TRANSFORMING HEALTH CARE
OVERVIEW AND SYSTEM SUMMARY
Letter from the Senior Vice President

University of Utah Health is uniquely poised to change health care, science, and education in profound and meaningful ways.

Here in Utah, we share a deep belief in our core missions of patient care, research, education, and service to our communities. Our position as one university—with a university campus co-located with the health system—is the preferred means to achieve national distinction in our missions. Being invited to join the prestigious Association of American Universities in 2019 is a tribute to the world-class faculty, research funding, and exceptional student outcomes at the University of Utah.

U of U Health is one of the strongest and most collegial academic health science centers in the nation. As one of only a few public academic medical centers in which the tripartite missions of clinical, research, and academia all report to a single office, U of U Health is more nimble than many of our peers. This gives us a tremendous opportunity to serve our communities and region by working across our health system, innovating care that is accountable for outcomes, producing groundbreaking research, and developing novel educational models.

U of U Health is full of remarkable teams and individuals who continuously ensure patients conquer health challenges and learners master their educational programs—including the research and discoveries that lead to improvements in both.

I believe that when each of us works to help others achieve their success, a unique and powerful energy is unleashed that drives us forward in amazing ways. It is my privilege to work for the impressive faculty and staff at U of U Health—to be a part of an energized community on an impressive trajectory to improve health and quality of life in the state, region, nation, and world.

Michael L. Good, MD
Chief Executive Officer, University of Utah Health
Dean, University of Utah School of Medicine
A. Loris Betz Senior Vice President for Health Sciences
System Summary

**LEADERSHIP**

Michael L. Good, MD
Chief Executive Officer, University of Utah Health
Dean, University of Utah School of Medicine
A. Lorris Betz Senior Vice President for Health Sciences

A professor of anesthesiology, Michael Good joined University of Utah Health in 2018, after more than three decades of teaching, innovation, and leadership at the University of Florida (UF).

Good held many leadership positions at UF and its clinical affiliates, including dean, senior associate dean for clinical affairs, chief of staff for UF Health Shands Hospital, chief of staff for the Malcom Randall VA Medical Center, and system medical director for the North Florida/South Georgia Veterans Health System.

Good’s leadership has enhanced University of Utah Health’s reputation as an academic health system that provides world-class health care, research, education, and service to the state, region, and nation. He has also led the organization through a period of remarkable growth, evidenced by the construction of a half-dozen major new facilities on the health campus and in the community.

Good graduated with distinction from the University of Michigan with a bachelor’s degree in computer and communication sciences. He also earned a medical degree from Michigan, completed residency training and a research fellowship in anesthesiology at UF, and joined the UF College of Medicine faculty in 1988. He is a member of the American Medical Association and the American Society of Anesthesiologists.

**University of Utah Health**

University of Utah Health serves the people of Utah and beyond by continually improving individual and community health and quality of life. This is achieved through excellence in patient care, education, and research. Each is vital to our mission, and each makes the others stronger.

- We provide compassionate care without compromise.
- We educate scientists and health care professionals for the future.
- We engage in research to advance knowledge and well-being.

**MISSION**

A patient-centered health care organization distinguished by collaboration, excellence, leadership, and respect.

**VALUES**

- Compassion
- Innovation
- Diversity
- Quality
- Collaboration
- Responsibility
- Integrity
- Trust

**ORG CHART**

**COMMUNICATIONS**

**BETTER SOLUTIONS COME FROM DIVERSE RESEARCH TEAMS, AND STRONGER EDUCATION OCCURS AMONG PEERS FROM DIVERSE BACKGROUNDS. THE U CELEBRATES THE RICH DIVERSITY OF PEOPLE, AS WELL AS CREATIVE AND INTELLECTUAL TRADITIONS, BY BEING INCLUSIVE IN EVERY RESPECT. WE ARE COMMITTED TO ATTRACTING AND RETAINING TALENTED STUDENTS, FACULTY, AND STAFF FROM DIVERSE BACKGROUNDS AND TO PROMOTING A CULTURE OF INCLUSION.**

**MISSION**

University of Utah Health serves the people of Utah and beyond by continually improving individual and community health and quality of life. This is achieved through excellence in patient care, education, and research. Each is vital to our mission, and each makes the others stronger.

- We provide compassionate care without compromise.
- We educate scientists and health care professionals for the future.
- We engage in research to advance knowledge and well-being.

**VISION**

A patient-centered health care organization distinguished by collaboration, excellence, leadership, and respect.

**VALUES**

- Compassion
- Innovation
- Diversity
- Quality
- Collaboration
- Responsibility
- Integrity
- Trust

**ORG CHART**
**EDUCATION AND PROFESSIONAL TRAINING**

*Internal Medicine*: Internship and residency at Johns Hopkins University Hospital, Baltimore, MD

*Pediatrics*: Fellowship at Mary Hitchcock Memorial Hospital, Lebanon, NH

*Cardiology*: Fellowship at Boston Children’s Hospital, Boston, MA

*Bioengineering*: PhD degree from Stanford University, Stanford, CA

*Biomedical Engineering*: MS degree from University of Washington, Seattle, WA

*Biomedical Engineering*: BS degree from Reed College, Portland, OR

*Business Administration*: MBA degree from Seattle University, Seattle, WA

*Business Administration*: MBA degree from University of Utah, Salt Lake City, UT

*Health Services Administration*: MHA degree from Benedictine University, Lisle, IL

*Medical Science*: MD degree from Albany Medical College, Albany, NY

Ed Clark is associate vice president for Clinical Affairs, president of the University of Utah Medical Group, and a professor of pediatrics at the University of Utah. He also holds adjunct professorships in the Departments of Obstetrics and Gynecology and Bioengineering. As the AVP for Clinical Affairs, Clark leads clinical teams implementing the value proposition in clinical care in preparation for major changes in health care in the United States.

Clark has outstanding achievements in biomechanics of the developing cardiovascular system, mechanistic classifications of congenital cardiovascular malformations, and the care of children with chronic illness. He received an MD magna cum laude from Albany Medical College. He trained in internal medicine at Mary Hitchcock Memorial Hospital at Dartmouth Medical School and in pediatrics and pediatric cardiology at the Johns Hopkins Medical Institutions.

Gordon Crabtree has served as CEO for U of U Health Hospitals and Clinics since 2016. Prior to his current role, he was chief financial officer of U of U Health for 14 years. Before joining the university, Crabtree was managing director for the Salt Lake Olympic Committee, responsible for financial reporting, debt management, cash management, accounting payroll, revenue management, rate card services, dissolution/liquidation, taxes, financial audits, and internal audits. Prior to the Olympics, Crabtree worked for the state of Utah in the positions of director of finance, assistant director of finance, and audit manager. He received an MBA from the University of Utah.

In his role at University of Utah Health, Grant Lasson leads through strategic and business planning, funds flow redesign within the academic, clinical, and teaching enterprise; service line planning; ambulatory care strategy development; and joint venture development among academic centers and private care delivery partners.

Lasson began his professional consulting career at APM Management Consulting. He was elected partner in 1998 and subsequently named a vice president of Computer Science Corporation’s (CSC) Global Health Solutions. Later, he founded the Mets Consulting Group, assisting clients in developing rigorous operations assessment and management processes. In 2003, he merged his practice with former APM/CSC colleagues into the Chartis Group. Lasson has also worked in other academic medical centers, including UC San Diego, Stanford, Universities of Arizona, Washington, Oklahoma, and Minnesota; Lucile Packard Children’s Hospital at Stanford; and Seattle Children’s Hospital.

Gordon Crabtree, CPA, MBA
Chief Executive Officer, University of Utah Health Hospitals and Clinics
Chief Financial Officer, University of Utah Health Plans

Grant Lasson, MBA
Associate Vice President, Strategy
Chief Strategy Officer
University of Utah Health

**EXECUTIVE LEADERSHIP TEAM**

**Edward B. Clark, MD**
*Associate Vice President, Clinical Affairs*
*President, University of Utah Medical Group*

**Gordon Crabtree, CPA, MBA**
*Chief Executive Officer, University of Utah Health Hospitals and Clinics*
*Chief Financial Officer, University of Utah Health Plans*

**Grant Lasson, MBA**
*Associate Vice President, Strategy*
*Chief Strategy Officer*
*University of Utah Health*

**Brian Shiozawa, MD**
*Associate Vice President for Health Policy*
*University of Utah Health*

**Cynthia Best, MBA**
*Associate Dean for Finance and Administration*
*University of Utah School of Medicine*

**Robyn Reynolds, MBA**
*Chief Marketing Communications Officer*
*University of Utah Health*

**Senior Vice President’s Team**

In his role at University of Utah Health, Grant Lasson leads through strategic and business planning, funds flow redesign within the academic, clinical, and teaching enterprise; service line planning; ambulatory care strategy development; and joint venture development among academic centers and private care delivery partners.

Lasson began his professional consulting career at APM Management Consulting. He was elected partner in 1998 and subsequently named a vice president of Computer Science Corporation’s (CSC) Global Health Solutions. Later, he founded the Mets Consulting Group, assisting clients in developing rigorous operations assessment and management processes. In 2003, he merged his practice with former APM/CSC colleagues into the Chartis Group. Lasson has also worked in other academic medical centers, including UC San Diego, Stanford, Universities of Arizona, Washington, Oklahoma, and Minnesota; Lucile Packard Children’s Hospital at Stanford; and Seattle Children’s Hospital.

In his role at University of Utah Health, Grant Lasson leads through strategic and business planning, funds flow redesign within the academic, clinical, and teaching enterprise; service line planning; ambulatory care strategy development; and joint venture development among academic centers and private care delivery partners.

Lasson began his professional consulting career at APM Management Consulting. He was elected partner in 1998 and subsequently named a vice president of Computer Science Corporation’s (CSC) Global Health Solutions. Later, he founded the Mets Consulting Group, assisting clients in developing rigorous operations assessment and management processes. In 2003, he merged his practice with former APM/CSC colleagues into the Chartis Group. Lasson has also worked in other academic medical centers, including UC San Diego, Stanford, Universities of Arizona, Washington, Oklahoma, and Minnesota; Lucile Packard Children’s Hospital at Stanford; and Seattle Children’s Hospital.

In his role at University of Utah Health, Grant Lasson leads through strategic and business planning, funds flow redesign within the academic, clinical, and teaching enterprise; service line planning; ambulatory care strategy development; and joint venture development among academic centers and private care delivery partners.

Lasson began his professional consulting career at APM Management Consulting. He was elected partner in 1998 and subsequently named a vice president of Computer Science Corporation’s (CSC) Global Health Solutions. Later, he founded the Mets Consulting Group, assisting clients in developing rigorous operations assessment and management processes. In 2003, he merged his practice with former APM/CSC colleagues into the Chartis Group. Lasson has also worked in other academic medical centers, including UC San Diego, Stanford, Universities of Arizona, Washington, Oklahoma, and Minnesota; Lucile Packard Children’s Hospital at Stanford; and Seattle Children’s Hospital.
Wyatt R. "Rory" Hume, DDS, PhD
Associate Vice President, Academic Affairs and Education
Dean, School of Dentistry

Rory Hume is an internationally acclaimed scholar and leader who has served at the highest administrative levels in dental schools and universities worldwide. In addition to his service within Academic Affairs and Education, he is also dean of the School of Dentistry.

Hume was a department chair and dean in Australia prior to his appointment as a department chair at the University of California, San Francisco. He then served as dean of the UCLA School of Dentistry and as executive vice chancellor at UCLA. Hume has also served as vice president for health affairs, provost, and executive vice president (chief academic officer and chief operating officer) for the 10-campus University of California system.

Gregory Johns, MBA, MHA
Director of Finance and Accounting
University of Utah Health

In his role as director of finance and accounting, Gregory Johns provides the necessary data and understanding to create a more efficient and effective university and health care organization. Johns began his career as an administrative fellow in the Senior Vice President's Office, where he worked with entities across the health sciences including the College of Health, University of Utah Health Plans, University of Utah Medical Group, and the School of Medicine. In 2014 he took a position on the finance team and was promoted to a director in 2017. Johns received an MBA and an MHA from the University of Utah.

Marika Jones, MBA
Associate Vice President, Advancement
Chief Philanthropy Officer (Interim)
University of Utah Health

In her role at University of Utah Health, Marika Jones leads the clinical fundraisers who support key clinical, research, and multidisciplinary initiatives. Before joining U of U Health, Jones was president of the Trinity Health Foundation in Moline, Illinois, which serves UnityPoint Health—the fourth largest nondenominational health system in the United States. Prior to Trinity Health, she served as the executive director of Corporate and Foundation Relations at the Iowa State University Foundation, where she established the Corporate and Foundations Relations department. Jones earned an MBA from the University of Chicago.
Robin L. Marcus, PT, PhD
Chief Wellness Officer, University of Utah Health
Associate Dean for Clinical Affairs, University of Utah College of Health

Along with more than 30 years as a physical therapist, Robin Marcus is professor of physical therapy, associate dean for Clinical Affairs in the College of Health, and chief wellness officer for University of Utah Health. Positioned at the crossroads between academic training programs, a health care delivery system, and the community, Marcus is uniquely qualified to develop innovative strategies that promote healthy lifestyle changes for patients and community members at high risk for chronic disease.

Marcus recognizes the health system’s responsibility to promote faculty and staff well-being to improve health care. She has been instrumental in developing the University of Utah Health Resiliency Center, the university’s 100% Tobacco-free Initiative, and the Registered Dietitian Approved healthy food and beverage initiative. Off campus, Marcus serves as a board member of Get Healthy Utah.

Juan Carlos Negrette, MBA
Director of Global Health
University of Utah Health

Juan Carlos Negrette uses his nearly 30 years of international experience in health institutions management, strategic partnerships development, and programs design and implementation in his role as director of Global Health at the University of Utah. In more than 20 countries in Asia, Africa, and Latin America, Negrette has designed and implemented strategic health interventions in challenging environments.

Before his work at the University of Utah, Negrette was the managing director of Africa and Multilateral Organizations at John Hopkins Medicine International. He also directed a health services social franchise in Bangladesh for Chemonics and worked at the Johns Hopkins Bloomberg School of Public Health Center for Communications as the senior programs officer and technical resident advisor. Negrette holds an MBA in health services management from Johns Hopkins and a BA in business technical resident advisor.

Catalina Ochoa, MPA
Budget Director and Controller
University of Utah Health

As budget director and controller, Catalina Ochoa oversees the U of U Health budget process, financial planning, regulatory compliance, and provides strategic financial counsel. After working in the manufacturing and corporate sectors, Ochoa spent 10 years managing financials for the Department of Pediatrics in the School of Medicine. She joined the Office of the Senior Vice President for Health Sciences in 2015. As part of her current role, she is a member of the Utah Poison Control Center Advisory Board. Ochoa earned an MPA at the University of Utah.

Sherrie L. Perkins, MD, PhD
CEO, ARUP Laboratories

As CEO of ARUP Laboratories, Sherrie L. Perkins promotes excellent patient care and cutting-edge laboratory medicine. A tenured professor of pathology in the School of Medicine, Perkins has served in numerous leadership roles, including director of hemopathology, division chief of clinical pathology, director of the ARUP R&D Institute, and member of the ARUP Laboratories’ executive management team.

Perkins is board certified in anatomic pathology and holds a special qualification in hematology. Perkins received a PhD in biochemistry from the University of Miami and earned an MD and completed a pathology residency at Washington University in St. Louis. She completed a hemopathology fellowship under Carl Kjeldsberg, MD, at the University of Utah.

José Rodríguez, MD, FAAFP
Associate Vice President for Health Equity, Diversity & Inclusion
University of Utah Health

Along with efforts to advance the institutional goals for health equity and inclusion, José Rodríguez is a professor in the Department of Family and Preventive Medicine and a family medicine practitioner at the Redwood Health Center.

He has represented the university at national conferences, sharing the university’s work and his research on diversity initiatives. Prior to his appointment at the University of Utah, Rodríguez served as the co-chair of the Council on Diversity and Inclusion and the co-director for the Center for Underrepresented Minorities in Academic Medicine at Florida State University College of Medicine. He received an MD from Weil Cornell Medicine and completed a residency in social medicine at the Montefiore Medical Center at Albert Einstein College of Medicine.

Rick Smith
Senior Director of Human Resource Management
University of Utah Health Academics

As senior director of human resource management for University of Utah Health Academics, Rick Smith and his team work to improve recruitment, hiring, onboarding, engagement, performance management, training, and overall HR operations. Previously, Smith served as academic practice manager for the University of Washington School of Medicine, Children’s Hospital, and Medical Center, and as assistant administrator at Harborview Medical Center.

While on active duty with the U.S. Navy, he was director for Administration and Human Resources at Landstuhl Regional Medical Center in Germany and served in various leadership roles with the Navy Bureau of Medicine and Surgery in Washington, DC. Smith completed an MBA at the University of Washington.
Chad Westover, MPA  
Chief Executive Officer  
University of Utah Health Plans

Chad Westover is responsible for the fiscal, operational, legislative, regulatory, and human resources objectives of University of Utah Health Plans. He is also the leading driver in improving quality and providing services to the members we serve. Westover joined U of U Health in 2015. Prior to that, he was the president of Molina Healthcare of Utah. Westover was the inaugural director of the Utah Children’s Health Insurance Program (CHIP) and was responsible for health insurance access initiatives for the Utah Department of Health. Other stops in his career include a four-year stint as a health policy consultant for Utah Governor Mike Leavitt and seven years as vice president of business development at Anthem, Inc. Westover received an MPA at Brigham Young University.

David H. Perrin, PhD  
Dean, College of Health

In addition to his role as dean, David Perrin is a professor of physical therapy and athletic training at the University of Utah. He previously served as provost and executive vice chancellor at the University of North Carolina at Greensboro and as dean of the School of Health and Human Performance. For 15 years, Perrin directed the graduate programs in athletic training (MED) and sports medicine (PhD and EdD) at the University of Virginia.

Among his professional honors are induction into the Legacy Laureate Society at the University of Pittsburgh and an Honorary Doctor of Humane Letters from the Arizona School of Health Sciences at A.T. Still University. Perrin received an MA in athletic training from Indiana State University and a PhD in exercise physiology from the University of Pittsburgh.

Randall T. Peterson, PhD  
Dean, College of Pharmacy

Randall Peterson is the L. S. Skaggs Presidential Endowed Professor and dean of the College of Pharmacy at the University of Utah. A chemical biologist, Peterson’s research utilizes high-throughput screening technologies to discover new drug candidates for cardiovascular and nervous system disorders. Several compounds discovered by the Peterson laboratory have become widely used research tools or preclinical drug candidates.

Peterson received a PhD from Harvard University, where he studied as a Howard Hughes Medical Institute predoctoral fellow before completing a postdoctoral fellowship at Massachusetts General Hospital. He spent 14 years as a faculty member at Harvard, where he was the Charles Addison and Elizabeth Ann Sanders Chair in Basic Science at Harvard Medical School, scientific director of the MGH Cardiovascular Research Center, and senior associate member of the Broad Institute.

DEANS, UNIVERSITY OF UTAH HEALTH SCHOOLS AND COLLEGE

Marla De Jong PhD, RN, FAAN, Colonel (Ret.)  
Dean, College of Nursing

Marla De Jong became dean of the College of Nursing in August 2020. In her new role, De Jong will focus on preparing future nurses, gerontologists, and health care leaders to improve the health and care of individuals, families, and communities. She will also work to attain distinction for the College in nurse-led interdisciplinary team science, and cultivate an academic culture of belonging in which faculty, staff, and students of diverse backgrounds can thrive.

Prior to being named as dean, De Jong served as chair of Acute and Chronic Care. Before joining the U, De Jong served for nearly 29 years in the Air Force where she held clinical, leadership, research, and academic roles. De Jong is a fellow in the American Academy of Nursing. She received an MS in nursing from the University of Maryland at Baltimore and a PhD in nursing from the University of Kentucky.

