

CU Anschutz Medical Campus

Department of Medicine

Program Development (2011-2020) - Scaffolding for  
Success



Department of Medicine

SCHOOL OF MEDICINE

UNIVERSITY OF COLORADO

**ANSCHUTZ MEDICAL CAMPUS**

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## Overview

The Department of Medicine (DOM) is the largest of the 23 departments within the University of Colorado School of Medicine with more than 1,200 faculty, 540 researchers and staff, and 300 learners across 16 Divisions.

Accomplishments of note:

- DOM outpaced the growth of NIH support two-to-one over the past five years; tripled VA research support over the past seven years.
- Clinical activity doubled during the past nine years with a 25 percent increase of inpatients and a 13 percent increase of new outpatients within the last year.
- Achieved a fourfold increase in the diversity of housestaff in the past nine years, enhancing the pipeline of diverse faculty and broadening the base of knowledge and experience within our learning community.
- Nine Endowed Chair positions added in past nine years, 37 total. DOM and Division endowment funds increased by more than 50 percent in the past nine years.
- Established salary equity, created a gender equity program, and developed a parental leave policy.

DOM program efforts have established foundations and built capacity for:

- Strategic recruitment of high-caliber faculty and trainees
- Aggressive retention of our faculty
- Thoughtful and supportive approaches to career development for faculty and trainees
- A strong diverse training program
- Development and enhancement of interdisciplinary programs
- Management and growth of an expanding clinical enterprise while maintaining our strategic vision

Departmental programs are designed to leverage our collective resources to enhance capabilities in our 16 Divisions to **attract, recruit, retain and develop the highest caliber faculty**. In turn, this enables us to improve the lives of our patients through high quality, patient-oriented, innovative care; train future leaders of medicine; and accelerate science through production of high impact science that change basic concepts of disease, disease pathogenesis, and healthcare delivery.

In addition to an annual review of effectiveness and impact, DOM programs undergo regular process improvement and program enhancement.

This document serves as a guide and road map of the Department of Medicine's programs and offerings to support our extraordinary faculty. Through these programs, the Department of Medicine is committed to driving growth and increasing capacity across all divisions, and provide opportunities for faculty to research, discover, evaluate, innovate, teach, and continuously learn and grow.

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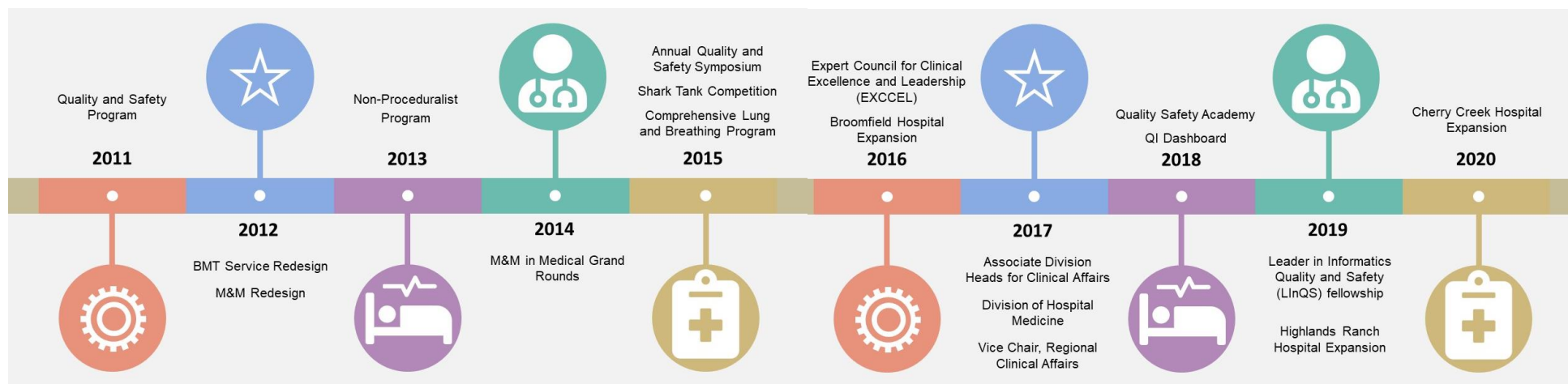
## CLINICAL AND QUALITY ENTERPRISE

The Department of Medicine is committed to a broad spectrum of patient care, training and academic opportunities through the UCHHealth system and established affiliations with Denver Health, National Jewish Health, VA Eastern Colorado Health Care System and Children's Hospital Colorado. The department continues to deliver exceptional care and experience unprecedented clinical growth.

The significant clinical growth has allowed reinvestment in quality improvement efforts, clinical programs and process enhancements. Highlights include the Quality and Safety program, two innovative interdisciplinary clinical programs (Personalized Medicine and the Comprehensive Center for Lung and Breathing), two new divisions (Hospital Medicine and Biomedical Informatics and Personalized Medicine) and expansion of regional services in partnership with UCHHealth. The additional clinical revenue also contributes to collective department efforts to develop and extend education programs and enhance the research enterprise.

**DOM Leadership and Administrative Support:** Vice Chairs of Clinical Affairs, Regional Clinical Affairs, the Vice Chair and Associate Vice Chairs of Quality with day-to-day operational leadership provided by Associate Clinical Division Heads.

### *Key Activities in the Clinical and Quality Enterprise*



## Clinical / Quality Enterprise Program Summary

Program	Objective	Program Leads/Contact	Financial Commitment
<b>Quality and Safety Program (QSP)</b>  Established: 2011	Develop vision and facilitate quality, safety and patient safety initiatives and educational programming.  <a href="#">QSP Annual Report</a>	Vice Chair, Quality and Safety	\$176K/year
<b>Morbidity &amp; Mortality (M&amp;M) Conference</b>  Established: 2012	Conduct evidence-based and systems-oriented M&M conferences as an educational tool.	Vice Chair, Quality and Safety  Assoc. Vice Chair Quality and Safety (lead)	Financial commitment related to QSP team member support, costs included above under QSP
<b>Shark Tank Competition</b>  Established: 2015	Identify, encourage and recognize innovative ideas for quality improvement projects through a Shark Tank competition.	Vice Chair, Quality and Safety	Financial commitment related to QSP team member support, costs included above under QSP
<b>Annual Quality and Safety Symposium</b>  Established: 2015	Provide an annual forum to highlight quality and safety work led by trainees and faculty within the DOM.	Vice Chair, Quality and Safety  Assoc. Vice Chair Quality and Safety (lead)	Symposium established by DOM, ownership shift to UCH 2019
<b>Expert Council for Clinical Excellence and Leadership (EXCCEL)</b>  Established: 2016	Support and elevate a culture of clinical excellence through recognition of faculty distinguished by superb clinical skills and deep commitment to clinical care.	Co-Chairs	\$15K/year DOM provides administrative support for program
<b>GME Quality and Safety Academy (QSA)</b>  Established: 2018	Support progressive acquisition of competency in quality specific learner stages of development across the spectrum of Graduate Medical Education (GME).	Assoc. Vice Chair Quality and Safety (lead)	Provide DOM administrative support in addition to 0.10 FTE from GME and IHQSE
<b>Leaders in Informatics, Quality and Safety (LIQS) Fellowship</b>  Established: 2019	Cultivate future Department of Medicine leaders in the areas of quality improvement (QI), clinical system design, clinical informatics, and/or patient safety through provision of intensive mentoring and in-depth didactics for trainees.	Vice Chair, Quality and Safety (lead)  Assoc. Vice Chair Quality and Safety	\$145K/year

Clinical / Quality Enterprise Operations			
	Objective	Program Leads/Contact	Financial Commitment
<b>Associate Division Heads for Clinical Affairs</b>  Established: 2017	Enact clinical division based leadership position to increase quality of clinical practices. Leaders accountable for application of data and decision making tools to ongoing practice improvement, clinical innovation and enhanced patient care.	Vice Chair, Clinical Affairs	DOM \$60K/year UCHealth \$575K  Vice Chair position includes team leadership
<b>Broomfield Hospital</b>  Opened: 2016	Leverage UCHealth regional expansion to establish DOM north metro area presence at Broomfield Hospital.	Vice Chair, Regional Clinical Affairs	DOM \$79K/year, supports Broomfield, HRH and Cherry Creek locations  On-site faculty salary cost covered by UCHealth  Vice Chair position oversees
<b>Highlands Ranch Hospital (HRH)</b>  Opened: July 2019	Leverage UCHealth regional expansion to establish a DOM presence in the new HRH and Medical Office Building (MOB), expand DOM south metro area presence, increase capture of primary subspecialty referrals and provide some tertiary referrals to Anschutz Medical Campus.	Vice Chair, Regional Clinical Affairs	Details available in the Professional Services Agreement (PSA)  Vice Chair position oversees
<b>Cherry Creek Comprehensive Health Care Facility</b>  Opening: 2020	Leverage UCHealth regional expansion to establish DOM presence in the new centrally located Cherry Creek comprehensive care center, increase DOM capture of primary subspecialty referrals and provide some tertiary referrals to Anschutz Medical Campus.	Vice Chair, Regional Clinical Affairs	Discussion and negotiations in progress  Vice Chair position oversees
<b>Comprehensive Lung and Breathing Program</b>  Established: 2015	Build and sustain an internationally recognized multidisciplinary approach to provide single location access to all the specialists needed to treat simple to the most complex respiratory conditions.	Director, Comprehensive Lung and Breathing Program	100% backstopped by UCHealth, ~\$1.2M/year  Initial one time academic investment: \$730K DOM \$1.6M School of Medicine DOM provides administrative support for program

Clinical / Quality Enterprise Operations			
	Objective	Program Leads/Contact	Financial Commitment
<b>Non-Proceduralist Agreement (six Divisions)</b>  Established: 2013	Partner with UCH, SOM and CU Medicine to align and reward efforts to enhance patient access, increase productivity and achieve profits in non-proceduralist divisions: Infectious Diseases, Renal, Rheumatology, Allergy, Hematology and Endocrinology.	Director, Finance and Administration	\$1M/year UCH – 77% CU Med – 23% DOM provides administrative support for program <i>Payout based on Division's percentage of total wRVUS generated by the group.</i>
<b>Data and Analytics quality and clinical volume dashboards</b>  Established: 2018	Establish a data analytics team capable of harnessing clinical performance data to inform and provide monitoring of ongoing quality improvement initiatives.	Vice Chair, Quality and Safety	Financial commitment related to QSP team member support, no additional costs. <i>Cost associated with primary data and analytics staff resource shared with Vice Chair, Clinical Affairs.</i>
<b>Annual DOM Quality Project</b>  Established: 2018	Identify, focus efforts and deliver results on a single high impact quality improvement (QI) project aligned with annual UCHealth QI priorities.	Vice Chair, Quality and Safety  Assoc. Vice Chair (lead)	Financial commitment related to QSP team member support, no additional costs



## Quality and Safety Program (QSP)

Established in 2011, the QSP provides vision, strategy and oversight for quality and safety initiatives and programming for the DOM.

The program's primary objective is to improve and sustain a culture of patient safety, quality and systems innovation among DOM faculty, trainees and staff in their delivery of patient-centered and high value care. QSP efforts focus on four overarching goals:

- Facilitate collaboration between DOM faculty, trainees and staff, as well as with other School of Medicine Departments, medical centers and training programs in conducting quality improvement activities.
- Engage and offer faculty and trainees the opportunity to learn about, participate, and lead quality improvement and safety projects.
- Foster a community of safety and quality among all members of the University of Colorado Anschutz Medical Campus (AMC) community.
- Develop a robust data analytics program to support measurement of quality improvement performance throughout the DOM.

### Key outcomes:

- Leveraged the newly constructed data infrastructure to develop new QI activities, supporting existing QI efforts with a data-driven approach
- Partnered with the UCHHealth quality team to host the annual Quality and Safety Symposium.
- Coordinated with eight of the 13 clinical divisions to implement a systems-based Morbidity and Mortality (M&M) Conference.
- Implemented and advanced a novel Quality Improvement (QI) educational program Quality and Safety Academy, developed in partnership with the Graduate Medical Education Office and Institute for Healthcare Quality, Safety and Efficiency (IHQSE).
- Identified the opioid epidemic as a priority area; the team developed an opioid medication prescribed at hospital discharge dashboard, which has served as a foundation for several QI projects within DOM and other departments within SOM. Subsequently adopted by UCHHealth as a systems dashboard, the initiative highlights the impact of the team's QI effort within the DOM, SOM and UCHHealth.

### Future focus:

- Continued enhancement and support of established programs to ensure sustainability.
- Development of the newly established LInQS fellowship.
- Establish new partnerships with other departments and training sites (e.g., Denver Health and VA).

