

State of the Department

David A. Schwartz, MD



Departmental Vision

We will emerge as a top tier Department of Medicine by the year 2020

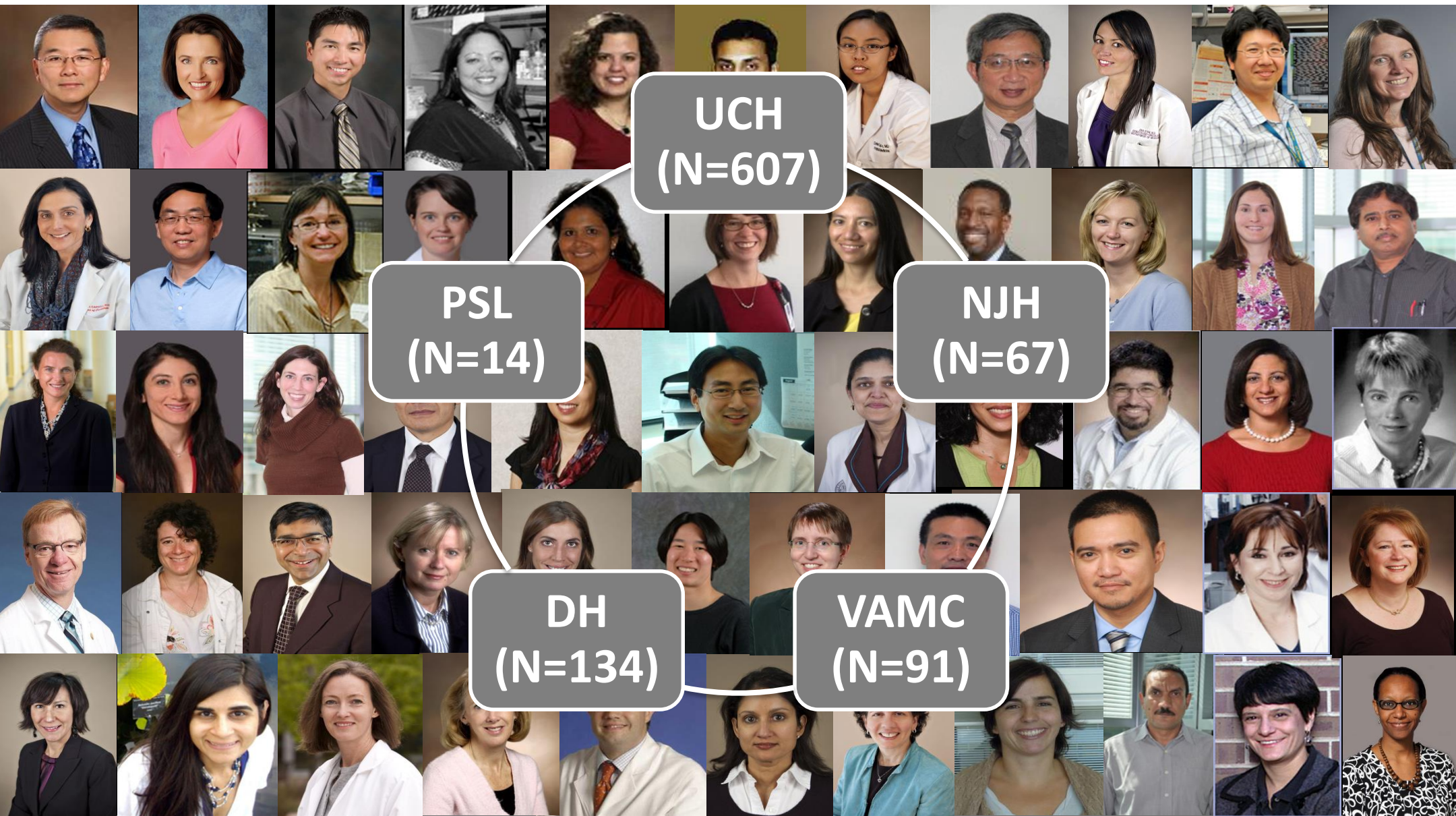


- Highest quality care
- Train the next generation
- Impactful scholarship

We will emerge as a top tier Department of Medicine by the year 2020



















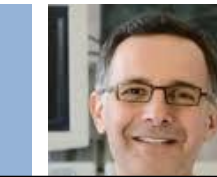






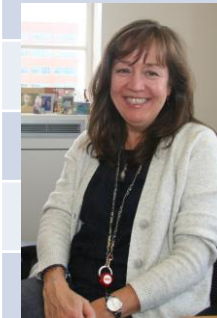




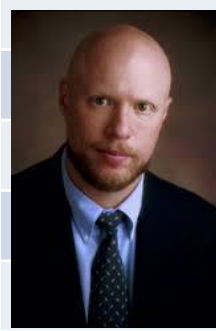

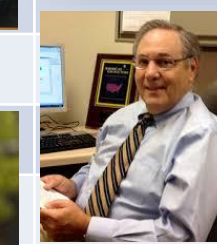


Dedicated Faculty and Partners/Affiliates



Outstanding Departmental Leadership

	Clinical	Quality	Research	Diversity and Justice	Education	Faculty Advancement	Veterans Affairs	Global Health
Allergy								
BIPM								
Cardiology								
Clinical Pharm								
Endocrinology								
Gastroenterology								
Geriatrics								
GIM								
Hematology								
HCPR								
Hospital Med								
Infectious Dis								
Oncology								
Pulmonary								
Renal								
Rheumatology								

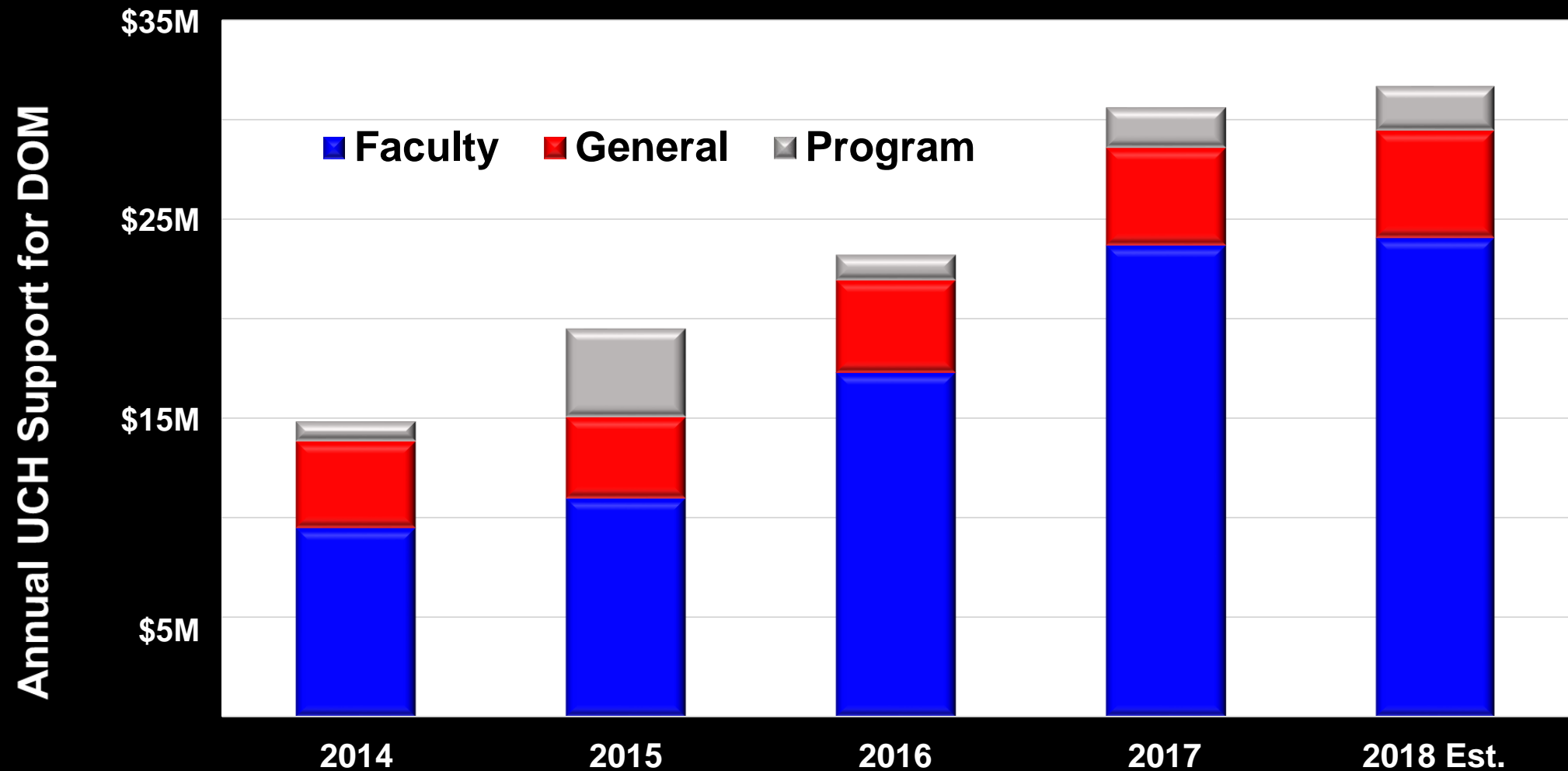
								
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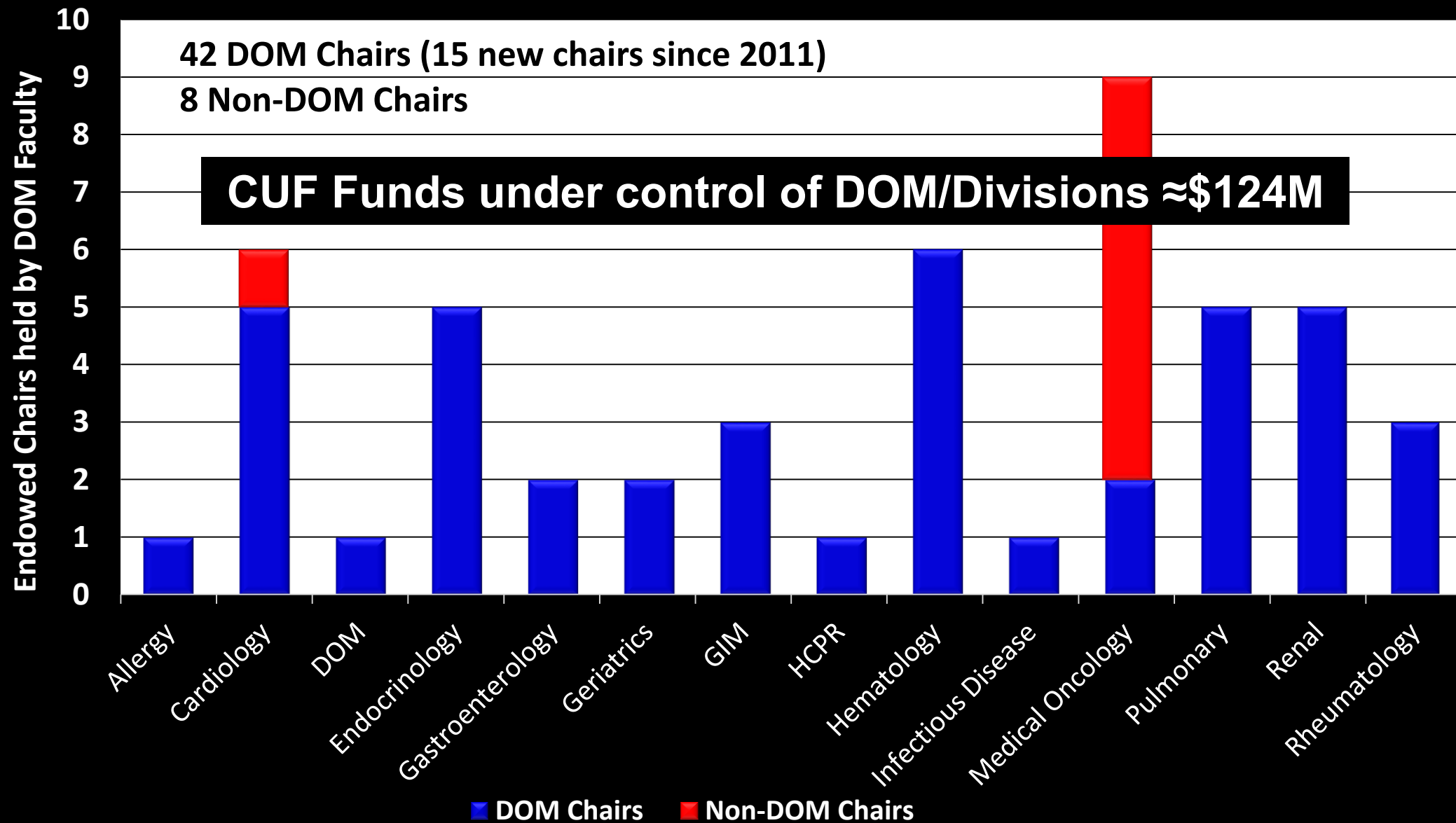
Committed to Alignment across the Medical Center [DOM, SOM, CU Medicine, UCH, UCHealth, and Foundation]