Michael L. Good, MD  
Chief Executive Officer, University of Utah Health  
Dean, University of Utah School of Medicine  
A. Lorris Betz Senior Vice President for Health Sciences

(See bio on page 4.)

Wyatt R. “Rory” Hume, DDS, PhD  
Associate Vice President, Academic Affairs and Education  
Dean, School of Dentistry

(See bio on page 8.)

Catherine B. Soehner, MLS, BSN  
Associate Dean for Research and Director  
Spencer S. Eccles Health Sciences Library

Catherine Soehner was appointed director of the Spencer S. Eccles Health Sciences Library in 2019. Soehner is also the associate dean for research and user services at the University of Utah’s J. Willard Marriott Library. During her time at the Marriott Library, Soehner has led the delivery of a wide range of library services, including research and information services, library instruction and training for users, and support for faculty, graduate students, and other advanced users in digital scholarship efforts.

Previously, Soehner served in academic libraries at the University of Michigan and the University of California, Santa Cruz, as well as the National Library of Medicine. She earned an MLS at Indiana University and a BSN at Mount St. Joseph University in Cincinnati.
COVID FINANCE AND OPERATIONS RESPONSE TEAM

COVID Finance and Operations Response Team (CFORT) is led by key stakeholders throughout U of U Health and oversees strategic financial and care delivery decisions for the health system.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Ashworth</td>
<td>MD</td>
</tr>
<tr>
<td>John Barnett</td>
<td>MD, PhD</td>
</tr>
<tr>
<td>Mary Beckerle</td>
<td>PhD</td>
</tr>
<tr>
<td>Dayle Benson</td>
<td>DHA</td>
</tr>
<tr>
<td>Cynthia Braxton</td>
<td>MD, PhD</td>
</tr>
<tr>
<td>Kristina Carls Duffin</td>
<td>MD, PhD</td>
</tr>
<tr>
<td>Ed Clark</td>
<td>MD</td>
</tr>
<tr>
<td>William Coulombe</td>
<td>MD, PhD, FACS</td>
</tr>
<tr>
<td>Gordon Crabtree</td>
<td>CPA, MBA</td>
</tr>
<tr>
<td>Willard Dere</td>
<td>MD, FACP</td>
</tr>
<tr>
<td>Talmage Egan</td>
<td>MD</td>
</tr>
<tr>
<td>Alison Flynn Gaffney</td>
<td>MBA</td>
</tr>
<tr>
<td>Sam Finlayson</td>
<td>MD, MPH</td>
</tr>
<tr>
<td>Angela Giraudins</td>
<td>MD, PhD, MPH</td>
</tr>
<tr>
<td>Michael Good</td>
<td>MD (Chair)</td>
</tr>
<tr>
<td>Blake Hamilton</td>
<td>MD</td>
</tr>
<tr>
<td>Maia Hightower</td>
<td>MD, MPH, MBA</td>
</tr>
<tr>
<td>Chris Hill</td>
<td>DPhil</td>
</tr>
<tr>
<td>Rory Hume</td>
<td>DDS, PhD</td>
</tr>
<tr>
<td>John Inadomi</td>
<td>MD</td>
</tr>
<tr>
<td>Peter Jensen</td>
<td>MD</td>
</tr>
<tr>
<td>Gregory Johns</td>
<td>MBA, MHA</td>
</tr>
<tr>
<td>Dan Lunderberg</td>
<td>MHA</td>
</tr>
<tr>
<td>Tom Miller</td>
<td>MD</td>
</tr>
<tr>
<td>Satoshi Minoshima</td>
<td>MD, PhD</td>
</tr>
<tr>
<td>Tracey Nison</td>
<td>MSN</td>
</tr>
<tr>
<td>Kola Okuyami</td>
<td>MD, MPH</td>
</tr>
<tr>
<td>David Steinberg</td>
<td>MD, MMH</td>
</tr>
<tr>
<td>Monica Velther</td>
<td>PhD</td>
</tr>
<tr>
<td>Peter Weir</td>
<td>MD, MPH</td>
</tr>
<tr>
<td>John Zone</td>
<td>MD</td>
</tr>
</tbody>
</table>

HEALTH SCIENCES RESEARCH COUNCIL

The Health Sciences Research Council is led by key stakeholders throughout U of U Health. This council engages with faculty and leaders within the schools and colleges to determine strategies for the future, which continue to create better synergy between basic and translational research.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bradley Connors</td>
<td>PhD</td>
</tr>
<tr>
<td>Alfred Cheung</td>
<td>MD</td>
</tr>
<tr>
<td>Hary Cone</td>
<td>PhD</td>
</tr>
<tr>
<td>Mallie Cummins</td>
<td>PhD, RN</td>
</tr>
<tr>
<td>Mike Dean</td>
<td>MD, MBA</td>
</tr>
<tr>
<td>Will Dere</td>
<td>MD, FACP (Chair)</td>
</tr>
<tr>
<td>Renz D’Souza</td>
<td>DDS, MS, PhD</td>
</tr>
<tr>
<td>Julie Fritz</td>
<td>PhD, PT</td>
</tr>
<tr>
<td>Rachel Hess</td>
<td>MD, MS</td>
</tr>
<tr>
<td>Chris Hill</td>
<td>DPhil</td>
</tr>
<tr>
<td>Bridget Hughes</td>
<td>PhD</td>
</tr>
<tr>
<td>John Inadomi</td>
<td>MD</td>
</tr>
<tr>
<td>Peter Jensen</td>
<td>MBA</td>
</tr>
<tr>
<td>Grant Lasson</td>
<td>MBA</td>
</tr>
<tr>
<td>Satoshi Minoshima</td>
<td>MD, PhD</td>
</tr>
<tr>
<td>Randall Peterson</td>
<td>PhD</td>
</tr>
<tr>
<td>John Phillips</td>
<td>PhD</td>
</tr>
<tr>
<td>Matthew Radin</td>
<td>MD</td>
</tr>
</tbody>
</table>

HEALTH SCIENCES EDUCATION EXECUTIVE COUNCIL

The Health Sciences Academic Council provides vision, engagement, and stewardship for the U of U educational mission. Council membership includes educational leaders from every health science academic unit and the Office of the Senior Vice President. The council meets monthly to promote strategic educational alignment, advance education technology, and foster educational impact and transformation.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lea Eriksson</td>
<td>DDS, MSPH</td>
</tr>
<tr>
<td>Tim Farrell</td>
<td>MD</td>
</tr>
<tr>
<td>Mark Harris</td>
<td>MCHB, MPH</td>
</tr>
<tr>
<td>James Hassin</td>
<td>PhD</td>
</tr>
<tr>
<td>Chris Hill</td>
<td>DPhil</td>
</tr>
<tr>
<td>Wendy Hobson</td>
<td>Rohrer, MD (Chair)</td>
</tr>
<tr>
<td>Christy Jarvis</td>
<td>MLS</td>
</tr>
<tr>
<td>Sara Lamb</td>
<td>MD</td>
</tr>
<tr>
<td>Grant Lasson</td>
<td>MBA</td>
</tr>
<tr>
<td>Gwen Latendresse</td>
<td>PhD, FACNM</td>
</tr>
<tr>
<td>Karen Pasley</td>
<td>PhD</td>
</tr>
<tr>
<td>Jose Rodriguez</td>
<td>MD</td>
</tr>
<tr>
<td>Virginia Valentin</td>
<td>DRPH, PA-C</td>
</tr>
<tr>
<td>Kathy Welts</td>
<td>MPA</td>
</tr>
<tr>
<td>Rebecca Wilson</td>
<td>PhD, RN</td>
</tr>
</tbody>
</table>
The Office of the Associate Vice President for Health Equity, Diversity & Inclusion strives to create an inclusive climate throughout the University of Utah and U of U Health while also addressing education and health inequities that exist in our institution. Listening and working with departments to resolve the systemic oppression, microaggressions, and unconscious bias that pervade our educational and healthcare system is at the forefront of their work. In partnership with the University’s VP for Equity, Diversity, and Inclusion as well as the SOM Office for Health Equity, Diversity & Inclusion they are committed to helping the University chart a path forward by revolutionizing our practices and actions towards an equitable, inclusive, and anti-racist campus by:

- Inviting individuals to educate themselves on the historical oppression of people of color by providing tools to have the tough, uncomfortable, and necessary conversations to dismantle systems of inequality embedded in our society.
- Validating and acknowledging the experiences of those who have suffered racial injustice by publicly speaking up against anti-Black racism, discrimination, and bias.
- Analyzing and updating admissions policies to be more equitable to and inclusive of applicants of color, to truly reflect social justice by valuing the grit that underrepresented students demonstrate in their pursuit of higher education.
- Recruiting and retaining faculty and staff of color with intentional hiring policies and practices that cultivate a culture of belonging and inclusivity. Change comes with expanding academic excellence to include the talent of people of color.
- Providing underrepresented faculty, staff, and students with a path to senior leadership and support in that position.
- Ensuring all University-affiliated units keep individuals accountable for actions that perpetuate white privilege and systemic racism.
- Elevating the voices of those peacefully protesting by fighting for laws and policies that will provide liberation to underrepresented communities.

The office is home to several programs that invite participation in equity, inclusion, and anti-racist efforts. Some of these include:

- Women in Health, Medicine, & Science (WiHMS), which promotes faculty development for women at all career stages.
- Health Sciences LEAP (Learning, Engagement, Achievement, and Progress), a pipeline program that assists students interested in health-related careers.
- Patient Voice and Community Read, programs that highlight and educate on the health disparities faced by various communities and their intersectional identities from a primary perspective.
UNIVERSITY OF UTAH HEALTH HISTORY

The University of Utah’s health care legacy began in 1905, when its two-year medical program began with only 14 students, six professors, and a meager $10,000 budget. In 1910, the Carnegie Foundation’s Flexner Report gave the school an excellent assessment. Spurred by the glowing report, the program became a separate, two-year medical school in 1912. In 1942, it became a four-year school and recruited faculty from prominent and established national institutions. One of those recruits was renowned Johns Hopkins hematologist Maxwell Wintrobe, MD, PhD. Two years after his arrival, the National Institutes of Health awarded him its first-ever research grant, a $100,000 award to study hereditary and metabolic disorders.

Faculty and student clinical activities were conducted primarily at the Salt Lake County General Hospital until 1965, when University Medical Center opened its doors. Growth in scale and reputation has continued decade by decade, keeping up with the regional demand for health care services. Advances in clinical care, research, and education at University of Utah Health have continued to build an institution that now is a recognized leader locally, regionally, and nationally.

ADVANCING HEALTH AND SCIENCE

U OF U HEALTH IS RESPONSIBLE FOR MANY MEDICAL FIRSTS:

1944
- Nation’s first National Institutes of Health research grant (Maxwell Wintryrobe, MD, PhD)

1945
- Utah’s first open heart surgery (Russell M. Nelson, MD’47, PhD)

1946
- Region’s first neonatal intensive care unit

1947
- World’s largest population database, Utah Population Database, established

1948
- Nation’s first wearable artificial kidney (William Kelf, MD, PhD)

1949
- World’s first identification of BRCA1 (breast cancer and ovarian cancer gene).
- More than 50 additional genes discovered since.

1950
- Utah’s first level 1 trauma center established

1951
- World’s first comprehensive map of the retina’s neuron, aiding in treating retinitis pigmentosa and age-related macular degeneration (Moran Eye Center)

1955
- World’s first total artificial heart transplant (William DeVries, MD’70)

1956
- Utah’s first level trauma center opened

1957
- First in-human clinical trial of Percutaneous Osseointegrated Prosthesis (POP) device

1958
- Certified as region’s first primary stroke center

1959
- Huntsman Cancer Institute founded by Jan M. Huntsman and Ray White, PhD

1960
- Maria Cappecchi, PhD, awarded Nobel Prize in Physiology of Medicine

1961
- Utah’s first level 1 trauma center established

1962
- Nation’s first wearable artificial kidney

1963
- Utah’s first wearable artificial kidney

1964
- Utah’s first wearable artificial kidney

1965
- Utah’s first wearable artificial kidney

1966
- Utah’s first wearable artificial kidney

1967
- Utah’s first wearable artificial kidney

1968
- Utah’s first wearable artificial kidney

1969
- Utah’s first wearable artificial kidney

1970
- Utah’s first wearable artificial kidney

1971
- Utah’s first wearable artificial kidney

1972
- Utah’s first wearable artificial kidney

1973
- Utah’s first wearable artificial kidney

1974
- Utah’s first wearable artificial kidney

1975
- Utah’s first wearable artificial kidney

1976
- Utah’s first wearable artificial kidney

1977
- Utah’s first wearable artificial kidney

1978
- Utah’s first wearable artificial kidney

1979
- Utah’s first wearable artificial kidney

1980
- Utah’s first wearable artificial kidney

1981
- Utah’s first wearable artificial kidney

1982
- Utah’s first wearable artificial kidney

1983
- Utah’s first wearable artificial kidney

1984
- Utah’s first wearable artificial kidney

1985
- Utah’s first wearable artificial kidney

1986
- Utah’s first wearable artificial kidney

1987
- Utah’s first wearable artificial kidney

1988
- Utah’s first wearable artificial kidney

1989
- Utah’s first wearable artificial kidney

1990
- Utah’s first wearable artificial kidney

1991
- Utah’s first wearable artificial kidney

1992
- Utah’s first wearable artificial kidney

1993
- Utah’s first wearable artificial kidney

1994
- Utah’s first wearable artificial kidney

1995
- Utah’s first wearable artificial kidney

1996
- Utah’s first wearable artificial kidney

1997
- Utah’s first wearable artificial kidney

1998
- Utah’s first wearable artificial kidney

1999
- Utah’s first wearable artificial kidney

2000
- Utah’s first wearable artificial kidney

2001
- Utah’s first wearable artificial kidney

2002
- Utah’s first wearable artificial kidney

2003
- Utah’s first wearable artificial kidney

2004
- Utah’s first wearable artificial kidney

2005
- Utah’s first wearable artificial kidney

2006
- Utah’s first wearable artificial kidney

2007
- Utah’s first wearable artificial kidney

2008
- Utah’s first wearable artificial kidney

2009
- Utah’s first wearable artificial kidney

2010
- Utah’s first wearable artificial kidney

2011
- Utah’s first wearable artificial kidney

2012
- Utah’s first wearable artificial kidney

2013
- Utah’s first wearable artificial kidney

2014
- Utah’s first wearable artificial kidney

2015
- Utah’s first wearable artificial kidney

2016
- Utah’s first wearable artificial kidney

2017
- Utah’s first wearable artificial kidney

2018
- Utah’s first wearable artificial kidney

2019
- Utah’s first wearable artificial kidney

2020
- Utah’s first wearable artificial kidney

2021
- Utah’s first wearable artificial kidney

2022
- Utah’s first wearable artificial kidney
UNIVERSITY OF UTAH HEALTH TODAY

University of Utah Health is the only academic medical center in the state of Utah and provides patient care for the people of Utah, Idaho, Wyoming, Montana, western Colorado, and much of Nevada. It also serves as the training ground for the majority of the state’s physicians, nurses, pharmacists, therapists, and other health care professionals.

With an annual budget of $4.1 billion (FY19) U of U Health is comprised of:

- Five hospitals and 12 community health care centers
- University of Utah Medical Group with 1,700+ members
- Highly-ranked $373 million research enterprise
- Six schools and colleges, including the colleges of Health, Nursing, and Pharmacy, the Eccles Health Sciences Library, and the schools of Dentistry and Medicine
- 190,000+ member health plan, offering medical, mental health, and pharmacy benefits for fully insured and self-funded employer groups, individuals, and families, as well as Medicare and Medicaid
- ARUP Laboratories, one of the nation’s largest reference laboratories
- Numerous institutes and centers reflecting the health system’s strengths in oncology, cardiology, diabetes treatment, genetics, ophthalmology, orthopaedics, neuroscience, psychiatry, precision medicine, population health, and global health

Excellence in patient care, education, and research—all in service to the community—is vital to our overall mission. Staffed by more than 20,000 employees, U of U Health is recognized nationally as a transformative health care system and regionally as a provider of world-class care.
Health care is undergoing profound and rapid changes. University of Utah Health sees this transformation as an opportunity to lead. U of U Health leads the nation in delivering compassionate, quality health care through innovative care. We have developed an innovative care system that is accountable for outcomes and leads education and discovery across a singular academic enterprise.

For 10 consecutive years, U of U Health ranks among the nation’s top 10 academic hospitals for quality. This means that its medical and allied professional students train in one of the best clinical environments in the nation. It also signifies that patients have better access to care, fewer complications, better survival, improved communication, shorter stays, and fewer readmissions. Only one other academic medical center, Mayo Clinic, has matched U of U Health’s 10-year quality record as ranked by Vizient.

At U of U Health, transparency is more than a buzzword. In 2012, it became the first health system in the nation to publish patient satisfaction results and comments online for the world to see. Since then, hundreds of other health care systems have followed suit, using transparency to improve patient experiences nationwide. Patients value this information, and providers push one another to improve patient experiences and outcomes.

In 2019, Centers for Medicare & Medicaid Services Administrator Seema Verma named U of U Health one of three exemplary health systems nationwide for voluntarily taking steps to promote price transparency for their patients.

Source: Vizient, Inc.
U of U Health is building a culture of value that can be modeled for its students and emulated by other health care systems. We first worked to understand and control health care costs in relation to quality outcomes. The Value-Driven Outcomes (VDO) tool developed at the University of Utah allows providers to examine costs against outcomes. VDO provides a detailed view for every patient, every provider, and every episode of care. Additionally, we continue to implement and improve the Patient Reported Outcomes (PRO) tool, which integrates the patient voice into our definition of quality outcomes.

U of U Health established itself as one of the nation’s highest value academic medical centers. We have been a top performer in quality, safety, and caring, and are now positioning ourselves to be directly accountable for the outcomes our patients’ experience.

A highly collaborative system, U of U Health is uniquely equipped to transform health care in Utah, which already is one of the healthiest states in the nation. This fact gives the institution an unmatched capacity to innovate health care. By engaging the strengths of the entire institution—clinical, research, and education, including academic peers across the entire university—we can innovate care delivery and model improvements for other health centers in the U.S.
ADDRESSING SOCIAL DETERMINANTS OF HEALTH

A significant advancement in modern health care is the deeper understanding of how social conditions—economic, social, educational, and natural environments—can impact health. University of Utah Health understands that treating patients includes treating societal problems. We consider community engagement to be as much of a core mission as clinical care, research, and education.

CARNEGIE COMMUNITY ENGAGEMENT CLASSIFICATION

In 2020, the University of Utah became one of 359 U.S. colleges and universities to hold the Carnegie Community Engagement Classification, an elective designation that indicates institutional commitment to community engagement. This classification was awarded following a rigorous process of self-study by each institution and assessed by a national review committee.

Every 10 years, the Carnegie Foundation evaluates community engagement in several dimensions. The Carnegie Community Engagement Classification has been the leading framework for institutional assessment and recognition of community engagement in U.S. higher education for the past 14 years with regular classification cycles. The University of Utah received initial designation in 2010, and again in 2020.

The self-study report highlighted the strong role of interprofessional education at U of U Health; the wide variety of community programming provided, including arts, education, and engineering, health programs, and more. A key goal of all programming is reaching individuals and communities that are traditionally underserved and developing strong community partnerships to assure engagement work is meaningful and sustainable.

HEALTHCARE ANCHOR NETWORK

U of U Health recognizes the importance of working side-by-side with communities to address social, economic, and environmental disparities. In 2019, we joined the Healthcare Anchor Network (HAN), a group of more than 40 hospitals and health systems across the country that collaborate to build inclusive, local economies. Collectively, HAN members are setting institutional priorities to improve community health and well-being by leveraging all their assets—including hiring, purchasing, and investment—for equitable, local economic impact.

Members share best practices and redirect them to building and investing within their communities by creating more local jobs and empowering minority and female-owned businesses.

