MEETING MINUTES
TUESDAY, MAY 21, 2019
10:00 – 11:30 AM
ACADEMIC OFFICE ONE, 7TH FLOOR BOARDROOM

EXECUTIVE COMMITTEE MEETING

PRESENT:
John J. Reilly, Jr., MD, Dean, School of Medicine and Chair

MEMBERS: Venu Akuthota, MD; Leslie Berg, PhD; Evalina Burger, MD; Gerald Dodd, MD; Herman Jenkins, MD; Brian Kavanagh, MD, MPH; Kevin Lillehei, MD; Wendy Macklin, PhD; Naresh Mandava, MD; David Norris, MD; Connie Savor Price, MD; David Raben, MD; Angie Ribera, PhD; Nanette Santoro, MD; Richard Schulick, MD, MBA; David Schwartz, MD; Ann Thor, MD; Andrew Thorburn, DPhil; Ken Tyler, MD; Richard Zane, MD

GUESTS: Karen Chacko, MD; Mark Couch; Barbara Genet D'Arcy, MD; Colleen Conry, MD; Jeffrey Druck, MD; Carolyn Goble; Allison Kempe, MD, MPH; Steven Lowenstein, MD, MPH; Sarah Miller; Suzann Ruedeman; Carol Rumack, MD; Jane Schumaker; Christopher Smith; Cheryl Welch; Shanta Zimmer, MD

MEMBERS NOT PRESENT: Stephen Daniels, MD, PhD; Frank deGruy, MD; Mark Dell'Acqua, PhD; Nicole Draper, MD; Chancellor Don Elliman; C. Neill Epperson, MD; Christopher Gessner; Jena Hausmann; Sallie Houser-Hanfelder; Christopher Kleck, MD; Ron Sokol, MD, MBA; Vesna Todorovic, MD, PhD, MBA; Kathleen Torkko, PhD; Erik Wallace, MD

I. GREETINGS

II. APPROVAL OF MINUTES

The April 16, 2019, meeting minutes were adopted unanimously as presented.

III. DEAN'S UPDATES:

The 2019 School of Medicine commencement ceremony is scheduled for Friday, May 24, 2019.

Dr. Reilly noted that genetic counselors will now be licensed providers in the state of Colorado.

Dr. Reilly discussed the results of the completed Colorado legislative session:

> **House Bill 19-1241** did not get approved due to a lack of funding. The bill would have supported scholarships for students who commit to spending the initial part of their careers in rural Colorado.

A footnote in the state budget bill, **Senate Bill 19-207**, directs that $1 million of increased state appropriation to the University should be devoted to scholarships for underrepresented students.

Senate Bill 19-004 calls for offsetting higher health insurance premium costs in rural areas with funding collected from some hospitals. The financing mechanism initially proposed violated federal regulations and jeopardized federal Medicaid and the Medicare provider fee match. A bill with a smaller cost emerged. The nicotine tax bill that would have provided funding was not approved by the legislature for a referral to Colorado voters.

Senate Bill 19-234. The original version bill would have removed confidentiality around peer review. A compromise proposal that passed requires additional document-racking that can be discoverable in litigation. The proceedings around those documents remain protected.

IV. DISCUSSION ITEMS

A. Curriculum Reform updates: *Shanta Zimmer, MD, Senior Associate Dean for Education (see attached slides of the presentation)*

B. Faculty Senate updates: *David Raben, MD, Faculty Senate President:* Dr. Raben discussed the agenda items for the meeting scheduled on Tuesday May 21, including the revamping of the new CU Anschutz website, and an award to the CU chapter of the Gold Humanism Honor Society that noted contributions by Steve Lowenstein, MD, Associate Dean of Faculty Affairs.

C. Affiliate Updates:

VA: *Barbara Genet D'arcy, MD, Associate Chief of Staff for Education:* Dr. D'arcy announced upcoming administrative changes for the Eastern Colorado Healthcare System. Ms. Sallie Houser-Hanfelder, Director, will be retiring effective May 31, 2019. Duane Gill, Deputy Director, will serve as the acting director, currently anticipated for six months. Harold 'Corky' Dillon, MD, Chief of Staff, will be transferring to another VA facility, and Clifford 'Lee' Parmley MD, Deputy Chief of Staff, will be acting chief of staff, effective May 31, 2019. The VA is also dealing with issues involving the Mission Act, Congress's mandated program for how patients are referred from the VA if the VA cannot provide care within a certain time.

