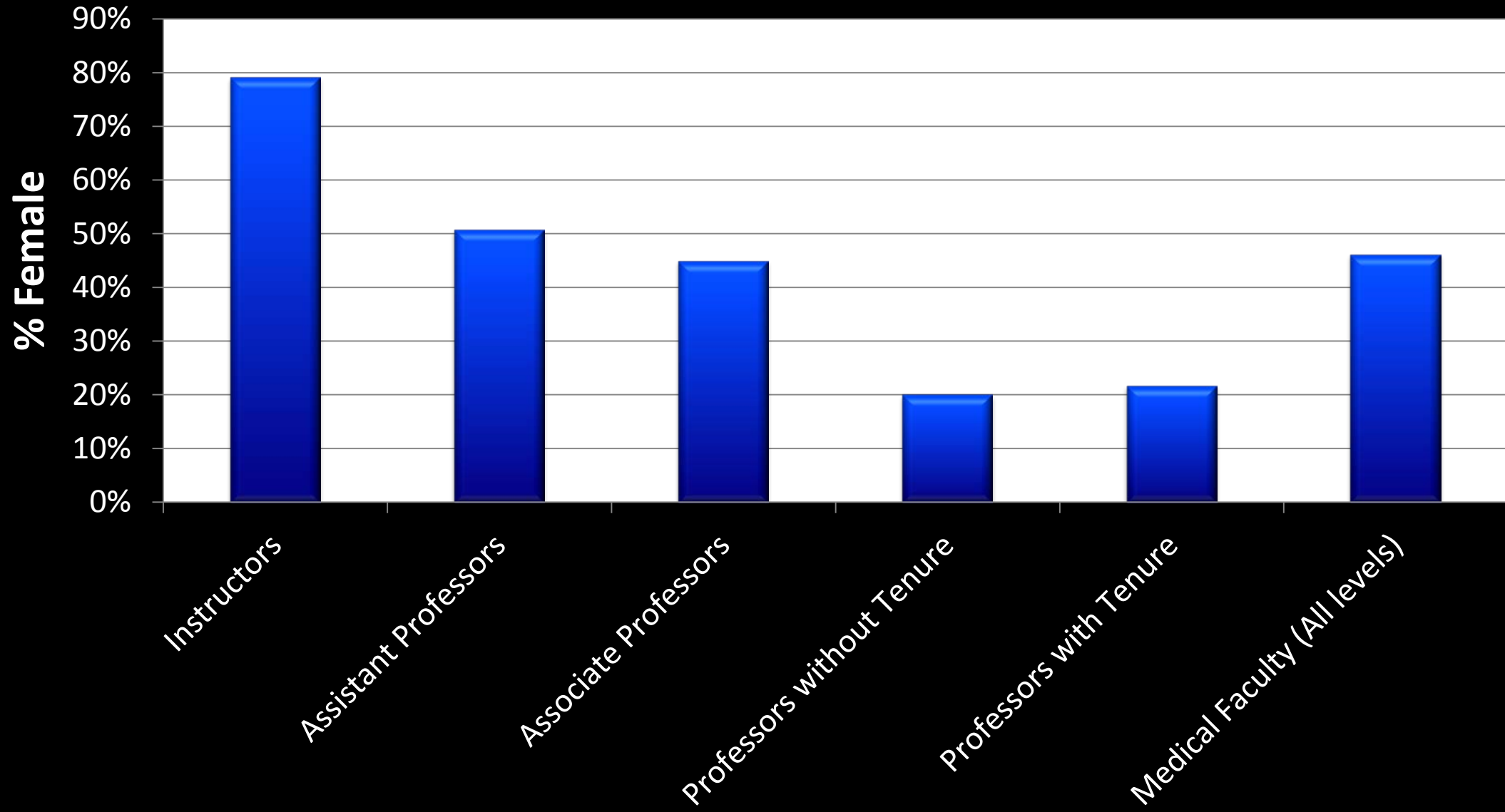


Competitive Academic Salaries

[on average all ranks by gender are at the AAMC median]



Career Advancement: Female Faculty by Academic Rank



Career Advancement

Strategy: *Develop more effective mentorship, interdisciplinary programs, career development, diversity, and leadership skills among our faculty*

Plan:

- **Vice Chair for Faculty Advancement:** focus on leadership, career development, and mentorship
- **Committee to Improve the Work Environment:** improve our work environment to enhance the academic success and personal growth for our faculty (survey to follow)