Joining HAN provides a strategic opportunity for U of U Health to collaborate with and learn from other member institutions across the nation, including seven medical schools.

All figures are FY19 unless otherwise indicated.
Our community engagement includes: providing education and screening to prevent widespread chronic illness; adding more practitioners and facilities for mental health, reducing opioid and other prescription addiction; improving the air we breathe; and providing access to health care in rural communities.

DIABETES
In 2017, in partnership with the Larry H. and Gail Miller Family Foundation, U of U Health launched an interdisciplinary initiative called Driving Out Diabetes (DODI), a Larry H. Miller Family Wellness Initiative to battle diabetes in the state of Utah and across the region. The program provides education and prevention outreach, supports innovations in clinical care, and funds cutting-edge research.

Through DODI, we are educating Utah residents of all ages about diabetes and the benefits of healthy lifestyle choices, taking this message to where people learn, work, pray, and play. We identify people with a higher chance of developing diabetes and target them for primary diabetes prevention strategies. The program delivers new models of clinical care to those who already have diabetes to help them better manage their health and prevent complications. It invests in innovative research to discover scientific breakthroughs that will lead to improved treatments—and eventually cures—for people with diabetes in Utah and beyond. DODI integrates and leverages strengths in the Office of Wellness & Integrative Health, School of Medicine, College of Health, and the Diabetes and Metabolism Research Center.

To provide access to information and education about diabetes and other chronic conditions, DODI goes directly into underserved neighborhoods. A specially designed 40-foot RV called The Wellness Bus offers a private and confidential place for health and wellness counseling, chronic disease screening, and nutrition education. In the first two years of this program, more than 3,200 people were screened on the bus. U of U Health staff aboard the bus also provide referrals to social services.

MENTAL HEALTH
University of Utah Health will enhance its role as a national leader in mental health delivery with the help of a $150 million gift to establish the new Huntsman Mental Health Institute (HMHI). The 2019 donation from the Huntsman Family Foundation builds on a respected program based at the University Neuropsychiatric Institute (UNI). The HMHI focuses on improving mental health resources for young adults and in underserved communities, advancing research for better mental health treatment, and identifying the genetic basis of mental health conditions.

Giving Access to Everyone (GATE) is a web-based mental health program extending mental health services to children and adults through patient-centered consultations between primary care physicians and psychiatrists. It provides high-quality care to families while lowering costs and maintaining the majority of treatment within the primary care setting.

Through UNI, we teamed up with Salt Lake County, Optum Salt Lake County, and Utah Division of Substance Abuse and Mental Health to provide a crisis and warm call line to keep our family members, friends, and neighbors safe statewide 24 hours a day, year round. The crisis line is also Utah’s hub for the National Suicide Prevention Lifeline. Licensed crisis clinicians provide prompt, compassionate assessment, intervention, and referral services. The lines take nearly 100,000 calls annually. Additionally, Mobile Crisis Outreach Teams average 57 in-person crisis assessments per week.

UNI also contributed to the development of a mobile app now in wide use across the state. The SafeUT Crisis Text and Tip Line was specifically designed for school students. Staffed by licensed U of U Health crisis clinicians, SafeUT is free, confidential, and available 24/7.

The Download on SafeUT

Data Timeline: Mar. 1, 2018–Mar. 31, 2019

Top 5 Tip Topics

- Suicide: 2,310
- Bullying: 1,993
- Depression: 1,191
- Drugs: 938
- Cutting: 837

Tips: School safety and mental health concerns that are immediately sent to both SafeUT staff and the school to evaluate.

Potential School Threats:
Tip topics include: planned school attack, explosives, weapons, guns, and knives.

307 unique instances resulting in the generation of 464 tips.
System Summary

OPIOID ADDICTION
Better alternatives for treating pain and better services to treat addiction are part of our community outreach effort. The Program for Addiction Research, Clinical Care, Knowledge, and Advocacy (PARCKA) improves access and quality of health care for those with addictions or otherwise medically vulnerable. PARCKA provides an interdisciplinary approach to addiction-related clinical care, advocacy, research, and education. The University’s Community Physician Group implemented a comprehensive opioid prescribing program in 2016 that has resulted in a 49.6 percent decrease in the number of opioid prescriptions; an approximately 26 percent drop in the number of high dose prescriptions in the past year; and a precipitous drop in prescriptions of dangerous combinations of medications with opioids, with only 0.02 percent of all empaneled patients receiving such risky combinations. Research targeting the opioid epidemic includes a grant by the National Institutes of Health to explore the effects of cannabinoids in pain management and a pilot study to evaluate whether integrating a pharmacist within the primary care team could reduce opioid prescriptions to at-risk patients.

U of U Health offers a free 30-day opioid recovery program in which caseworkers help patients with a long-term treatment plan. The Substance Use in Pregnancy Recovery Addiction Dependence Clinic (SUPeRAD) serves post-partum women who are actively using any substance or are in recovery for any addiction. To prevent the misuse and abuse of prescription drugs, U of U Health pharmacies offers 13 convenient locations where patients can safely dispose of unused prescription medications. An average of 500 pounds of unused medications are safely disposed every month.

AIR QUALITY
The University of Utah is taking on a community issue that affects everyone living along the Wasatch Front: bad air quality. Polluted air is associated with pneumonia and other health problems and adversely affects quality of life. The University is committed to cleaning the air so it matches the natural beauty and health of our state. Most of Utah’s population is concentrated along the long and narrow Wasatch Front, surrounded by towering mountains. Unfortunately, the landscape is sometimes obscured by wintertime inversions and summertime ozone. Salt Lake City is the 14th most polluted city for ozone and eighth most polluted for short-term particulate pollution, according to the American Lung Association. Scholars at our leading research university are determined to change that and thereby improve lives.

In 2019, the university hosted the first in a series of multidisciplinary symposia on Utah’s air quality. At “The Air We Breathe” symposium, the objective was to build connections among researchers across campus, catalyze new collaborations and communicate findings. More than 180 participants from 14 departments shared more than 50 exhibits showing a vast array of research from faculty, staff, and students. The breadth and depth of efforts to improve air quality is just beginning.

RURAL HEALTH CARE
Fifteen percent of Utah residents live in rural and frontier areas of the state. At the same time, only 7.9 percent of physicians practice in those locations. With Utah’s population growing at a rapid rate, a disproportionate distribution of providers—about 19 physicians per year—are needed to replace retiring providers in rural and underserved areas to ensure that health care resources are distributed adequately. U of U Health is committed to providing physicians where they are needed. University of Utah School of Medicine’s Rural & Underserved Utah Training Experience (RUUTE) addresses the shortage of medical resources in several ways. An outgrowth of the Utah Rural Outreach Program (UROP), the Little RUUTE’s program, and the RUUTE Undergraduate Ambassador program, RUUTE engages medical students in visiting elementary and high schools in rural parts of the state to increase awareness of and interest in health careers and education. RUUTE also recruits rural physicians to act as clinical preceptors, giving medical students opportunities to train and work in rural settings for up to six weeks. In return, the preceptors become adjunct faculty and receive access to resources in a state-of-the-art academic health system.
ECONOMIC CONTRIBUTION

In May 2020, the Kem C. Gardner Policy Institute released a study showing that University of Utah’s patient care, training, and research make a significant economic contribution in Utah and help people live healthier lives. Our tier 1 research institution directly and indirectly supported 47,500 jobs, $3.0 billion in earnings, and $3.9 billion in the Utah economy. More than a third of U of U Health clinical revenue comes from out-of-state revenue sources, representing new money in Utah’s economy.

U of U Health Economic Contribution Summary, FY 2019
($ Billions)

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs (47,500)</td>
<td>2.4%</td>
</tr>
<tr>
<td>Earnings ($3.0 Billion)</td>
<td>3.1%</td>
</tr>
<tr>
<td>GDP ($3.9 Billion)</td>
<td>2.3%</td>
</tr>
<tr>
<td>Output ($6.0 Billion)</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

Source: Kem C. Gardner Policy Institute analysis of University of Utah data using IMPLAN 2017

U of U Health Revenue by Origin, FY2019

IN-STATE 60.7%
OUT-OF-STATE 39.3%

Source: Kem C. Gardner Policy Institute analysis of University of Utah data
### System Summary

**WORLD-CLASS CARE FOR OUR COMMUNITY**

- **$190.6M** in uncompensated care
- **2M** patient visits
- **$2.1B** university hospitals and clinics budget

#### ACCESS

- **5** hospitals
- **748** beds
- **10%+** of the continental U.S.
- **81** telehealth sites
- **12** community health centers
- **8** armed bases
- **22** regional partners

#### PATIENTS FIRST

- **Top 10 for 10** inpatient quality ranking
  - Top 10 in the nation for 10 years running
- **Top 5 for 5** outpatient quality ranking
  - Top 5 in the nation for 5 years running

#### SPECIALTY CARE

- **200** specialties
- **650+** subspecialties
- **Utah’s 1st level I trauma center**
- **Region’s only stroke and burn treatment centers**
- **20K+** faculty and staff

**NATIONAL DISTINCTION IN CLINICAL CARE**

- **Only Academic Medical Center in 5 Mountain West States:** Serves patients in frontier, rural, and urban areas that cover 10 percent of the continental U.S., offering care in more than 200 specialties, with 81 telemedicine sites across the region and 5 hospitals, 12 community health centers, and 22 regional partners.

- **Nationally Ranked:** Top 10 national ranking for 10 years in a row for quality health care among leading academic medical centers (Vizient, Inc. Quality Leadership Award). Ranked No. 4 in quality and safety nationally in 2019. Only Mayo Clinic has been ranked in the top 10 as long. Also ranked top 5 for five years in a row for ambulatory care.

- **No. 1 in Utah:** For the sixth consecutive year, U.S. News & World Report ranked University of Utah Hospital the top hospital in Utah. Additionally, the orthopaedic specialty at University of Utah Health is ranked No. 50 in the country.

- **Affordable Health Care:** Utah comes out on top nationally for affordable health care (Kaiser Family Foundation). No other state spends less per capita on health care, and few register higher on the wellness meter (United Health Foundation).

- **Promoting a Healthy State:** The state has one of the healthiest populations in the nation (United Health Foundation).

- **First to Post Online Physician Reviews:** Recognized by The New York Times, Harvard Business Review, and The Economist as the first health system in the nation to publish online physician reviews. Hundreds of other systems have followed suit, including Stanford, Piedmont, Wake Forest, Geisinger, and Intermountain Healthcare, among others.

- **Top in Patient Satisfaction:** Nearly 40 percent of our clinical providers rank in the top 10 percent for patient satisfaction, nationwide. More than three-fourths of those are in the top 1 percent.

- **High-Value Health System:** Thanks to the development of an analytic cost management system, University of Utah Health has been able to control costs while improving patient care, a front-page story in The New York Times in 2015.

- **Top Medicare Rating in Utah:** University of Utah Hospital received a 4-out-of-5-star quality rating from the Centers for Medicare and Medicaid Services.

- **Home to Huntsman Cancer Institute:** In 2020, the National Cancer Institute renewed the designation of Huntsman Cancer Institute (HCI) as a Comprehensive Cancer Center, the highest federal rank possible for a cancer research organization. The grant awards HCI more than $29 million over seven years, an increase of 84 percent in annual funding from the previous award cycle. HCI is the only cancer institute in the region with this designation.

All figures are FY19 unless otherwise indicated.
University of Utah Health Hospitals and Clinics is staffed by more than 5,000 practicing clinicians, including 1,700 physicians who support five hospitals (University of Utah Hospital, Huntsman Cancer Institute, University of Utah Neuropsychiatric Institute, University Orthopaedic Center, and the Craig H. Neilsen Rehabilitation Hospital), 12 community health centers, nine urgent care locations; and numerous specialty centers for cardiology, gastroenterology, cancer, men’s and women’s health, fertility services, orthopaedics, and surgery. U of U physicians also provide all the care for pediatric patients through a joint venture with the Intermountain Healthcare-operated Primary Children’s Hospital on campus.

Surge, Recovery and Prosper

Exceptional Patient Experience

- System benchmarked exceptional patient experience

Quality

- Improve hospital-based safety outcomes

Financial Strength

- Improve value by lowering cost and increasing efficiency

Value Road Map FY21

Surge, Recovery and Prosper

The University of Utah Health continues to focus on three areas of delivering the highest value of care to our patients, community, and employees: exceptional patient experience, quality, and financial strength.

Key highlights include:

- Being in the top 10 in academic medical center quality rankings for 10 consecutive years and top five in ambulatory care for five consecutive years (Vizient, Inc.)
- Enhancing ambulatory and inpatient visit experience and coordination
- Expanding online scheduling and appointment reminder text messaging
- Increasing MyChart enrollment and usage
- Improving provider satisfaction and wellness
- Developing workforce planning and real-time tracking tools
- Increasing health plan enrollment
- Expanding Virtual Visits online urgent care

Measures for each goal were defined through collaborative efforts with leaders across the health system.
Thomas L. Miller, MD  
Chief Medical Officer  
University of Utah Health Hospitals and Clinics  
———  
Tom Miller is the chief medical officer for U of U Health and the executive director for the ambulatory clinics. As a member of the University of Utah Hospital administrative team, Miller is responsible for overseeing all executive and clinical medical issues of the hospital. He is also a practicing and teaching clinician in the Division of General Medicine, Department of Medicine at the University of Utah School of Medicine. Miller received an MD from George Washington University in Washington, DC. He completed residency and chief residency in internal medicine at the University of Utah’s Department of Medicine in 1992.

Tracey Nixon, MSN  
Chief Nursing Officer  
University of Utah Health Hospitals and Clinics  
———  
As chief nursing officer, Tracey Nixon provides leadership for nursing and advocates for patients and staff across the hospital system. With a tenure of nearly 15 years at U of U Health, she has a background in critical care nursing and has led nursing teams in capacity management, cardiovascular services, and critical care units. Nixon and the capacity management nursing team have been recognized nationally for their work to improve the flow of patients through the hospital. Before joining U of U Health, she was a project professional in the engineering and construction industries. Nixon received an MSN in nursing from the University of Utah and is a member of the American Organization for Nurse Leadership and the American College of Healthcare Executives.

Charlton Park, MBA, MHSM  
Chief Financial Officer  
Chief Analytics Officer  
University of Utah Health Hospitals and Clinics  
———  
Charlton Park is the chief financial officer and chief analytics officer for U of U Health Hospitals and Clinics. Park oversees the financial planning, budgeting, general accounting, operational and capital financial planning, analytics, and revenue cycle functions. He has played an important role in the development of various integration models across several clinical programs, using financial and clinical data to increase collaboration and alignment between physician specialties and the hospital. Charlton also played a key role in developing the Value Driven Outcomes (VDO) tool, which provides accurate, actionable cost accounting and outcomes information at the patient visit level. Charlton received an MBA and a Master of Health Sector Management from Arizona State University.
University of Utah Medical Group (UUMG) is among the largest academic practices in the country, representing 1,700 physicians and many advanced practice clinicians. We deliver clinical care in more than 200 specialties and train the clinical workforce of the Mountain West region and beyond. UUMG is a strategic partner within U of U Health, providing tertiary care for the region, population health for the Wasatch Front, and care for the underserved. Members improve care by implementing value-driven strategies, innovating new standards of practice, and integrating patient-centered care. UUMG leads clinical and business operations, contracting and payer relations, and advanced data analytics.

Edward B. Clark, MD
Associate Vice President, Clinical Affairs
President, University of Utah Medical Group

Dayle Benson, DHA
Chief of Staff of Clinical Affairs
Executive Director, University of Utah Medical Group

As chief of staff of clinical affairs for the University of Utah Medical Group, Dayle Benson focuses on clinical partnerships, care delivery models, workforce needs, clinical innovations, and clinical vision and strategy. As Executive Director, Benson leads clinical and business operations, contracting and payer relations, advanced data analytics, workforce needs, and population health strategies. During her tenure, the Medical Group has grown to over a half billion in clinical revenue and achieved best practice performance.

John Bohnsack, MD
Chief, Division of Allergy, Immunology, and Pediatric Rheumatology
Vice Chair of Clinical Enterprise, Department of Pediatrics

John Bohnsack is professor and chief of the Division of Allergy, Immunology and Pediatric Rheumatology. Bohnsack also serves as vice chair of the Department of Pediatrics for the clinical enterprise. He graduated from Yale College and received his medical degree from the University of Virginia. He trained in pediatrics at the University of Washington, and then did successive fellowships at the University of Washington, the intramural program of the National Institutes of Health, and Scripps Research Institute. He joined Utah’s faculty in 1988.

Sarah Sherer, MSHR, SPHR
Chief Human Resources Officer
University of Utah Health Hospitals and Clinics

As Chief Human Resources Officer for U of U Health Hospitals and Clinics, Sarah Sherer works with her team to focus on people-first strategies. The HR division supports over 13,000 employees and works diligently to foster an environment of respect, strategic collaboration, and innovation. Sherer is passionate about building relationships that help move the mission of top quality of care for patients forward, all while empowering leaders to support and grow their teams. She received a Master’s of Human Resources Management from Southern New Hampshire University.

Linda Tyler, PharmD, FASHP
Chief Pharmacy Officer, University of Utah Health Hospitals and Clinics
Associate Dean, College of Pharmacy

Linda Tyler is responsible for the comprehensive pharmacy services of five hospitals, four infusion services, and 14 retail pharmacies, as well as ambulatory clinical services and the University of Utah Drug Information Service. She also serves as residency program director for the two-year combined health system pharmacy administration residency and MS degree program. She has served as the senior pharmacy leader for U of U Health since 2008. Tyler completed a PharmD degree at the University of Utah and completed a residency in pharmacy practice at University of Nebraska Medical Center.

Chad Westover, MPA
Chief Executive Officer
University of Utah Health Plans

Chad Westover is responsible for the fiscal, operational, legislative, regulatory, and human resources objectives of the health plan. He also leads quality improvement and providing services to the members we serve. Westover joined U of U Health in 2015. Previously, he was the president of Molina Healthcare of Utah. Westover was the inaugural director of the Utah Children’s Health Insurance Program (CHIP) and was responsible for health insurance access initiatives for the Utah Department of Health. Other stops in his career include serving as a health policy consultant for Utah Governor Mike Leavitt and as vice president of business development at Anthem, Inc. Westover received an MPA at Brigham Young University.

LEADERSHIP—UNIVERSITY OF UTAH HEALTH PLANS
### Chief Value Officers

Chief Value Officers (CVO) are physician leaders embedded in departments and service lines throughout the health system. They are the champions of health care value in their areas and lead improvements in quality, cost, and service. CVOs are a critical component in U of U Health’s transformational effort to create more value in health care and provide better, more affordable care to patients.