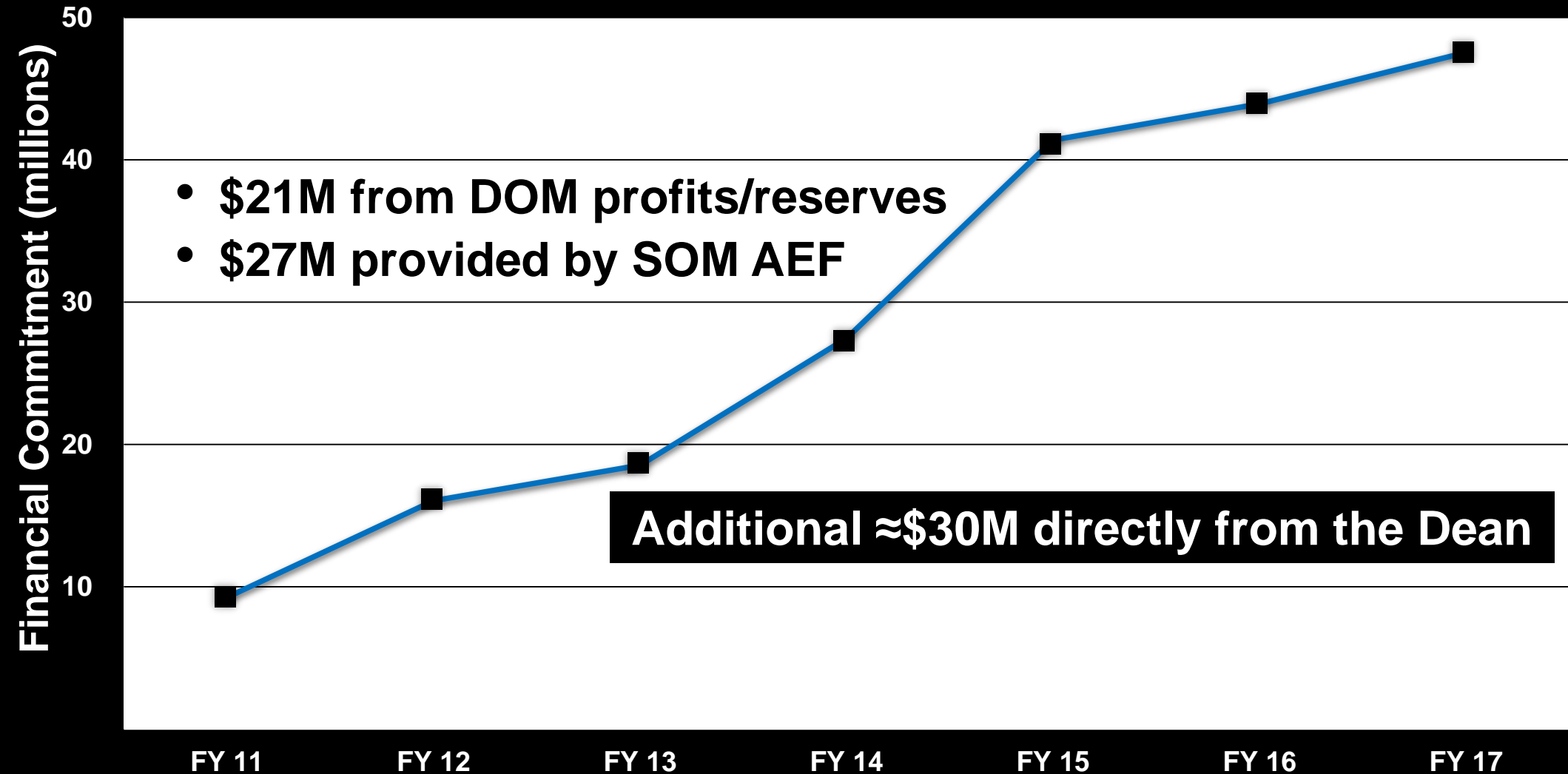
University of Colorado Hospital Supports the DOM



CU Foundation is Critical to our Academic Enterprise



Committed to Faculty, DHs, and Programs

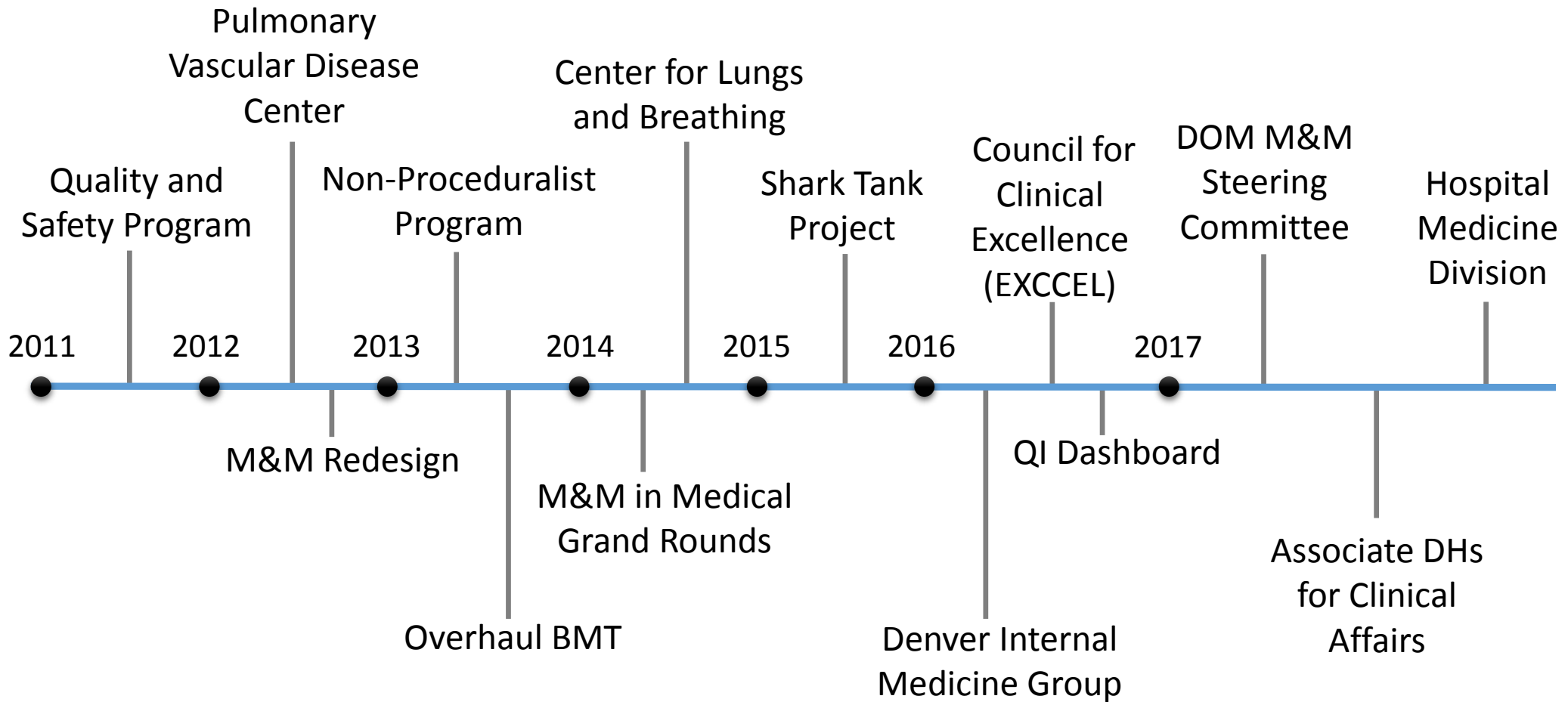


State of the Department

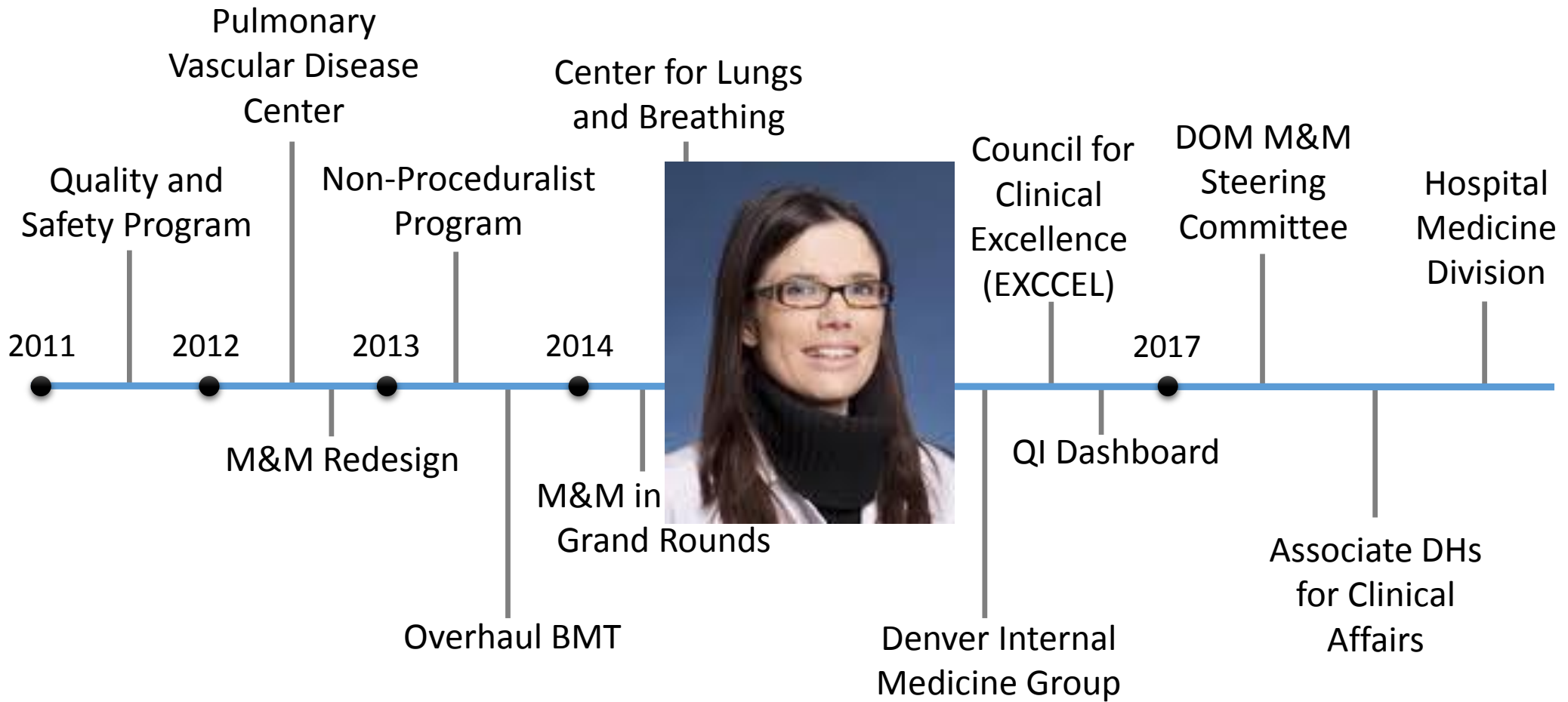
- **Accomplishments and Priorities**
- **Challenges and Aspirations**