Denver Health: *Connie Savor Price, MD, Chief Medical Officer*: Dr. Price discussed ongoing searches for leadership positions at Denver Health. Ten candidates have been interviewed for the chief of service position in orthopedics and anticipate second round interviews to be held in June 2019. Negotiations are underway with the finalist for the chief of service for obstetrics and gynecology. The search for the director of service for radiology will be starting in mid-June 2019. Dr. Price announced grant awardees: Jason Mansoori, MD, Department of Medicine, "Macrocognitive Functions and Processes in Sepsis Decision-Making;" Joshua Parry, MD, Department of Orthopedics, "A Novel Composite of Bone Cement and Phase-Change Material to Improve Antibiotic Cement Spacers for Management of Traumatic Infected Bone Defects;: and Joshua Williams, MD, CHS-Pediatrics, "Assessing Parental Vaccine Hesitancy and Its Impact on Child Up-to-Date Immunization Status in a Pediatric Safety-Net Population." Denver Health's 'Hot Rocks Griller Challenge' event is scheduled for Wednesday, June 5, 2019, at Elway's Cherry Creek, Denver. Proceeds from the event will support men's health programs.

EXECUTIVE SESSION

I. APPROVAL ITEMS

A. Faculty promotions committee actions: One passed with a non-unanimous vote of 8-8. The others were unanimously approved.

B. The professor emeritus appointment was approved unanimously.

II. FYI ITEMS

The meeting was adjourned at 11:15 a.m.

Search Updates

The School of Medicine is convening a committee to conduct a search for a new chair for the Department of Medicine. David Schwartz, MD, chair of medicine, announced in March that he will be stepping down.

The School of Medicine expects to announce soon the new Senior Associate Dean for Administration and Finance and Executive Director of University of Colorado Medicine.

Finalists for the position of chair of the Department of Biochemistry and Molecular Genetics have been interviewed.

Affiliate Updates

Denver Health topped out its 293,000-square-foot outpatient medical center. Construction of the seven-story building is scheduled for completion in 2020.

Legislative Updates

The Colorado General Assembly concluded its 2019 regular session. Key legislation affecting the operation of the School of Medicine and its faculty:

- **House Bill 19-1088** extending the availability of the health care preceptor tax credit is pending action by the Governor.
- **House Bill 19-1241** providing scholarships and support for the rural track did not pass out of House Appropriations Committee due to lack of state funding.
- **House Bill 19-1320** applying disclosure requirements on hospitals for community benefits investments is pending action by the Governor.
- **Senate Bill 19-133** requiring a license to practice genetic counseling is pending action by the Governor.
- **Senate Bill 19-207** provides the first phase of state funding for construction the Anschutz Health Sciences Building. It also calls for $1 million of CU's increased funding for operations be used for scholarships to underrepresented minority students at the School of Medicine. The Governor signed into law on April 18.
- **Senate Bill 19-234** continuing protection of peer review is pending action by the Governor.

Institutional Updates

The CU Board of Regents earlier this month voted 5-4 to appoint Mark R. Kennedy the 23rd president of the University of Colorado. The selection came three weeks after the regents voted unanimously to put him forward as the sole finalist for the position. He joins CU in July.

Ami Giardina, DNP, MHA, RN, has joined CU Medicine as vice president for community practice. This new leadership position provides executive oversight of CU School of Medicine's freestanding clinics.