### DOM financial commitment:

- Approximately \$176K annually allocated to build infrastructure, enhance and sustain program efforts and support QSP leadership.

## Morbidity and Mortality (M&M) Conference

As part of the Quality and Safety Program, the Morbidity and Mortality (M&M) conferences are forums established for learning from medical errors, complications, and unanticipated outcomes with a focus on education, not culpability. These forums provide comprehensive, team-based event analysis and continuous learning from adverse clinical events, which are crucial elements of a patient safety program and requirements for all graduate medical education (GME) training programs.

Established in 2012 and strategically redesigned in 2015, DOM M&M programming reflects an evidence-based, systems-oriented M&M model as an educational tool for trainees and faculty. Successful progressive dissemination of the DOM M&M model through programming continues including a 2015 strategic redesign followed by implementation of an M&M steering committee (MMSC), M&M in medical grand rounds and DOM Division M&Ms.

- Eight of 13 DOM clinical divisions are conducting systems-based Divisional M&Ms.
- DOM monthly M&M conference tailored to internal medicine residents and faculty.
- Quarterly joint M&M with another SOM Department (e.g., Emergency Medicine, Neurology or Radiology).

#### **Key outcomes:**

- Increased divisional participation in the monthly DOM M&Ms and increased presentation of subspecialty cases.
- Established an M&M Steering Committee (MMSC) which reviews cases presented at M&Ms, identifies systems issues and works with the UCHHealth quality team to address identified systems issues.
- MMSC activities and outcomes are now reported to the University of Colorado Hospital Chief Quality Officer, the Chair of the Department of Medicine (DOM), the Vice Chair for Clinical Affairs for the DOM, and the Clinical Chiefs for each division within the DOM.

#### **Future focus:**

- Expand the impact of the M&M programming, focusing on an increase in the number of quality improvement projects initiated as a result of M&M cases presented.
- Translate “lessons learned” from M&M conferences to quality improvement actions.
- Administer a survey to all divisions to globally assess the current DOM M&M process and obtain feedback from each division on additional needs to conduct the standardized M&M model.
- Creatively address scheduling challenges and enable joint M&Ms in collaboration with our surgical colleagues.

#### **DOM financial commitment:**

- M&M programming is included in QSP team member support; no additional costs.

## **Shark Tank Competition**

Established in 2015, the Shark Tank competition provides a unique forum to identify, encourage and recognize innovative ideas for high value care initiatives. The annual competition invites submissions of high value care (HVC) project concepts for implementation by the DOM in the academic year. Submissions are judged on applicability across DOM sites of care and specialties and are encouraged to align with the HVC quality metrics identified within Centers for Medicare and Medicaid (CMS) Priority Outcome Measures and within the domains of Safety, Quality and Prevention.

#### **Key outcomes:**

- For the winning project, the DOM QPS provides coaching, project management assistance and/or data support and show case the project in high visibility forums.
- The competition helps elevate innovative ideas to support providers in delivering the best possible care, improving outcomes, and increasing efficiency. Details of individual projects are available on the Department of Medicine website and in the QSP Annual Updates.

#### **Future focus:**

- Future competitions will target expansion of the competition beyond the DOM to include UCHHealth with the hope that the hospital will elevate support of the selected quality improvement projects.
- Develop a plan to sustain successful projects initiated and supported through the Shark Tank competition.

#### **DOM financial commitment:**

- The Shark Tank competition is included in QSP team member support; no additional costs.

## Annual Quality and Safety Symposium

Organized in 2015 as a part of the QSP program long-term strategic plan to elevate awareness of quality and safety efforts at UCHHealth, the annual quality and safety symposium provides a recurrent opportunity to provide visibility and highlight the extent and impact of quality and safety projects being conducted by trainees, faculty and hospital staff.

### Key outcomes:

- Symposium submissions and attendance has continued to increase with 42 posters submitted by trainees, faculty and staff in 2019 and a positive trend in depth and breadth of projects represented.

### Future focus:

- Future symposiums will be under the ownership of UCHHealth. The transition of symposium ownership reflects QSP efforts to develop and initiate Quality and Safety programs, in partnership with the hospital and transfer ownership to partners for ongoing sustainability, when appropriate.
- The DOM QSP will support the hospital-led symposium through active encouragement of DOM contributions, participating in symposium design and provision of day of event support where needed.

### DOM financial commitment:

- The symposium is included in QSP team member support; no additional costs.

## GME Quality and Safety Academy (QSA)

Instituted in 2018, the GME Quality and Safety Academy (QSA) was envisioned as a campus initiative to support and align efforts between the Institute for Healthcare Quality Safety and Efficiency, Office of GME, and the Departments of Medicine and Surgery. The QSA provides trainees foundational knowledge in quality improvement and patient safety to support effective participation in quality and safety work in the clinical setting. This program was built on DOM's educational efforts a year prior with the Foundations of Patient Safety curriculum.

Curriculum offered through the QSA supports progressive acquisition of competency in Quality Improvement, Patient Safety, and Healthcare Systems and Culture with programming targeted to specific learner stages of development across the spectrum of GME.

Initial offerings through the QSA include Foundations of Patient Safety, Turning Adverse Events into Quality Improvement, and Quality in Academics.

### Key outcomes:

- Over 100 participants, across all learner groups, representing 45 different programs or units.
- Attendees of the curriculum rated their satisfaction levels high with improvement in self-reported knowledge.

### Future focus:

- The DOM will continue to participate in the QSA.
- Expand educational offerings based on needs of the learners, including the development of the 2019 LInQS fellowship. DOM learners interested in QI as a career are encouraged to apply.

### DOM financial commitment:

- 0.10 FTE and administrative support from GME and IHQSE.

## **Data and Analytics – Quality and Clinical Volume Dashboards**

In 2015 with support of the DOM, the QSP assembled a data analytics team capable of harnessing clinical performance data to address an ongoing need to effectively identify and monitor clinical volume, quality and patient safety issues and provide data to inform solutions. Data and analysis provided by this team inform and enhance decision-making capabilities along with providing monitoring of ongoing quality improvement initiatives.

### **Key outcomes:**

- Established a new process through which data requests for Health Data Compass, Epic electronic health record data, and Vizient can be submitted through an online portal. From this foundation, DOM divisions and division leadership can more easily gain access to needed data.
- The data and analytics team is working to maintain and assess available data to help identify and support needs for QSP efforts.
- The team works to identify gaps in data available and support enhanced data collection processes with the intent of successfully providing needed data to several Department of Medicine projects or initiatives.
- The 2019 opioid at hospital discharge dashboard that was launched in 2019 highlights the impact and effectiveness of this team. Additional details on the dashboard, data available and data and analytics team outcomes can be found in the QSP Annual Updates report.

### **Future focus:**

- Continued expansion and support of QI projects across the department.
- Prepare for the launch of a monthly data update to provide clinical data to individual divisions to help inform their clinical and quality initiatives. This work is being done in collaboration with the Vice Chair, Clinical Affairs.

### **DOM financial commitment:**

- QSP Data and Analytics is included in QSP team member support; no additional costs. Cost associated with primary data and analytics staff resource shared with Vice Chair, Clinical Affairs.

## **DOM Leaders in Informatics, Quality and Safety Fellowship (LInQS)**

Launched in academic year 2019/2020, the DOM Leaders in Informatics, Quality and Safety (LInQS) Fellowship addresses training needs for subspecialty fellows and junior faculty interested in careers in quality improvement, clinical system design, clinical informatics and/or patient safety.

The program will provide enhanced mentorship opportunities, guidance and formal training, along with a core faculty of mentors with diverse expertise to support and mentor these trainees towards a successful academic career. Participation in the LInQS fellowship is expected to elevate opportunities for trainees on an academic medicine career clinical track with focus on QI, clinical informatics or patient safety or those on a research track with focus on quality improvement research leveraging a learning health system and grant funded research.

Four trainees have been selected for the inaugural fellowship year.

### **Future focus:**

- Expand the fellowship to include advanced practice practitioners (APPs) with an interest in quality improvement, clinical system design, clinical informatics, and/or patient safety.
- Target ACGME accreditation for a clinical informatics fellowship.

### **DOM financial commitment:**

- The LInQS fellowship is \$145K.

## **Non-proceduralist Program**

Launched in 2013, the Non-Proceduralist Program was created to address inadequate clinical revenue (and consequently insufficient incentives to care for patients) for non-procedural clinical specialties. This program is a collaborative effort among partner organizations to address the need to enhance patient access, increase productivity and grow profits in non-proceduralist divisions. The non-proceduralist program targets financial incentive to recognize faculty efforts that result in improved patient access and increase productivity.

This incentive program is a DOM partnership with UCHHealth, the School of Medicine and CU Medicine.

### **Key outcomes:**

- The program design has achieved targeted results with significant increase in productivity for five out of the six divisions (Endocrinology, Renal, Rheumatology, Infectious Diseases, Allergy and Hematology) exceeding productivity targets in FY19 and four of those exceeding 100% of the median benchmarks.
- UCHHealth has recognized measurable improvement in patient access with substantially improved productivity measures reflected in a 81% increase in work RVUs from FY13 to FY19.
- In FY19, all non-procedural divisions ended the year with positive margins.

### **Future focus:**

- Success of the program indicates it should be continued with a plan to generalize this program to all non-procedural specialists across the department through a partnership with UCHHealth.

### **DOM financial commitment:**

- The program is supported by UCHHealth and CU Medicine at a 77%/23% split. The \$1M of support is allocated to each division based on the percentage of total wRVUs generated by the division in proportion to all non-procedural divisions.

## **Expert Council for Clinical Excellence and Leadership (EXCCEL)**

Established in 2016, the Expert Council for Clinical Excellence and Leadership (EXCCEL) recognizes and advances clinical excellence, promotes our culture of exceptional clinical care and supports the training of others by establishing a pool of high caliber clinical mentors available to those on the path towards clinical mastery.

### **Key outcomes:**

- In the inaugural year, the council was chartered, first Council members were appointed and a nomination process was developed.
- The second inducted cohort of seven master clinicians was announced in 2019 and EXCCEL hosted an all faculty symposium to solicit faculty input to support development of a definition and clearer criteria for a “master clinician”. In addition, faculty input was solicited for the strategic priorities of council.
- In parallel to work on a strategic planning process, the EXCCEL Clinical Coaching Program was launched.

### **Future focus:**

- All clinical faculty members are encouraged to participate in the program with coaches supporting individual faculty efforts to improve in clinical competency.

### **DOM financial commitment:**

- Approximately \$15K allocated towards .05FTE protected time for EXCCEL co-chairs and funding for the annual induction and awards celebration, as well as administrative support for the application process, coordination of evaluations and meetings.

## **Regional Clinical Expansion - Broomfield Hospital**

Broomfield Hospital opened in September 2016 as a joint venture between Adeptus and UCHealth, expanding service offerings in the north metro Denver area and establishing an opportunity to provide care to medical, surgical and rehab patients. The DOM leverages the UCH partnership in providing inpatient care at this site.

Volumes at Broomfield have grown substantially since October 2018, and the Division of Hospital Medicine faculty provide in-house coverage with 2.3 MD FTEs and 3.0 APP FTEs. Advanced Practice Provider (APP) coverage extends from 7pm to 7am with backup support from an on-call MD Hospitalist. As volume continues to grow, the staffing model will continue to be assessed and modified, as needed.

### **Future focus:**

- In the immediate future, additional daytime faculty are expected to be added and as the hospital grows to maximum capacity; the DOM expects to have additional faculty at the site.

### **DOM financial commitment:**

- Regional expansion support is provided by the Vice Chair, Regional Clinical Affairs. Provider salary costs are covered by UCHealth.

## **Regional Clinical Expansion - Highlands Ranch Hospital (HRH)**

The 2019 opening of the Highlands Ranch Hospital (HRH) actualized the UCHealth expansion strategy for the South Denver metro area. The DOM has established a presence in the new HRH and Medical Office Building (MOB) in order to expand the DOM south metro area presence, increase capture of primary subspecialty referrals, and provide some tertiary referrals to Anschutz Medical Campus. DOM presence at HRH aligns DOM services and approach for the hospital and clinics with the School of Medicine strategy to collaborate in the UCHealth expansion across the Denver metro area.

Faculty from the divisions of Endocrinology, Medical Oncology, Cardiology and Gastroenterology provide inpatient consultations and procedures for those admitted as inpatients to HRH. These divisions are invested in the process of building outpatient practices in the attached MOB.