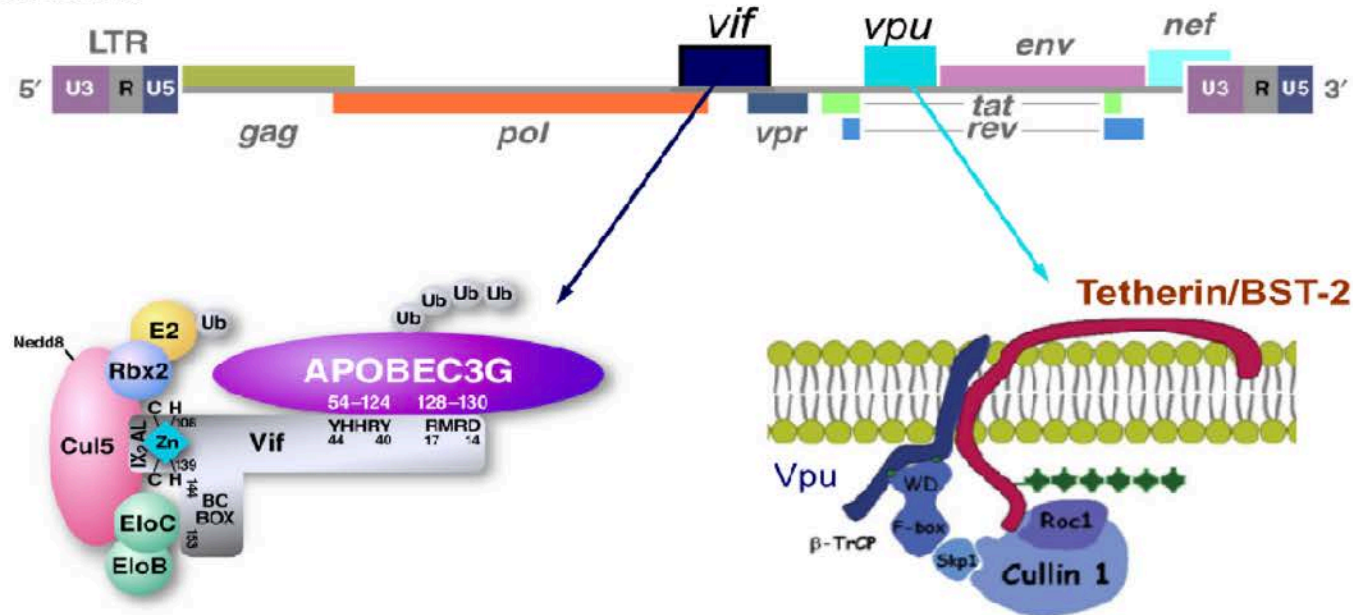


Career Advancement and Program Development

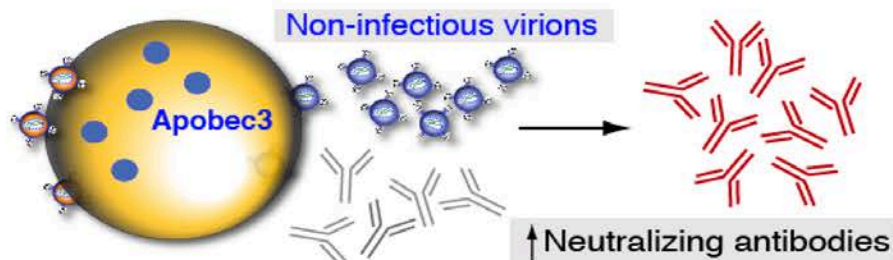


PI: Mario L. Santiago, PhD (ID Division)
Field: Retrovirus innate immunity
Awarded: 2012 (Batch 1)

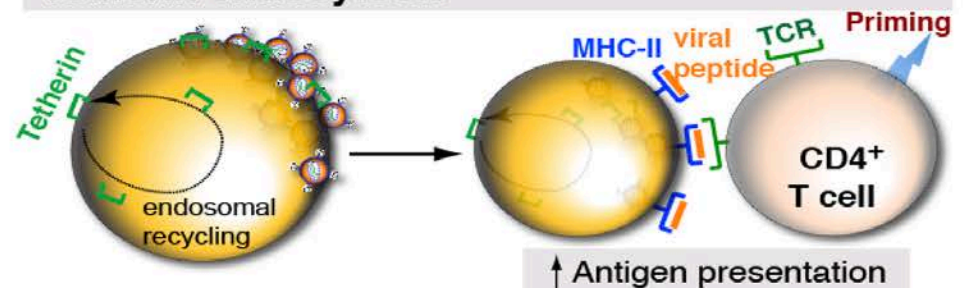
HIV-1 Genome



APOBEC3 restriction



Tetherin endocytosis





Colorado Refugee Wellness Center

Couple has been here 2 wks, from DR Congo -
He fled Congo ten yrs ago w/ 2 siblings -
He was from Goma - fled by canoes
via Lake Tanganyika? bordering Tanzania -
Parents killed in Congo war -
Hx: Main concern related to traumatic
Event surrounding older daughter (not here
in U.S.) being raped by neighbor - she was
about 9 yrs old - neighbor convicted, & on way to

- Core services:

- Medical: Partnered with MCPN to provide medical screenings for newly arriving refugees as well as ongoing primary care
- Integrated Behavioral Health: Partnered with AuMHC (also serves as our fiscal sponsor) to provide integrated behavioral health services
- Education: Refugee health elective for medical students and residents; CU Law School
- Outreach: Home visits and community outreach

Founding Partners



Pulmonary Vascular Disease Center

Pulmonary Arterial
Hypertension

Badesch
Bull
Graham
Dempsy

Pulmonary
Embolism/VTE

Bull
Maloney

High Altitude PH

Honnigman
Davis
Roach

WHO class III
PH

Simmonian
Lara
Keith
Vandivier

Hereditary
Hemorrhagic
Telangiectasia (HHT)

Graham
Durham



Hartford Center of Excellence Program

- Started in 1998 (\$150k Hartford Foundation money + \$150K match)
- Real matching money from DOM & SOM separated it from other COE
- Focused on developing a pipeline of MD aging-related researchers
- Concept of providing “required support”; salary and/or project
- 31 awards have accounted for >\$63M in direct costs from extramural grants; developed local, regional and national leaders

Jean Kutner	Eric Coleman	David Nowels
Fred Masoudi	Susan Bray-Hall	Evelyn Hutt
Stacy Fischer	Heidi Wald	Cari Levy
Thomas Robinson	Adit Ginde	<i>Kerry Hildreth</i>
<i>Daniel Matlock</i>	<i>Kristine Erlandson</i>	<i>David Bekelman</i>
<i>Marian Betz</i>	<i>Amy Heubschman</i>	<i>Elizabeth Kessler</i>
<i>Andrew Monte</i>	Robert Burke	Skotti Church
James Colbert	Carolyn Horney	Mark Jeong

We will succeed through Your Accomplishments