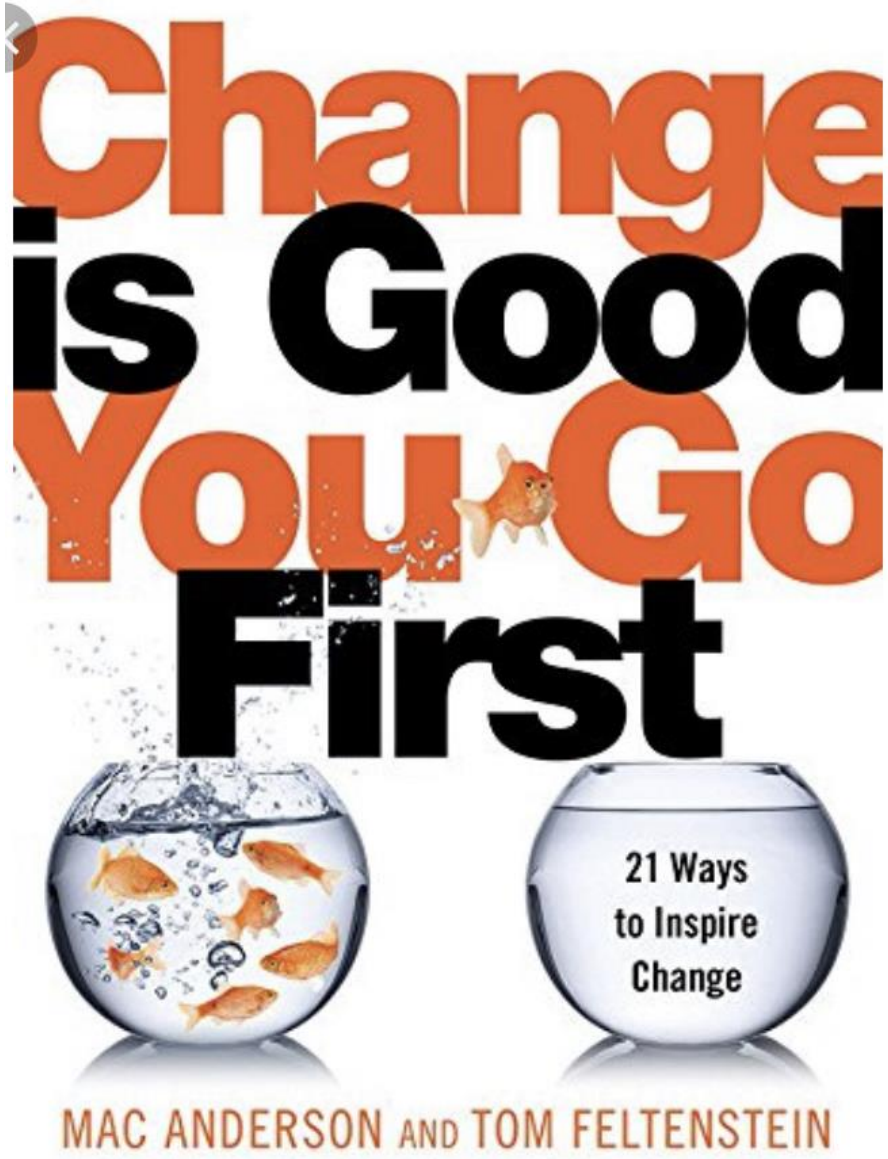
University of Colorado Anschutz Medical Campus researchers, in collaboration with investigators at Medical University of South Carolina, University of Pennsylvania – Children's Hospital of Philadelphia, and Mercy Clinic in St. Louis, have been awarded a five-year, $3.6 million grant for telehealth research efforts, metric development, identification of best practices, and development of collaborative policy and advocacy materials.

Amira del Pino-Jones, MD, assistant professor of medicine in the Division of Hospital Medicine, was named a 2019 40 Under 40 Leader in Minority Health by the National Minority Quality Forum.

Jacqueline Turner, a first-year student in the Medical Scientist Training Program, received a Hertz Fellowship, one of 11 researchers, selected from a pool of more than 840 applicants, to receive up to five years of academic support valued at up to $250,000.

Kellen Hirsch, a rising fourth-year medical student, who has been awarded a 2019 Alpha Omega Alpha Carolyn L. Kuckein Student Research Fellowship, which provides $5,000 to support research. Alpha Omega Alpha allocates funds for about 50 of these competitive awards each year.