### **Future focus:**

- Future financial commitment for the DOM is defined and detailed in the Professional Services Agreement (PSA) between CU Medicine/School of Medicine (SOM) and UCHealth.
- The goal is to build the practices to the point where by Year 3 the productivity is in line with median private practice productivity (as referenced by MGMA benchmarks).
- The overall PSA, applicable to all SOM Departments, includes a risk-sharing model if the SOM/CU Medicine opts to stay at HRH for Year 3 of the agreement. In Years 1–3, UCHealth backstops provider salary/benefits and covers overhead associated with running the practice in the MOB.

### **DOM financial commitment:**

- Each participating division has a 3-year renewable contract with UCHealth to provide care at HRH. In addition, regional expansion has been supported by the DOM by providing support for a Vice Chair, Regional Clinical Affairs.

## Regional Clinical Growth – Cherry Creek 2020

Currently under construction, the Cherry Creek facility will open in 2020 as a multi-specialty facility including numerous specialties from the Department of Medicine.

DOM presence at the Cherry Creek facility is intended to provide subspecialty care to the Cherry Creek community, increase our clinical footprint to better capture primary subspecialty referrals and feed tertiary referrals to the Anschutz Medical Campus. Services being considered for the location and our DOM negotiation and approach are in line with the School of Medicine strategy to collaborate in the UCHealth expansion across the Denver metro area. Participating divisions include Cardiology, Pulmonary, GI, Oncology and Endocrinology.

### DOM financial commitment:

- Regional expansion support is provided by the Vice Chair, Regional Clinical Affairs.

## Comprehensive Lung and Breathing Program

Nationally recognized by U.S. News and World Report as the #1 pulmonary program for last three years, the Comprehensive Lung and Breathing Program (CLB) was envisioned in partnership with the School of Medicine and UCHealth as the premier program for respiratory and breathing disorders in the US.

Established in 2015, the CLB delivers a multi-disciplinary approach to clinical diagnosis and symptom management. In addition, the program provides education and resources for information and support, opportunities to participate in research studies, pulmonary rehabilitation services, and direct communication with patients and referring providers helping ensure continuity of care and appropriate follow-up.

DOM specialists in Pulmonary, Oncology, Rheumatology, Cardiology, Allergy/Immunology, Hematology along with colleagues in Thoracic Surgery, Otolaryngology, Neurology, Radiology treat everything from asthma to rare lung and breathing conditions with services including a complete pulmonary rehab program.

### Key outcomes:

In the past six years, numerous highly successful clinical programs have been initiated. These include:

- Sleep medicine and sleep surgery, severe asthma, interventional pulmonary, Pulmonary Hypertension (PE) and Chronic Thromboembolic Pulmonary Hypertension (CTPEH), Pulmonary Thromboendarterectomy surgical program (PTE program), the Hereditary Hemorrhagic Telangiectasia (HHT) Center of Excellence, High Altitude Medicine program, lung nodule screening, Chronic Obstructive Pulmonary Disease (COPD), Pulmonary Vascular Disease Center (PVD) and a state-of-the-art Interventional Bronchoscopy Suite.
- The program has resulted in a 13% increase in patient volume.
- New patient volumes at 21% have increased yearly for the past three years (2017-2019).
- Both Thoracic Surgery and Otolaryngology surgical volumes have increased over the past four years reflected in a 23% increase in total OR volumes between 2017-2019.

### Future focus:

- Continued attention to enhanced provider satisfaction.
- Targeted expansion of the educational arm by developing specific fellowships in Advanced Lung Disease (ALD), Sleep Surgery, and Advance Practice Provider (APP) “fellowship” training programs in ALD, Peripheral Vascular Disease (PVD), and Sleep.
- Expand clinical operations to include a presence at the new Highlands Ranch Hospital and the Cherry Creek outpatient facility (opening 2020).
- Long-term focus includes development of the research arms of the program to support the mission of being the premier program for respiratory and breathing disorders and recognition as a center of both clinical and investigative innovation. To this end, the program hired the first PRA and is in the interview process for two research coordinators.
- New research projects in Lung Transplant and Interventional Pulmonary are being facilitated to start the research arm and continue to improve inter-pillar communication, operations and patient flow.

**DOM financial commitment:**

- Initial Academic Investment: \$730K initial DOM investment with an additional \$1.6M commitment from the SOM and ~\$1.2M in annual support from UCH, which covers a 100% backstop.

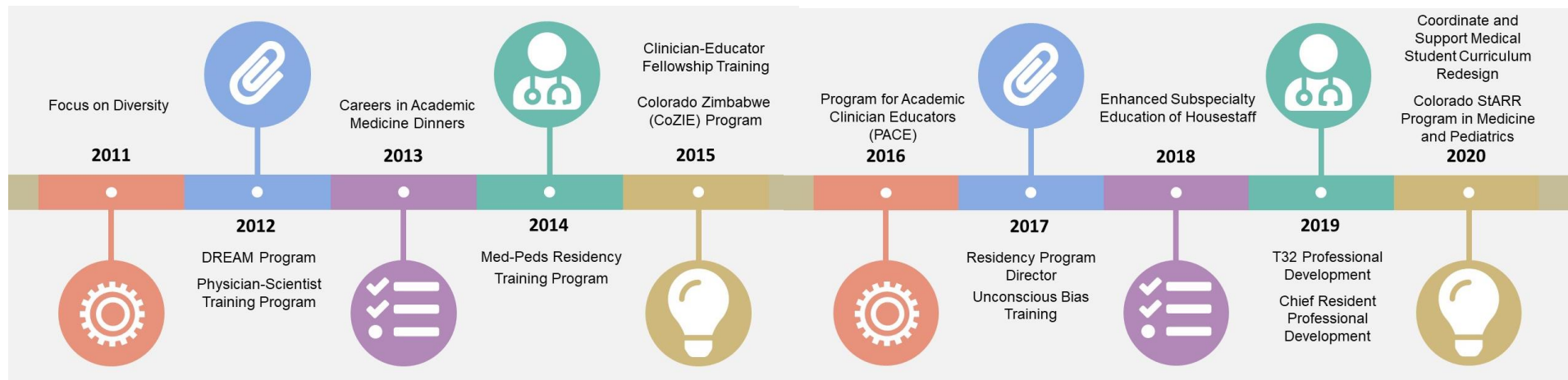


## EDUCATION & TRAINING

The Department of Medicine (DOM) has a rich tradition of excellence in education and training. The mission of our Internal Medicine Residency Training Program (IMRP) Program is to provide innovative and individualized training to develop leaders of internal medicine. Four training tracks are available: Categorical, Primary Care, Hospitalist and our Physician-Scientist Training Program. In 2014, the DOM in partnership with the Department of Pediatrics launched the University of Colorado Internal Medicine-Pediatrics Residency Training Program.

The DOM offers 16 ACGME-accredited subspecialty fellowship programs, several non-ACGME fellowships spanning the range of internal medicine subspecialties, and holds two HRSA and 18 T32 training grant awards. Among the most recognized faculty in the School of Medicine for their excellence in teaching and education, DOM faculty are highly involved in the innovative redesign of SOM medical student curriculum (launching in 2021) and continue to serve as block directors, course leaders and core faculty.

### *Key Activities Education and Training Programs*



## Education and Training Enterprise Program Summary

Program	Objective	Program Lead/Contact	Financial Commitment
<b>Internal Medicine Residency Training Program (IMRP) Program</b>	Provide innovative and individualized training for the future leaders of internal medicine. Four training tracks are available: Categorical, Primary Care, Hospitalist and our Physician-Scientist Training Program.	Residency Program Director	DOM \$726K/year GME \$1.17M/year
<b>Department of Medicine Research and Equity in Academic Medicine (DREAM) program</b>  Established: 2012	Increase the pipeline of physician scientists and increase underrepresented minorities within the pipeline.	Program Director	\$73K/year
<b>Physician Scientist Training Program</b>  Established: 2012	Prepare creative, independent and successful physicians to become academic leaders in their chosen area of biomedical investigation (basic, translational, clinical or population sciences).	Residency Program Director	\$31K/year
<b>Careers in Academic Medicine (CAM) Dinner Discussions</b>  Established: 2013	Establish a monthly forum to build housestaff community and connection to the Department of Medicine and expose learners to the wide variety of career paths available in academic medicine.	Department Chair	n/a, supported by individual funds
<b>Medicine - Pediatric Residency</b>  Established: 2014	Deliver a unique learning experience to trainees interested in the intersections of Internal Medicine and Pediatrics through an innovative residency-training program in collaboration with top-ranked, University of Colorado Department of Pediatrics.	Medicine – Pediatric Residency Program Director	\$369K/year allocations below  \$92K / organization - Department of Medicine - Department of Pediatrics - UHealth - Children's Hospital Colorado  Graduate Medical Education \$64K
<b>Clinician-Educator Fellowship Program</b>  Established: 2015	Collaborate with DOM Division leadership and UHealth to provide funds enabling Divisions to offer a one-year subspecialty fellowship experience for clinician educators enhancing the ability to meet educational needs of a wider range of fellows.	Vice Chair, Education	\$117K allocation below: - DOM - 25% - Division - 25% - UHealth - 50%
<b>Program for Academic Clinician Educators (PACE)</b> Established: 2016	Support career development of faculty members who focus on educational activities or education scholarship	Vice Chair, Education	\$265K/year DOM provides administrative support for program

## Education and Training Enterprise Program Summary

Program	Objective	Program Lead/Contact	Financial Commitment
<b>Unconscious Bias Training for Trainees</b>  Established: 2018	Develop foundational understanding of unconscious bias, tools to mitigate, techniques to reduce negative impact. Create a safe space for learner discussions on bias.	Residency Program Director  Vice Chair, Diversity and Justice	Costs associated with Residency Program Director and Vice Chair, Diversity and Justice. No additional funding required. DOM provides administrative support for program
<b>T32 Trainee Professional Development</b>  Established: 2019	Augment professional development opportunities for DOM fellows participating on T32 grants. Supplemental to the scientific knowledge and skills provided by primary mentoring teams, the T32 professional development programming builds competencies needed to collaborate across disciplines and effectively work with others.	Associate Chair, Faculty Advancement	\$20K/year
<b>Chief Resident Professional Development</b>  Established: 2019	Enhance wellbeing and support success of DOM Chief Residents through development of leadership and management skills and peer community.	Residency Director	Design, development and delivery incorporated into work of the Office of Faculty Advancement
<b>Colorado StARR Program in Medicine and Pediatrics</b>  Established: 2020	The overall goal of the Colorado StARR Program in Medicine and Pediatrics (CSPMP) is to recruit, train, and retain outstanding clinician-investigators focused on translational research in heart, lung, and blood disorders. Up to three residents will be supported to engage in mentored research for 1-2 years during their training.	PIs: Drs. Schwartz, Buttrick, and Abman	NIH: \$340K/year DOM: \$50K/year DOP: \$50K/year

## Internal Medicine Residency Program (IMRP)

Committed to educating innovative and talented future leaders in medicine including clinicians, researchers, physician-scientists, and educators the DOM IMRP focuses on providing a dynamic, vibrant environment that is programmatically responsive to the ever-changing face of medical education. With four primary training tracks available and a one-year preliminary residency within the PSTP track, the DOM IMRP offers DOM housestaff opportunities for not only superior general internal medicine, hospitalist, primary care and critical care education, but also for participation in care of underserved populations, basic and translational research and international health care.

The four tracks include:

- Categorical - providing broad based multi-site training emphasizing successful fellowship training
- Primary Care - offering specialized training for future outpatient-based physicians
- Hospitalist - with a unique curriculum in quality improvement, patient safety and systems redesign
- Physician Scientist Training Program (PSTP) - providing career development and mentorship for trainees seeking to pursue an academic career in biomedical investigation

IMRP leadership includes a Residency Program Director and eight Assistant/Associate Program Directors who steward each of the tracks and focus areas.

### Key outcomes:

- Targeted efforts realized a fourfold increase in the diversity of housestaff in the past eight years, enhancing the pipeline of diverse faculty and broadening the base of knowledge and experience within our learning community.
- 2019 housestaff maintained 13% URM representation with department efforts to enhance excellence in diversity and inclusion evident in a continued positive trend for URM recruitment, 62 interns with 18% URM representation were accepted in 2019.

### Future focus:

- Continued focus on increased diversity, sustained support for DOM professional development programs.
- 2019 implementation of creative, future focused residency program redesign.
- Recruitment of the next Vice Chair for Education will ensure the education residency program is on track for ongoing success in cultivating the next generation of health care leaders.

### DOM financial commitment:

- \$726K with additional \$1.17M from GME.

## Physician Scientist Training Program (PSTP)

Considered one of the four IMRP tracks, the Physician Scientist Training Program (PSTP) is independently highlighted due to the unique focus and structure. Established to formalize the academic training pathway for trainees obtaining clinical and research training, the PSTP provides flexible and individualized training plans, in order to optimize the career success of each trainee in addition to linked admission to the categorical IMRP and to the Subspecialty Fellowship Program of the trainee's choice contingent upon excellent performance during residency training.