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yoshimi Anzai, MD, MPH</td>
<td>Quality</td>
</tr>
<tr>
<td>James Ashworth, MD</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>Susan Baggaley, FNP-BC, MSN</td>
<td>Neurology</td>
</tr>
<tr>
<td>John Barrett, MD</td>
<td>Community Physician Group</td>
</tr>
<tr>
<td>John Bohnsack, MD</td>
<td>Ambulatory Health/Medical Group</td>
</tr>
<tr>
<td>Karen Buchi, MD, FAAP</td>
<td>Pediatrics</td>
</tr>
<tr>
<td>Benjamin Chortkoff, MD</td>
<td>Anesthesiology</td>
</tr>
<tr>
<td>Mark Eliason, MD</td>
<td>Dermatology</td>
</tr>
<tr>
<td>Erin Fox, MD</td>
<td>Pharmacy</td>
</tr>
<tr>
<td>Alexandra Flis, MD</td>
<td>Rehabilitation</td>
</tr>
<tr>
<td>Robert Glasgow, MD</td>
<td>Surgery</td>
</tr>
<tr>
<td>Patrick Greis, MD</td>
<td>Orthopaedics</td>
</tr>
<tr>
<td>Ying Hitchcock, MD</td>
<td>Radiation Oncology</td>
</tr>
<tr>
<td>Christy Hopkins, MD</td>
<td>Emergency Medicine</td>
</tr>
<tr>
<td>Troy Hutchins, MD</td>
<td>Radiology</td>
</tr>
<tr>
<td>Anne Kennedy, MB, BCh, BAO</td>
<td>Radiology</td>
</tr>
<tr>
<td>Bernadette Kiraly, MD</td>
<td>Family &amp; Preventive Medicine</td>
</tr>
<tr>
<td>Amy Locke, MD, FAAFP</td>
<td>Resiliency Center</td>
</tr>
<tr>
<td>Jeanmarie Mayer, MD</td>
<td>Infection Prevention</td>
</tr>
<tr>
<td>Rachele McCarthy, MD</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>Ryan Metcalf, MD</td>
<td>Pathology</td>
</tr>
<tr>
<td>Tom Miller, MD</td>
<td>Internal Medicine</td>
</tr>
<tr>
<td>Ellen Morrow, MD</td>
<td>Resiliency Center</td>
</tr>
<tr>
<td>Richard Orlandi, MD</td>
<td>Ambulatory Health</td>
</tr>
<tr>
<td>Lauren Pearson, DO, MPH</td>
<td>Pathology</td>
</tr>
<tr>
<td>Christopher Pelt, MD</td>
<td>Orthopaedics</td>
</tr>
<tr>
<td>Bob Pendleton, MD</td>
<td>Quality</td>
</tr>
<tr>
<td>Vivek Reddy, MD, MMM</td>
<td>Neurology</td>
</tr>
<tr>
<td>John Rolston, MD, PhD</td>
<td>Neurosurgery</td>
</tr>
<tr>
<td>Derek Sakata, MD</td>
<td>Anesthesiology</td>
</tr>
<tr>
<td>Marybeth Scholand, MD</td>
<td>OBGYN</td>
</tr>
<tr>
<td>Howard Sharp, MD</td>
<td>OBGYN</td>
</tr>
<tr>
<td>Philipp Taussky, MD</td>
<td>Neurosurgery</td>
</tr>
<tr>
<td>Jennifer Van Horn, MD</td>
<td>OBGYN</td>
</tr>
<tr>
<td>Tom Varghese, MD</td>
<td>Huntsman Cancer Institute</td>
</tr>
<tr>
<td>Russell Vinik, MD</td>
<td>Medical Utilization</td>
</tr>
<tr>
<td>Nathan Wanner, MD</td>
<td>Internal Medicine</td>
</tr>
<tr>
<td>Maia Hightower, MD, MPH, MBA</td>
<td>Medical Information</td>
</tr>
<tr>
<td>Norm Zabriskie, MD</td>
<td>Ophthalmology</td>
</tr>
</tbody>
</table>
AWARDS AND RECOGNITION

Top 10 in Quality for 10 Years Running
For 10 consecutive years, Vizient Inc. has ranked University of Utah Health in the nation’s top 10 for quality health care among leading academic medical centers. U of U Health ranked No. 4 in the nation in 2019, and achieved the No. 1 ranking in 2010 and 2016.

Top 5 in Ambulatory Care for 5 Years Running
U of U Health has also ranked in the top five for ambulatory care for five consecutive years. The 2019 Vizient Ambulatory Care Quality and Accountability Award measures the quality of outpatient care in five domains: access to care, quality, efficiency, continuum of care, and equity.

2019–2020 U.S. News & World Report Best Hospital Rankings
For the sixth consecutive year, University of Utah Hospital ranked No. 1 in Utah and in the Salt Lake City metro area. Additionally, the orthopedic specialty at U of U Health is ranked No. 50 in the country.

U.S. News also rated U of U Health “High Performing” in the following areas:
- Abdominal Aortic Aneurysm Repair
- Cancer
- Colon Cancer Surgery
- Heart Bypass Surgery
- Heart Failure
- Hip Replacement
- Knee Replacement
- Lung Cancer Surgery
- Ophthalmology
- Urology

Forbes Magazine List of Best Employers
For the second year running, Forbes recognized University of Utah Health as one of America’s Best Employers. U of U Health was the only health care provider in Utah and one of only two Utah organizations to be recognized by Forbes with this prestigious honor in 2019. A company’s score is determined by direct employee feedback and a public perception score.

Most Wired Hospital for 6 Years Running
For the sixth consecutive year, University of Utah Hospital was recognized among CHIME Healthcare’s Most Wired Hospitals for effectively applying care and advanced technologies into its clinical and business programs to improve health and care in its communities. U of U Health earned a Level 8 certification for both inpatient and ambulatory care.

National Cancer Institute’s Comprehensive Cancer Center Status
In 2020, the National Cancer Institute (NCI) renewed the designation of Huntsman Cancer Institute (HCI) as a Comprehensive Cancer Center. An NCI-designated Comprehensive Cancer Center must demonstrate depth and breadth of cancer research, as well as substantial transdisciplinary research that bridges these scientific areas and changes cancer care. HCI is the only cancer center in the region with this designation.

Centers for Medicare and Medicaid Services (CMS): 4-Star Quality Rating, Top Medicare Rating in Utah
In its annual quality rankings of hospitals, CMS awarded University of Utah Hospital four out of five stars, the highest ranking in Utah. CMS’s Hospital Compare ranking says University of Utah Hospital performs above the national average when it comes to safety of care, readmission rates, patient experience, effectiveness of care, and efficient use of medical imaging.

IBM Watson Top 100 Hospitals
In 2019, IBM Watson Health recognized University of Utah Health among 100 top-performing hospitals in the U.S. based on a balanced scorecard using publicly available data for clinical, operational, and patient satisfaction metrics. The annual study found that top-performing hospitals provide better care at lower cost and higher profit margins than peer group hospitals.

Forbes Magazine List of Best Employers
For the second year running, Forbes recognized University of Utah Health as one of America’s Best Employers. U of U Health was the only health care provider in Utah and one of only two Utah organizations to be recognized by Forbes with this prestigious honor in 2019. A company’s score is determined by direct employee feedback and a public perception score.
UNIVERSITY OF UTAH HOSPITAL

University of Utah Hospital includes a Level I trauma center and the region’s only comprehensive burn center. It is equipped to treat any patient with high-quality, high-value, cutting-edge care extending across the entire continuum, from birth to end of life. University Hospital has been ranked by U.S. News & World Report as the No. 1 hospital in Utah for the last six years in a row.

HUNTSMAN CANCER INSTITUTE

Huntsman Cancer Institute (HCI) at the University of Utah is the Mountain West region’s premier cancer treatment center. In 2020, the National Cancer Institute renewed the designation of HCI as a Comprehensive Cancer Center, the highest federal rank possible for a cancer research organization. HCI is the only cancer center in the region with this designation. It is also a member of the National Comprehensive Cancer Network (NCCN), a not-for-profit alliance of the world’s leading cancer centers.

UNIVERSITY ORTHOPAEDIC CENTER

The University Orthopaedic Center is the only full-service specialty center of its kind in the Mountain West. Services include the latest in sports medicine; total joint, knee, and hip replacement; pediatric orthopaedics; spinal disorders; trauma; and physical therapy. Orthopaedic specialty care can also be found at U of U Health’s Farmington, Madsen, Redwood, South Jordan, and Sugar House Health Centers.

UNIVERSITY NEUROPSYCHIATRIC INSTITUTE/HUNTSMAN MENTAL HEALTH INSTITUTE

University Neuropsychiatric Institute (UNI) is a highly regarded behavioral health facility serving patients in Utah and the Mountain West. Specialists treat conditions like anxiety, eating disorders, major depression, mood disorders, personality disorders, schizophrenia, and substance use disorders. UNI clinical services range from community crisis intervention services, inpatient hospital, day treatment programs and outpatient services. UNI continues score above the 90th percent in Press Ganey’s patient satisfaction rankings.

With a $150 million gift from the Huntsman Family Foundation, UNI is increasing access to care for those most in need, while enhancing mental health research and recruiting the best and brightest mental health specialists to University of Utah Health.

CLINICAL REACH

SERVING 10 PERCENT OF THE CONTINENTAL U.S.

U of U Health serves the urban, rural, and frontier communities of the Mountain West region with some of the highest quality care in the nation. Its clinical footprint covers roughly 10 percent of the total area of the continental U.S.
CARDIOVASCULAR CENTER
Cardiovascular Center services include heart care, heart surgery, and treatment for all types of heart disease. Specialties include cardiology, cardiothoracic surgery, and vascular surgery. Treatment is patient-focused with customized plans to fit individual needs, including research into specialized conditions that are not treated elsewhere. In 1982, University of Utah made history when surgeons implanted the first total artificial heart in a human. Other notable advances include beta-blocker therapy for heart failure, treatment of myocarditis, as well as discovering the genetic bases of long QT syndrome, Williams syndrome, and hereditary hemorrhagic telangiectasia.

U of U Health’s Division of Cardiovascular Medicine currently leads the world in using cardiac magnetic resonance imaging to plan the management of atrial fibrillation and the use of left ventricular assist devices to recover the failing heart.

CLINICAL NEUROSCIENCES CENTER
The Clinical Neurosciences Center (CNC) creates customized treatment and prevention plans for patients. Working with the departments of neurology, neurosurgery, and radiology at the University of Utah School of Medicine, the CNC team seeks tomorrow’s answers to today’s medical mysteries through research. They also work to heal individuals currently fighting life’s greatest medical challenges and to train the next generation of medical providers. Because many neurological disorders and diseases can be avoided or slowed by early treatment and diagnosis, CNC promotes public awareness and education about prevention practices through community events and support groups.

JOHN A. MORAN EYE CENTER
The John A. Moran Eye Center at the University of Utah is the most comprehensive ophthalmology center in the Mountain West, with specialties in neuro-ophthalmology, uveitis, and pediatrics. Performing nearly 7,000 surgeries and more than 150,000 clinic visits each year, Moran ranks among the country’s top 10 hospitals for ophthalmic care and has placed among the nation’s top 10 institutions receiving National Institutes of Health funding.

A highly competitive residency program offers extensive surgical experience. Moran has one of the most comprehensive patient support programs in the nation. Its Global Outreach Division is the only program of its kind at an academic medical center, working to develop sustainable eye care around the globe.

CRAIG H. NEILSEN REHABILITATION HOSPITAL
The new Craig H. Neilsen Rehabilitation Hospital blends hospitality with state-of-the-art care and innovation. Every touchpoint leverages our mission of transforming lives through excellence in research, technology, and clinical care while reflecting our vision of reimagining, reinventing, and rebuilding. We’re setting a new standard across the Mountain West and beyond. As the preeminent destination for patients recovering from life-altering injuries and conditions, the hospital focuses on preserving, enhancing, and restoring function through the dedicated work of our therapy, nursing, and medical teams. Our world-renowned specialists support patients on their rehabilitation journey to wellness and independence. We are home to the only CARF accredited inpatient and outpatient rehabilitation program in Utah.
UTAH DIABETES & ENDOCRINOLOGY CENTER
The Utah Diabetes and Endocrinology Center (UDEC) is the only facility for comprehensive and continuous diabetes care and management in Utah and the Mountain West region. For diabetes patients, UDEC helps reduce complications and suffering with the end goal of ultimately preventing diabetes. For patients with other endocrinology disorders, including nodules in the endocrine system, it offers specialty care and individualized treatment plans that focus on the patient’s needs. The UDEC is also a research facility consistently applying the newest findings in the field of diabetes management and care. The Larry H. and Gail Miller Family Foundation donated $5.3 million to launch Driving Out Diabetes, a Larry H. Miller Family Foundation Wellness Initiative. This partnership between the foundation and U of U Health provides education and diabetes complications screening to help those who have diabetes better manage their disease and improve their health.

ARUP LABORATORIES
ARUP Laboratories is a national clinical and anatomic pathology reference laboratory and a non-profit enterprise of the University of Utah and its Department of Pathology. Known for its quality, service, and depth of expertise, ARUP offers in excess of 3,500 tests and test combinations, ranging from routine screening tests to highly specialized laboratory tests. The faculty-led laboratory operates 24/7 with more than 4,000 employees and volumes exceeding 55,000 samples per day. It serves more than 50 percent of the nation’s university medical centers, pediatric hospitals, and teaching hospitals.

The pathology department and ARUP also collect and provide blood and transfusion services for University of Utah Hospitals and Clinics, Primary Children’s Medical Center, Huntsman Cancer Institute, and Shriners Hospital for Children. With department faculty based at Huntsman Cancer Institute, ARUP evaluates around 40,000 surgical pathology and more than 40,000 cytology cases annually. Its broad research portfolio includes extensive scholarship in diagnostic medicine and cancer pathogenesis. In 2019, ARUP contributed $690 million in revenue and tested more than 17 million specimens, impacting the care of nearly 14 million patients.

NEW FACILITIES
University of Utah Health’s Campus Transformation project continues to bring new levels of access and care to patients. 2019 and 2020 were milestone years with the opening of the Care Navigation facility in South Jordan, the Sugar House Health Center, Hospital Area E, the Interventional Radiology floors (Hospital Infill Project), and the Craig H. Neilsen Rehabilitation Hospital. Still on the horizon is the Kathryn F. Kirk Center for Comprehensive Cancer Care and Women’s Cancers at Huntsman Cancer Institute; ARUP Building 4 in Research Park; the Healthcare, Educators, Leaders, and Innovators Complex (HELIX); and the Medical Education & Discovery Complex (MEDX), which will take the place of the current School of Medicine building as the center of medical education and innovation at University of Utah Health.
COMMUNITY HEALTH CENTERS
To address the needs of our growing population and increased demand for health care, U of U Health is moving full speed ahead with efforts to make care more convenient and affordable. There are 12 University of Utah community health centers offering primary care and a variety of specialties throughout the Wasatch Front. The Farmington, South Jordan, and Redwood health centers offer the broadest spectrum of care, including access to the Moran Eye Center, Huntsman Cancer Institute, radiology, urgent care, and dozens of other specialty outpatient services.

In 2019, University of Utah Health’s newest community health center officially opened in Salt Lake City’s Sugar House community. The Sugar House Health Center offers primary and specialty services covering everything from pediatrics to internal and family medicine to geriatrics. The center is also home to urgent care facilities, as well as infusion, oncology, and radiation oncology providers from the Huntsman Cancer Institute.

Adjacent to the South Jordan Health Center, U of U Health and the VA Salt Lake City Health Care System broke ground on a 38,000-square-foot, multi-specialty VA clinic. The clinic is scheduled to open in late 2020.

Plans for additional ambulatory care sites are underway, including a health center in Saratoga Springs, another quickly developing area south of Salt Lake City in Utah County.

AFFILIATES AND TELEHEALTH
University of Utah Health has a long history of sharing knowledge and resources to provide quality care across the Mountain West. The Affiliate Network was developed to give hospitals and providers access to the clinical expertise, research, and resources from our top-ranked academic medical center, in order to help serve patients within their own communities.

The Affiliate Network includes 22 regional partners working together for the benefit of their patients. U of U Health works with each partner to identify clinical opportunities to bring high-quality care closer to home. Affiliates also gain access to clinical and educational resources that support providers and staff members. Additionally, U of U Health has 81 telehealth sites offering on-demand access to U of U Health providers through virtual visits.
UNIVERSITY OF UTAH HEALTH PLANS

University of Utah Health Plans was formed in 1998 as a strategic initiative to provide better care to Utah's communities and the surrounding states. It specializes in administration of medical, behavioral health, and pharmacy benefits for fully insured and self-funded employer groups, individuals and families, as well as Medicaid and Medicare starting in 2021. U of U Health Plans is committed to improving health, providing access to the highest quality of care, and delivering exceptional value to our members, clients, and the community.

U of U Health Plans recognizes the importance of population health and payment reform and has developed extensive care management and value-based payment programs that improve health and align provider reimbursement with value and positive outcomes. Being integrated with U of U Health uniquely positions it to bring greater value, enhance cost efficiency, and increase focus on members and clients.

UNIVERSITY OF UTAH HEALTH PLANS MEMBERSHIP TREND

PARTNERSHIPS

University of Utah Health is the Official Health Care Provider for the Utah Jazz NBA franchise, the Salt Lake City Stars NBA G League team, the Tour of Utah professional stage race, the Salt Lake Bees minor league baseball team, Utah Olympic Park, Utah Olympic Oval and University of Utah Athletics.

POWERED BY UNIVERSITY OF UTAH HEALTH

Our physicians and trainees believe that care and community are connected, and that health outcomes improve when trusted relationships and meaningful partnerships evolve in the neighborhoods where we live, work, and play.
FINANCIAL STRENGTH—
UNIVERSITY OF UTAH HEALTH HOSPITALS AND CLINICS
Summary of expenditures by revenue source

University of Utah Hospital: $1.1B
Huntsman Cancer Institute: $376.6M
University Community Health Centers: $243.6M

FY 2019: $2.1B
Grants and Publications: U of U Health researchers were awarded more than $373 million in research grants (FY19) and published 3,809 papers in peer-reviewed journals in 2019.

Genetic Discoveries: U of U Health researchers were the first to identify the breast and ovarian cancer gene BRCA1 and have identified more than 50 inherited disease-causing genes using the Utah Population Database (UPDB), the world’s largest population database tied to demographic and medical information.

Starving Cancer: Huntsman Cancer Institute and Howard Hughes Medical Investigator Jared Rutter, PhD, discovered that the Mitochondrial Pyruvate Carrier is critical for converting carbohydrates to fuel, a key to understanding how cancerous cells thrive. The discovery is inspiring new therapeutics.

Genetic Science Learning Center: The team behind the world’s most visited genetics education website, learn.genetics.utah.edu, is leading public and patient education for the National Institutes of Health’s massive All of Us precision medicine initiative.

Incubator for Innovation: 178 startup technology companies have been founded since 1970, including Myriad Genetics, Biofire, and ARUP Laboratories. ARUP Laboratories was created from the U of U’s Department of Pathology and has developed more than 3,500 diagnostic tests to ensure better prevention, diagnosis, and treatment of disease.

Patent Applications: In FY 2019, 33 patents were issued to U of U Health. That same year, 115 applications for new patents were filed.

National Academy Inductees: Twelve current and former researchers have been inducted into the National Academies of Science, Medicine, and Engineering.

Precision Genome Editing: National Academy of Sciences member Dana Carroll, PhD, established zinc finger nucleases as the first tools for targeted manipulation of genomic DNA. This and successor technologies are used worldwide to enhance desirable characteristics, repair mutations, and answer biological questions.

Rapid Genome Testing Ill Newborns: By combining expertise from the Center for Genomic Medicine with the Department of Pediatrics and ARUP Laboratories, U of U Health launched rapid whole genome sequencing of critically ill infants with a goal of improving diagnosis and care and enhancing analysis tools.

Improved Blood Pressure Control: Research from investigators across U of U Health was instrumental in defining new blood pressure guidelines to reduce the risk of heart disease and stroke in patients with hypertension.

Recognizing Excellence: Chris Hill, DPhil, distinguished professor of biochemistry, was elected a member of the American Academy of Arts and Sciences in 2020 as “one of the leading structural biochemists of his generation.”
How the Microbiome Shapes Obesity: A pivotal study published in Science by June Round, PhD, demonstrates that the immune system prevents obesity by controlling which communities of bacteria live in the intestine.

Ceramides are the New Cholesterol: Move over, cholesterol. Research by Scott Summers, PhD, in the College of Health is showing that the fatty lipid ceramide is central to developing diabetes and heart disease. What’s more, his group has found that an enzyme that changes the structure of the lipid is a promising drug target for combating these health conditions.

Insight into Vaping Illness: During the height of the public health crisis as people across the country were dying from a mysterious illness caused by vaping, U of U Health pulmonologists published in The New England Journal of Medicine a critical clue into its cause and continued to help lead the national discussion on patient care.