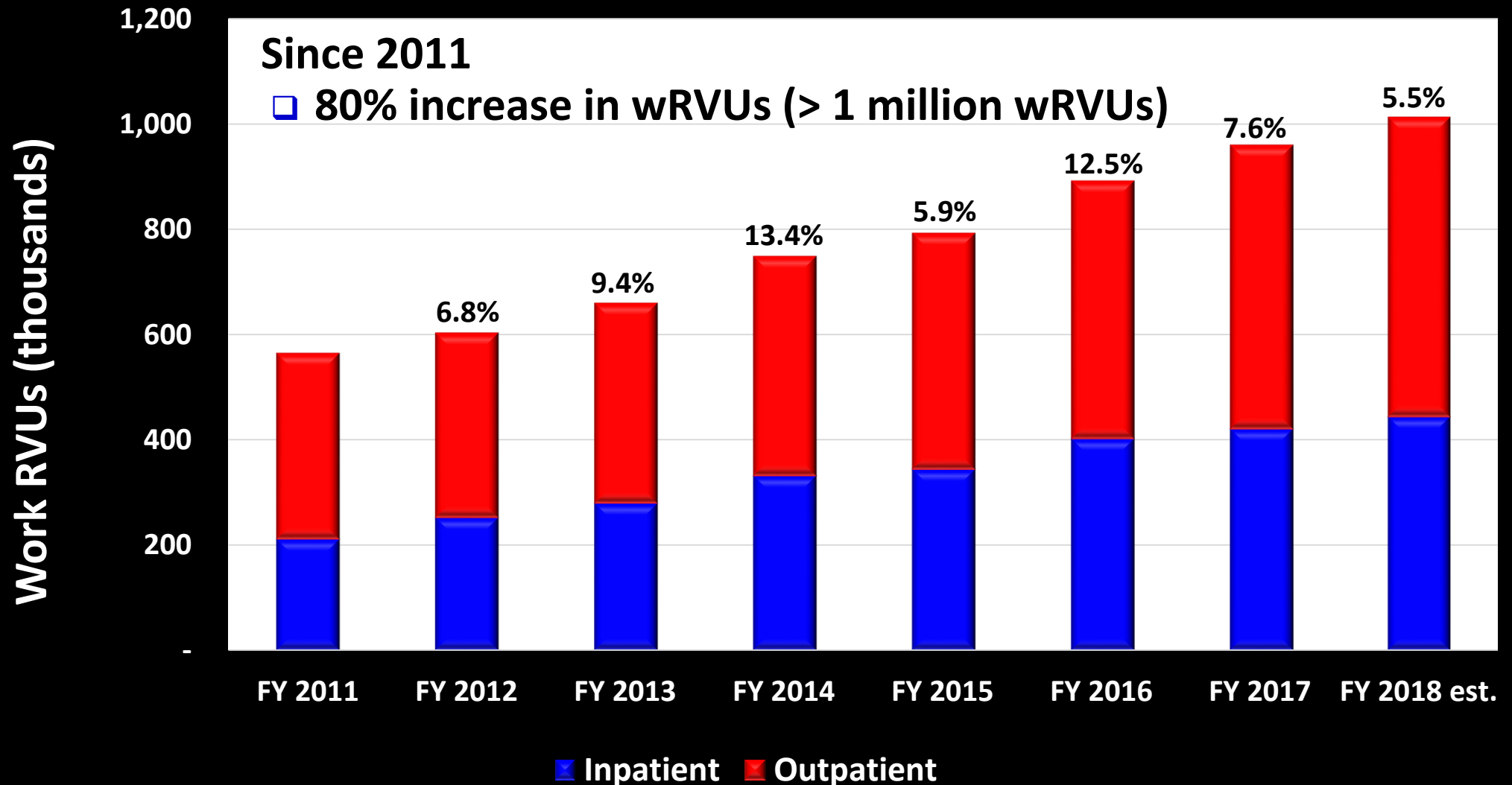
Accomplishments of Clinical Enterprise



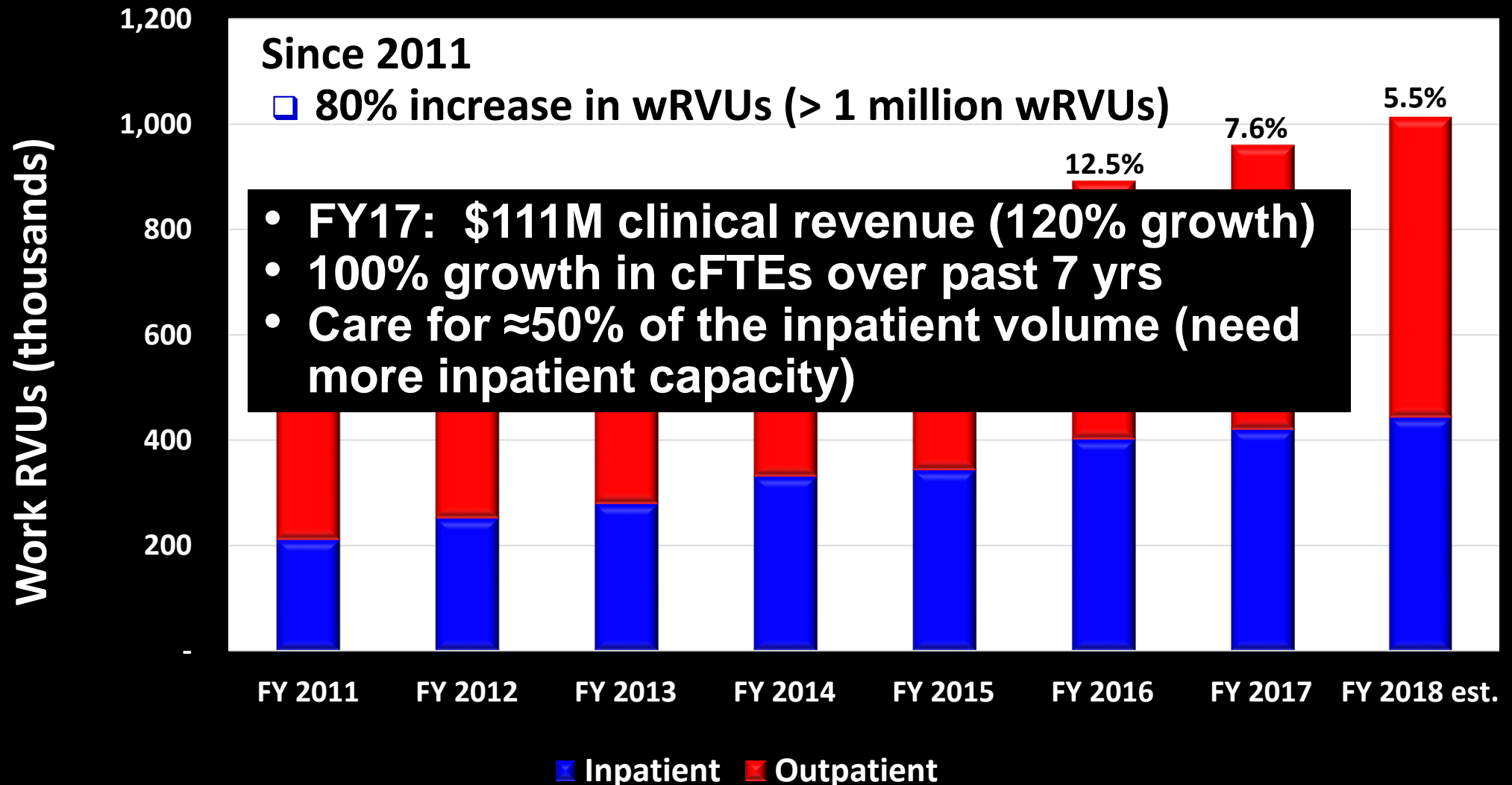
Accomplishments of Clinical Enterprise



Growth of Clinical Enterprise



Growth of Clinical Enterprise



Associate Division Heads for Clinical Affairs

[Rick Albert]