The PSTP focuses on:

- Providing superb clinical training.
- Providing academic career mentoring and advising throughout the combined residency/fellowship training period and into independence.

- Incorporating, for eligible candidates, the “short-track” American Board of Internal Medicine (ABIM) Research Pathway option.

The Anschutz Medical Campus, coupled with the Colorado Clinical and Translational Sciences Institute (CCTSI), and the Comprehensive Colorado Cancer Center, provide an ideal state-of-the-art environment for PSTP trainees. Eligibility is restrictive and requires evidence of strong clinical judgment and a substantive and productive research background, often with a prior PhD.

**Future focus:**

- Program enhancement and ongoing focus on establishing a community of highly-driven, ambitious, creative and independent clinical investigators who can interact, collaborate and continue to help each other as they progress through their careers.

**DOM financial commitment:**

- Financial commitment to this program independent of IMRP is \$31K.

## **Careers in Academic Medicine**

Established in 2013, the monthly Careers in Academic Medicine (CAM) dinners increase DOM housestaff exposure to opportunities in academic medicine. Hosted by the Department Chair at his home, the monthly CAM dinners provide trainees increased visibility to the wide variety of careers in academic medicine, encourage connection with peers and support a relationship with the Department Chair.

Selected faculty are invited to participate on a rotating basis. CAM dinners encourage reflection and career development discussions to address fellowship training and career development. The sessions also provide a venue for discussion of concerns.

**DOM financial commitment:**

- Careers in Academic Medicine dinners are supported by the Department Chair's personal funds.

## **Department of Medicine Research and Equity in Academic Medicine (DREAM)**

Established in 2013, the Department of Medicine Research and Equity in Academic Medicine (DREAM) Program, housed in the Webb-Waring Center, highlights the department's commitment to increasing the pipeline of physician scientists *and* increasing underrepresented minorities within that pipeline.

Designed to expose medical students to careers in biomedical research and medicine with the hopes of inspiring them to pursue a career path as a physician scientist, this eight-week summer research program supports eight to 10 CU medical students completing their first year of medical school and meeting the broad definition of diversity adopted by the CU School of Medicine.

The definition of diversity includes race, ethnicity, sexual orientation, gender identity, disability, religion, political beliefs and socioeconomic status, as well as life experiences, record of service and employment, and other talents and personal attributes that can enhance our scholarly, clinical care and learning environment. Participants spend the summer conducting original research, working with CU mentors to generate research results and present (or even publish) their findings.

**DOM financial commitment:**

- \$73K with \$25K salary coverage for the Program Director and a stipend of \$3K travel support and expenses for the summer for each participant to make this program accessible to all students.

## Clinician-Educator Fellowship

Clinical and educational leaders teach and practice clinically as part of their academic roles. However, they differ in their leadership and scholarship. Established in 2015, the Clinician-Educator Fellowship is a one-year program targeting the training and professional development of those planning to pursue a career as a clinician educator. Educational leaders run courses, clerkships, and other curricula or educational programs; they may also build innovative educational programs, evaluate those programs, or perform independent educational research to guide how we teach and assess health professions learners.

The purpose of the Clinician-Educator Fellowship program is to create opportunities for development of clinician educators and provide divisions with the flexibility to meet the educational needs of a wider range of fellows during a one-year subspecialty fellowship experience. Participating divisions on a case-by-case basis offer this program as part of a path to a faculty position.

### DOM financial commitment:

- Maximum annual commitment is \$117K. UCHealth covers 50% of up to four trainees supplemented by 25% from the department and 25% from the participating division. To date, the maximum number of positions filled per year has been two.

## Medicine-Pediatrics (Med/Peds) Residency

Established in 2014, the Med-Peds residency partnership delivers a unique learning experience to trainees interested in the intersections of Internal Medicine and Pediatrics through an innovative residency-training program in collaboration with top-ranked, University of Colorado Department of Pediatrics.

Programming includes a Med-Peds academic half-day curriculum focused on the resident-as-the-teacher at a combined Med-Peds clinic. This unique ambulatory experience is one of the distinguishing characteristics of this innovative program. The Research, Education, Advocacy and Community Health (REACH) initiative incorporated into the program in 2019 is a new partnership with the School of Public Health, allotting dedicated time to develop skills to be effective leaders, educators and clinicians both in and out of the clinical setting.

### Key outcomes:

- In 2019, Med-Peds graduated their second class and 100% Internal Medicine and Pediatrics board pass rate to date.
- Outstanding Med Hub evaluations of faculty.
- Majority of residents AOA and gold humanism, and 31% of residents identifying as minority (up from year 1 at 25%), which speaks to the diversity and perceived inclusivity of the program.

### DOM financial commitment:

- \$92K allocated from the DOM to support the Program Director, staff support and resident operating costs.
- An additional \$340K provided from the following sources: \$64K GME funding along with \$92K from each of the following organizations – UCHealth, Children's Hospital Colorado and the Department of Pediatrics.

## Program for Academic Clinician Educators (PACE)

Established in 2016 to recognize and support faculty who are developing and improving innovative educational programs, and engaging in educational research to guide how we teach and assess health professions learners.

The PACE program provides each scholar with a year of support to be used for medical education research, innovative program development in education, salary support and/or career development of the Scholar. Each Scholar works with an education scholarship "Works in Progress" group for additional project support and

mentorship. To ensure PACE Scholar success, the sponsoring Division Head must pledge to protect at least 10% of the effort/time of the Scholar for the duration of the award.

The Scholar's progress is evaluated annually with a continued year of funding contingent on demonstrated progress during the initial year of support. Detailed project descriptions and outcomes can be found on the Department of Medicine's website. 2019 3<sup>rd</sup> annual recipients include two new PACE Scholars and three returning competitive renewals.

**DOM financial commitment:**

- \$265K annually

## **Unconscious Bias Training for Trainees**

Integrated into the Residency program starting in early 2017, DOM unconscious bias workshops provide trainees a foundational understanding of unconscious bias, tools to mitigate bias, techniques to reduce negative impacts and support creation of a safe space for learner discussions on bias.

**Future focus:**

- Expand offerings to ensure all trainees have an opportunity to attend.
- Ongoing integration of Speak Up materials in training.
- Conduct bystander training using role play with interns. A future direction is to formalize this approach by contracting an outside vendor (e.g. CSU to train local implementers.)

**DOM financial commitment:**

- Cost associated with the Residency Program Director and Vice Chair, Diversity and Justice positions. No additional funding required.

## **T32 Trainee Professional Development**

Prior to establishment of the T32 Trainee Professional Development program, levels of professional development for trainees on DOM T32 grants was highly varied. Established in 2019, the program is envisioned to leverage department resources, build on best practices for trainee development, standardize and elevate professional development for DOM trainees, and supplement scientific knowledge and skills provided by primary mentoring teams by building competencies needed to collaborate across disciplines and effectively work with others.

Structured in the form of two all day workshops twice per year, training topics reflect competencies identified in the literature as required for success in team science. The Office of Faculty Advancement, Division of Geriatrics program leadership and Colorado Clinical & Translational Sciences Institute (CCTSI) provide design, development and delivery.

**Key outcomes:**

- The first all day workshop, held in April 2019, provided assessment reported statistically significant difference for all learning Objective/Backgrounds (across all sessions).
- Participants also indicated the training enhanced their capacity for team science.

**Future focus:**

- Increase marketing, targeting participation of all T32 trainees.
- Ongoing assessment of individual dates and a post-program assessment of the two-year program in October 2020.

**DOM financial commitment:**

- \$20K for program content and external facilitators, as needed.

## **Chief Resident Professional Development**

Recognizing the unique needs of Chief Residents, the Internal Medicine Chief Resident professional development program was established in 2019 to provide support, leadership training and resources to the Internal Medicine Chief Residents.

Building on foundations established at the annual SOM Chief Resident retreat, the program is designed to enhance wellbeing and support success of DOM Chief Residents through development of community, enhanced leadership skills and regular opportunities to share challenges, experiences and common concerns.

### **Key outcomes:**

- An increase in expertise, experience and confidence in targeted competencies along with enhanced wellness measures self-assessed through survey.
- This internal development program is expected to be a program differentiator for the University of Colorado Internal Medicine Chief Residency positions.

### **Future focus:**

- Post-program assessment and implementation of recommendations for improvement, as needed.

### **DOM financial commitment:**

- Costs related to Residency Director and Associate Chair, Faculty Advancement. No additional funds requested at this time.

## **Colorado StARR Program in Medicine and Pediatrics**

The overall goal of the Colorado StARR Program in Medicine and Pediatrics (CSPMP) is to recruit, train, and retain outstanding clinician-investigators focused on translational research in heart, lung, and blood disorders. The CSPMP, debuting in 2020, will provide a career defining research experience by leveraging a successful clinical and research enterprise that includes outstanding medicine and pediatric housestaff (274 total potential candidates) undergoing rigorous clinical training, a diverse spectrum of accomplished and experienced mentors, an environment of state-of-the-art facilities and resources, and successful fellowship and collaborative training programs in heart, lung and blood disorders.

This career development training will be achieved through seamless integration with our ACGME-accredited Colorado Medicine, Pediatric and Medicine-Pediatrics housestaff training programs, a structured milestone-driven training program that includes individualized career development plans, pairing our resident-investigators with outstanding, dedicated mentors with extensive disease-specific research expertise and a wide array of cutting-edge approaches to research, and providing appropriate oversight of the mentor-mentee relationship.

### **DOM financial commitment:**

- \$340K commitment from the NIH, \$50K DOM, and a \$50K Department of Pediatrics annual commitment.



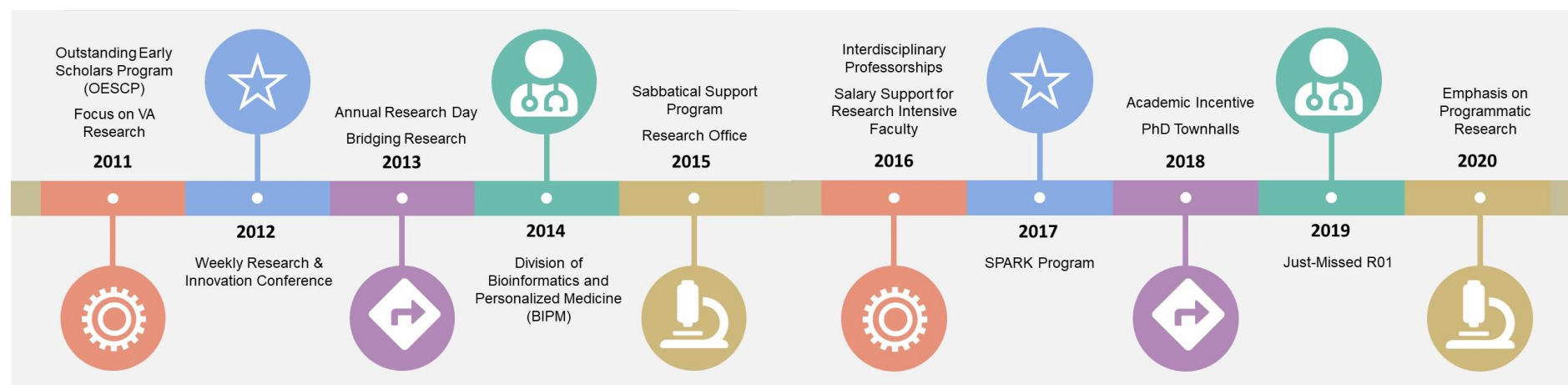
## RESEARCH ENTERPRISE

Department of Medicine (DOM) faculty are leaders in the scientific community, with a passion for innovation and discovery to improve human health and change the ways in which we deliver care. This passion is translated to research, making major contributions to the advancement of biomedical knowledge. Faculty research activities are broad and deep in clinical, basic, translational and team science and interdisciplinary collaborations.

The DOM is a national leader in biomedical research, consistently among the top 25 departments of medicine nationwide in NIH research funding, outpacing the growth of NIH support two-to-one over the past five years and tripling VA research support over the past seven years. In FY2018, our faculty members secured approximately one quarter of all School of Medicine research awards. DOM research programs reflect both direct and indirect support for the Research Enterprise and research-focused faculty.

DOM leadership and administrative support for research efforts include the Vice Chairs for Basic and Clinical Research and the DOM Research Office providing resources and programs for research-focused faculty including grant writing support.