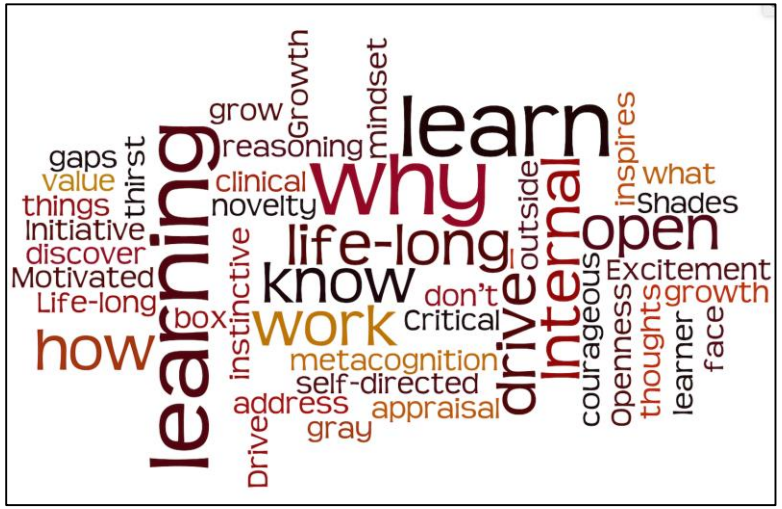
Curriculum Reform, Revision, Redesign
Class of 2024


Change is Good You Go First
21 Ways to Inspire Change
MAC ANDERSON AND TOM FELTENSTEIN

Full Curriculum Reform Launch

October 30, 2017: Curriculum Revision Kickoff Retreat

Leadership.



Curiosity.

Commitment.

Leadership.
Curiosity.
Commitment.

- AMA Innovations Schools + US News Top 20
  - Harvard (1)
  - UCSF (4)
  - University of Michigan (9)
  - New York University (12)
  - Vanderbilt (14)

Summary changes recommended by our committees

Gaps/Issues to Be Addressed

- Healthcare is changing rapidly
  - Increasingly team-based
  - Increasing complexity of systems
  - Need adaptable learners and leaders
- Safe, High-Value Care emphasis
- High levels of physician burnout
  - Loss of professional voice, community responsibility
- Scientific explosion requires a new investment in curiosity and discovery

Innovations, Major Concepts

- Early, meaningful clinical experiences
- Health Systems Science as ”Third Pillar”
- Physician Leadership Training
- Inquiry/Curiosity integration
- Master Adaptive Learners
- Competency-based framework
- Learner flexibility

Vision for the New Curriculum

Vision:

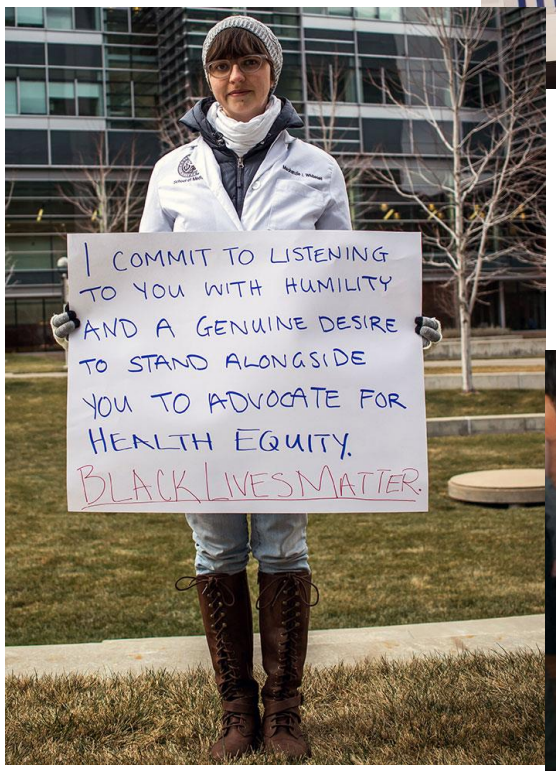
Our graduates will be physician leaders capable of transforming the health of diverse communities.

Mission:

Through a longitudinally integrated curriculum, we aim to educate physician leaders who are curious, life-long learners with a commitment to serve the profession, our patients and society.