Larry Allen
Cardiology



Todd Bull
Pulmonary



Carmen Lewis
General Internal
Medicine



Tom Purcell
Medical Oncology



Duane Pearson
Rheumatology



Steven Edmundowicz
Gastroenterology



Bennett Parnes
Geriatrics



Judith Blaine
Renal



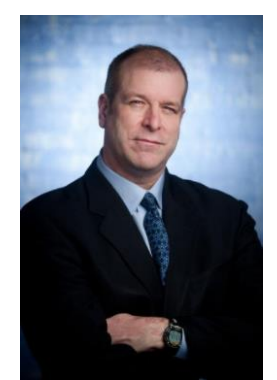
Stephen Dreskin
Allergy



Steven Johnson
Infectious Disease



Mike McDermott
Endocrinology



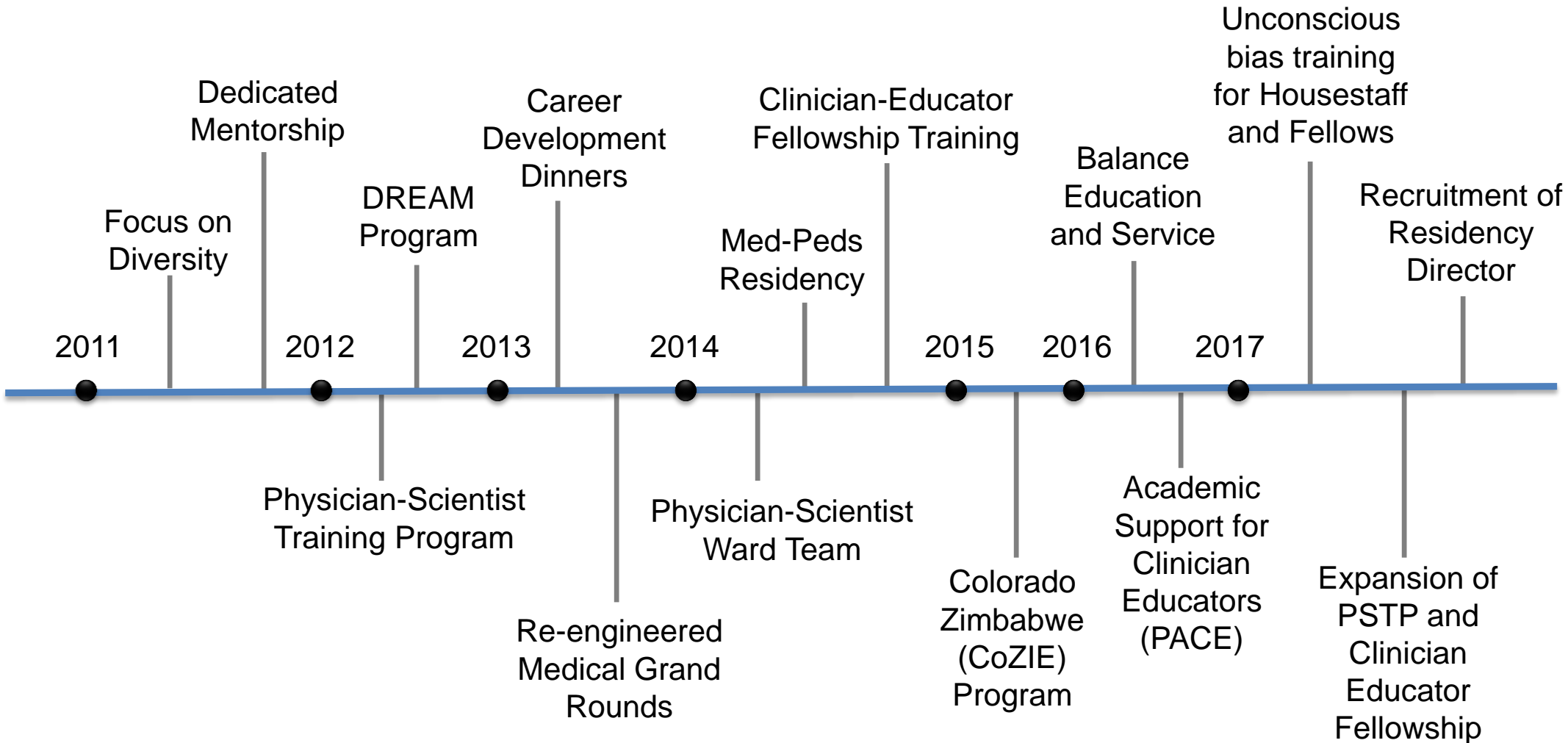
Clay Smith
Hematology

Priorities of UCHealth and DOM in Metro Denver

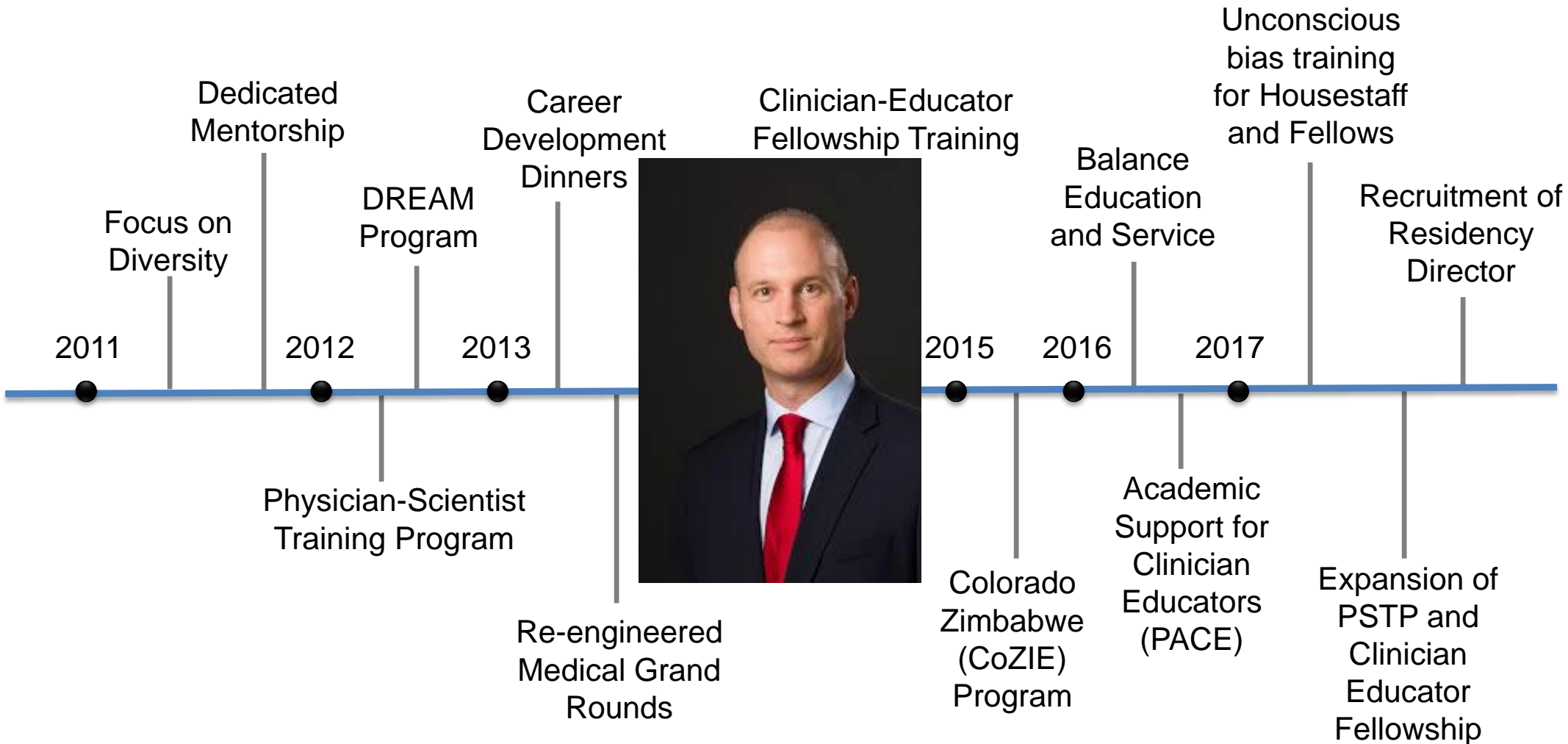
- **Anschutz campus growth**
- **Activation of Highlands Ranch hospital and ambulatory care center**
- **Ambulatory site development (Cook Street, Inverness)**
- **Growth of primary care network**



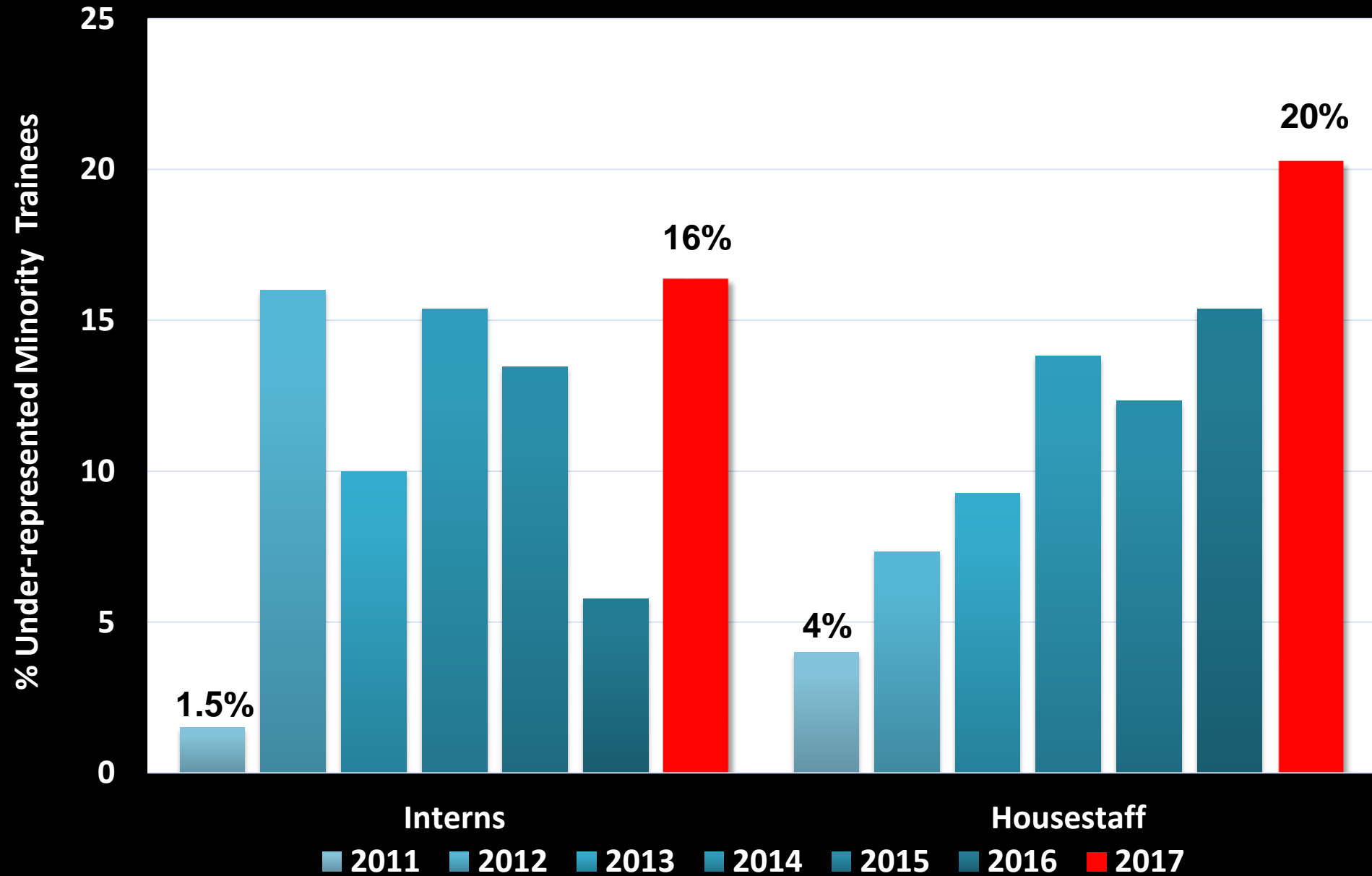
Accomplishments of Education and Training



Accomplishments of Education and Training



Diversity of our Trainees



Clinician-Educators and Investigator-Educators

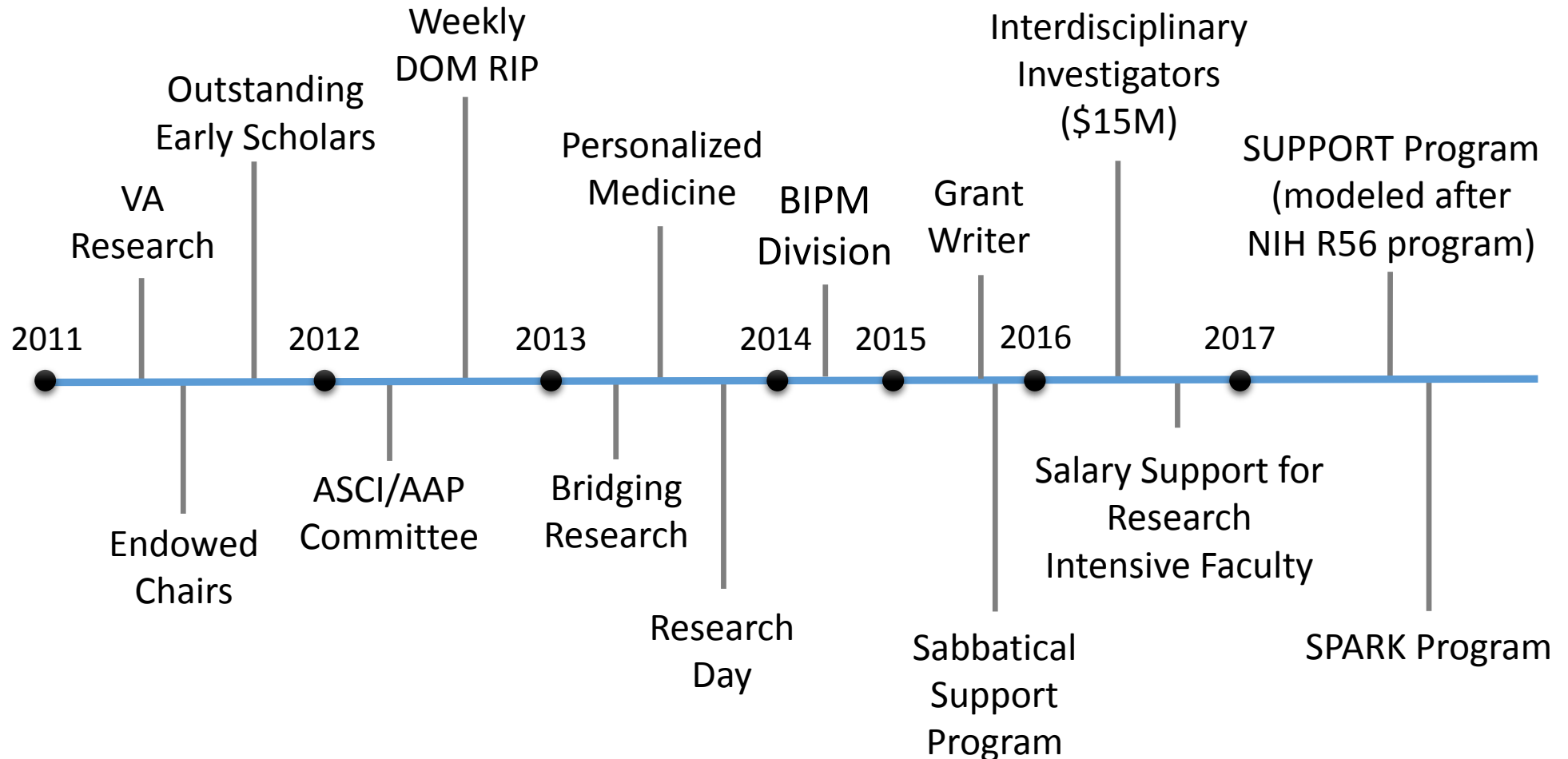
DOM Clinician-Educator Fellows

- Teresa Cushman - Infectious Diseases
- Patrick Wood - Rheumatology

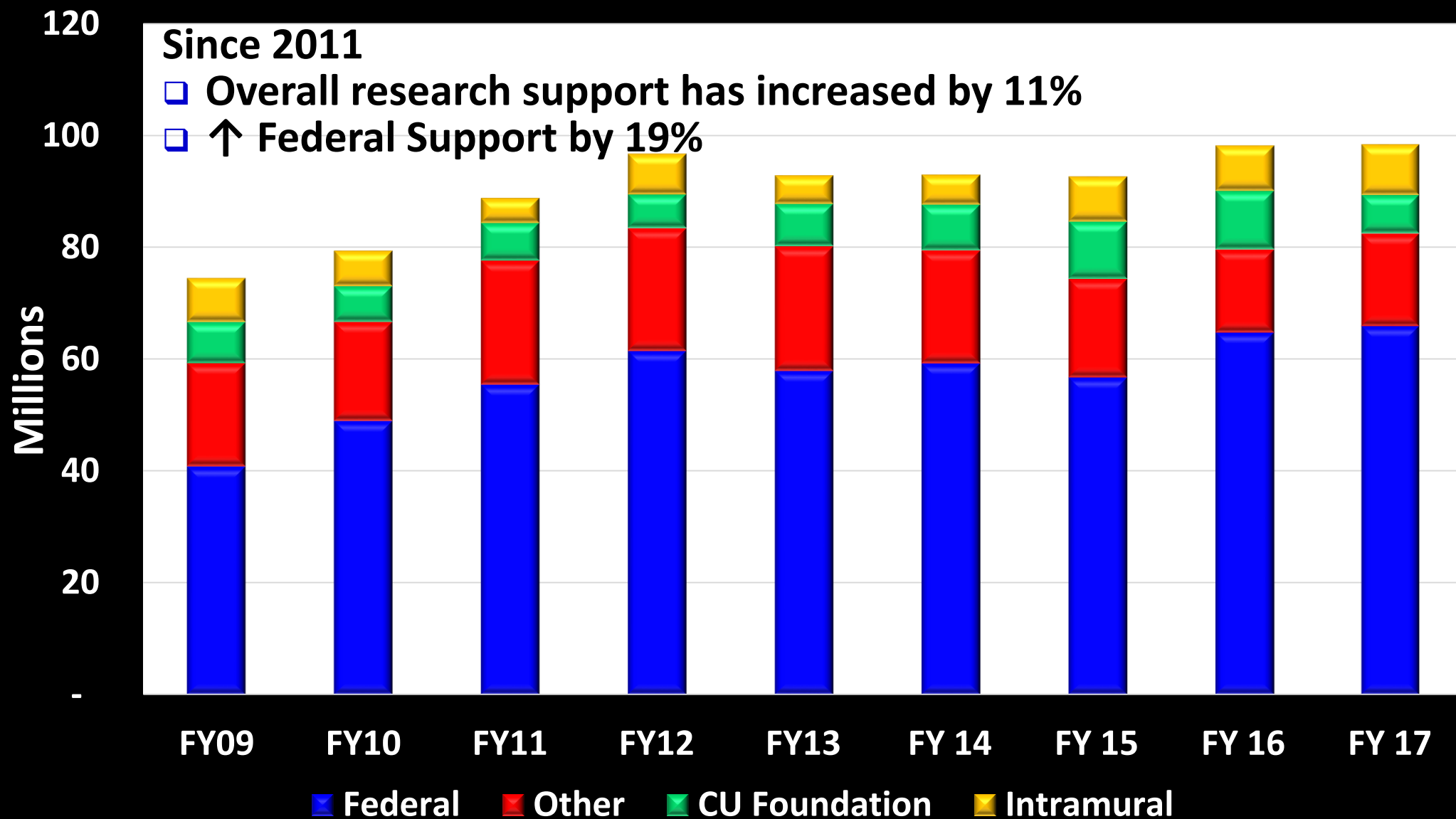
Program for Academic Clinician Educators (PACE)