### *Key Activities Research Enterprise*



Research Enterprise 2020 Programs - Summary			
Program	Objective	Program Leads/Contact	Financial Commitment
<b>Outstanding Early Career Scholars (OECSP)</b>  Established: 2011	Accelerate career development of exceptionally creative and promising early career faculty. Each year, 2-3 scholars are competitively awarded a 4-year grant to develop their career. At any point in time 8-12 scholars are supported by this program (\$75K/year x 4 years).	Vice Chair, Basic Research	\$500K DOM/year \$250K Divisions/year  DOM provides administrative support for program
<b>Research &amp; Innovation Conference (RIC) – weekly</b>  Established: 2012	Enable and enhance research outcomes by encouraging faculty to share their research ideas, designs and results with their colleagues to get feedback in a regularly scheduled 'Research-in-progress' style forum.	Vice Chair, Basic Research	\$22K DOM/year  DOM provides administrative support for program
<b>Annual Research Day</b>  Established: 2013	Provide an opportunity to showcase the Department of Medicine's diverse and exciting achievements in basic, translational, clinical and outcomes research.	Director, DOM Research Office  OECSP Scholars (coordination)	\$7K DOM/year  DOM provides administrative support for program
<b>Sabbatical Support Program</b>  Established: 2015	Enhance our competitiveness, extend our areas of expertise, and change the culture surrounding sabbaticals within the DOM by providing financial support for senior faculty members taking sabbaticals.	Associate Chair, Faculty Advancement	\$166K support to date over three year period. Currently on hold for programmatic evaluation.
<b>Interdisciplinary Professorships</b>  Established: 2016	Fund the recruitment of 10 interdisciplinary scholars (\$1.5M/scholar) 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.	Chair  Vice Chair, Basic Research  Director, Research Office	DOM - up to \$7.5M  SOM - up to \$7.5M
<b>Research Intensive Faculty Support Program</b>  Established: 2016	Provide 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.	Vice Chair, Basic Research	DOM \$753K/year Division match -\$753K/year  DOM provides administrative support for program
<b>SPARK</b>  Established: 2017	Bridge the translational gap to advance biomedical discoveries into promising new treatments for patients.	Vice Chair, Basic Research	\$150K/year (3 DOM teams, \$50K per year with funding for 2 years)

Research Enterprise 2020 Programs - Summary			
Program	Objective	Program Leads/Contact	Financial Commitment
<b>Annual Academic Incentive</b> Established: 2019	Reward and incentivize faculty academic, educational and community/citizenship contributions.	Director, Finance and Administration	DOM \$336K Division - 10% of Operating Profits  DOM provides administrative support for program
<b>PhD Townhalls</b> Established: 2018	Recognize the importance of DOM PhD faculty and provide a discussion forum with the Department Chair and senior leadership to address topics of specific interest or concern for PhD faculty.	Department Chair  Vice Chair, Basic Research	n/a
<b>Just Missed R01</b>  Established: 2019	Enable continued work on promising research efforts by providing financial resources to sustain research-focused faculty having difficulties conducting highly significant research due to temporary funding challenges. <i>Modeled after the NIH R56 program.</i>	Vice Chair, Basic Research  Director, DOM Research Office	Up to \$500K/year to fund 3-6 projects per year  DOM provides administrative support for program

## **Outstanding Early Career Scholars Program (OECSP)**

Established in 2011, the Outstanding Early Career Scholars Program (OECSP) provides four years of discretionary funding to support early career development of DOM research-intensive junior faculty. Funding provides the foundation for enhanced development of novel high impact/high risk research expected to result in eventual additional R01 or R01-equivalent grant support and initiation of novel areas of research or scholarship. Awardees are selected through a competitive application process annually.

### **Key outcomes:**

- Scholars funded through the OECSP program have been highly successful in obtaining external funding through NIH and other agencies, and have grown their anticipated promising career trajectories and are becoming national leaders in their fields.
- OECSP program funding remains a vital component of DOM early career faculty recruitment, retention and development.

### **DOM financial commitment:**

- The OECSP awards 2-3 faculty per year for a four-year appointment.
- Commitment is \$50K from the department augmented by \$25K from the awardee's division. FY19 DOM commitment of \$500K for 10 awardees. OECSP Scholars are required to commit 75% of their effort to scholarly activities. Funds awarded are not limited to a specific research project or scholarly activity.

## **Research and Innovation Conference (RIC)**

Prior to implementing the weekly Research and Innovation Conference (RIC), the Department of Medicine (DOM) lacked a format for faculty to present and receive feedback on their current and future research efforts. Launched in 2012, the RIC is a regularly scheduled 'research-in-progress' style forum to enable and enhance research outcomes by encouraging faculty to share their research ideas, designs and results with their colleagues to get feedback.

### **Key outcomes:**

- Each week, two DOM researchers are scheduled to provide 30-minute research seminars.
- The venue provides investigators the opportunity to engage in discussion with other conference attendees, gain constructive feedback on their work and develop new collaborations.
- When not presenting, all faculty are encouraged to attend the conference to learn by hearing others' critiques and suggestions as well as provide feedback and support to colleagues.

### **DOM financial commitment:**

- Approximately \$22K/year allocated to technology support for the conference and catering.

## **Annual Research Day**

Annual Research Day is a once a year opportunity to showcase the Department of Medicine's diverse and exciting achievements in basic, translational, clinical and outcomes research, and to encourage lively discussions and multidisciplinary collaborations across diverse fields of medicine.

Established in 2013, the day includes a keynote address, research presentations and poster session with awards, education workshops and lunch.

### **Key outcomes:**

- This well-received conference draws faculty from different divisions across the department.

- High profile keynote speakers have helped draw an average of 100-200 attendees with 70-110 posters presented in a typical year.
- To date, attendees have rated the talks and overall event satisfaction as excellent to very good.

**DOM financial commitment:**

- \$7K annually

## **Sabbatical Funding Program**

Funded in 2016, the Department of Medicine Sabbatical Funding Program was developed to encourage senior faculty members to take a sabbatical in order to enhance our competitiveness, extend our areas of expertise, and change the culture surrounding sabbaticals within the DOM.

**Key outcomes:**

- In the period the program was active (2016-2018), four senior faculty members successfully completed a sabbatical with partial salary support provided by the DOM. One of four remain employed at University of Colorado.

**Future Focus:**

- Consensus is to revisit application and decision making process.
- The need to encourage and support sabbaticals remain.
- Funding for the program remains in budget, but is currently on hold. The DOM Executive Vice Chair has taken responsibility for adaptation and relaunch of the program.

**DOM financial commitment:**

- Since inception, DOM financial commitment was \$166K. Funding TBD based on program changes.

## **Interdisciplinary Professorships**

Instituted in 2016 as a partnership between the DOM and the SOM, interdisciplinary professorship funds support efforts to recruit diverse, outstanding faculty whose work will catalyze new collaborations bridging scientific and clinical disciplines within the Department, School of Medicine and the broader Anschutz Medical Campus research community. Interdisciplinary faculty recruited through this program commit to exploration and acceleration of discovery in a variety of fields of interest to the department and campus.

**Key outcomes:**

- To date, three interdisciplinary professorship recruits have been recruited to the DOM.

**Future Focus:**

- Recruiting continues with a focus on faculty who will advance fundamental understanding or solve problems whose solutions are beyond the scope of a single discipline or area of research practice.

**DOM financial commitment:**

- The department has committed up to \$7.5M with matching funds by the School of Medicine. The remaining funds from the \$15M that was originally allocated will be used to recruit approximately seven additional interdisciplinary scholars to the DOM.

## Research Intensive Faculty Support Program

During this time of an increasingly competitive funding climate, extra time to focus on the science is critical to allow investigators to maintain and grow their extramural research support. In 2016, we 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. Eligible faculty are those that have at least 50% of their effort supported by federal research programs.

### Future Focus:

- The DOM is engaged in measuring program success in retaining successful investigators in our department and supporting enhanced recruitment of research intensive faculty.

### DOM financial commitment:

- Funding in FY19 is \$753K with an equivalent amount funded by divisions as part of the program's required match.

## SPARK Program in Translational Research

Launched in 2017, the SPARK program in translational research is a School of Medicine programmatic effort to accelerate promising new biological technologies developed in the lab into clinically viable treatment options for patients.

SPARK funds focus on teams looking to develop technologies addressing unmet clinical needs to bridge the "translational gap" between the lab bench and the patient. SPARK bridges the gap between discovery and drug treatment through a unique partnership between university and industry experts. By providing a community of industry advisors, investors, and biotechnology researchers, SPARK provides opportunities to introduce new diagnostics and drugs to the clinic and commercial sectors from faculty, postdoctoral fellows, and students. SPARK teams learn in community with other SOM Department teams.

### Key outcomes:

- In 2019, the DOM sponsored three teams.
- The Gates Grubstake Fund that provides research related funding to the field of regenerative medicine sponsored a DOM led team.

### Future Focus:

- 2020 team selection is underway.

### DOM financial commitment:

- \$150K/year with \$50K provided to each team selected for the initial two years.
- Future funding for this program will be through CU Innovations.

## Annual Academic Incentive

Designed to reward and incentivize faculty scholarly and educational productivity, the DOM academic incentive launched in FY19. Funded through a partnership between the DOM and divisions, faculty members receive incentive based on a points system used to calculate Academic, Educational and Community/Citizenship contributions for the year. The program is considered essential in supporting the tri-partite academic medicine mission.

All divisions are included in the DOM academic incentive. A faculty member's division does not need to be profitable to be eligible for the academic incentive and non-clinical division faculty are eligible for the DOM academic incentive.

**Future Focus:**

- Given the relative newness of the academic incentive, future focus remains on ensuring the points calculation worksheet adequately accounts for contributions.

**DOM financial commitment:**

- Funding in FY19 is \$336K supplemented by additional division contributions of 10% of their operating profits.
- The Department of Medicine will contribute 10% of profits or \$200,000, whichever is greater, however, if departmental profits are \$400,000 or less, the Department of Medicine contribution will be 10% of actual profits.
- The funding source for the departmental contribution will be from the departmental enrichment funds.
- Each clinical division that closes the fiscal year with an operating profit, will contribute 10% of their division's operating profits to the academic incentive.
- If the Department of Medicine does not contribute to the academic incentive plan due to zero profits, divisions may opt out of their divisional contribution.

**PhD Townhalls**

Recognizing the needs of PhD faculty in a clinical department are different than those of MDs, quarterly PhD Townhalls were established in 2018 to provide a forum for DOM PhD faculty to meet with the Department Chair, Executive Vice Chair and Vice Chair, Basic Research to discuss topics and concerns specific to PhD roles and responsibilities.

**Key outcomes:**

- Areas of discussion to date include connections between clinical faculty and PhDs and exploration of ways to increase interactions between MDs and PhDs, exploration of PhD-specific grant programs, support packages and transparency of processes, increase of research intensive faculty support, and exploration of teaching efforts and potential compensation.

**Future Focus:**

- As an outcome of the first townhall, a PhD taskforce was put in place to better understand PhD teaching efforts and department contributions.

**DOM financial commitment:**

- No department financial commitment.

**Just Missed RO1**

In light of the uncertain NIH funding environment, the Department of Medicine preemptively set aside funds to support and retain promising Department of Medicine research-focused faculty. Launched in 2019 and modeled after the NIH R56, the program seeks to sustain research-focused faculty who are having difficulties conducting highly significant research due to temporary funding challenges and who are viewed as having a high likelihood of imminent funding success (R01 award).

Consideration for funding is restricted to faculty with primary Department of Medicine appointments and a lab(s) located on the Anschutz Medical Campus. Division support for investigator salary is required. Funding may only be applied to salary for research staff (technician, PA, postdoctoral fellow, graduate student), service contracts, animals and supplies. Program funding is targeted to investigators who just missed the funding pay line on their A0 submission.

**DOM financial commitment:**

- The Department expects to cover three to six projects per year with a maximum of \$500K available across all program recipients.