Brain Proteins that Behave Like Viruses: In a surprising discovery, neuroscientist Jason Shepherd, PhD, found that a protein involved in cognition and storing long-term memories looks and acts like a protein from viruses, changing our understanding of how memories are made and opening new avenues for investigating neurological disorders.

Reimagining the EHR: Led by Kensaku Kawamoto, MD, PhD, MHS, and Guillermo del Fiol, MD, PhD, the Department of Biomedical Informatics is improving the functionality of electronic health record systems by integrating clinical decision support tools. A prime example, the Neonatal Bilirubin Management Tool, improves efficiency in prescribing the phototherapy, and patient care.

Microbes Make Drug-like Molecules: Eric Schmidt, PhD, and colleagues have used microbe communication to elucidate mechanisms by which tiny microbes found in nature produce a class of drug-like molecules. The discovery and novel insights have been influential, propelling the natural products field in the discovery of novel drugs as potential lead therapeutics.

Advocate for Affordable Insulin: Nursing assistant professor Michelle Litchman, PhD, APRN, has become a leader in the push to make insulin more affordable to patients. Her cause is fueled by her research that is revealing why people are driven to buy, trade, and donate diabetes medications and technologies on the black market.

Rapid Response to the COVID-19 Crisis: Within the first months of the COVID-19 pandemic, U of U Health researchers shifted priorities and launched more than 50 projects to meet urgent needs for new treatments and technologies and to assess social, health, and environmental impacts.

Patients Withhold Life-threatening Information: A study by population health scientist Angela Fagerlin, PhD, revealed that up to 48 percent of patients withhold life-threatening information from their doctors, including being a victim of domestic violence and having suicidal thoughts. The finding has launched a national discussion on the need to improve communication between health care providers and patients.

Research at the University of Utah is reshaping the course of science and medicine worldwide. These achievements have one common denominator: they were seeded by an idea, a passion for observation, and a quest for understanding. University of Utah Health has proven itself remarkably capable of focusing efforts to align our research enterprise with our education and health care delivery systems are generating remarkable momentum and attracting talent and resources to the institution.

From basic science to clinical research to population health, U of U Health faculty are transforming our understanding of health and disease and impacting the lives of individuals by investigating ways to improve medical practice and health and wellness in communities. Continued successes build on a foundation of firsts, including the very first National Institution of Health grant given to hematologist Maxwell Wintrobe, MD, and the 2007 Nobel Prize in Physiology or Medicine awarded to geneticist Mario Capecchi, PhD.

Today, biochemists, pathologists, and neurobiologists are opening novel avenues in therapeutics based on new understandings of cellular metabolism in cancer, the microbiome in diabetes, and viral mechanisms in fundamental processes in the brain. Investigators across the School of Medicine and in the College of Pharmacy have been instrumental in development and implementation of new blood pressure guidelines aimed at significantly reducing the number of strokes and heart attacks in the U.S. Researchers in the Colleges of Nursing and Health and the School of Dentistry are devoted to understanding and meeting the health-related needs of underserved communities, including individuals with substance use issues, autistic youth, rural women, and underrepresented minorities.

NATIONAL DISTINCTION IN RESEARCH AND INNOVATION

Org Chart—Research Enterprise

Will Dure
Associate Vice President for Research, Health Sciences

Rachel Hess
Associate Dean, Clinical & Translational Science

Michael Dean
Associate Dean, Clinical Research

John Phillips
Associate Dean, Research & Infrastructure

Rena D’Souza
AVP, Academic Affairs & Education

Chris Hill
SOH Vice Dean for Research

Center for Genomic Medicine

McKeel/Tennison
Preaward Management

Wills
Manager

Molecular Medicine

Randina
Director

Kapron/Wekes
Key Faculty: Dore/Jorda
Center for Genetics (Medicine)

Wheeler
Marketing and Communications

Bridge Funding Program

New Program Development

Fish
Training Programs

Center for Neurobiology & Training Grant Suppt

Program Staff: Bassett MD FNU/AWP

Director, Taylor Prog. Staff: Bennett MD FNU/AWP

Prog. Staff: Markle Neuroscience FNU Program

Prog. Staff: Leetscher Bioscience FNU Program

System Summary | 64
AWARDS & ACCOLADES

Our research successes have been recognized through countless publications, awards, and accolades. Twelve current and former U of U Health researchers have received the honored distinction of being inducted into the National Academies of Science, Medicine, and Engineering during their tenure here.

- Brenda Bass, PhD  
  Biochemistry: National Academy of Science
- Carrie Byington, MD  
  Pediatrics: National Academy of Medicine (former faculty)
- Mario Capecchi, PhD  
  Human Genetics: National Academy of Science and National Academy of Medicine
- Dana Carroll, PhD  
  Biochemistry: National Academy of Science
- Wendy Chapman, PhD  
  Biomedical Informatics: National Academy of Medicine (former faculty)
- Louis Goodman, MD  
  Pharmacology: National Academy of Science (deceased)
- Sung Wan Kim, PhD  
  Pharmaceutics and Pharmaceutical Chemistry: National Academy of Science and National Academy of Engineering (deceased)
- Jindrich Kopecek, PhD  
  Pharmaceutics and Pharmaceutical Chemistry: National Academy of Engineering
- Vivian Lee, MD, PhD, MBA  
  Radiology: National Academy of Medicine (former faculty)
- Wesley Sundquist, PhD  
  Biochemistry: National Academy of Science
- Sidney Velick, PhD  
  Biochemistry: National Academy of Science (deceased)
- Homer G. Warner, MD, PhD  
  Biomedical Informatics: National Academy of Science (deceased)

REACHING NEW HEIGHTS

Since 2015, University of Utah Health research funding has grown by 50 percent, driven by an impressive increase in proposal submissions in recent years. In fiscal year 2019, the university raised $547 million in research funding. Nearly 70 percent of that total—$373 million—was awarded to U of U Health researchers.

In addition to extramural grant support, the university continues to invest in research through university-sponsored seed grants and fellowship opportunities for new and promising research projects.

### FY19 FUNDING BY SOURCE

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>NIH</td>
<td>$182.8M</td>
</tr>
<tr>
<td>Fed Government (Non-NIH)</td>
<td>$45.6M</td>
</tr>
<tr>
<td>Foundations/Associations</td>
<td>$34.2M</td>
</tr>
<tr>
<td>Other Academic Institutions</td>
<td>$17.4M</td>
</tr>
<tr>
<td>Local/State Government</td>
<td>$4.9M</td>
</tr>
<tr>
<td>Industry</td>
<td>$66.7M</td>
</tr>
<tr>
<td>Hospital</td>
<td>$6.0M</td>
</tr>
<tr>
<td>Institutions (Non-Academic)</td>
<td>$15.7M</td>
</tr>
</tbody>
</table>

### FY19 FUNDING BY SCHOOL/COLLEGE

<table>
<thead>
<tr>
<th>School/College</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dentistry</td>
<td>$2.2M</td>
</tr>
<tr>
<td>Medicine</td>
<td>$333.7M</td>
</tr>
<tr>
<td>Health</td>
<td>$11.5M</td>
</tr>
<tr>
<td>Nursing</td>
<td>$7.6M</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>$17.9M</td>
</tr>
<tr>
<td>Library</td>
<td>$0.3M</td>
</tr>
</tbody>
</table>

MAJOR RESEARCH PROJECTS & INITIATIVES

CENTER FOR GENOMIC MEDICINE

The Center for Genomic Medicine (CGM) harnesses the power of family-based genomics to prevent and cure disease. For more than 50 years, the university’s scientific teams have leveraged well-phenotyped, multi-generational pedigrees and innovative technologies to uncover the genetic basis of human disease. U of U Health scientists have identified genes and risk factors for dozens of diseases, including breast and ovarian cancers (BRCA1, 2), colon cancer (APC), and heart arrhythmia (KCNH2, hERG), among others. Their discoveries have improved health care for millions of patients worldwide.

Fueling this success is the Utah Population Database (UPDB), a one-of-a-kind resource managed by Huntsman Cancer Institute that contains genealogical, public health, medical, and environmental exposure records for more than 11 million people. The UPDB is one of the world’s richest sources of data that supports research on genetics epidemiology, demography, and public health. It currently supports approximately 400 individual research projects.
The Diabetes and Metabolism Research Center (DMRC) catalyzes innovative diabetes and metabolism research among clinicians, investigators, and educators. From basic mechanisms to health behaviors, the DMRC seeks to understand the full spectrum of metabolic disease. The DMRC encompasses over 100 faculty across 26 departments in areas of molecular mechanisms, integrative physiology, genetics, diabetes complications, health behaviors, and population health. Since 2014, the DMRC has helped recruit 10 research-intensive faculty who have secured more than $37.5M in research funding.

The DMRC has awarded 48 seed grants that have yielded 18 extramural grants totaling $17.4M. The DMRC helped launch Driving Out Diabetes, a Larry H. Miller Family Wellness Initiative that provides numerous community engagement and clinical opportunities in diabetes prevention and care, as well as critical support for DMRC-related research efforts. Additional efforts to support core facilities, develop industry and philanthropic partnerships, and interdisciplinary community building, provide an infrastructure that help scientists succeed.

NEUROSCIENCE INITIATIVE
Originally launched by U of U Health in 2013, the Neuroscience Initiative (NSI) was established to unify and promote the work of basic, clinical, and translational researchers whose efforts are aimed at alleviating the devastating effects of brain disorders. The driving goal of the NSI is to further our understanding of the brain and transform this knowledge into patient care solutions.

U of U Health boasts a long tradition of excellence in neuroscience, related disciplines, and clinical care. The community—ranging from neurologists to imaging specialists to molecular biologists—spans six colleges and schools, 15 centers and institutes, and more than 30 departments. As the NSI builds an integrated academic environment, it fosters collaboration across disciplines, creates pipelines of innovation, recruits top academic talent, and helps investigators grow their research enterprise.

NORA ECCLES HARRISON CARDIOVASCULAR RESEARCH TRAINING INSTITUTE
For more than 50 years, the Nora Eccles Harrison Cardiovascular Research Training Institute (CVRTI) has conducted basic and translational research for the heart. CVRTI’s multidisciplinary team of investigators includes physicians, bioengineers, physiologists, biochemists, and computational modelers who take a highly integrated approach to researching heart failure and cardiac electrophysiology.

CVRTI has an outstanding legacy of landmark discoveries in cardiovascular science. Of special note are seminal discoveries regarding mechanisms of cardiac channelopathies, a biophysical mechanism of channel gating, the molecular basis of drug-induced arrhythmias, and cardiac excitation-contraction coupling. CVRTI investigators have a long history of support from the National Institutes of Health and the American Heart Association, resulting in millions of dollars in grant funding and hundreds of scientific papers.

In addition to research, CVRTI supports new generations of scientists by providing mentoring and research training to students, residents, interns, postdoctoral fellows, and junior faculty. In 2019, cardiologist Robin Shaw, MD, PhD, was named director of CVRTI. Prior to joining U of U Health, Shaw was professor of medicine at University of California, Los Angeles, and Wasserman Foundation Chair in Cardiology at Cedars-Sinai Heart Institute.
**MENTAL HEALTH RESEARCH INITIATIVES**

Spearheaded by the Department of Psychiatry, mental health research at University of Utah Health aims to optimize mental health through the early detection, prevention, and treatment of psychiatric disorders. Animal model and human clinical studies are improving our understanding of both biological and psychosocial factors associated with psychiatric illness. Given the high incidence of mood disorders in the state of Utah, research has focused on mood related disorders. Research on familial and genetic factors continues to be a strategic focus, building on work from the Utah Population Database and techniques developed in association with the Huntsman Cancer Institute. Research on risk factors for depression and suicide include genetic and neurobiological influences, as well as studies on social connectedness, cognitive capacity, personality traits, and early life trauma. Collaborative research between psychiatry and radiology uses advanced neuroimaging approaches to identify alterations in brain cellular function as well as network structure. Recognition of these strengths is reflected in a recently funded program to develop combined training in advanced statistical methods in neuroimaging and genetics. This exciting new program leverages our strengths in genomics and neuroimaging in combination with advanced statistical methods to better understand complex data sets.

Another area of research strength centers on addiction and has included studies on alcohol, marijuana, methamphetamine, and opioids. In 2019, U of U Health received a $150 million gift from the Huntsman Foundation to establish the Huntsman Mental Health Institute. Funding for this institute will allow us to expand ongoing research initiatives and develop new programs related to rapid intervention and treatment.

---

**CENTER FOR CLINICAL & TRANSLATIONAL SCIENCE**

The Utah Center for Clinical & Translational Science (CCTS) is U of U Health’s Clinical and Translational Science Award (CTSA) program. One of more than 50 such sites nationwide funded by the National Center for Advancing Translational Science (NCATS), it is the home for clinical and translational science at U of U Health and throughout the Mountain West. The CCTS is composed of four Foundations for Discovery: Clinical Trials Support, Population Health, Precision Medicine, and Workforce Development. It also provides services through its cores, including a Biomedical Informatics Core, a Community and Collaboration Core, and a Tracking and Evaluation Core. The CCTS has a national reputation for excellence in all these areas. Notably, its community engagement activities are nationally recognized as a model for success. They have established a number of successful platforms for researchers to engage with members of the greater Salt Lake City community on diverse topics, including recruitment into clinical research, creating culturally appropriate materials for research, and how to return results from studies to participants.

---

**POPULATION HEALTH**

Population Health Sciences (PHS) at University of Utah School of Medicine drives health care transformation and aims to be a hub for education, investigation, and expertise in health services, cost, quality, outcomes, and health delivery systems research. Collaborations across campus—and, clinically, with our Health Plan—provide methodological expertise and infrastructure for population health scientists to pursue impact-driven research. Simultaneously, these partnerships allow clinical professionals to provide better patient and population-oriented care in an increasingly complex health care delivery environment.
TECHNOLOGY TRANSFER AND COMMERCIALIZATION
Commercialization also continues to be an avenue of success at U of U Health. Since 1970, a total of 178 health science startup technology companies have been founded through research projects that began here (five in FY19).

Some notable examples include Myriad Genetics, Biofire, Recursion, and ARUP, which has since developed more than 3,500 diagnostic tests to ensure better prevention, diagnosis, and treatment of diseases. This innovation continues to thrive. In FY19, 115 applications for new patents were filed and 33 patents were issued. Additionally, the University of Utah received $9.5 million in revenue for commercialized health science-related innovations, which continues to support ongoing research and education here.

HEALTH SCIENCES CENTER CORES
The HSC Cores facilitate research with specialized equipment run by dedicated and highly trained directors and staff. The goal of the Cores is to make technology and expertise available to all faculty researchers and students. The institutional view is that supporting core facilities is the single best way to support the U’s research mission with institutional funds. This model allows grant funding to go to other, more vital expenditures. Expertise in these cores includes cell imaging, zebrafish husbandry, DNA sequencing, electron microscopy, metabolomics, proteomics, machine shop, flow cytometry, and small preclinical imaging (PET/CT/MRI). Access to the facilities is managed through central scheduling and billing software that enables users to plan and execute experiments in an efficient manner. A single-rate system for all of campus ensures equal access to all investigators.

FACULTY SUPPORT
The Office of Academic Affairs & Faculty Development promotes professional development opportunities for faculty. It is a central resource for providing guidance, resources, and training to enhance faculty success.

Faculty development is key to continued success in research. The Vice President’s Clinical & Translational (VPCAT) program offers intensive mentorship and support to junior faculty who are committed to careers in clinical or translational research. VPCAT Research Scholars are selected through a competitive application process each fall. Accepted scholars join a two-year program to develop leadership competencies and the essential research knowledge and practical skills to be an effective clinical or translational researcher.

VETERANS ADMINISTRATION COLLABORATIONS
U of U Health faculty benefit from a longstanding, synergistic array of research opportunities within the Salt Lake City Veterans Health Administration (VHA/VA). In 2019, the Salt Lake VHA had 442 funded projects from 150 investigators ($29.2 million). Research awards span a broad range of activities, with notable emphases on merit review and career development awards. They cross major research service lines of clinical science, health services, rehabilitation, and biomedical lab research and development. One of the most impactful collaborations between U of U Health and the VA is the development and implementation of osseointegrated prosthetics for Veteran amputees. Originated by VA investigators with faculty appointments in the Department of Orthopedics, the project spanned all phases of development, culminating with the first in-human clinical trial at the Salt Lake VA.
Other Centers
- AIDS Center
- Center for Aging
- Center for Alzheimer’s Care, Imaging, and Research
- Center for Cell and Genome Sciences (Main Campus)
- Center for Controlled Chemical Delivery
- Center for Excellence for Biomedical Microfluidics (main campus)
- Center for Excellence for Exposure Health Informatics
- Center of Excellence in Women’s Health
- Center for Extreme Data Management, Analysis, and Visualization (Main Campus)
- Center for Global Surgery
- Center for High Performance Computing (Main Campus)
- Center for Human Toxicology
- Center for Integrative Biomedical Computing (Main Campus)
- Center for Law and Biomedical Sciences (Main Campus)
- Center for Medical Innovation
- Center for Neural Interfaces (Main Campus)
- Center for Patient Simulation
- Center for Peptide Neuropharmacology
- Clinical Neurosciences Center
- Clinical Research Compliance and Education Center
- Comprehensive Arrhythmia Research & Management Center
- Genomic Science Learning Center
- Emma Eccles Jones Nursing Research Center
- Hartford Center of Geriatric Nursing Excellence
- Howard Hughes Medical Institute
- Informatics, Decision Enhancement, and Surveillance Center
- Intermountain Cystic Fibrosis Center
- Intermountain Healthcare Simulation Learning Center
- John A. Moran Eye Center
- Matheson Center for Health Care Studies
- Nano Institute
- National Center for Voice and Speech
- Pain Research Center
- Pharmacotherapy Outcomes Research Center
- Resiliency Center
- Rocky Mountain Center for Occupational and Environmental Health
- Study Design and Biostatistics Center
- University of Utah Center for Community Nutrition
- Utah Addiction Center
- Utah Area Health Education Center
- Utah Center for Advanced Imaging Research
- Utah Center for Excellence in ELSI Research
- Utah Center for Neuroimage Analysis
- Utah Center for Reproductive Medicine
- Utah Trial Innovation Center

Other Institutes
- Lassonde Entrepreneurship Institute (Main Campus)
- Nora Eccles Harrison Cardiovascular Research and Training Institute
- Scientific Computing and Imaging Institute (Main Campus)
- Utah Neuropsychiatric Institute

Other Programs
- Anticonvulsant Drug Development Program
- Clinical Research Compliance and Education
- Global Health
- Global Health Education
- Global Public Health
- Health Equity, Diversity & Inclusion
- Health System Innovation Research
- Molecular Medicine Program
- Pedigree and Population Resource
- Games and Apps (GApp) Lab
- Utah Genome Project
- Utah Program for Inherited Neuromuscular Disorders
- Value & Epidemiology Research Using Casual Interference and Data Science
NATIONAL DISTINCTION IN EDUCATION

University of Utah Health has trained about two-thirds of all physicians practicing in the state. Since 1967, nearly 40,000 doctors, nurses, dentists, advanced practice clinicians, scientists, health sciences educators, and other health professionals have graduated from the U.

Each of the schools and colleges is recognized for its own accomplishments and competencies.

**College of Health**
- No. 13 Physical Therapy Program
- No. 32 Speech-Language Pathology Program
- No. 29 Audiology Program
- No. 42 Occupational Therapy Program

**College of Nursing**
- Ranks No. 27 among nursing schools for NIH research grants
- No. 6 Nursing Informatics Specialty Track
- No. 11 Nurse Midwifery Specialty Track
- No. 22 Doctor of Nursing Practice
- No. 30 Nursing MS Graduate Programs

**College of Pharmacy**
- Ranked No. 8 among pharmacy schools for NIH research grants
- No. 14 PharmD Program

**School of Dentistry**
- Ranked No. 30 among dental schools for NIH research grants

**School of Medicine**
- Ranked No. 36 among medical schools for NIH research grants
- No. 4 Physician Assistant Program
- No. 20 Primary Care
- No. 24 Obstetrics and Gynecology Programs
- No. 38 Research
INNOVATING EDUCATION

In July 2019, Wendy Hobson-Rohrer, MD, MSPH, was appointed Associate Vice President for Health Sciences Education at the University of Utah. In this unique, first-of-its-kind role, Hobson-Rohrer will work with leaders and educators across the health sciences to leverage our distinct strengths, build engagement and educational integration among colleges and schools, and maintain a culture of educational excellence.