- Janet Corral – Coaching to support educational informatics
- Katherine Frasca – HIV pre-exposure prophylaxis for housestaff
- Katarzyna Mastalerz – Inpatient inter-professional education
- Paul Menard Katcher – Training GI learners using competency based approaches

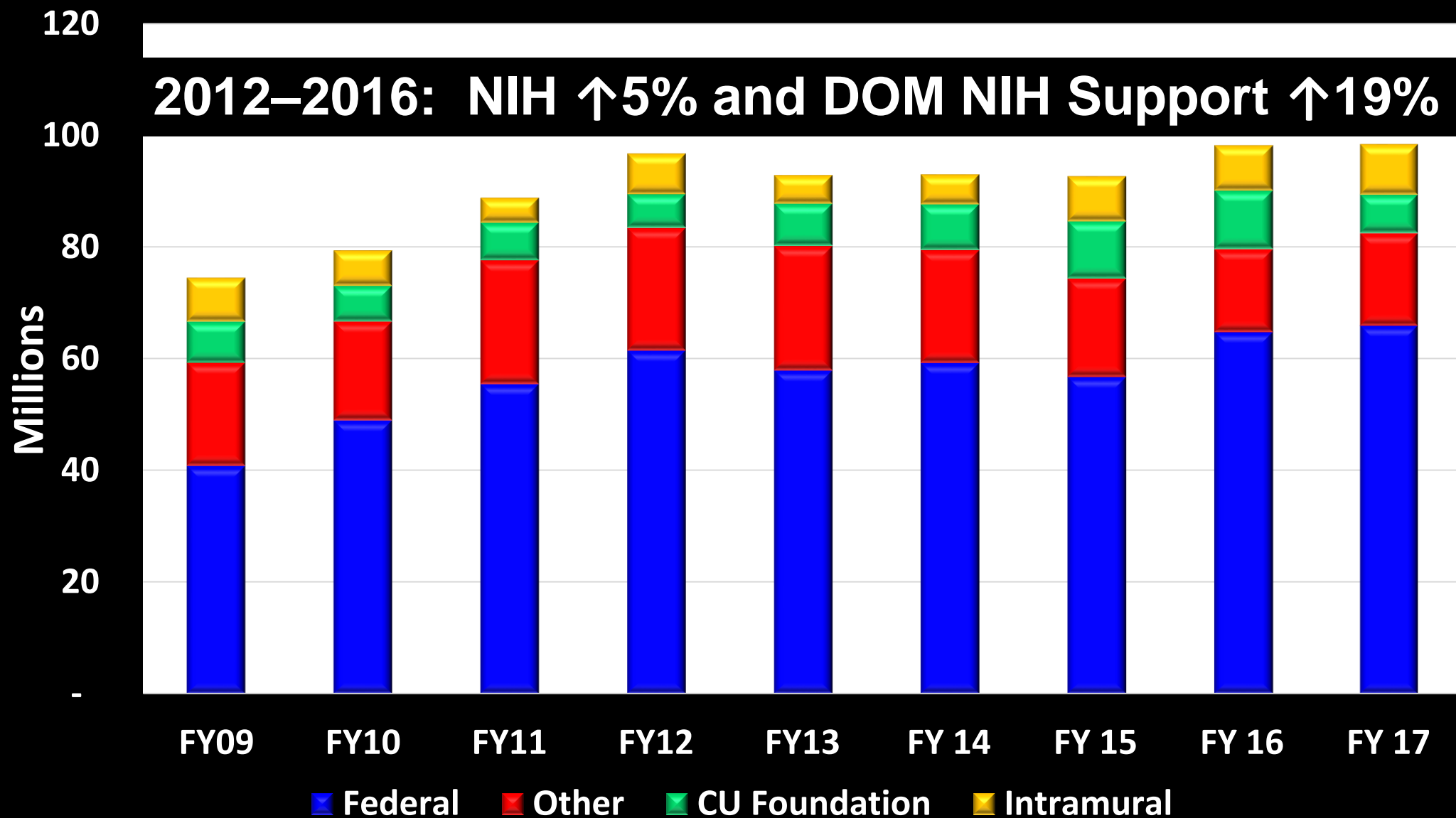
Accomplishments of Research Program



Support for Research



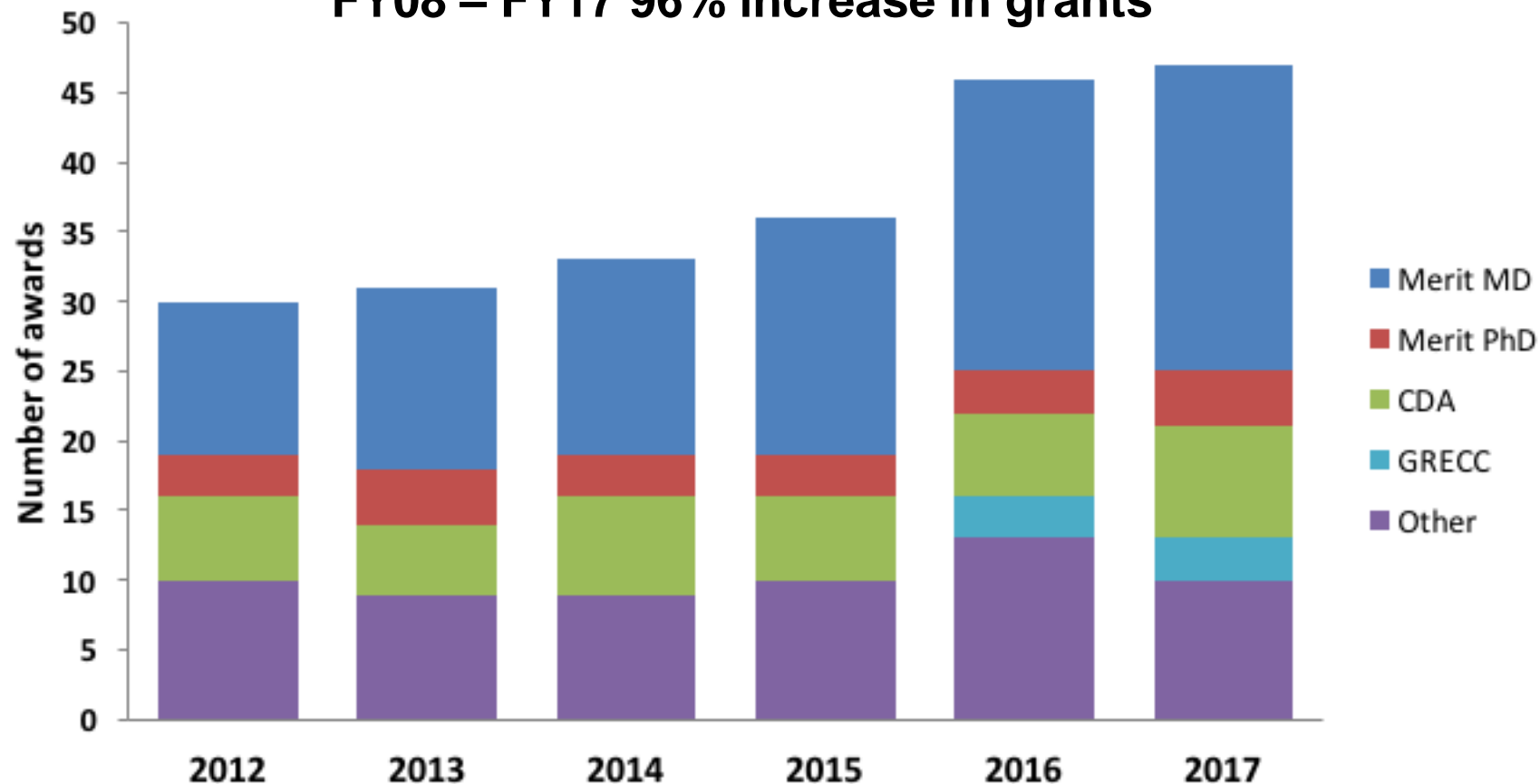
Support for Research



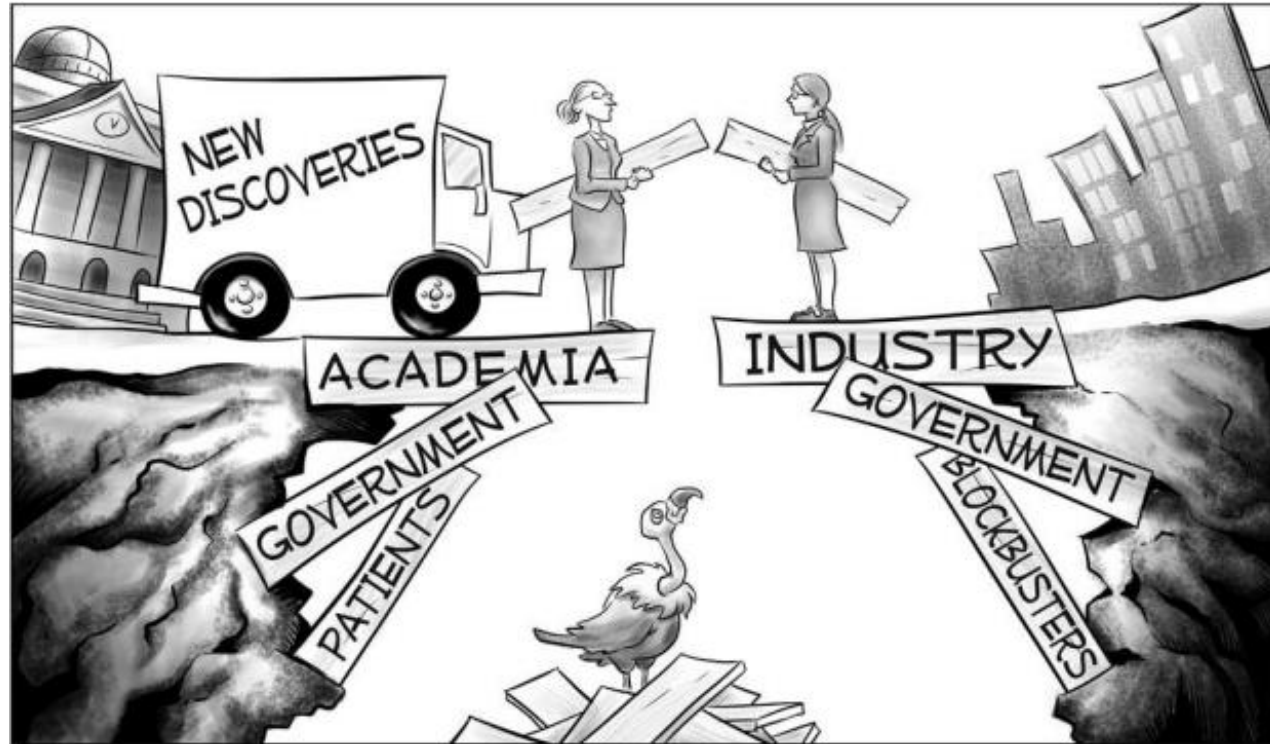


VA Research Awards

FY08 – FY17 96% increase in grants



Diversify Research Portfolio



Building Translational Bridges. Cell 165, May 5, 2016

SPARK Program designed to bridge the translational gap to advance biomedical discoveries into promising new treatments for patients