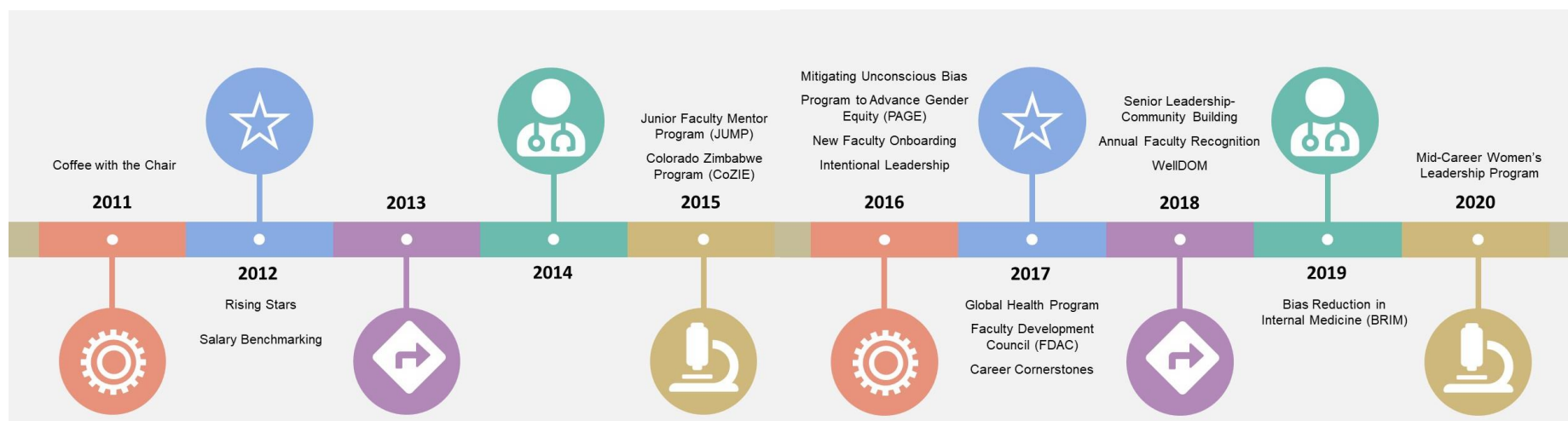


## COMMUNITY

Community program efforts address a variety of opportunities and challenges within internal and external communities. Internal communities include our faculty, trainees and staff with programs targeted to professional development, academic advancement and personal wellness. Externally facing programs include Global Health and select efforts in Diversity and Justice working to address gaps in the academic medicine pipeline, unconscious bias impacting our providers, patients and the larger community, as well as address opportunities in gender equity.

DOM Leadership and Administrative support for Community building efforts include Vice Chair for Diversity and Justice, Vice Chair for Global Health, Associate Chair for Faculty Advancement, Director for Junior Faculty, part-time Faculty Advancement Office administrative support and salary support for the Program to Advance Gender Equity (PAGE) and WellDOM leadership.

### *Key Activities Community Programs 10-Year Reflection*



## Community 2020 Programs - Summary

Program	Objective	Program Lead/Contact	Financial Commitment
<b>Coffee with the Chair</b> Established: 2011	Invite and encourage all faculty to join in a monthly informal Q&A with the Department of Medicine Chair and departmental colleagues.	Department Chair	n/a
<b>Rising Stars</b> Established: 2012	Recognize the next generation of faculty stars making a significant contribution in the Department of Medicine.	Vice Chairs	n/a
<b>Colorado Zimbabwe Program (CoZIE)</b> Established: 2015	Provide diverse experiences in internal medicine practice, clinical teaching and research mentorship for DOM faculty and postgraduate trainees, and broaden clinical teaching and clinical research experiences for postgraduate trainees at University of Zimbabwe College of Health Sciences (UZCHS). <i>*Program wrapped into DOM Global Health Program 2020</i>	Vice Chair, Global Health  Suzanne Brandenburg, MD	\$49K/year
<b>Global Health Program (GHP)</b> Established: 2017	Establish international training opportunities to expand the horizons of clinical and social experience of early career physicians through international training and clinical exposure in developing countries around the world.	Vice Chair, Global Health	DOM \$58K/year UCHealth \$133K/year
<b>Internal Medicine Residency Program (IMRP) Global Health Pathway</b>  <i>Targeting launch Q1 FY20</i>	Establish a Global Health pathway within the DOM Internal Medicine Residency Program allowing residents to train in global health issues by dedicated didactics and clinical training at international sites during residency.	Vice Chair, Global Health	TBD
<b>Junior Faculty Mentoring Program</b> Established: 2014	Encourage established mentoring for early career faculty in the DOM.	Assoc. Chair, Faculty Advancement	DOM provides administrative support for program.
<b>Junior Faculty Mentor Program (JUMP)</b> Established: 2015	Provide first time and early career mentors formal training to develop mentoring skills.	Director, Junior Faculty Development	\$800/year
<b>New Faculty Onboarding</b>	Support new faculty success by providing pertinent information and connecting them to the DOM community.	Assoc. Chair, Faculty Advancement	\$3K/year
<b>Faculty Development Advisory Council</b> Established: 2017	Establish an advisory body consisting of representatives from all Divisions to provide input and feedback for the Faculty Advancement Office (FAO) on academic advancement and professional development needs.	Assoc. Chair, Faculty Advancement	\$3K/year

Program	Objective	Program Lead/Contact	Financial Commitment
<b>Intentional Leadership</b>  Launched: 2016	Increase leadership capacity and build a sense of leadership community for faculty in DOM senior leadership positions.	Assoc. Chair, Faculty Advancement	\$170K at completion of Cohort 3 (final scheduled cohort)  FY20 -\$3K (final assessments and ad-hoc workshops)
<b>Senior Leadership Community Building</b>  Established: 2019	Build senior leadership community, peer networking and support.	Assoc. Chair, Faculty Advancement	\$4K/year
<b>Career Cornerstones</b>  Established: 2017	Enhance academic success and career intentionality for DOM junior faculty in their first three years in rank as assistant professor, through participation in a collaborative interdisciplinary effort from Departments of Pediatrics, Medicine, Emergency Medicine, Radiology, Family Medicine and Ophthalmology.	Assoc. Chair, Faculty Advancement  Director, Junior Faculty Development	\$3K/year
<b>Annual Holiday Reception</b>	Build department morale and sense of community by providing an annual end-of-year celebration in an offsite venue that is fun and enjoyable.	Department Chair  Executive Vice Chair	\$50K/year
<b>Annual Faculty Recognition Keynote and Reception</b>  Established: 2017	Recognize, highlight and celebrate DOM faculty accomplishments. Provide an inspirational keynote presentation.	Vice Chair, Diversity and Justice	\$5000 + speaker fee/year
<b>Salary benchmarking</b> Launched: 2012	Establish a standardized process for DOM salary benchmarking to identify and address any salary inequities. Develop a process for annual review of benchmarks, updates and division salary reviews.	Director, Finance and Administration	
<b>Program to Advance Gender Equity (PAGE)</b>  Established: 2016	Enhance department diversity and inclusivity through targeted efforts to promote gender equity. Identify and intentionally address areas of gender inequity in the DOM and divisions.	PAGE lead	\$29K/year
<b>Mid-Career Women's Leadership Development Program</b>  <i>Launching early 2020</i>	Equip mid-career faculty with the skill sets to succeed as future leaders in academic medicine in the areas of research, clinical care and/or education. Reflect the Department of Medicine's commitment to the advancement, development and empowerment of women (regardless of gender/sexual identity). through implementation of a targeted professional development program and support advancement, retention and recruitment efforts for mid-career faculty.	Program co-directors	\$30K/year

Program	Objective	Program Lead/Contact	Financial Commitment
<b>WellDOM (faculty &amp; staff)</b>  Established: 2018	Ensure faculty and staff in the Department of Medicine are thriving. Assess needs, establish programming and cultivate a sustainable departmental environment to enhance wellness for all members of the DOM.	WellDOM lead	\$133K/year
<b>Mitigating Unconscious Bias (Diversity and Justice effort)</b>  Established: 2016	Provide regularly scheduled workshops to build awareness of unconscious bias and provide tools and techniques to mitigate negative impact of biases.	Vice Chair, Diversity and Justice	\$2K/year
<b>Bias Reduction in Internal Medicine (BRIM)</b>  Established: 2019	Leverage participation in the BRIM initiative to reduce implicit bias and improve DOM climate through evidence-based workshops. Train and establish local experts on bias reduction to ensure program sustainability.	Vice Chair, Diversity and Justice  Local BRIM leads	\$25K/year

## **Colorado Zimbabwe Program (CoZIE)**

Recently integrated into Department of Medicine Global Health programming, CoZIE is a longstanding bilateral exchange program between the Department of Medicine and the Department of Internal Medicine in the University of Zimbabwe College of Health Sciences (UZCHS). On an annual basis, up to five DOM faculty spend two weeks as a Visiting Professor at UZCHS. Visiting Professors participate in bedside clinical teaching, didactic teaching on medical topics in their specialty and/or medical education methods, and career and research mentorship of UZCHS trainees.

### **Key outcomes:**

- CoZIE 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.
- To date, 29 faculty have participated in the exchange in addition to the DOM hosting visiting faculty from UZCHS. This has included the Grand Rounds presentation November 2015 by Dr. James Hakim, Director of the Clinical Research Centre at UZCHS, who spoke on the review of efforts to improve medical education in Zimbabwe.

### **DOM financial commitment:**

- \$49K for air travel, ground transportation, housing and medical licensure in Zimbabwe.

## **Global Health Program (GHP)**

New programmatic efforts in the DOM global health arena took shape in 2017 with the appointment of the DOM Vice Chair for Global Health. The Global Health Program (GHP) mission is to reduce local and global health inequities through collaborative efforts in education, research, patient care, and community engagement and to expand the horizons of clinical and social experiences within the DOM.

### **Key outcomes:**

- The GHP has established multiple collaborations to offer training in different cultural, religious, and social environments, including the Philippines and Nepal.

### **Future focus:**

- Additional collaborations are underway in India with plans to expand to Egypt and South America.
- GHP is also working with the School of Medicine to organize international rotations/training with the first group of four medical students completing a month-long medical camp in Nepal. Additionally, the second group of four more medical students signed up for the Philippines in June of 2020.

### **DOM financial commitment:**

- \$58K with additional \$133K in funding provided by UCHealth.

## **Global Health Pathway - Internal Medicine Residency Program**

Commencing in July 2020 with the new class of interns, the DOM Global Health Program (GHP) is establishing a Global Health Pathway for the Internal Medicine Residency Program at the University of Colorado. This new pathway will allow residents to train in global health issues by dedicated didactics throughout the year and attend clinical training at international sites during residency.

### **DOM financial commitment:**

- Financial commitment is being determined.

## **Junior Faculty Mentoring Program**

Mandated in 2014 by School of Medicine (SOM) policy, the Junior Faculty Mentoring program is a required element of DOM administrative responsibilities. The program was established to meet SOM requirements and aligns with the SOM requirement that all junior faculty have a mentor or mentor team identified within 90 days of hire or promotion.

### **Key outcome:**

- The DOM is currently on track to meet the minimum requirement for all assistant professors.

### **Future focus:**

- Housed in the Faculty Advancement Office, the program administrator is in the process of moving from completion to an online process with a 2020 goal of enhancing the program, providing support for mentors and mentees including mentor match, and delivery of training on effective mentoring.

### **DOM financial commitment:**

- Financial commitment is incorporated into DOM administrative support.

## **Junior Faculty Mentor Program (JUMP)**

Developed in 2015, JUMP addresses the needs of junior faculty who have progressed in their careers to the first time mentoring of others. Since 2015, 124 junior faculty have participated. Designed as an integrated series of workshops, JUMP provides junior faculty members knowledge and skills necessary to successfully mentor.

### **Key outcomes:**

- To date, 95-100% of those completing report increased confidence to be an effective mentor, increased confidence to establish mutually agreed upon goals and expectations at the beginning of the mentoring relationship and they would recommend JUMP to a colleague.

### **DOM financial commitment:**

- \$800 for catering and effort included in salary coverage for the Director, Junior Faculty Development.

## **New Faculty Onboarding**

Initially established as a new faculty welcome reception, the program was enhanced in 2016 to include a two-hour department-specific new faculty orientation to supplement the University of Colorado and School of Medicine orientation. In 2019, a new faculty welcome lunch has been added. As the majority of new faculty are mid-summer hires in the Department of Medicine (DOM), this fall event, sponsored by the Executive Vice Chair, is an opportunity to make an initial connection to the department and department leadership.

DOM orientation occurs on an annual basis in January. The session is designed to engage faculty in the Department of Medicine, provide DOM specific resources and contacts, and foster community through the opportunity to meet other new faculty and interact with department and division leadership. Orientation is immediately followed by a welcome reception that includes Division Heads and key department contacts.

### **DOM financial commitment:**

- \$3K

## Faculty Development Advisory Council (FDAC)

The Faculty Development Advisory Council (FDAC) was chartered in 2017 to support bilateral communication between the newly formed Department of Medicine Faculty Advancement Office, division leadership and faculty members. FDAC members were appointed by 14 of the 16 DOM divisions.

The FDAC served as an advisory body to help target faculty advancement efforts in the Department of Medicine. Members of the council represented most divisions in the department. Individual members worked to coalesce faculty development needs and requests from division faculty and division leadership in order to facilitate the exchange of information between the divisions and the DOM Faculty Advancement Office.