The big goal moving forward is to further distinguish our uniquely resourced academic system, a center of health care advancement that equips learners with industry-leading skills and a deep desire to improve the lives of others.

GREATER ALIGNMENT

U of U Health’s schools and colleges already provide exceptional educational opportunities, including highly individualized experiences. Here, learners are exposed to pioneering efforts in health care, and student innovation is highly encouraged.

A current priority is aligning the planning in our six academic units: Colleges of Health, Nursing, and Pharmacy, Eccles Health Sciences Library, and the Schools of Dentistry and Medicine. Alignment creates the advantage of shared resources and minimized redundancy. It will mean more informed planning and increased data-driven decision-making.

PROMOTING A CULTURE OF EXCELLENCE

As medicine and health care continue to evolve, so does education. We have an obligation, rooted in our mission, to train students and educators to be prepared for a dynamic health care landscape. The University of Utah’s Exceptional Education Experience and the School of Medicine’s Exceptional Learning Experience—strategic transformation programs emphasizing community, relationships, and professionalism in the learning culture—provide our education community with tools to transform the future of health care.

MEASURING PERFORMANCE

Currently, there is no comprehensive metric or ranking to demonstrate national distinction in health science education. Beyond the long-established boards and licensing exams that test knowledge and skill, we are developing metrics for measuring educational performance that demonstrate the impact of health sciences education on our learners, faculty, and the communities we serve.

ASSOCIATE DEANS OF EDUCATION

Associate Deans of Education oversee educational activities and student experiences within their respective school or college.
INTERPROFESSIONAL EDUCATION
Through direct clinical experiences and simulation-based training, U of U Health aims to develop the nation’s premier interprofessional education (IPE) program that equips trainees with essential competencies to lead the transformation of health care.

U of U Health is one of four national hubs for health care hotspotting. Cross-disciplinary teams of students and faculty work to identify patients—known as “super-utilizers”—who excessively use emergency departments and hospitals. These teams focus on identifying non-medical, social determinants of health that contribute to excessive utilization of health care resources. Together, they develop targeted interventions and follow-up to better address patient needs, improve care quality, and reduce costs.

LEADERSHIP DEVELOPMENT
U of U Health aims to increase leadership skills for all faculty. The Office of the AVP for Health Sciences Education provides training through the Leadership and Career Development Seminar Series (LDCSS), a new program launched in 2020, and through peer faculty coaches in the Utah Coaching and Advancement Network (UCAN). Additionally, the Office supports faculty in attending the David Eccles School of Business Leadership Development Program to develop innovative strategies and communicate a compelling vision of high quality, cost-effective care.

INVESTING IN JUNIOR FACULTY
U of U Health is filled with brilliant young faculty poised to make a difference in health and health care worldwide. The Vice President’s Clinical and Translational (VPCAT) Research Scholars Program provides tools to support those critical early steps and define the vision for their careers. Now in its 12th year, VPCAT proves that investing in emerging leaders pays off.

VPCAT is a holistic, 2-year competitive mentoring program supporting early career faculty engaged in clinical & translational research in their transition to independence.

VICE PRESIDENT’S CLINICAL & TRANSLATIONAL (VPCAT) RESEARCH SCHOLARS PROGRAM

VPCAT SCHOLARS RESEARCH FUNDING TOPS $110 MILLION
Contributing to the overall success of the University’s mission, alumni and current VPCAT scholars have surpassed $110 million in research funding.

HISTORY

VPCAT
FY2008—Program started as PCAT to support faculty from women’s and child health
MID-FY2013—Transitioned to VPCAT with inclusion of U of U Health faculty
MID-FY2016—Addition of University of Utah main campus faculty

128 graduates
58% women and under-represented minorities
98% graduates remain in academic medicine
84% graduates remain at the U of U
8 schools, colleges, and institutions (UofU, IHC, UDOH)

FUNDING SOURCES

Between FY2017-19, VPCAT scholars received 65% of all University awarded NIH K01, K07, K08, & K23 Awards

R Award or Equivalent $31.7M
K Award or Equivalent $24.7M
Industry $28.7M
Other Federal $10.2M
Other $5.2M

11-YEAR IMPACT

$2.0M R Awards
$3.2M K Awards
$57.1M Total Indirects

Thanks to the efforts and quality of our VPCAT staff, mentors, and faculty, the program continues to provide excellent value to our scholars and our institution.

$110M in total awarded new proposals
457 total proposals funded
$19M in total indirects awarded
4 to 1 U of U return on investment from FY2008-19
COLLEGE OF HEALTH

With more than 1,600 undergraduates and more than 600 graduate students, the College of Health (COH) is among the largest colleges on the University of Utah campus. Its 18 baccalaureate programs, 16 master’s programs, three clinical doctorates, and five PhD programs span 12 distinct program areas within six departments. Additionally, the COH supports 30 laboratories and three rehabilitation clinics that perform research and provide valuable services to the community, profession, and university.

The COH has adopted an integrated, comprehensive, individualized, and systemic approach to health and wellness. The College helps U of U Health link metabolism, physical activity, the neurosciences, and other disciplines to the prevention and treatment of chronic diseases. Through research and by teaching and modeling prevention, rehabilitation, restoration, and health maintenance, the COH plays a crucial role in U of U Health’s overarching effort to transform health care.

Departments
- Communication Sciences and Disorders
- Health, Kinesiology, and Recreation
- Nutrition and Integrative Physiology
- Occupational and Recreational Therapies
- Parks, Recreation and Tourism
- Physical Therapy and Athletic Training

Points of Emphasis
- Discovering and applying new knowledge to prevent chronic disease and develop evidence-based rehabilitation practices.
- Enhance student success.
- Improve health and quality of life for university employees, the community, and others.
- $50M active grant portfolio.
- 45K contacts made through community engagement programs in FY19.

Number of Students
- Graduate 377
- Graduate Professional 223
- Undergraduate 1,538

National Rankings
- #13 Physical Therapy
- #29 Audiology
- #32 Speech-Lang. Pathology
- #42 Occupational Therapy

David H. Perrin, PhD
Dean, College of Health

COLLEGE OF NURSING

As Utah’s premier nursing education institution, the College of Nursing (CON) has an annual enrollment of 730+ graduate and undergraduate students. The CON prepares nurses at all education levels. Its pre-licensure baccalaureate program ranks No. 12 for best value nationwide (Value Colleges, 2019). In addition to a BS in Nursing, the College also offers a program for transition from RN to BS, one of the most affordable in the nation with no out-of-state fees and no tuition differential. The CON is the only nursing school in Utah offering Doctor of Nursing Practice (DNP) and Doctor of Philosophy (PhD) programs. The College ranks No. 6 in the nation for nursing informatics, No. 11 for nurse midwifery, and No. 22 for DNP (U.S. News, 2021). Additionally, the College ranks No. 27 in the nation for NIH research grants.

The CON excels in interdisciplinary gerontology education and works in collaboration with the Veterans Affairs Administration on an academic partnership for a post-baccalaureate nurse residency program. More than half of the college’s 100+ faculty members are also engaged in faculty practice, providing health care services for a variety of populations, including incarcerated youth through a contract with the Utah Juvenile Justice Services and child-bearing families through the BirthCare HealthCare program at University of Utah Hospital, in addition to psychiatric mental/health services at a variety of locations.

Points of Emphasis
- Serving the people of Utah and beyond by continually improving quality of life for individuals and communities.
- First recipient of the National New Era for Academic Nursing Award from the American Association of Colleges of Nursing.

Number of Students
- Masters 65
- Baccalaureate 355
- PhD 40
- DNP 277

National Rankings
- #6 Nursing Informatics Specialty Track
- #11 Nursing Midwifery Specialty Track
- #22 Doctor of Nursing Practice
- #30 Nursing MS graduate programs

Maria De Jong, PhD, RN, FAAN
Dean, College of Nursing
COLLEGE OF PHARMACY

With nearly 300 students, the College of Pharmacy’s (COP) PharmD program represents a collaborative effort of the college’s four academic departments: Medicinal Chemistry, Pharmaceutics and Pharmaceutical Chemistry, Pharmacology and Toxicology, and Pharmacotherapy. The success of this collaborative effort is recognized by a No. 14 national ranking among pharmacy schools (U.S. News, 2021). The COP is also a research powerhouse. For more than 40 years, the college has ranked among the nation’s top 10 pharmacy schools for NIH grants.

The COP is committed to the highest level of work in educating future pharmacists and conducting boundary-pushing research in pharmaceutical sciences. It is also dedicated to providing service to the university, local, and regional communities and the pharmacy profession. Complementary to this commitment, the COP strives to be a leader in applying pharmaceutical science to personalized medicine, improving health care delivery through optimized medication outcomes.

Departments
• Medicinal Chemistry
• Pharmacotherapy
• Pharmaceutics & Pharmaceutical Chemistry
• Pharmacology and Toxicology

Points of Emphasis
• More than 80 percent of Utah’s pharmacy graduates are trained at the U.
• Advance health care education and training.
• Discover new biomedical knowledge and technology.
• Provide pharmacy-based services and outreach activities to the community.

Randall T. Peterson, PhD
Dean, College of Pharmacy
School of Dentistry

The School of Dentistry’s (SOD) four-year DDS program began in 2013 with an entering class of 20 students. Now with 175 students spread across four years and a 50-student entering class size, the SOD is housed in the stunning 85,000-square-foot Ray and Tye Noorda Oral Health Sciences Building. The school and its mission compel faculty, students, and residents to work together, supporting excellence in research, clinical, educational, and outreach initiatives. The SOD boasts a 62-chair clinic as well as separate pediatric dentistry and oral surgery suites. The SOD also is home to an ADA-approved dental residency program with 10 residents. In 2015, SOD supported legislation that, since passed, has allowed the school to provide free dental care for thousands of blind or otherwise disabled adults. More than one-third of our graduates have gone on to advanced training and specialty residency programs. The School is enthusiastically committed to full integration of oral health services, education, and research into the broader enterprise of U of U Health.

Points of Emphasis

• Improve the oral and overall health of the community through education, research, and service.
• Care for the underserved, integrated with other aspects of health care.
• Recent Medicaid expansion extends dental benefits to about 14,000 elderly patients in Utah.
• Largest clinical network of any dental school in the nation—seven clinical locations from St. George to Ogden offer comprehensive dental care.
• High success rate for placing students into prestigious residency programs across the U.S.

Wyatt R. “Rory” Hume, DDS, PhD
Associate Vice President, Academic Affairs and Education
Dean, School of Dentistry

School of Medicine

The School of Medicine (SOM) houses 22 clinical and basic science departments and a faculty of more than 1,600, including physicians and researchers. With an entering class of 125, SOM has nearly 500 MD students spread across four years and several joint degree programs. The SOM trains two-thirds of Utah physicians, offering an MD degree, several PhD programs, and the No. 4-ranked physician assistant program in the nation. 2020 introduced a brand-new Master of Cardiovascular Perfusion program. The SOM also offers degrees in public health, medical laboratory science, occupational and environmental health, and several research disciplines. Thanks to a convenient co-location with University of Utah Hospital and relative proximity to the rest of the health system and its affiliates, the SOM provides students, residents, and fellows deep exposure to pioneering efforts in health care value and quality.

A robust Graduate Medical Education office oversees more than 850 trainees in 29 residency and 104 fellowship specialties. As a research institution, the SOM is known for its work in genetics, cancer, biomedical informatics, neuroscience, cardiology, hematology, ophthalmology, orthopedics, and obstetrics/gynecology, among other disciplines. The School’s Obstetrics and Gynecology Program is ranked No. 24 in the nation (U.S. News, 2021).

Points of Emphasis

• Combining excellence in teaching, research, and clinical expertise to train tomorrow’s physicians for the rapidly changing world of medicine.
• Interdisciplinary research in the genetics of disease, cancer, biomedical informatics, infectious diseases, and other areas of expertise.

Michael L. Good, MD
Dean, School of Medicine

Wyatt R. “Rory” Hume, DDS, PhD
Associate Vice President, Academic Affairs and Education
Dean, School of Dentistry

Michael L. Good, MD
Dean, School of Medicine

Points of Emphasis

• Improve the oral and overall health of the community through education, research, and service.
• Care for the underserved, integrated with other aspects of health care.
• Recent Medicaid expansion extends dental benefits to about 14,000 elderly patients in Utah.
• Largest clinical network of any dental school in the nation—seven clinical locations from St. George to Ogden offer comprehensive dental care.
• High success rate for placing students into prestigious residency programs across the U.S.

Wyatt R. “Rory” Hume, DDS, PhD
Associate Vice President, Academic Affairs and Education
Dean, School of Dentistry

Michael L. Good, MD
Dean, School of Medicine

Points of Emphasis

• Combining excellence in teaching, research, and clinical expertise to train tomorrow’s physicians for the rapidly changing world of medicine.
• Interdisciplinary research in the genetics of disease, cancer, biomedical informatics, infectious diseases, and other areas of expertise.

Michael L. Good, MD
Dean, School of Medicine
As a truly integrated health system, our academic departments are utilizing talent, resources, and collaboration to change the way science and medicine are practiced and delivered—locally, regionally, nationally, and globally.

Anesthesiology
- Played key roles in development of the transmucosal fentanyl delivery system (i.e., fentanyl lollipop) for cancer pain and the short-acting opioid remifentanil for intravenous anesthesia.

Biochemistry
- The first breakthroughs on the structure of the ribosome, which ultimately led to the 2009 Nobel Prize in Chemistry.

Biomedical Informatics
- Integral to many early informatics achievements such as early electronic medical record (EMR) systems (HELP) and the first diagnostic expert system (Iliad).

Communication Sciences and Disorders
- Seven faculty have been honored as Fellows of the American Speech-Language-Hearing Association, the highest honor the organization bestows upon its members.

Dermatology
- Dermatology faculty were instrumental in discovering p66, the first familial melanoma gene.

Family and Preventative Medicine
- The DPMF is home to the Rocky Mountain Center for Occupational and Environmental Health, the only National Institute for Occupational Safety and Health (NIOSH)-supported education and research center in the Mountain West.

Health, Kinesiology, and Recreation
- In 2019, hosted the national “Nature’s Grace: Health, Kinesiology, and Recreation in the Mountain West.”

Internal Medicine
- Division of Cardiovascular Medicine
  - Developed the first artificial heart and the intra-aortic balloon pump (IABP) as a short-term treatment for heart conditions.
- Division of Endocrinology, Metabolism, and Diabetes
  - Opened the region’s first General Clinical Research Center at the University of Utah in 1977.
- Division of Gastroenterology, Hepatology, and Nutrition
  - Identified the genetic cause of an inherited form of colon cancer and defined clinical standards in caring for patients with the disease.
- Division of General Internal Medicine
  - Played an important role in identifying methods for accurately measuring blood pressure and integrating them into the clinic.
- Division of Geriatrics
  - Instrumental in making the key discovery that decreasing systolic blood pressure to lower-than-standard levels delays the onset of cognitive impairment in older adults.
- Division of Hematology and Hematologic Malignancies
  - Pioneered the field of hematology through the study of the basic pathophysiology and genetics of blood disease.
- Division of Infectious Diseases
  - Opened the inaugural PREP clinic in Utah for preventing HIV, amongst the first in the nation.
- Division of Oncology
  - Found that a drug—apalutamide—prolongs survival in men with metastatic prostate cancer.
- Division of Respiratory, Critical Care, and Occupational Pulmonary Medicine
  - Identified new roles for platelet dysfunction in acute (sepsis) and chronic (diabetes) states of survival in men with metastatic prostate cancer.
- Division of Rheumatology
  - Developed methods and objective measures essential for carrying out multi-centered clinical trials on rheumatic diseases.

Medicinal Chemistry
- Part of an international team of researchers who discovered a new species of giant shipworm in 2017.

Neurobiology and Anatomy
- Discovered that a gene originally from viruses is important for our ability to learn and form memories, and revealed a novel form of communication between cells in the brain.

Neurology
- Inventor of a licensed method for treating neurodegenerative diseases with an antisense oligonucleotide-based molecular therapy.

Neurosurgery
- Developed a device used worldwide for fusing cervical vertebrae following trauma and for treating degenerative conditions.

Nutrition and Integrative Physiology
- Defined a class of fats, called ceramides, as a cause of diabetes and metabolic disorders.

Obstetrics and Gynecology
- Pioneered a laser ablation procedure for a serious complication of twin pregnancies, called twin–twin transfusion syndrome. The technique is now performed worldwide.

Occupational and Recreational Therapies
- OK is internationally recognized for a unique clinical fieldwork program in which students from several universities provide therapy services to individuals with refugee and immigrant status.

Oncological Sciences
- A leader in understanding cancer mechanisms, including orthotopic models for breast cancer, chromatin regulation of gene expression, and mouse models of lung cancer.

Ophthalmology and Visual Sciences
- Created the first gene therapy and will carry out clinical trials for age-related macular degeneration (AMD), the leading cause of blindness in the industrialized world.

Orthopaedics
- First in-human clinical trial of the Percutaneous Osseointegrated Prosthesis (POP), a device implanted into the bone in above-knee amputees, allowing them to walk with comfort and control.

Pathology
- Inventor of lightcycler real-time polymerase chain reaction (PCR) technology, increasing the speed and precision of molecular diagnostics.

Pediatrics
- A pioneer in EPAC (Education in Pediatrics Across the Continuum), an exciting project to establish a model for true competency-based medical education.

Pharmaceuticals and Pharmaceutical Chemistry
- Pioneered the field of polymer therapeutics for targeted drug delivery.

Pharmacology and Toxicology
- Begun Anticonvulsant Drug Development Program in 1975 and, since then, has tested the vast majority of the drugs used to control seizures in patients with epilepsy, helping millions of people worldwide.

Pharmacotherapy
- The Pharmacotherapy Outcomes Research Center is an internationally recognized center of excellence for pharmacy outcomes and health economics research.

Physical Medicine and Rehabilitation
- Played an important role in development of advanced rehabilitation technology, including the TetraSki and other Tetradapt sports equipment, for people with complex disabilities.

Physical Therapy and Athletic Training
- Celebrated the 50th anniversary of the physical therapy program in 2019—rising from humble beginnings to now being ranked the No. 13 Doctor of Physical Therapy program in the U.S.

Population Health Sciences
- A leading force in developing digital health interventions to improve the physical and mental health of our patients.

Psychiatry
- Developed and maintain the clinical aspects of the SafeUT app, a crisis chat and tip line, which is disseminated throughout K-12th grade in Utah schools and credited with saving numerous lives.

Radiation Oncology
- Opens the Senator Orrin G. Hatch Center for Proton Therapy in January 2021, the first of its kind, bringing advanced radiation therapy to patients in the Mountain West.

Radiology and Imaging Sciences
- Innovated statistical brain mapping, and disseminated the technology internationally, to improve diagnosis and treatment of Alzheimer’s.

Surgery
- Pioneered development of the cochlear implant, which has revolutionized rehabilitation of hearing loss.
BIOCHEMISTRY

The Department of Biochemistry is dedicated to conducting biochemical research at the forefront of current knowledge, training medical and graduate students, and serving the institution and the larger community.