SPARK Program: Established and Growing



University of Colorado
Anschutz Medical Campus



Benefit of SPARK Program to Participants

Mentorship

- Expert Advisors
- Product & Business Development

Education

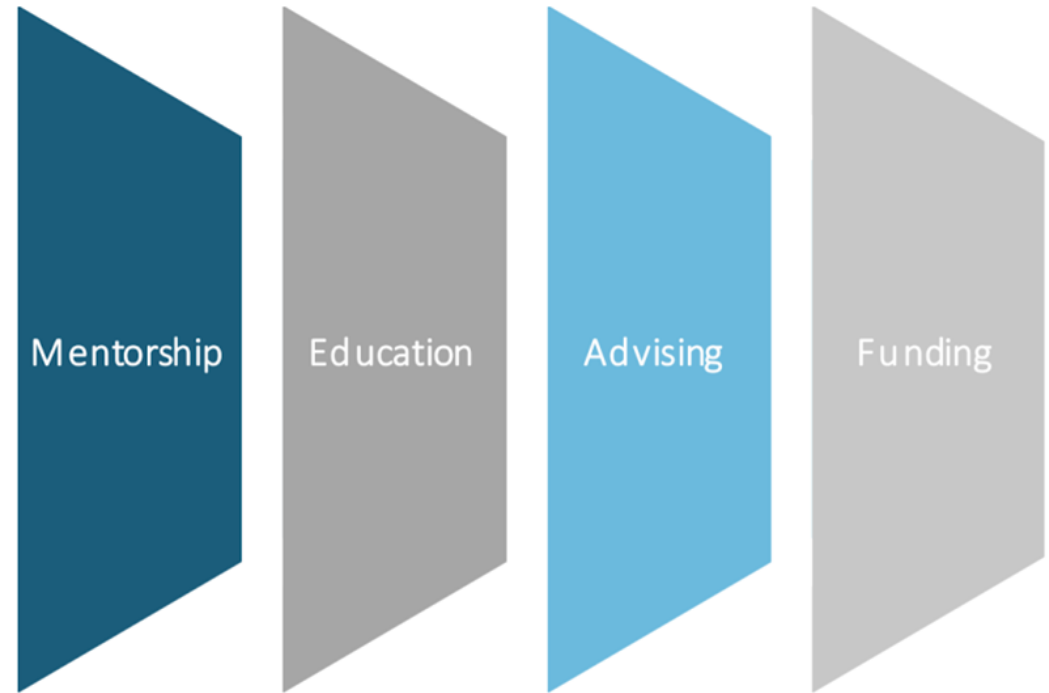
- Bi-weekly Seminars
- Commercialization Strategies

Advising

- Access to Core Facilities
- Industry Partnerships

Funding

- \$50k/year - 2 years
- Goal = de-risk early stage projects





**BEST
HOSPITALS**

U.S. News
& WORLD REPORT

**HONOR ROLL
2017-18**

UCH Ranked #15 in the United States

- U.S. News & World Report

	2011	2012	2013	2014	2015	2016	2017
Cancer	34	34	23	15	15	22	29
Cardiology	---	---	---	---	40	42	32
Endocrinology	---	48	---	34	30	14	6
Gastroenterology	---	---	---	46	42	22	16
Geriatrics	---	---	---	---	43	36	32
Pulmonary	1	1	2	2	2	2	1
Renal	16	42	32	18	12	15	11
Rheumatology	17	17	---	---	---	High Performing	High Performing

State of the Department

- **Accomplishments and Priorities**
- **Challenges and Aspirations**



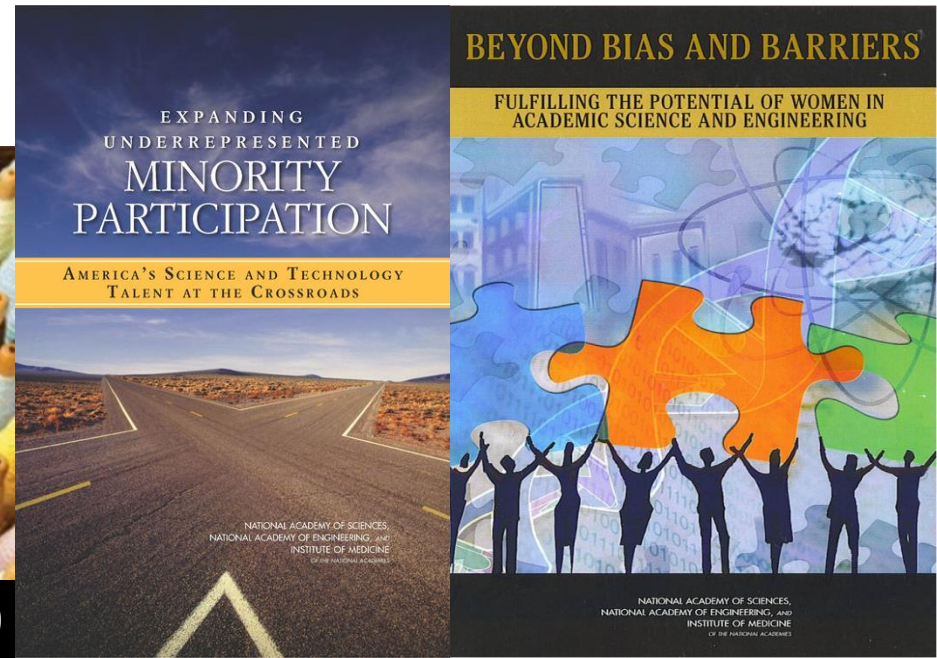
Gender Equity

Strategic Initiative on Gender Equity – Maggie Wierman

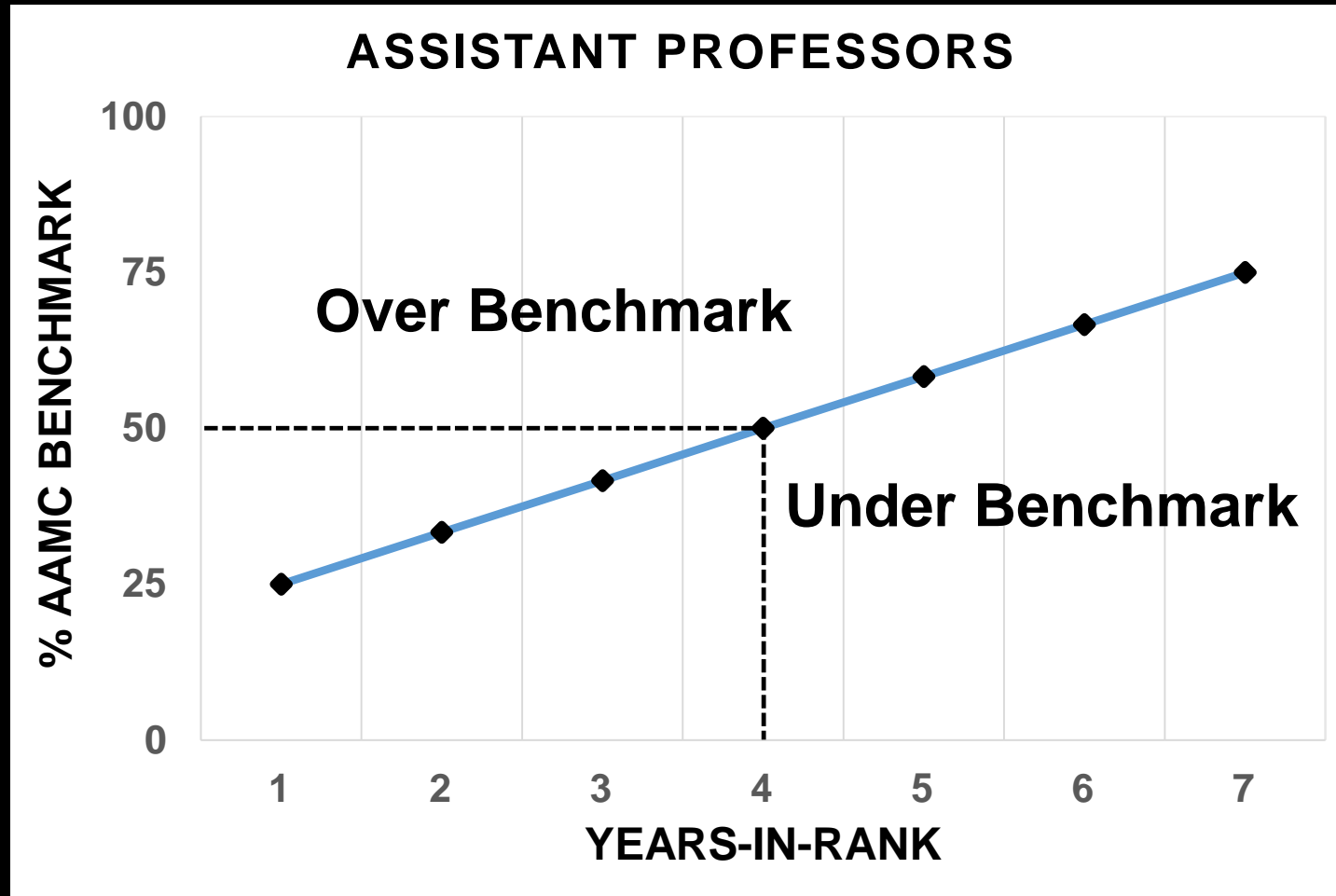
- ❑ Support career development of all faculty and trainees
- ❑ Identify critical deficiencies in our department
- ❑ Implement change