### Future focus:

- Inaugural council members rotated off as their two-year commitment ended.
- The council is currently on hold while the FDAC structure and process are being reviewed.

### DOM financial commitment:

- \$3K

## Intentional Leadership

Launched in 2016, the Intentional Leadership development program was developed to build leadership capacity and provide professional development to support new leadership challenges associated with an evolving healthcare landscape, unprecedented growth, constrained extramural support, and increasing needs for mentorship and career development. Program design recognized that leading in this evolving and demanding environment requires DOM leaders to develop new skills, capabilities and intentionally focus on the role of leader. Competencies targeted included reflective and authentic leadership, strategic planning, managing transition, mitigating bias and coaching as a leadership tool.

Faculty holding senior leadership roles in the DOM were invited and strongly encouraged to attend by the Department of Medicine Chair. Cohort participants included Division Heads, Vice Chairs, Center Leaders and Department Heads/Section Chiefs at affiliate organizations.

### Key outcomes:

- 80% of DOM senior leaders (vice chairs, division heads, and section chiefs) completed one of three cohorts offered in the program.
- The leadership community has a foundation of common language around leadership, an expanded view of the roles and responsibilities of leaders in the Department of Medicine, and frameworks and tools for support as they address the challenges and leverage the opportunities facing the department in the coming years.
- Final program assessment indicated statistically significant increase in confidence and experience reported by participants who completed the post-program survey.
- 100% agreed that the program was a valuable use of their time.

### Future focus:

- Twelve to 18 months after program completion, an optional repeat multi-rater assessment (360) was recommended for leaders as an opportunity to assess change in leadership effectiveness.
- Final 360s and coach debriefs will be complete by late fall 2019. Program results to be compiled.
- Ongoing workshops will be provided to senior leaders to continue to expand and/or refine leadership skills

- Community building events for this leadership group are ongoing (see below).

**DOM financial commitment:**

- \$170K at completion of Cohort 3 (final scheduled cohort). In addition to time associated with Vice Chair, Faculty Advancement and Director, Faculty Advancement Office. FY20 - \$3K approved for final assessments, final coach debriefs and ad-hoc workshops for senior leadership.

## **Senior Leadership Community Building**

Established in 2018 to strengthen the leadership community and provide regular opportunities for peer networking and support, these events build on community ties established through the Intentional Leadership program, and provide opportunities for peer network development and support. Envisioned as a quarterly community building event for leaders who completed the Intentional Leadership program, invitations have been extended to others in the DOM leadership community. Events are coordinated by the Faculty Advancement Office.

**DOM financial commitment:**

- \$4K

## **Career Cornerstones**

Launched in 2017, Career Cornerstones is a collaborative effort from an interdisciplinary faculty affairs team made up of Faculty Affairs Vice Chairs from the Departments of Pediatrics, Medicine, Emergency Medicine, Radiology, and Ophthalmology.

This cross-departmental workshop-training program is designed for junior faculty in their first three years in rank as assistant professor. Program objectives include:

- Enhance academic success and career intentionality by cultivating junior faculty community through a learning collaborative and peer mentoring.
- Develop understanding of opportunities for scholarship, collaboration and career planning.
- Build community and attachment to the institution by defining a mentoring culture and highlighting diversity and inclusivity.
- Promote development of a shared faculty identity (common language, common expectations) and engage senior School of Medicine faculty and department leaders.

**Key outcomes:**

- Reduced duplication of effort in individual departments and connected junior faculty across departments.
- Results from Cohorts 1 and 2 illustrate statistically significant improvement in self-assessment scores across all targeted domains; few differences by gender.
- Inter-department faculty and collaborative effort proved effective and sustainable.

**Future focus:**

- The program expanded for the 2019/2020 cohort to include the Department of Family Medicine.
- Consider leveraging inter-department collaboration to address professional development needs of mid-career faculty.

**DOM financial commitment:**

- \$3K representing approximately \$85/participant.



## **Rising Stars**

Launched in 2012, the Department of Medicine Rising Star Award recognizes outstanding early-career faculty members who exemplify the department's core values of excellence in patient care, research, education and community service. Annual nominations by division heads and selection by a committee consisting of the department's senior leadership (chair and vice chairs). Details on the DOM Rising Stars are posted on the department's website.

### **DOM financial commitment:**

- There are no associated costs for the Rising Star program.

## **Annual Faculty Recognition Event**

Established in 2017 to highlight and recognize faculty accomplishments through department-wide nominations with recognition of outstanding innovations and achievements in clinical care, research and innovation, education, citizenship, humanism and mentorship. Nominations are reviewed and awardees selected by committee. Event includes nominee recognition, awards and keynote.

### **DOM financial commitment:**

- \$5-15K for reception, speaker fee and travel costs.

## **Salary Benchmarking**

The Department Chair, in partnership with the Department Director of Finance and Administration, initiated salary benchmarking in 2012 to ensure fair and transparent salary practices in the DOM. The Department of Medicine is committed to an annual salary review and benchmarking process. Division Administrators (DA) trained to provide and interpret DOM benchmark information and all faculty are encouraged to reach out to their DA with salary questions.

Department salaries compared to benchmarks are reviewed annually and publicly as part of the State of the Department address.

### **Key outcomes:**

- When introduced in 2013, on average 41% of men were below AAMC benchmark with 42% of women below AAMC benchmark.
- 2019 reflected significant progress over course of years with 10% of women and 13% of men under AAMC benchmark.

### **Future focus:**

- Salary benchmarking has provided the foundation for ongoing efforts to advance gender equity and provide transparency to salary setting processes.

### **DOM financial commitment:**

- There is no financial commitment required for the process.

## **Program to Advance Gender Equity (PAGE)**

The Program to Advance Gender Equity (PAGE) was established in 2016 to address concerns highlighted in multiple sources of feedback to the department including the Department of Medicine seven-year review, DOM salary benchmarking process and the bi-annual School of Medicine faculty culture survey.

Program objectives include to eliminate gender based salary inequities, and identify and implement best practices associated with equitable processes including committee membership, recruitment efforts and leadership opportunities.

**Key outcomes:**

- Increased division-level awareness and education of benchmarking practice, resources and expectation for salary conversations between faculty and leadership during annual performance cycle.
- Implemented transparent DOM diverse committee makeup policy.
- PAGE efforts in the DOM have created institutional ripples –the program's efforts were presented to Bruce Benson, President of CU and CU Regents with ongoing work to support a Faculty Council push for a multiple campus-wide effort for salary transparency and gender equity.
- The University of Colorado parental leave policy was established after early development and implementation at the DOM level.

**Future focus:**

- Assessment and a reconstitution of the PAGE steering committee and phase one workgroups (2017 – 2019 two workgroups – Compensation & Implementation).
- Development of a DOM database of committees and leadership opportunities within each division, reflecting assignments based on gender, rank and associated FTE or other financial support, as applicable.
- Delivery of a Mid-Career Women's Leadership course.
- Continued benchmarking of salaries with enhanced transparency of compensation.

**DOM financial commitment:**

- \$29K/year

## **Mid-Career Women's Leadership Development (PAGE programming)**

Scheduled to launch early 2020, the Mid-Career Women's Leadership Development program reflects the Department of Medicine's commitment to the advancement, development and empowerment of women through implementation of a targeted professional development program to support advancement, retention and recruitment efforts related to mid-career female faculty.

The purpose of the program is to equip mid-career women with the skill sets to succeed as future leaders in academic medicine in the areas of research, clinical care and/or education. The program is differentiated from current campus programs and addresses an unmet need.

Program objectives include:

- Build knowledge, competencies and skills needed for current and future professional success in academic medicine for mid-career female faculty.
- Provide program participants with individual and collective development plans in a gender-specific format allowing for greater openness in a supportive environment.
- Address the unique issues women face, create a venue to develop a rich peer support network, enhance feeling of job satisfaction, connection and engagement for mid-career female faculty.
- Augment leadership skillsets and capacity in parallel with PAGE initiatives to identify new growth and leadership opportunities for women.

**DOM financial commitment:**

- Approximately \$30K. Costs to be considered recurring to ensure opportunity for more than one cohort.

## **WellDOM**

Established in 2018 to improve well-being and address concerns of burnout and among all faculty and staff in the Department of Medicine. Using the Stanford WellMD model as a foundation for discussion and initial direction, early efforts included forming individual committees to discuss what was already available, gaps and future needs. It was determined that there was a need to understand the baseline well-being in the department, understand drivers behind burnout and wellness and ascertain what wellness measures would be helpful.

### **Key outcomes:**

- Focus groups and a pilot survey of CU Medical Group and Hospitalists were used to gather baseline information.
- A department-wide survey was completed end of summer 2019 to establish a baseline and enable measure of change.

### **Future focus:**

- The scheduled 2019/2020 speaker series is targeted to breakdown stigma and build a common language around burnout and wellness.
- Implementation of Balint and Mayo's COMPASS groups (renamed WellDOM at the Table)
- Development of a design-thinking model to support teams as they work to be creative and innovative in steps to build DOM wellness.

### **DOM financial commitment:**

- \$133K including salary support for key initiative leadership.

## **Diversity and Justice**

Formally established in 2017 with the appointment of the Vice Chair, Diversity and Justice, the mission of the Diversity and Justice effort is to create an environment where everyone matters and whose voices are equally heard. Efforts focus on building foundations and support the development of a culture that allows us to attract, recruit, retain and develop the talent of a top tier Department of Medicine through programming committed to increasing diversity of the physician and research workforce.

Programs include:

- 1-2 hour Mitigating Unconscious Bias workshops (residents, fellows, faculty and staff), DOM
- DOM committee bias training
- Bias Reduction in Internal Medicine (BRIM) - partner in University of Wisconsin research efforts
- Graduate Experience for Multi-cultural Students (GEMS) – grant funded
- Programs to Increase Diversity among individuals engaged in Health-Related Research (PRIDE) – grant funded

### **Key outcomes:**

- Policy and tracking processes are now in place for DOM standing and search committee trainings.
- 80% of senior leadership have completed, in person, four-hour mitigating bias training.
- Engagement with University of Wisconsin BRIM program – assignment of local leads and completion of Phase 1.

#### **Future focus:**

- Offering of Mitigating Bias workshops and Phase 2 of BRIM with training to be completed by the BRIM team for initial divisions and local leads in early December 2019.
- Additional divisions randomized to receive training by local leads will complete training in 2020.

### **DOM financial commitment:**

- \$25K

## Programming Oversight

Program development and oversight is owned by the Department Chair and DOM Vice Chair Council.

## Executive Leadership positions

David Schwartz, MD      Department of Medicine Chair  
Cara Wilson, MD      Department of Medicine Executive Vice Chair

Position / Scope	Leader in Role
Director, Finance and Administration	Corena Carmichael, CPA
Vice Chair, Basic Research	Craig Jordan, PhD
Vice Chair, Clinical Affairs	Rick Albert, MD
Vice Chair, Clinical Research	Vacant
Vice Chair, Diversity and Justice	Sonia Flores, PhD
Vice Chair, Education	Search in Progress
Assoc. Chair, Faculty Advancement	Penny Archuleta, MA
Vice Chair, Global Health	Ali Musani, MD
Vice Chair, Quality and Safety	Michael Ho, MD
Vice Chair, Regional Clinical Affairs	Greg Austin, MD, MPH
Vice Chair, Veterans Affairs	Jim Beck, MD

## Research Office

The Research Office provides key resources to help our investigators, especially early-career researchers, succeed in NIH grant applications. DOM research office services include assistance with training grants and PPGs, pre-review proposals and IRB applications, coordination of research-related events and access to a grant writer for assistant and associate professors, to help diversify funding sources.