Values/Pillars:

Leadership, Curiosity, Commitment



Implementation Teams (faculty, community, students)

Longitudinal Clinical Sciences Team

- Captains: Jennifer Adams, David Ecker

Longitudinal Integrated Basic Sciences

- Captains: Andy Bradford, Nicole Draper, Danielle Royer

Team Captains Huddle

Health & Society Team

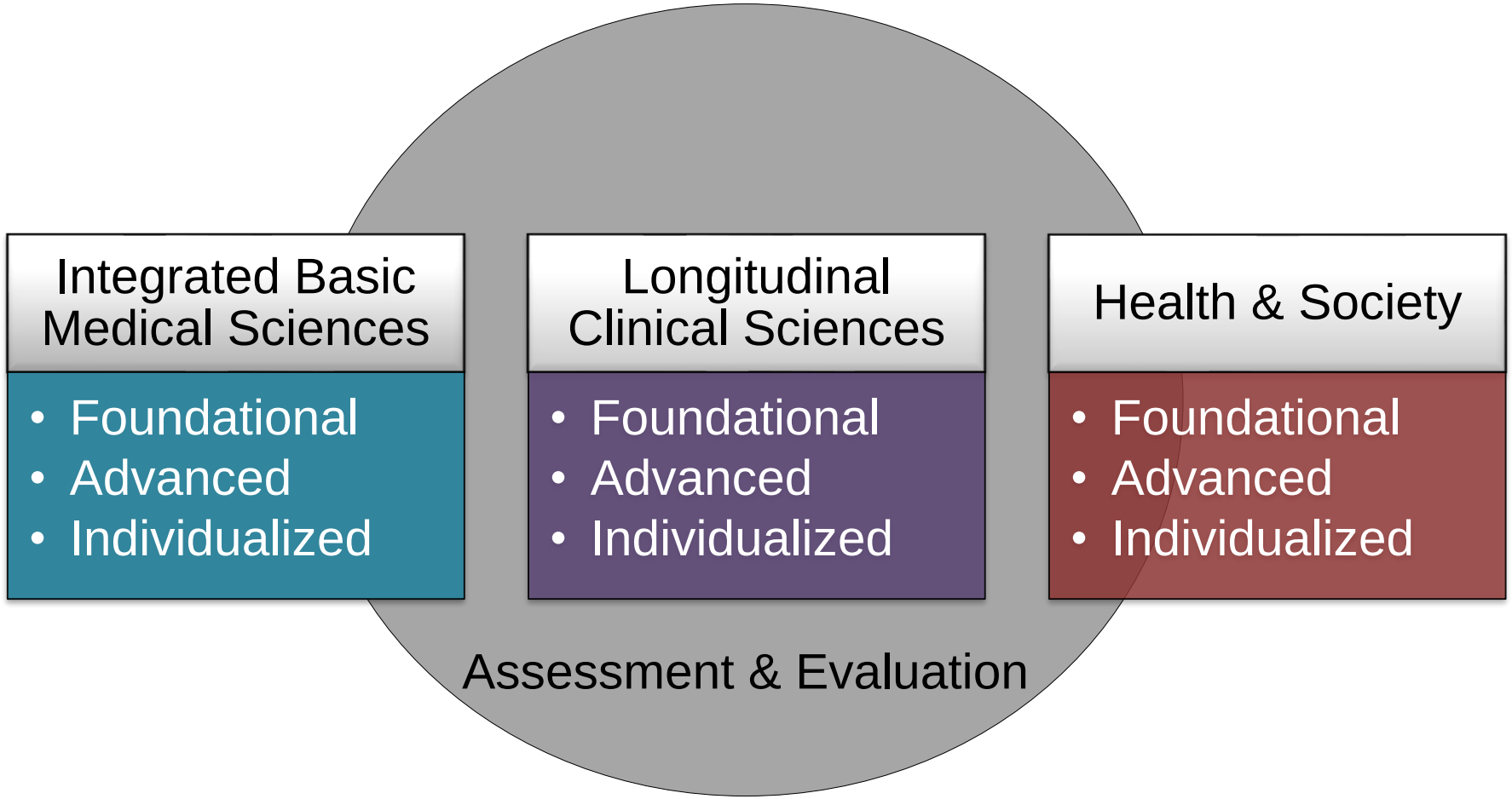
- Captains: Kristin Furfari, Rita Lee, Read Pierce

Assessment & Evaluation Team

- Captains: *Gretchen Guiton*, Tai Lockspeiser, Daisy Talavera

THE TREK

Organizing the Learning



New Curricular Phases—Thank you, Students!