**DEPARTMENT STATISTICS**

- **54** Faculty (20 tenure, 14 research track, 20 adjunct)
- **38** Post-Doctoral Fellows
- **49** Students
- **$16M** Research Expenditures (FY19)
- **#13** Dept. Funding Rank (NIH)

**Education**

The biochemistry department offers combined graduate programs in biological chemistry, molecular biology, and chemical biology. Areas of growth include protein, biochemical, and cell engineering; molecular imaging; and cell biology. The department is currently ranked 13th nationally in total NIH funding ($12.5M in FY19), despite being the smallest department in the top 20. Current faculty research honors include five Pew/Searle Scholar Awards, five Distinguished Professors, a Howard Hughes Medical Institute investigator, three members of the American Academy of Arts and Sciences, and three members of the National Academy of Sciences.

**Research**

A broad research portfolio includes strengths in metabolism and diabetes, nucleic acids biochemistry, structural biology, and chemical biology. Areas of growth include protein, biochemical, and cell engineering; molecular imaging; and cell biology. The department is currently ranked 13th nationally in total NIH funding ($12.5M in FY19), despite being the smallest department in the top 20. Current faculty research honors include five Pew/Searle Scholar Awards, five Distinguished Professors, a Howard Hughes Medical Institute investigator, three members of the American Academy of Arts and Sciences, and three members of the National Academy of Sciences.

**Clinical**

The department offers comprehensive perioperative and pain medicine services. Unique clinical strengths include an internationally known perioperative echocardiography service, offering 24/7/365 “rescue echo” for patients suffering circulatory failure in operating rooms and intensive care units. The department is a national leader in the advancement of acute pain management and total intravenous anesthesia. Outside the operating rooms, department physicians attend in four perioperative intensive care units within University of Utah Hospital. Additionally, the Pain Management Center attracts patients from around the Mountain West for evaluation and treatment of complex pain syndromes.

**Other**

The department has enjoyed considerable success in entrepreneurial research. Currently, more than a half-dozen active spin-off companies from the department market medical devices, software, and drug-delivery systems. For example, Anesta developed the “fentanyl lollipop,” which emerged as a successful treatment for patients suffering from cancer pain.

Department Chair

Wesley I. Sundquist, PhD
Leo T. and Barbara K. Samuels Presidential Endowed Chair • Distinguished Professor, Biochemistry • PhD, Massachusetts Institute of Technology

Department Chair

Talmage D. Egan, MD
K.C. Wong Presidential Endowed Chair in Anesthesiology • Professor, Anesthesiology • Adjunct Professor, Bioengineering, Neurosurgery, Pharmaceutics, and Pharmaceutical Chemistry • MD, University of Utah School of Medicine • Residency Surgery, University of Utah, Anesthesiology, Stanford U. • Fellowship: Clinical Pharmacology, Stanford U.
BIOMEDICAL INFORMATICS
The Department of Biomedical Informatics (DBMI) is an international hub for students, researchers, and industry partners for discovery, innovation, and application of informatics to advance biomedical science focusing on research, education, and operational services.

DEPARTMENT STATISTICS
87 Faculty (18 primary, 69 adjunct)
6 Post-Doctoral Fellows
84 Students
$5.2M Research Expenditures (FY19)

Education
DBMI offers a PhD, a professional track Master’s program, and a data science summer school. It also provides numerous CME activities annually and contributes to the medical school’s curriculum and teaching.

Research
DBMI’s strategy is to foster multidisciplinary team-science research programs that capitalize on synergy among all three missions of University of Utah Health. Two programs have been established: (1) ReimagineEHR, which is a part of four center grants, and (2) Translational Informatics, which reflects a large focus of DBMI over the last 10 years, providing informatics support to clinical translational research and research on translational informatics.

Other
DBMI operates two service lines: Sociotechnical and Natural Language Processing (NLP). BMI faculty provides informatics leadership to the Utah Center for Clinical and Translational Research and manages its Informatics Core. Established in 1964 as the first biomedical informatics department in the U.S., DBMI has granted more than 450 PhD and MS degrees and has alumni in key positions in academia, clinical medicine, government, and private industry.

COMMUNICATION SCIENCES & DISORDERS
The Department of Communication Sciences and Disorders (CSD) is an exciting place to learn and work. Faculty members are nationally and internationally recognized scholars who are advancing clinical and theoretical knowledge through their research in speech, language, and hearing.

DEPARTMENT STATISTICS
31 Faculty (9 tenure track, 22 clinical or adjunct)
105 Graduate Students
46 Clinical Doctorate Students
$728.5K Research Expenditures (FY19)

Education
The CSD mission is to prepare highly competent and caring professional audiologists and speech-language pathologists. The department provides undergraduate students a strong background in the basic processes underlying typically developing speech, language, and hearing. We provide our graduate students with world-class pedagogical and clinical experiences. CSD offers a Bachelor of Science (BS) degree in Speech and Hearing Science, a Master of Science (MS) degree in Speech-Language Pathology, a Professional Doctorate of Audiology (AuD) degree, and a Doctor of Philosophy (PhD) degree. The BS degree in Speech and Hearing Science is a preparatory degree for the MS degree and the AuD degree programs. The PhD program trains outstanding research scientists in the fields of communication disorders and speech and hearing sciences.

Research
Home to nine research laboratories, CSD is a preeminent research and teaching department with national and global reach. The department cultivates an academic environment in which the highest standards of scholarship and clinical service are practiced. All faculty, staff, and students promote a climate of respect and equity that cultivates and sustains transformative practices in the classroom, clinic, and community.

Clinical
The department runs an active on-campus speech and hearing clinic serving people of all ages that have speech, language, voice, swallowing, and hearing impairments. The department also offers numerous specialty clinics, including an intensive stuttering clinic, preschool language groups, a transgender voice clinic, a Parkinson’s disease clinic, and a vestibular (balance) clinic.

Department Chair
Michael Blomgren, PhD, CCC-SLP
Professor, Communication Sciences & Disorders
PhD, University of Connecticut

Department Chair (Interim)
Karen Elbeek, PhD
Professor, Biomedical Informatics
Adjunct Associate Professor, Human Genetics
PhD, University of Manchester
DEPARTMENT STATISTICS

**DEPARTMENT STATISTICS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (45 primary, 11 adjunct)</td>
<td>56</td>
</tr>
<tr>
<td>Residents</td>
<td>11</td>
</tr>
<tr>
<td>Advanced Practice Clinicians</td>
<td>10</td>
</tr>
<tr>
<td>Research Expenditures (FY19)</td>
<td>$3.3M</td>
</tr>
</tbody>
</table>

Education

The department’s residency program has 11 dermatology residents and ranks among the top 20 programs in the nation (No. 14 on Doximity).

Research

The department’s research portfolio includes clinical and translational research in melanoma, psoriasis, autoimmune blistering disease, and patient-reported outcomes. The department obtained $3.3 million in extramural funding in FY19.

Clinical

The department’s 48 faculty members provide care at 15 clinical locations and 5 hospitals. Clinically, the department is recognized as a national leader in psoriasis, bullous and other autoimmune skin diseases, and melanoma. The Midvalley facility operates several Areas of Excellence providing expertise in allergy, Mohs surgery, mole mapping, autoimmunity, psoriasis, and aesthetics, among others. Faculty also provide telemedicine consultations throughout the Mountain West region.

Other

In the last five years, a departmental faculty member has served as president of the American Board of Dermatology, while others have served on the Board of the American Contact Dermatitis Society and the National Psoriasis Foundation. In addition, numerous faculty members have served as president of both the Intermountain Dermatology Society and the Utah Dermatology Society. Dr. Gerald Krueger was honored with a Lifetime Achievement Award from the National Psoriasis Foundation in 2017. The Department of Dermatology has recruited experts in all areas of skin disease and care.

---

**FAMILY & PREVENTIVE MEDICINE**

The Department of Family and Preventive Medicine optimizes quality of life through scholarship that advances health and well-being in homes, workplaces, and communities.

**Departmental Divisions**

- Family Medicine
- Physician Assistant Studies
- Public Health
- Occupational & Environmental Health

**DEPARTMENT STATISTICS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (84 career line, 595 adjunct)</td>
<td>679</td>
</tr>
<tr>
<td>Graduate Students</td>
<td>358</td>
</tr>
<tr>
<td>Residents and Fellows</td>
<td>34</td>
</tr>
<tr>
<td>Post-Doctoral Fellows</td>
<td>5</td>
</tr>
<tr>
<td>Advanced Practice Clinicians</td>
<td>9</td>
</tr>
<tr>
<td>Research Expenditures (FY19)</td>
<td>$8.8M</td>
</tr>
<tr>
<td>Dept. Funding Rank (NIH)</td>
<td>#2</td>
</tr>
</tbody>
</table>

Education

The department offers medical student education in family medicine and occupational medicine, PhD programs in public health and occupational & environmental health, and master’s programs in physician assistant studies, public health, bio-statistics, and occupational and environmental health. The department operates extended rural and global campuses in St. George, Utah; Kpong, Ghana; and Incheon, South Korea. Nationally, the Physician Assistant Studies program ranks No. 4 and Medical-Primary Care ranks No. 20 (U.S. News & World Report, 2021 Rankings).

Research

The department’s core research strengths garner national recognition. Well-known work includes cancer research in conjunction with the Huntsman Cancer Institute, reproduction perinatal epidemiology, global health, primary care, community health, and the Rocky Mountain Center for Occupational and Environmental Health. The department is home to one of 15 OSHA-funded education and research centers. The department is currently ranked No. 2 nationally for total NIH funding ($8.8 million in FY19).

Clinical

The department’s clinical practices operate team-based models and have been nationally recognized for patient satisfaction, achievements in quality improvement, and leadership in occupational and environmental health. The department is committed to outreach and providing high-quality care to patients in medically underserved communities.

Other

The department is instrumental in engaging with communities within Utah and worldwide, providing expertise across missions and partnering with community members and organizations to improve quality of life. The department also houses the Professional Development Core of the National Research Mentoring Network, an NIH-funded nationwide consortium collaborating to provide trainees with evidence-based mentorship and professional development programming.
HEALTH, KINESIOLOGY, AND RECREATION*
The Health, Kinesiology, and Recreation Department (HKR) is the home to several undergraduate and graduate programs that provide intensive specialized training in biological, environmental, psychological, social, physical, and medical sciences. It also develops strategies large and small to assist individuals, communities, and societies in adopting and maintaining healthy lifestyles.

DEPARTMENT STATISTICS

| 66 | Faculty (42 primary, 24 adjunct) |
| 36 | Fitness Instructors |
| 73 | Graduate Students |
| 2 | Post-Doctoral Fellows |
| $702K | Research Expenditures (FY19) |

Undergraduate Education
HKR faculty and staff aspire to be globally recognized for excellence in advancing and mentoring future leaders. Students have multiple opportunities to engage in community, educational, and research initiatives. They may also customize their experience to best suit their professional goals. Areas of undergraduate study include kinesiology, nuclear medicine, health and physical education; emergency medical services; sports management; sustainable tourism and hospitality management; and outdoor recreation. Minors in health, parks, recreation, and tourism; occupational safety and health; and health teaching are also available.

Research and Graduate Studies
Scientific investigation is at the forefront of the department and falls under four innovative research pillars: Cognitive and Motor Neuroscience, Exercise and Disease, Healthy Communities and Environments, and Physical Activity and Well-being. Masters and doctoral degrees are available within each of these pillars. Students find rigorous investigation that advances understanding of cognitive performance, chronic disease prevention, and improving health.

The department also offers a non-thesis Master’s degree in Health Education and Wellness Coaching. Students in this program are prepared to work in clinical health settings promoting more health and less medicine through the development of healthy lifestyles.

HUMAN GENETICS
The Department of Human Genetics is dedicated to studying the genetic control and development of human disease using human data and the major model systems for genetic research: C. elegans, Drosophila, mice, and zebrafish. Research interests also include bioinformatics, genomics, statistical genetics, population genetics, clinical genetics, and evolution. Cutting-edge genetic research is a key focus of the department.

DEPARTMENT STATISTICS

| 42 | Faculty (22 primary, 20 adjunct) |
| 33 | Post-Doctoral Fellows |
| 21 | Graduate Students |
| $15.6M | Research Expenditures (FY19) |

Education
The department hosts MS and PhD programs in human genetics. It confers five to 10 PhD degrees per year. The department’s Genetic Counseling Training Program admits seven students per year. In addition, department faculty participate extensively in medical student education.

The department supports predoctoral trainees through a T32 Training Program in Genetics (Pis Gillian Stanfield and David Grunwald) and postdoctoral trainees through a T32 Training Program in Genomic Medicine (PI Lynn Jorde).

Research
Faculty research interests are wide-ranging and include the identification of genes implicated in human disease using human data and the major model systems for genetic research: C. elegans, Drosophila, mice, and zebrafish. Research interests also include bioinformatics, genomics, statistical genetics, population genetics, clinical genetics, and evolution. Cutting-edge genetic research is a key focus of the department.

DEPARTMENT STATISTICS

| 42 | Faculty (22 primary, 20 adjunct) |
| 33 | Post-Doctoral Fellows |
| 21 | Graduate Students |
| $15.6M | Research Expenditures (FY19) |

Other
Many Human Genetics faculty work closely with the Center for Genomic Medicine to discover the genetic causes of disease and translate these discoveries into accurate diagnoses, targeted treatments, prevention strategies, and cures. This work stems from the Utah Genome Project, a genome sequencing initiative within the department. The department is also home to the Utah Center for Genetic Discovery, which leads the development of technologies enable researchers and clinicians to visualize and interpret genomic big data.

Faculty include one Nobel Laureate, one member of the National Academy of Sciences, three elected fellows of the American Association for the Advancement of Science, and eight endowed chairs. The widely acclaimed Genetic Science Learning Center is also housed within the department.

Parks, Recreation and Tourism
Department Chair (Interim)
Kelly Bricker, PhD
Professor, Health-Kinesiology-Recreation
PhD, Pennsylvania State University

Health and Kinesiology
Department Chair (Interim)
Tim Brusseau, PhD
Associate Professor, Health-Kinesiology-Recreation
PhD, Arizona State University

*NOTE: Concurrent with the publication of this 2020 System Summary, the Health, Kinesiology, and Recreation Department was divided into two departments:
- Health and Kinesiology
- Parks, Recreation, and Tourism

The two new departments will enable faculty and students greater focus on their respective areas of expertise and study. Each one is led by a capable interim chair while the College of Health performs a formal search to permanently fill those chair positions. Updates regarding the two new departments will soon be reflected on the College of Health website at health.utah.edu.

Department Chair
Lynn B. Jorde, PhD
Mark and Kathie Miller Presidential Endowed Chair
Professor, Human Genetics
PhD, University of New Mexico

System Summary | 98
INTERNAL MEDICINE

The University of Utah’s Department of Internal Medicine advances health through excellence in each of its core domains—education, patient care, and discovery—by inspiring engaged faculty, staff, and trainees, encouraging innovative thinking, and building collaborative partnerships.

Departmental Divisions

- Cardiovascular Medicine
- Endocrinology, Metabolism, and Diabetes
- Epidemiology
- Gastroenterology, Hepatology, and Nutrition
- General Internal Medicine
- Geriatrics
- Hematology and Hematologic Malignancies
- Infectious Diseases
- Nephrology and Hypertension
- Oncology
- Respiratory, Critical Care, and Occupational Pulmonary Medicine
- Rheumatology

DEPARTMENT STATISTICS

| Faculty (340 primary, 245 adjunct) | 675 |
| Residents | 141 |
| Clinical Fellows | 91 |
| Advanced Practice Clinicians | 172 |
| Research Expenditures (FY19) | $88.4M |

Education

The Department of Internal Medicine plays a foundational role in academics at the University of Utah. The department has the largest degree of engagement in UME education, comprising 26 percent of teaching, 21 percent of faculty, 22 percent of residents, and 39 percent of fellows within the School of Medicine. The department trains more than 140 residents annually in its categorical, preliminary, and combined Internal Medicine-Pediatrics residency programs. In addition, our 19 fellowship programs train nearly 100 fellows annually.

The categorical residency program attracts high-quality residents from across the United States and is proud to emphasize diversity in its residency class. The program is well balanced to offer exceptional clinical training in both the inpatient and outpatient settings, allowing residents the option to choose areas of training that include global health and academic hospitalist tracks. The program emphasizes strategic curricular growth with active initiatives in safe opioid prescribing and monitoring, burnout prevention and resilience training, and health care policy and advocacy. Mentoring and opportunities for research are high priorities for the department.

In residency training, the 2018-2019 categorical IM graduates (n=3) participated in scholarship projects that resulted in 52 presentations at international/national/regional meetings and more than 20 publications indexed in PubMed.

Research

Internal Medicine maintains a proud research tradition, including the first ever NIH grant, which was awarded to our founding chair, Maxwell M. Winroth, in the 1940s. Research continues to be our central focus, with a growing research faculty base and increased grant funding. Currently, sponsored research in the Department of Internal Medicine represents approximately one-third of the total extramural dollars awarded to the School of Medicine.

The department exemplifies the collaborative spirit found within the University of Utah. It maintains strong partnerships among divisions, across departments, and with the VA Hospital, as well as the Huntsman Cancer Institute. Members of the department engage with investigators in health sciences initiatives, including the Molecular Medicine Program, the Diabetes and Metabolism Center, the Triple-i Initiative, the Program in Personalized Health, and the Utah Genome Project. As part of the Utah Genome Project, department scientists are elucidating the genetic causes of multiple diseases, including primary ovarian insufficiency, diabetic kidney disease, chronic obstructive pulmonary disease, and idiopathic pulmonary fibrosis. The department is also embarking on initiatives in cardiovascular medicine.

The department strives to create an environment for successful career development across the continuum—from students to established investigators. Early career faculty are typically supported by NIH K and other competitive research career development awards. Extensive focus is placed on the transition from career development to research independence. Emphasis on mentorship and sponsorship is key to our success.

Clinical

With 38,400+ new patients, 980,000 wRVUs, 350+ MDs, and 170+ APCs across 11 clinical divisions, the department is one of the major drivers of the School of Medicine's Clinical Mission. The department is a destination care treatment center for many diseases, including cystic fibrosis, hemophilia, interstitial lung disease, hypertrophic cardiomyopathy, pulmonary hypertension, amyloidosis, vasculitis, multi-organ transplant, and medical oncology. Skilled clinicians provide both routine and lifesaving care to patients living in Utah and across the five-state Mountain West region. In a recent national survey of 650 outpatient medical practices, 109 Internal Medicine providers scored in the top 10 percent in Exceptional Patient Experience, 86 providers scored in the top 1 percent.

Other

With 12 divisions, 600+ faculty, and more than 220 residents and fellows, Internal Medicine is U of U Health’s largest clinical department. For more than 75 years, the department has built a rich history of providing excellent care, quality research, and valuable education in Utah. We are committed to fostering professional conduct among all members of this community through creating an environment of compassion, excellence, and respect. These values embody the foundation that supports and pervades all that we do in the Department of Internal Medicine.

Department Chair

John Inadomi, MD
Jon M. Huntsman Presidential Chair • Professor, Internal Medicine • MD, University of California, San Francisco • Residency: Internal Medicine, University of California, San Francisco • Fellowship: Gastroenterology, University of California, San Francisco
MEDICINAL CHEMISTRY
The Department of Medicinal Chemistry is dedicated to creating new knowledge for the discovery and development of the next generation of pharmaceutical agents, training pharmacy students and graduate students, and serving the institution and the larger community.

DEPARTMENT STATISTICS
19 Faculty (10 Tenure track, 7 Research, 2 adjunct)
15 PhD Students
9 Post-Doctoral Fellows
$1.8M Research Expenditures (FY19)

Education
Medicinal Chemistry offers a PhD degree and recruits students from the combined graduate programs in biological chemistry, molecular biology, and from the Department of Biomedical Engineering. It also has a central role in educating Doctor of Pharmacy (PharmD) students. Department faculty have received the University of Utah Outstanding Mentor Award for graduate education and College of Pharmacy Outstanding Teacher awards.