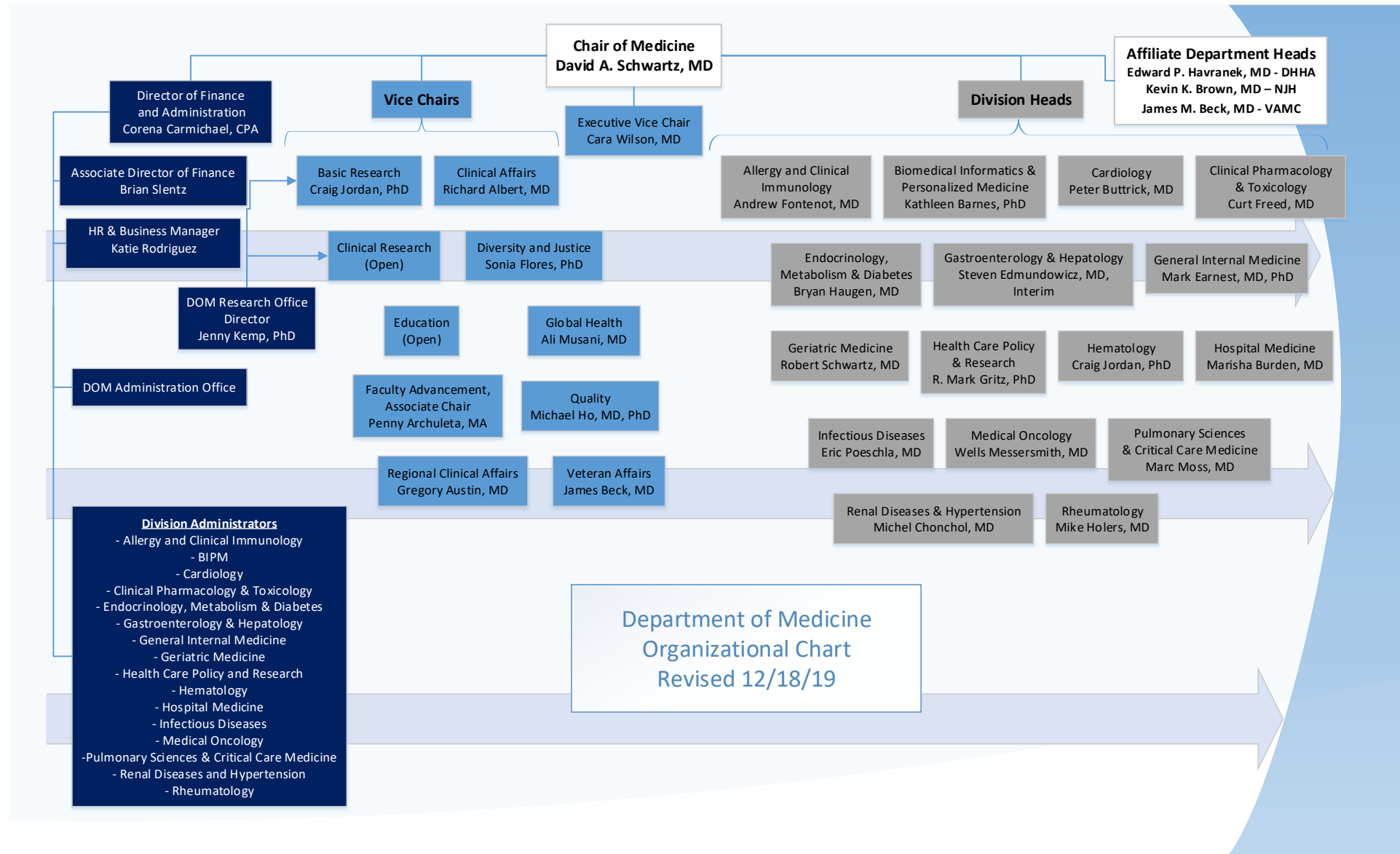
## Faculty Advancement Office

Faculty Advancement Office (FAO) program and service offerings are designed to foster a thriving academic community grounded in commitment to inclusive academic advancement, professional development and excellence. FAO provides programming and access to resources critical to DOM faculty success including support for academic advancement, leadership skill building and community formation.

## Communications Office

The Communications Office promotes effective communications to advance the department's mission, vision and goals; build engagement and affinity among all employees, and supports a culture of open and transparent communication across all of the Department of Medicine's divisions.

## Department of Medicine Organization Chart



## Department of Medicine Endowed Positions

FY19 funding of \$145M for Endowed Positions

- 37 DOM Endowed Chairs  
\*Endowed Chair positions added in past 10 years
- 3 Endowed Professorships
- 16 Endowments held by DOM Faculty in University of Colorado, Anschutz Medical Campus Centers and Institutes

Division	Endowed Chair	Chair Holder
Endocrinology, Metabolism and Diabetes	Celeste and Jack Grynberg Endowed Chair in Adult Diabetes Fund*	Boris Draznin, MD, PhD
Endocrinology, Metabolism and Diabetes	Frederic C. Hamilton Endowed Chair in Endocrinology	Bryan Haugen, MD
Endocrinology, Metabolism and Diabetes	Mary Rossick Kern and Jerome Kern Endowed Chair in Thyroid Tumor Research	Bryan Haugen, MD
Endocrinology, Metabolism and Diabetes	Charles Boettcher II Endowed Chair in Atherosclerosis Research	Mary Weiser-Evans, PhD
Hematology	Ruth and Ralph Seligman Endowed Chair in Hematology	Clayton Smith, MD
Hematology	Nancy Carroll Allen Endowed Chair in Hematology Research	Craig Jordan, PhD
Hematology	Robert H. Allen, M.D., Endowed Chair in Hematology Research	Daniel Pollyea, MD, MS
Hematology	Cleo Meador and George R. Scott Chair of Medicine in Hematology	Eric Pietras, PhD
Hematology	Cleo Scott and Mitchell Vincent Allen Endowed Chair of Medicine in Hematology Research	Sally Stabler, MD
Hematology	David, Sam and Gabrielle Seligman Endowed Chair in Hematology	Vacant
Infectious Diseases	Tim Gill Endowed Chair for AIDS Research	Eric Poeschla, MD
Pharmacology and Toxicology	Leopold Korn and Michael Korn Chair in Parkinson's Disease*	Curt Freed, MD
Pulmonary Sciences and Critical Care Medicine	James C. Campbell Endowed Chair for Pulmonary Medicine	Vacant
Pulmonary Sciences and Critical Care Medicine	Hart Family Endowed Chair in Emphysema Research	Rubin Tuder, MD
Pulmonary Sciences and Critical Care Medicine	Thomas L. Petty Chair for Pulmonary Research	York E. Miller, MD

Division	Endowed Chair	Chair Holder
Pulmonary Sciences and Critical Care Medicine	Roger S. Mitchell Endowed Chair in Lung and Critical Care Research	Marc Moss, MD
Renal Diseases and Hypertension	Temple Hoyne Buell and National Kidney Foundation Endowed Chair	Josh Thurman, MD
Renal Diseases and Hypertension	Mats Wahlstrom Endowed Chair in Nephrology Fund*	Michel Chonchol, MD
Renal Diseases and Hypertension	Robert and Elaine Collins Endowed Chair for Kidney Research	Vacant
Renal Diseases and Hypertension	Tomas Berl, MD, Endowed Chair in Kidney Disease and Hypertension Research	Richard Johnson, MD
Renal Diseases and Hypertension	Rocky Mountain Endowed Chair in Renal Research	Stuart Linas, MD
Department of Medicine	Robert W. Schrier, MD Chair of Medicine*	David A. Schwartz, MD
Allergy and Clinical Immunology	Henry N. Claman, MD., Endowed Chair for Clinical Immunology Research	Andrew P. Fontenot, MD
Cardiology	S. Gilbert Blount Endowed Chair in Cardiovascular Research	Peter Buttrick, MD
Cardiology	William R. Hiatt Endowed Chair in Cardiovascular Research Fund*	Marc P. Bonaca, MD
Cardiology	Joseph and Rose LaConte Endowed Chair in Cardiology	Timothy McKinsey, PhD
Cardiology	Kenneth B. Poirier Cardiac Transplant Endowed Chair*	Larry Allen, MD
Gastroenterology and Hepatology	Kern Foundation Joel S. Levine, M.D. Endowed Chair	Sean P. Colgan, PhD
Gastroenterology and Hepatology	Waterman Family Endowed Chair for Liver Research	Vacant
Health Care Policy and Research	Peter W. Shaughnessy Endowed Chair in Health Care Policy and Research	Vacant
Medical Oncology	Robert F. and Patricia Young Connor Endowed Chair in Young Women's Breast Cancer Research Fund*	Virginia F. Borges, MD
Medical Oncology	Dr. William Robinson Endowed Chair in Cancer Research*	Vacant
Medical Oncology	Stapp/Harlow Endowed Chair for Cancer Research	Vacant
Medical Oncology	Amy Davis Endowed Chair in Basic Human Immunology*	Eduardo Davila, PhD
Rheumatology	William P. Arend Endowed Chair in Rheumatology	Kevin Deane, MD, PhD
Rheumatology	Charley J. Smyth Chair in Rheumatology Research	Vacant
General Internal Medicine	Gordon Meiklejohn Endowed Chair for Internal Medicine	Vacant

<b>Division</b>	<b>Endowed Chair/Center (Held outside of the DOM)</b>	<b>Chair Holder</b>
Endocrinology, Metabolism and Diabetes	Anschutz Foundation Endowed Chair in Health and Wellness <i>Anschutz Health and Wellness Center</i>	Daniel Bessesen, MD
Pulmonary Sciences and Critical Care Medicine	James J. Waring Endowed Chair Fund* <i>Webb –Waring Center</i>	John E. Repine, MD
Geriatric Medicine	Nancy Anschutz Endowed Chair in Women's Health Research Fund* <i>Center for Women's Health Research</i>	Wendy Kohrt, PhD
Medical Oncology	Paul Bunn/James Dudley Endowed Chair in Cancer Research <i>University of Colorado Cancer Center</i>	Paul Bunn, MD
Medical Oncology	Daniel and Janet Mordecai Endowed Chair in Cancer Stem Cell Research* <i>Gates Center for Regenerative Medicine</i>	Antonio Jimeno, MD
Medical Oncology	Monroe and Rella Rifkin Endowed Chair in Cancer Research <i>University of Colorado Cancer Center</i>	William A. Robinson, MD, PhD
Medical Oncology	Joyce Zeff Endowed Chair in Lung Cancer Research* <i>University of Colorado Cancer Center</i>	Ross Camidge, MD, PhD
Medical Oncology	Paul R. O'Hara II Endowed Chair in Esophageal Cancer* <i>University of Colorado Cancer Center</i>	Madeleine Kane, MD
Medical Oncology	Pia and Fred R. Hirsch Endowed Chair in Lung Cancer Research / Pia and Fred R. Hirsch Quasi Endowment to Support Lung Cancer Research Fund* <i>University of Colorado Cancer Center</i>	Vacant
Medical Oncology	Bobby Rifkin Endowed Chair in Prostate Cancer Research <i>University of Colorado Cancer Center</i>	Thomas Flaig, MD
Medical Oncology	Morton and Sandra Saffer Cancer Center Endowed Chair in Personalized Cancer Treatment and Oncology Leadership* <i>University of Colorado Cancer Center</i>	W. Thomas Purcell, MD, PhD
Medical Oncology	*Joyce M. Brown Chair for Developmental Therapeutics in Women's Cancers Fund <i>University of Colorado Cancer Center</i>	Jennifer R. Diamond, MD
Medical Oncology	Martha Cannon Dear Endowed Chair for Breast Cancer Research <i>University of Colorado Cancer Center</i>	Anthony D. Elias, MD
Hematology	*Morton and Sandra Saffer Endowed Cancer Research Chair Fund <i>University of Colorado Cancer Center</i>	Vacant
General Internal Medicine	Judith and Joseph Wagner Chair in Women's Health Research Fund <i>Center for Women's Health Research</i>	Judith G. Regensteiner, PhD



Division	Endowed Chair/Center (Held outside of the DOM)	Chair Holder
General Internal Medicine	M.B. and Shana Glassman Foundation Endowed Chair <i>SOM Dean's Office</i>	Lawrence E. Feinberg, MD

Division	Professorship	Recipient
Geriatric Medicine	Goodstein Professorship In Geriatrics	
Rheumatology	Scoville, K. E. & D. M. Chair	

Division	Professorship (Held outside of the DOM)	Recipient
Medical Oncology	Gina Guy Endowed Professorship in Pancreatic Cancer Research <i>University of Colorado Cancer Center</i>	Alexis Leal, MD

## KEY RESOURCES AND REFERENCES - LINKS

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### Research

[University of Colorado Department of Medicine Research Office](#)

[University of Colorado School of Medicine Research](#) (SOM Bridge program)

[University of Colorado, SPARK](#)

[Salary Support Research Intensive Faculty](#)

### Clinical

[University of Colorado Department of Medicine Quality and Safety Program](#) (including 2018-2019 Annual Update - Quality and Patient Safety Program Department of Medicine)

### Education and Training

[University of Colorado Department of Medicine, Education](#)

[University of Colorado – Internal Medicine Residency Training Program](#)

[University of Colorado – Medicine Pediatrics Residency Training Program](#)

[Clinician-Educator Fellowship](#)

### Department Level Offices, Initiatives and Annual Updates

[Faculty Advancement Office](#)

*Culture Change*

[Program to Advance Gender Equity](#) (PAGE)

[Diversity and Justice](#)

[Wellness](#) (faculty & staff)

*Annual Updates*

[2019 State of the Department](#)

[2018 State of Department](#)

[2018 Annual Report](#)