Summit (Phase 4)
- Individualized

Treeline (Phase 3)
- Advanced Courses

Foothills (Phase 2)
- Longitudinal Integrated Clerkships

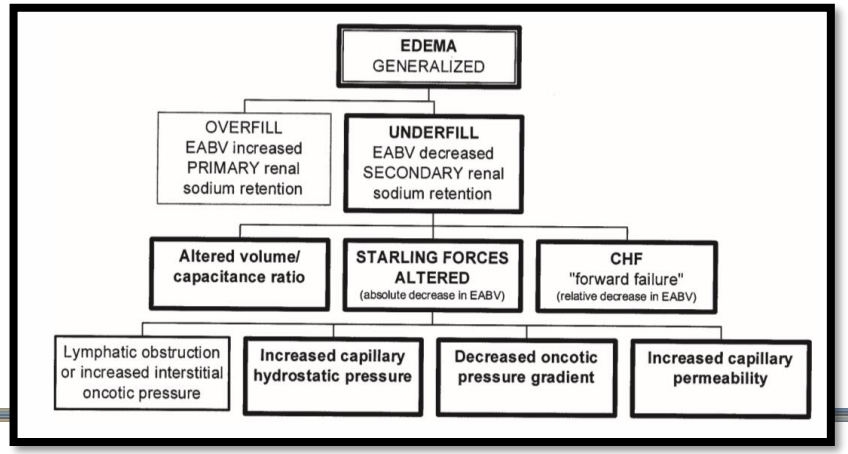
Plains (Phase 1)
- Foundational Science

Plains Structure

- Clinical presentations frame the block and each week
- Quizzes prime the learning before each week
- Health and Society integrated each week
- Clinical material integrated each week, including clinical reasoning
- Assessment every Friday
- Foundational science only: What does a student need to be a clinical clerk?

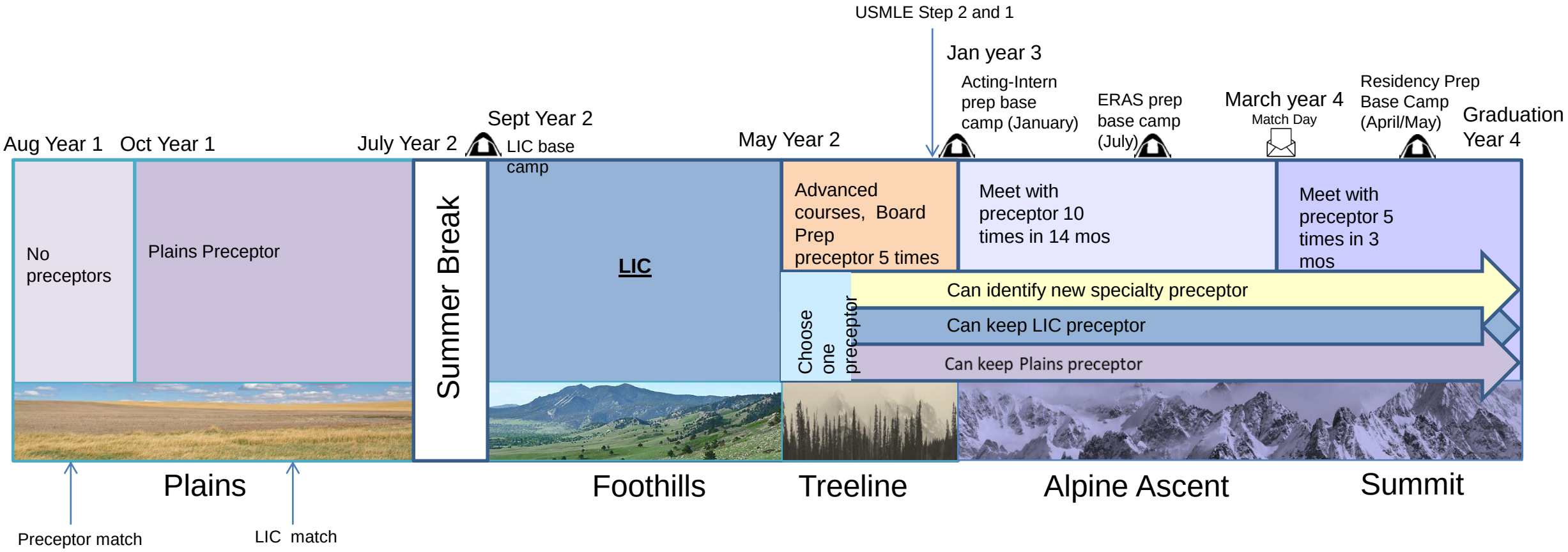
Clinical Presentations (CP) Implementation