Tabak/Collins. *Science* 2011; 333:940

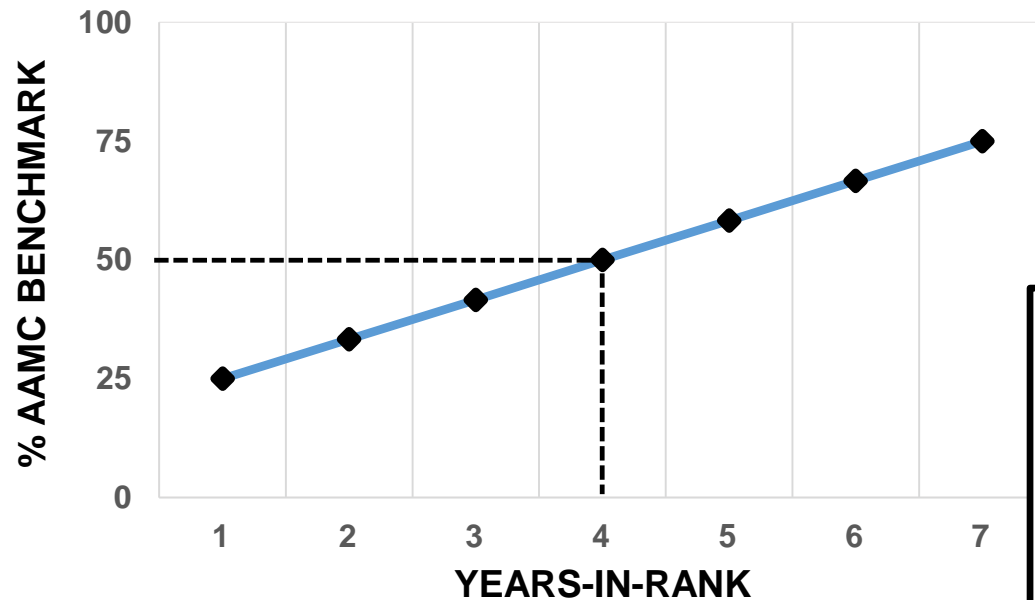


Salary: AAMC Year-in-Rank Benchmarks

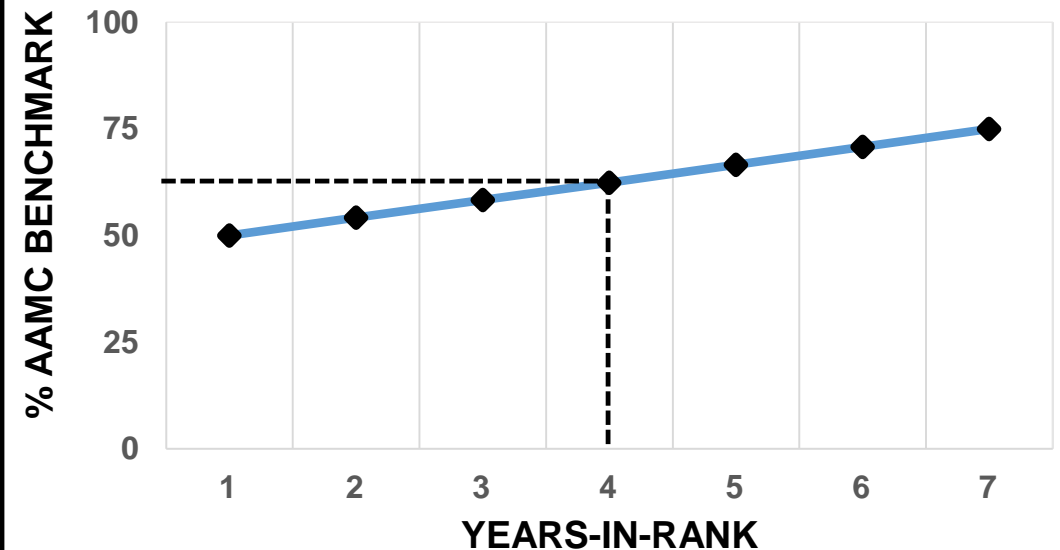


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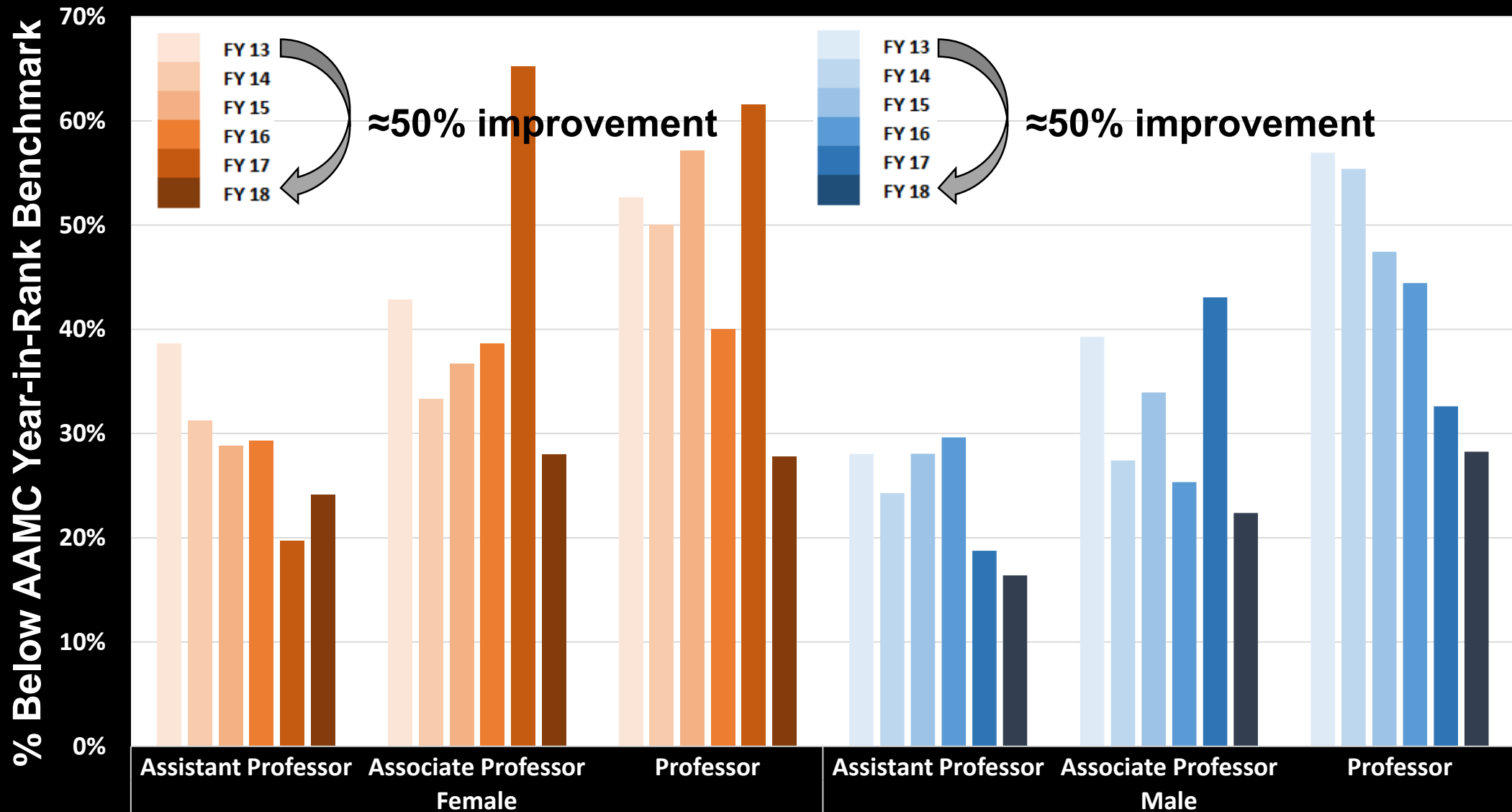
ASSISTANT PROFESSORS



ASSOCIATE AND FULL PROFESSORS



Salary: AAMC Year-in-Rank Benchmarks



Programmatic Changes to Advance Gender Equity

Compensation (Sarah Faubel and Cecile Rose)

- Post method for salary benchmarking at UCH and affiliates
- Post incentive plans for each division at UCH and affiliates
- Establish salary transparency by discussing benchmarks and comparing salary to peers during annual review

Implementation (Marisha Burden and Kika Sukarov)

- Post membership of all DOM committees
- DOM committees will include at least 30% women and/or URMs
- Unconscious bias training is required of DOM committee members
- Search committee will include an advocate for women/URMs
- Re-open search if diversity isn't sufficiently addressed

Financial support for parental leave

Compensation (Sarah Faubel and Cecile Rose)

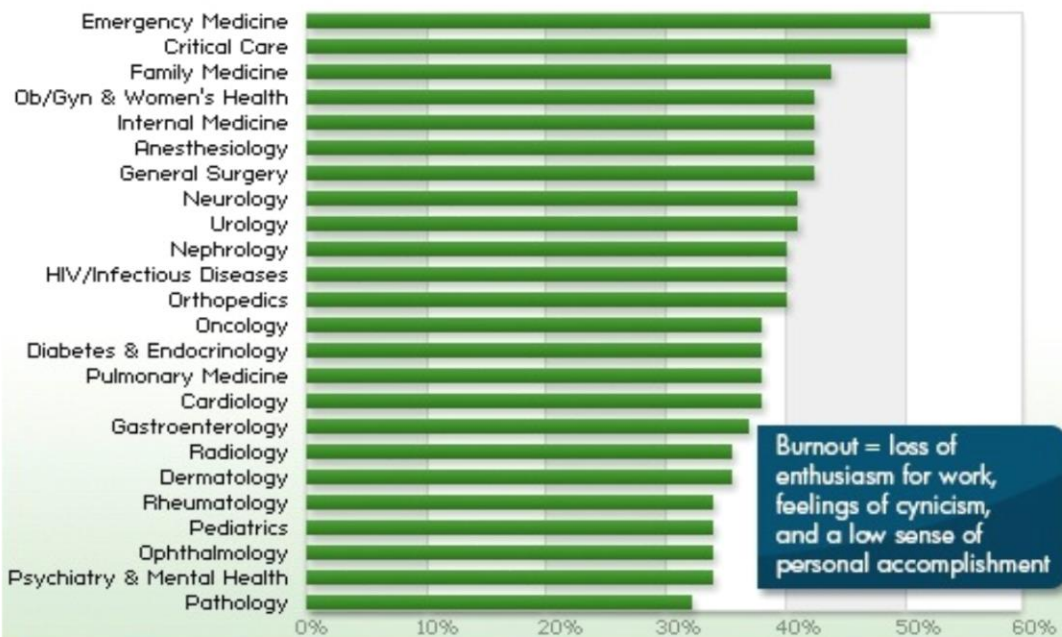
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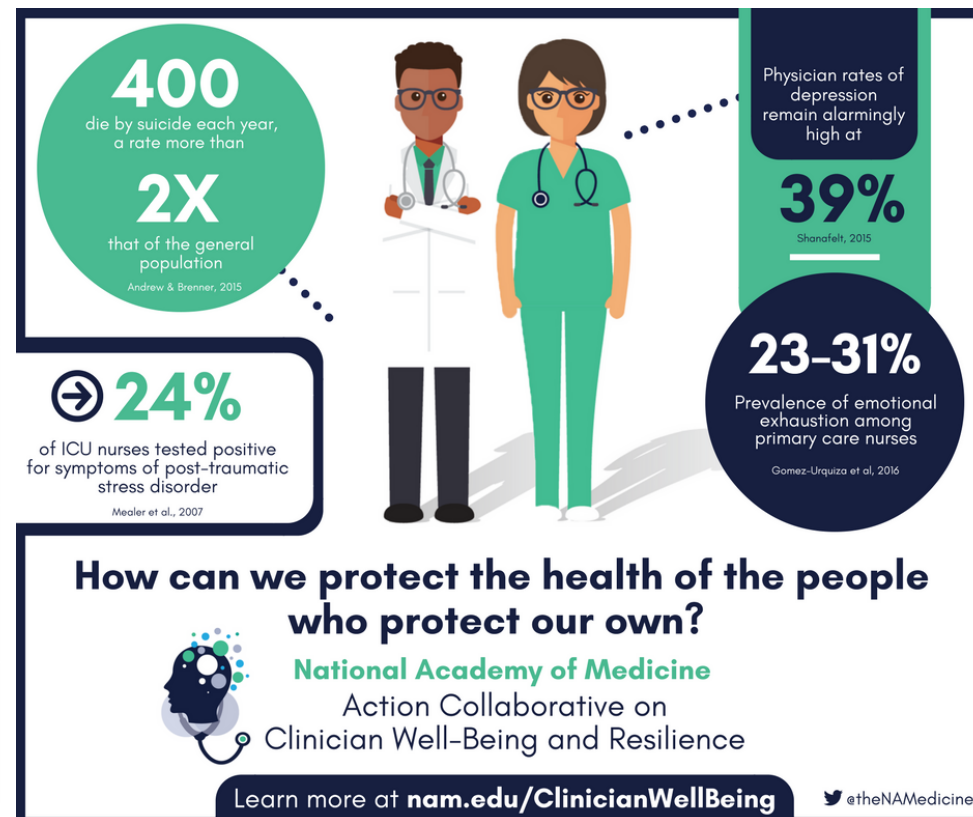
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Burnout Syndrome: the next problem in healthcare

What Percentage of Physicians Are "Burned Out?"

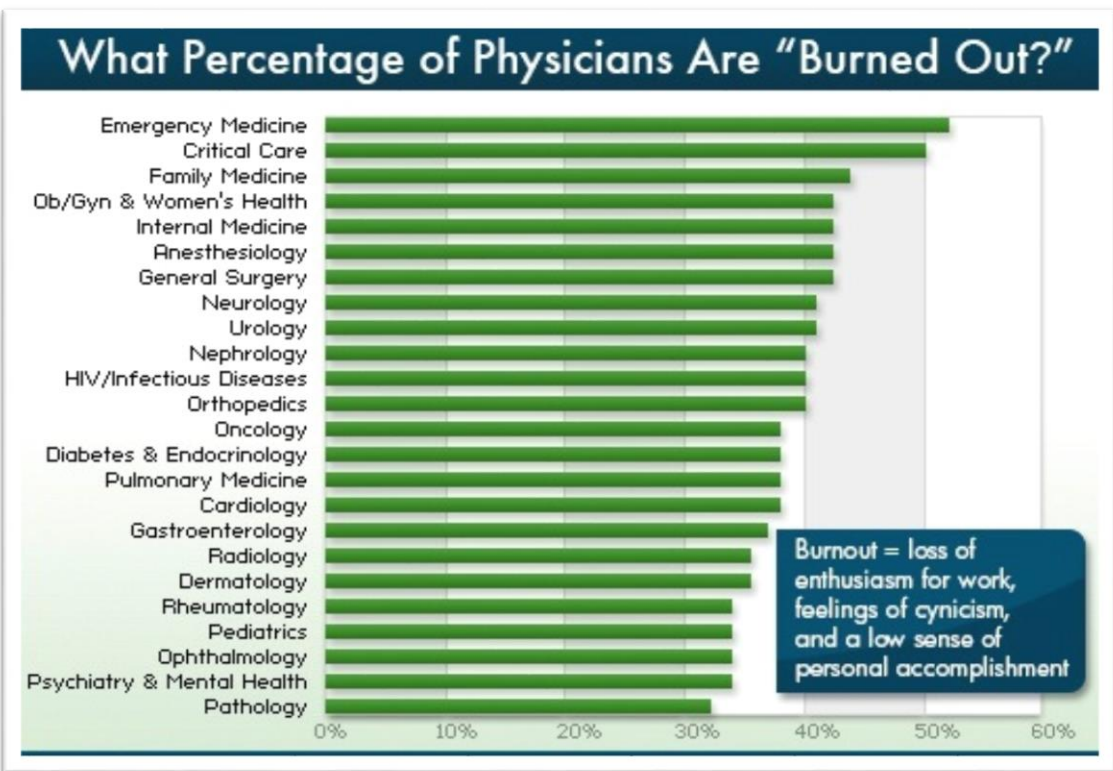


Ranges from 32-52%



NY Times – November 13, 2017

- Discordance between career ambition and day-to-day responsibility
- Environmental: EPIC, admin tasks, and uncertainty healthcare/NIH