- University of Calgary 1994
  - 120 Clinical Presentations
- 15+ Other US/Canadian Schools
  - 70 to 120 Presentations



- Bookend the week with CP
- CP frame the Basic Science Teaching
- Integrate Clinical Skills and Health & Society

Clinical Schedule focused in year 2 and 4



School of Medicine
UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

Leadership.
Curiosity.
Commitment.

Why LICs? (Foothills)

- Longitudinal relationships with faculty, peers, patients
- Health Systems Integration
- Increased faculty engagement and satisfaction
- Improved empathy scores
- Equivalent to improved step II
- We have experience and success with these
  - Denver Health, Colorado Springs, VAMC, Rural sites (partial)

“Phone a Scientist”

- Consultative service of scientists from each major discipline
- Required questions from students in the clinical year
- Required meeting with faculty or e-consult
- Scientific question framed in the setting of clinical experiences
- Scientific questions become part of e-portfolio with reflection by coach/advisor

Integrated Advanced Science Courses (Treeline)

- Foster curiosity by integrating scientific questions in the context of clinical care
- Model interdisciplinary approaches to inquiry and care
- Increase comfort with clinical decision-making in the face of incomplete data
- Provide exposure to translational and cutting edge biomedical science

Advanced Integrated Science Courses

- **Neuroscience and Behavioral Health**
  - Maureen Stabio, Pearce Korb
- **Cardiovascular Connections**
  - Alexis Tumulo, Bill Sather
- **Global Health and Underserved Populations**
  - Carlos Franco, Madiha Abdel-Massoud
- **Immunology and Immunotherapeutics**
  - Aimee Bernard, Cullen Dutmer, Elena Hsieh