Ranges from 32-52%

400
die by suicide each year,
a rate more than
2X
that of the general
population
Andrew & Brenner, 2015

Physician rates of
depression
remain alarmingly
high at
39%
Shanafelt, 2015

24%
of ICU nurses tested positive
for symptoms of post-traumatic
stress disorder
Mealer et al., 2007

23-31%
Prevalence of emotional
exhaustion among
primary care nurses
Gomez-Urquiza et al, 2016

**How can we protect the health of the people
who protect our own?**

National Academy of Medicine
Action Collaborative on
Clinician Well-Being and Resilience

Learn more at nam.edu/ClinicianWellBeing [@theNAMedicine](https://twitter.com/theNAMedicine)

NY Times – November 13, 2017

Burnout Syndrome: next steps

National Academy of Medicine

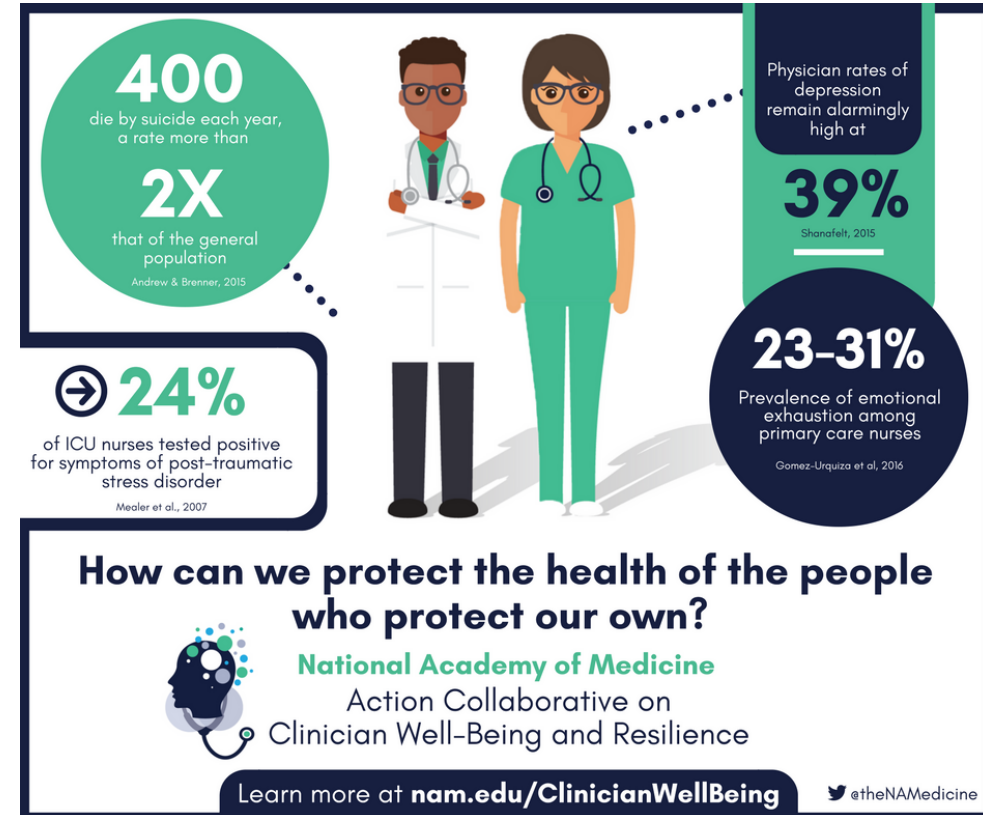
- 4 year initiative on healthcare professional wellbeing and resiliency
- Goal: transform the training and practice of medicine

American Academy of Academic Medicine

- Focused on raising awareness of burnout

Department of Medicine

- Housestaff: opt-out wellness appointments for interns, wellness and resilience curriculum, and Wellness Committee
- Faculty: Marc Moss will lead a Strategic Initiative on Faculty Resilience



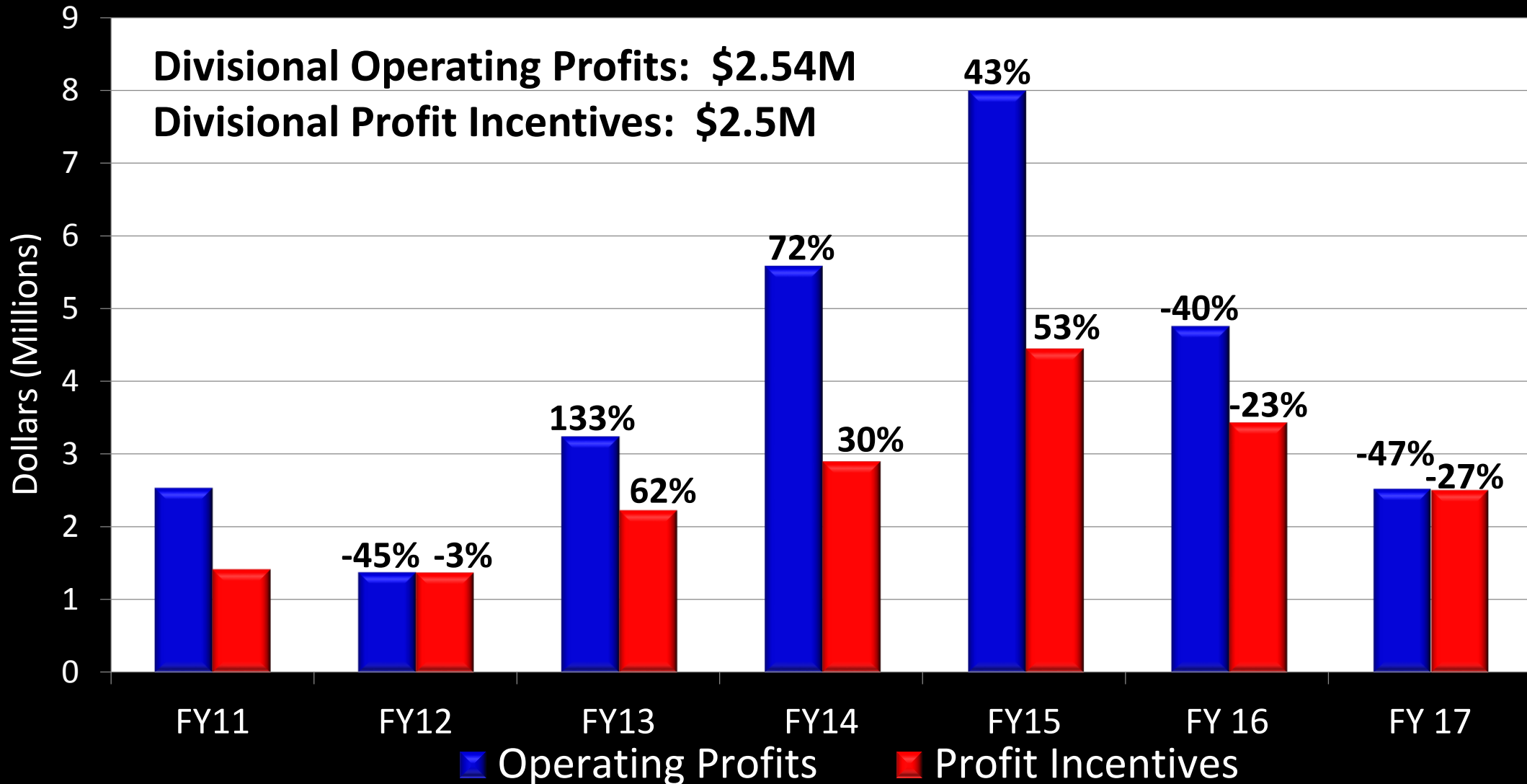
NY Times – November 13, 2017

Federated Structure Limits Our Resiliency

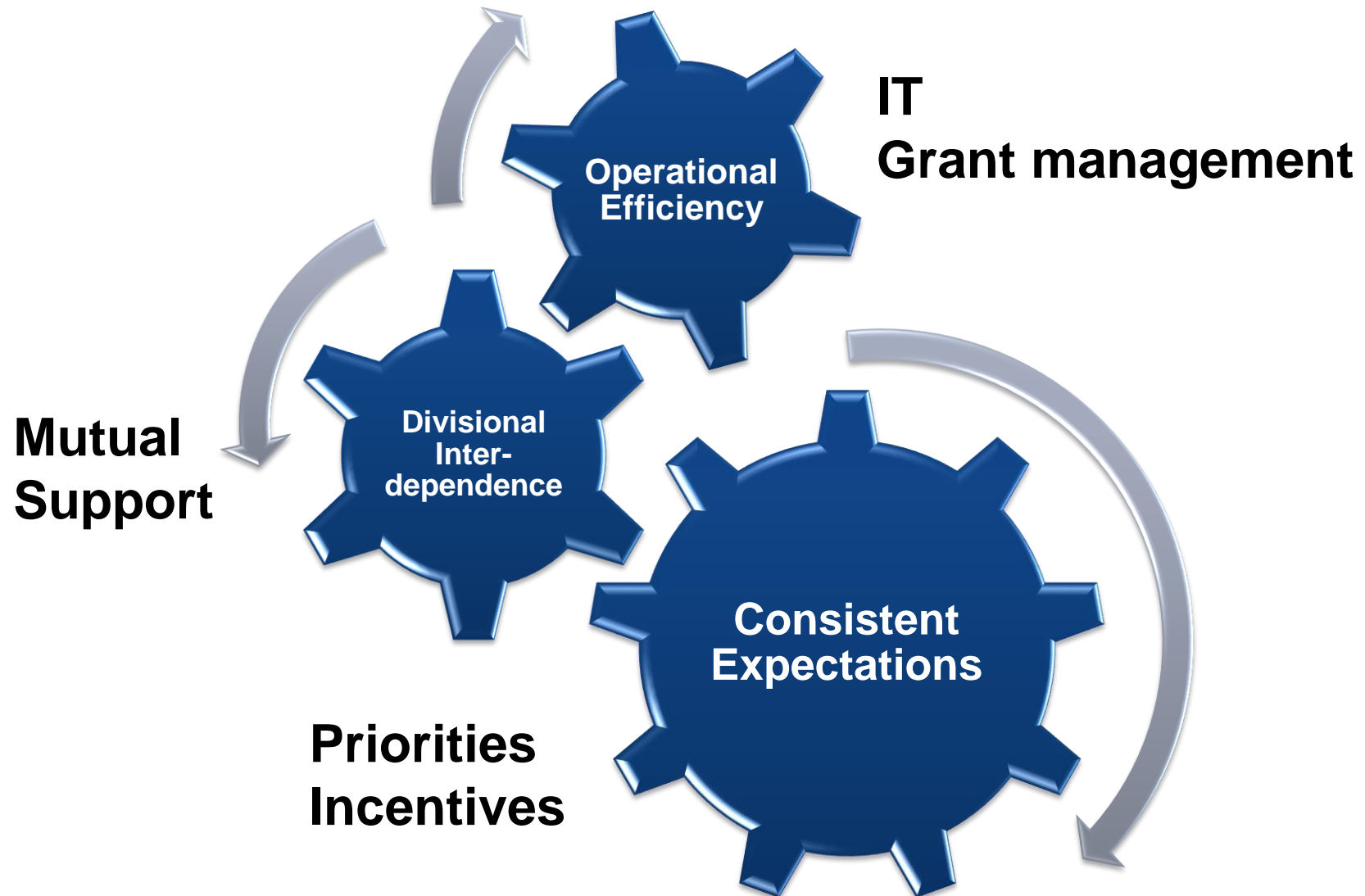
- **Financial**
 - ❑ Healthcare and research landscapes are changing rapidly
 - ❑ Inefficient and duplicative operational activities
 - ❑ Divisional deficits limit departmental (and consequently divisional) priorities
- **Clinical and Academic Expectations**
 - ❑ More and more programs are interdisciplinary
 - ❑ Clinical expectations could be better aligned with UCH
 - ❑ While faculty values are aligned, divisional incentives are not

**Every aspect of what we do is more and more competitive
with greater expectations and lower margins**

Divisional Margins are not Dependable



Address Constraints that Limit our Success



We will succeed through our Shared Values

- **We are givers and innovators with an aligned vision to deliver the highest quality of care, train the next generation, and support impactful scholarship**
- **Career development and interdisciplinary programs**
- **Aspire to be better: diversity, equity, faculty resilience, and departmental constraints that limit our success**

We will succeed through your Accomplishments