What other schools have learned

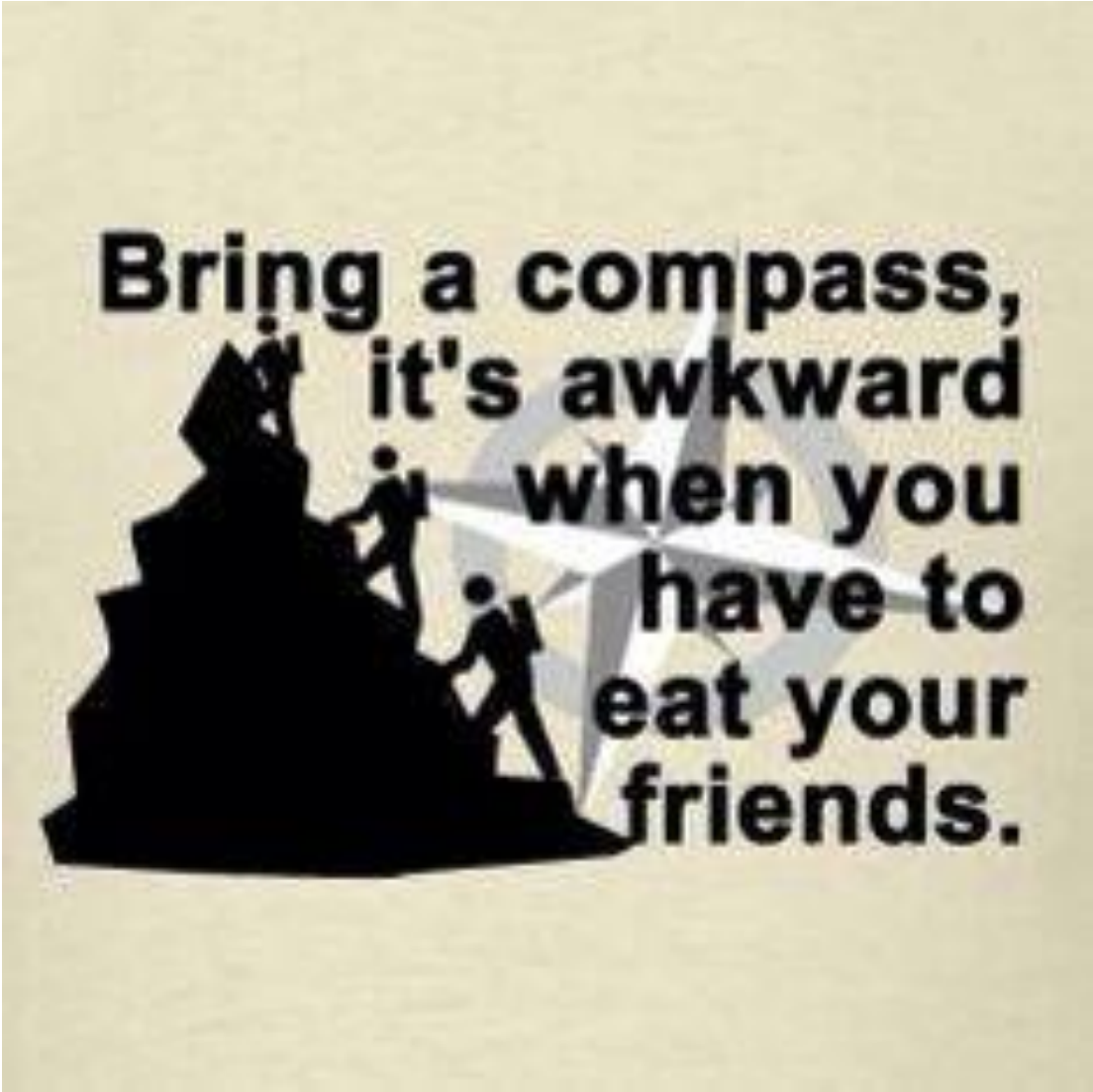
- Students like the dedicated time with patients during the clinical core and prefer not to be interrupted or pulled away
- It is hard to teach core content without requiring it of all students
- It can be hard to have standardized assessments without pulling all students together
- Giving some choices within the integrated science is helpful
- Science must be tied to the patient questions while professional identity is forming
- Faculty like teaching in these types of courses

Treeline to Summit, Base camps and Transitions

- Pathways
  - Specialty specific
  - Required Selectives
- Trails
  - Discovery time
  - research, humanities, HSS, advocacy
- The usual constraints
  - SubIs, away rotations, interviews, Match
- Individualization and focus on transitions to career

Summary of Major Changes

- Year 1 Foundational Science
- Year 2 Longitudinal clerkships with integrated science
- Science Consults
- Year 3
  - Step 2
  - Advanced Science Courses
  - Step 1
  - Discovery
- Year 4 Discovery, Advanced Science Electives
- Health and Society Integration
  - Service Learning
  - Health Systems Education
- Career Coaching
  - Longitudinal Faculty Relationships
  - Individualized Careers
- Outcomes based assessments


Bring a compass,
it's awkward
when you
have to
eat your
friends.

Continued Challenges

- Timeline is aggressive in the setting of current ongoing curricular changes
- Faculty stress (current and future)
- Logistics of coordination and size
- Competing mission pressures, especially clinical work load of faculty
- Building new courses requires new faculty
- Prior teaching faculty need additional roles
- Impact on GME programs
- Meaningful Assessment Strategies
- Faculty development

Next Steps

- Faculty meetings road show
  - Weekly for the next year
  - Affiliates
- Basic Science Faculty
  - New course directors
  - Longitudinal Content Directors
  - Small group teachers
- Clinical Faculty
  - Preceptors, LIC sites, Advisory/Coaching
- Colorado Springs
- CSU Collaboration
- Organizational Structure Changes