Research
A broad research portfolio includes strengths in marine natural products compound discovery, metagenomics of natural product biosynthetic pathways, inhibitors of protein phosphatases, nucleic acid–targeted therapeutics, computational modeling, and DNA-encoded drug libraries.

Areas of growth include bio-orthogonal drug design, epigenetic structure and regulation, microbiome symbiosis and regulation, and chemical biology. The department is one of four in the College of Pharmacy that, in aggregate, place it No. 9 for NIH funding among all pharmacy schools in the United States. Current faculty awards include AACP Paul Dawson Biotechnology, two University of Utah Presidential Scholars, and a Teva Pharmaceuticals Scholar.

Other
Other department strengths include success in commercialization, as reflected by the establishment of multiple, well-capitalized startup companies. The department has demonstrated success in diversity recruiting within the faculty and a history of supporting underrepresented minorities in the PhD student population.

Department Chair
Darrell Davis, PhD
Professor, Medicinal Chemistry
Adjunct Professor, Biochemistry
PhD, University of Utah

NEUROBIOLOGY & ANATOMY
The Department of Neurobiology & Anatomy is vibrant and growing. It has significant strength in neuroscience, with a focus on the molecular basis of synaptic communication, neural connectivity, and behavior. Understanding nervous system function at this level is critical for addressing significant human health problems due to brain disease and dysfunction. The department is an integral part of the campus-wide neuroscience community.

DEPARTMENT STATISTICS
42 Faculty (23 primary, 19 adjunct)
28 Graduate Students
16 Post-Doctoral Fellows
$8.2M Research Expenditures (FY19)

Education
The department is strongly committed to graduate and postdoctoral training, emphasizing both research excellence and professional development. Department faculty serve as the backbone for the Interdepartmental Graduate Program in Neuroscience. The department also contributes substantially to both the medical and dental school education, as well as to the physician assistant program. Faculty educators are active in curriculum development, education scholarship, and innovation. Department faculty are recipients of multiple teaching awards.

Research
With 17 distinct labs, the department is active in numerous research areas. Faculty specialize in the molecular and genetic basis of synaptic communication, neural connectivity, circuits, and behavior in health and disease. The department is an integral part of a campus–wide neuroscience community and provides a basic science foundation for addressing disease–relevant problems through collaboration, embedding, and partnerships. Department faculty have been recognized with multiple research awards and also have significant roles in three T32 training grant programs.

Other
A faculty member in the department, Jason Shepherd, was the first at the University of Utah to give a TEDMED talk in 2018 on “How an ancient virus spread the ability to remember.”

Department Chair
Monica Vetter, PhD
George and Lorna Winder Presidential Endowed Chair in Neurosciences • Professor, Neurobiology and Anatomy • Adjunct Professor, Ophthalmology/Visual Sciences • PhD, University of California, San Francisco
NEUROLOGY

The Department of Neurology delivers excellence in patient care, teaching, and research. Clinical faculty strive to treat patients with compassion, understand the basis of neurological disease, teach this knowledge to others, and apply it to improve medical diagnoses.

Departmental Divisions
- Cognitive Neurology
- Epilepsy
- General Outpatient Neurology
- Headache & Neuro-Ophthalmology
- Neurocritical Care
- Neuroimmunology
- Neuromuscular Medicine
- Pediatric Neurology
- Sleep & Movement Disorders
- Translational Neuroscience
- Vascular Neurology

Research
Department research covers all aspects of basic and translational neuroscience. It is a national leader in clinical trials with NIH-funded centers in NeuroNext and StrokeNet. The department is currently ranked 41 nationally for total NIH funding. The broad research portfolio includes federally funded projects by NIH and foundation grants. The department leads development of novel treatments using antisense oligonucleotides ranging from preclinical testing to clinical trials for diseases such as Huntington disease, cerebellar ataxia, and ALS.

Clinical
The department is a recognized leader in subspecialty neurological care. University faculty in multiple subspecialty disciplines staff the Neurology service at the Salt Lake City Veterans Administration Medical Center. It runs the only supraregional center of excellence for patients with Parkinson Disease, Ataxia, ALS, muscular dystrophy, Tourette syndrome, and Huntington’s disease. It is home to one of the nation’s largest telestroke networks, offering 24/7 medical and surgical support to patients throughout the Mountain West region. The department leads integrated programs with the Department of Neurosurgery for neurocritical care, movement disorders, epilepsy, and one of the nation’s largest centers for deep brain stimulation.

DEPARTMENT STATISTICS

| 121 | Faculty (63 career line, 58 adjunct) |
| 21  | Residents |
| 5   | Post-Doctoral Fellows |
| 11  | Advanced Practice Clinicians |

$8.7M Research Expenditures (FY19)

Education
The neurology department trains the next generation of academic neurologists in 10 accredited fellowship programs: autoimmune neurology, clinical neurophysiology, epilepsy, headache, movement disorder, neurocritical care, neuroimmunology, neuromuscular, stroke/neuromuscular, and neuro-ophthalmology. The department hosts the Western Intermountain Neurology Organization with its semiannual national CME programs, as well as the annual Utah Stroke Symposium.

NEUROSURGERY

Through world-class, patient-focused care, clinical and laboratory research, and specialized academic training programs, the Department of Neurosurgery provides complete neurosurgical expertise to patients with cranial and spinal injuries, diseases, and disorders.

Departmental Divisions
- Functional/Epilepsy
- Neuro-Oncology
- Pediatric Neurosurgery
- Spine
- Vascular

Research
The research portfolio includes work in neuro-oncology, vascular disease, spine biomechanics, and clinical trials. Research faculty are located throughout the medical campus. Some current projects include hypoxia-induced tumor progression, genetic abnormalities causing pediatric brain tumors, rapid-stretch nerve injury, and brain tumor angiogenesis and biology.

Clinical
Clinically, the neurosurgery department is a national leader in neurosurgical oncology, skull base surgery, and spine and pediatric neurosurgery. Department physicians offer an array of services including cerebrovascular, spinal, functional, traumatic, tumor, and pediatric neurosurgery at four hospitals and their affiliated clinics in the Salt Lake area.

Education
The neurosurgery department runs a nationally competitive residency program and several research laboratories, which train graduate students, fellows, and residents. Fellowships are offered in pediatric, skull base, vascular, neuro-oncology, endovascular, and spinal neurosurgery.

DEPARTMENT STATISTICS

| 51  | Faculty (28 primary, 23 adjunct) |
| 16  | Residents |
| 4   | Post-Doctoral Fellows |
| 11  | Advanced Practice Clinicians |

$2.6M Research Expenditures (FY19)

Department Chair
William T. Coulndwell, MD, PhD
Joseph J. Yager Presidential Endowed Chair in the Department of Neurosurgery • Professor, Neurosurgery • Adjunct Professor, Surgery • MD, McGill University (Canada) • PhD, McGill University • Residency: Neurosurgery, University of Southern California

Department Chair
Stefan Pulst, MD
Professor, Neurology • Adjunct Professor, Human Genetics • MD, Medizinische Hochschule Hanover (Germany) • Residency: Neurology, Medizinische Hochschule Hanover and Harvard Medical School
NUTRITION AND INTEGRATIVE PHYSIOLOGY

The Department of Nutrition and Integrative Physiology is dedicated to understanding how maintaining metabolic health combats the development and progression of chronic disease. It engages other programs within U of U Health to translate new research findings into clinical procedures and community outreach programs that improve quality of life.

Academic Programs
- PhD in Nutrition and Integrative Physiology
- Coordinated Master’s Degree in Nutrition
- MS in Nutrition and Integrative Physiology (Non-RDN)
- Undergraduate Minor in Nutrition

Research
Department scientists use a variety of research techniques and model systems to understand how nutrient metabolism influences health and disease, bridging virtually all of the sciences dealing with human biology. Research programs benefit from outstanding core facilities and a robust Center for Clinical and Translational Science.

Clinical and Community Engagement
The department’s Utah Center for Community Nutrition educates about diabetes and healthy lifestyle choices. Part of the Driving Out Diabetes Initiative, its programming includes evidence-based workshops, food demonstrations, and group discussions for school-aged youth. The department’s Utah Center for Community Nutrition educates about diabetes and healthy lifestyle choices. Part of the Driving Out Diabetes Initiative, its programming includes evidence-based workshops, food demonstrations, and group discussions for school-aged youth.

Education
Nutrition & Integrative Physiology trains leaders in dietetics and nutrition & metabolism research. Programs impart knowledge in a culture that produces exceptional graduates. Students come from a broad variety of backgrounds and experiences and display academic excellence, community service, and leadership potential. The department’s diverse class of students experience a dynamic learning environment that prepares them to serve all community sectors.

DEPARTMENT STATISTICS

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>64</td>
</tr>
<tr>
<td>Nutrition Minor Students</td>
<td>204</td>
</tr>
<tr>
<td>Graduate Students</td>
<td>68</td>
</tr>
<tr>
<td>Post-Doctoral Fellows</td>
<td>8</td>
</tr>
<tr>
<td>Research Expenditures (FY19)</td>
<td>$5.3M</td>
</tr>
</tbody>
</table>

OCCUPATIONAL AND RECREATIONAL THERAPIES

The Department Occupational and Recreational Therapies (ORT) operates from the belief that healthy, meaningful activities enhance health and quality of life. University of Utah offers the only training programs for occupational and recreational therapies in the state.

DEPARTMENT STATISTICS

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>27 (13 primary, 14 adjunct)</td>
</tr>
<tr>
<td>Occupational Therapy Clinicians</td>
<td>7</td>
</tr>
<tr>
<td>Undergraduate Students</td>
<td>124</td>
</tr>
<tr>
<td>Occupational Therapy Students</td>
<td>102</td>
</tr>
<tr>
<td>Occupational Therapy Doctoral Students</td>
<td>31</td>
</tr>
<tr>
<td>Phd Students (Rehabilitation Science)</td>
<td>6</td>
</tr>
<tr>
<td>Research Expenditures (FY19)</td>
<td>$452K</td>
</tr>
</tbody>
</table>

Research
ORT continues to enhance its scientific investigation portfolio. Research emphasizes the promotion of health and participation in valued life activities using an interdisciplinary and collaborative approach. Scientific investigation topics include technological and behavioral interventions for improving health and quality of life for individuals with neurologic conditions, autism, sensory processing disorders, substance abuse disorders, and for older adults, as well as for care partners of these individuals.

Education
The department is internationally known for its unique clinical fieldwork program in which students from several universities provide therapy services to individuals with refugee and immigrant status. The Bachelor’s in Recreational Therapy and Master’s of Occupational Therapy programs prepare students to work in a variety of practice settings and serve people across the lifespan.

Clinical
ORT’s Life Skills Clinic assists clients in participating successfully in daily activities. Clinic therapists also provide occupational therapy services to several local charter and private schools. They are the official providers for the state of Utah HB400 Pediatric Neuro-rehab Fund.
The Department of Obstetrics & Gynecology (OB/GYN) is known internationally for excellence in clinical care, medical education, and research. Department faculty are devoted to improving the health of women and their families.

**Departmental Divisions**
- General Obstetrics & Gynecology
- Gynecological Medicine
- Maternal-Fetal Medicine
- Reproductive Endocrinology & Fertility
- Urogynecology
- Family Planning

**DEPARTMENT STATISTICS**

| 172 | Faculty (69 career line, 103 adjunct) |
| 24  | Residents                            |
| 8   | Post-Doctoral Fellows                |
| 14  | Advanced Practice Clinicians         |
| 3   | Students                             |

**$9.3M** Research Expenditures (FY19)

**#22** Dept. Funding Rank (NIH)

**Clinical**
OB/GYN provides nearly 101,500 patient encounters annually and performs an average of 4,400 deliveries per year. It strives to maintain common interdisciplinary goals for quality while serving the broad needs of women in the five-state Mountain West region. Providers give exceptional care to both patients with high-risk needs and those who desire low-intervention births. Collaborating with certified nurse midwives and family medicine physicians helps fulfill patient needs.

**Research**
OB/GYN aims to be the best research program in obstetrics and gynecology anywhere. Clinical and translational research is integral to achieving this purpose. The department’s portfolio includes an NIH Program Project, two institutional K12 awards (WHRR and Birwch), two individual career development awards, NIH R01, K24, multiple grants (DIPHR & CCTN, foundation, etc.), and continued participation in the NICHD Maternal-Fetal Medicine Units Network (since 1996). In 2016, the department had 171 publications, including several in high-impact journals.

The Department of Obstetrics & Gynecology seeks to understand cancer at its most fundamental levels and to provide rigorous cancer education and laboratory training opportunities to graduate students, medical students, post-doctoral fellows, and clinical fellows. This science will help improve cancer prevention, diagnostics, and therapeutics.

**Department Chair**
Robert M. Silver, MD
Chief of the Division of Maternal-Fetal Medicine and Co-Director of Labor and Delivery - Professor, Obstetrics and Gynecology - MD, Medical College of Pennsylvania - Residency: OB/GYN, University of Colorado at Denver and Health Sciences Center - Fellowship: University of Utah School of Medicine

**DEPARTMENT STATISTICS**

| 42  | Faculty (16 primary, 26 adjunct) |
| 17  | Post-Doctoral Fellows            |
| 52  | Students                        |

**$12.7M** Research Expenditures (FY19)

**Education**
The oncological sciences department plays a leading role in cancer education for both graduate students and postdoctoral fellows. The vast majority of clinical faculty with laboratories in Huntsman Cancer Institute (HCI) have adjunct appointments in the department. Each year, the department oversees approximately 50 graduate students, including four from the MD-PhD program. Department faculty teach heavily in the molecular biology program and chemical biology program curricula. They also support the medical school’s curriculum and offer a focused cancer curriculum. In 2018, the department and partner faculty unveiled a new Cancer Training 360 program to provide translational cancer training to graduate students, medical students, and post-doctoral fellows.

**Research**
Oncological Sciences is a mechanism-focused basic science department with a collaborative transdisciplinary approach to understanding cancer mechanisms. Particular strengths include cancer mechanisms, mouse and zebrafish modeling of cancer, chromatin-cancer connections, stem cell biology, and cancer genetics/genomics. Being housed within HCI gives faculty a unique environment to encourage translation of basic findings, with many notable examples of success. All department members participate in at least one cancer disease-oriented team, and many have collaborative grants with clinical faculty in HCI. Recent last-author papers from faculty include: Science, Nature Communications, Developmental Cell, PNAS, Cancer Cell, Immunity, and Cell Stem Cell.

**Other**
Many Oncological Sciences faculty hold leadership roles at HCI and facilitate opportunities for SOM to conduct basic and translational cancer research and training. With HCI, the department also administers the Huntsman Alliance for Postdocs.

**Department Chair**
Bradley R. Cairns, PhD
Jan and Karen Huntsman Presidential Professor - Senior Director of Basic Science, Huntsman Cancer Institute - Professor, Oncological Sciences - Adjunct Professor, Biochemistry - PhD, Stanford University
ORTHOPAEDICS

The Department of Orthopaedics strives to relieve pain, improve function, and restore quality of life to people with musculoskeletal injury or disease. Department physicians provide exceptional clinical and surgical care. The department’s patient-centered care enterprise integrates with continuous orthopaedic education and efforts to advance treatment through research.

Departmental Divisions
- Pediatrics
- Adult Reconstruction (Hip/Knee)
- Sports/Shoulder
- Sarcoma (musculoskeletal tumors)
- Foot and Ankle
- Trauma
- Hand and Upper Extremity
- Spine

Education
The orthopaedics department is dedicated to excellence in educating the next generation of musculoskeletal care providers and educators. In 2019, they trained 27 residents and 13 fellows. Additionally, department faculty serve on 36 PhD student committees and are primary advisors to nine PhD students and three PhD postdoctoral students across campus.

Research
Orthopaedics continually advances its field through scientific investigation. The department is currently ranked No. 15 nationally in total NIH funding ($2.3 million, FY19). The department published 245 peer-reviewed papers in 2019. External research awards included funding from the NIH, U.S. Department of Defense, Veterans Administration, the Agency for Health Care Research and Quality, and others.

Clinical
Providers in the department utilize leading-edge clinical and surgical care techniques. They are the official orthopaedic medical providers for University of Utah Athletics, the NBA’s Utah Jazz, and the United States Olympic Committee.

Department Chair
Charles L. Saltzman, MD
LS Peery Presidential Endowed Professor, Orthopaedics - MD, University of North Carolina - Resident: Orthopaedic Surgery, University of Michigan - Fellowship: Orthopaedic Surgery, Mayo Clinic

DEPARTMENT STATISTICS
110 Faculty (56 primary, 54 adjunct)
27 Residents
13 Ortho Fellows
3 Post-Doctoral Fellows
18 Advanced Practice Clinicians
$6.2M Research Expenditures (FY19)
#15 Dept. Funding Rank (NIH)
PATHOLOGY

The Department of Pathology is dedicated to understanding the basis of disease, teaching this knowledge to others, and applying it to improve medical diagnoses and treatment of patients locally and nationally.

Departmental Divisions
- Anatomic Pathology & Molecular Oncology
- Clinical Pathology
- Medical Laboratory Sciences
- Microbiology & Immunology
- Pediatric Pathology

DEPARTMENT STATISTICS

| Faculty (119 primary, 71 adjunct) | 190 |
| Residents | 19 |
| Post-Doctoral Fellows (27 clinical, 23 research) | 50 |
| Students (35 PhD, 22 MS, 57 BS) | 114 |
| Advanced Practice Clinicians | 6 |
| Research Expenditures (FY19) | $14.8M |
| Dept. Funding Rank (FY19) | #17 |

Research

The department’s broad research portfolio includes extensive clinical and translational scholarship in diagnostic medicine and basic and translational work in cancer pathogenesis. The Division of Microbiology and Immunology within the department serves as an anchor for the institutional initiative in Immunology, Inflammation, and Infectious diseases.

Clinical

Clinically, the department is a national leader in pathology and laboratory medicine. Many of the department’s faculty serve as leaders in various national organizations and are recognized as experts in their clinical subspecialties, providing consultation and sharing expertise locally and with hundreds of ARUP clients.

Other

The pathology department operates ARUP Laboratories, a national reference laboratory that provides services to hospitals in all 50 states, including a large number of academic medical centers. Pathology faculty and ARUP also support the department’s anatomic and clinical pathology services for University of Utah Health and Primary Children’s Hospital, including more than 75,000 surgical pathology and cytology cases at Huntsman Cancer Institute. The department has generated numerous startup companies.

Education

The Pathology Department hosts a PhD program in microbiology and immunology and MS and BS degree programs in clinical laboratory science. In addition to its pathology residency program, it hosts 15 clinical subspecialty fellowships and annual CME trainings, contributing substantially to both the medical and dental school curricula.

Research Chair

Peter E. Jensen, MD

ARUP Presidential Endowed Chair - Chairman of the Board of Directors, ARUP Laboratories - Professor, Pathology - MD, Vanderbilt University - Residency: Pathology, Barnes-Jewish Hospital

PEDiatrics

The Department of Pediatrics is dedicated to improving the lives of children through excellence in advocacy, education, research, and clinical care. In addition to being the second largest department in the School of Medicine, with one of the highest number of tenured female faculty, it is one of the largest pediatrics departments in the United States. The department actively supports comprehensive specialty and subspecialty clinical care, and contributes to U of U Health’s research and education missions.

Departmental Divisions
- Adolescent Medicine
- Allergy & Immunology
- Cardiology
- Child Protection & Family Health
- Clinical Pharmacology
- Critical Care
- Diabetes & Endocrinology
- Emergency Medicine
- Gastroenterology, Hepatology, & Nutrition
- General Pediatrics
- Hematology & Oncology
- Infectious Diseases
- Inpatient Medicine
- Medical Ethics
- Medical Genetics
- Neonatology
- Nephrology & Hypertension
- Neurology
- Physical Medicine & Rehabilitation
- Psychiatry & Behavioral Health
- Pulmonary & Sleep Medicine
- Rheumatology

Education

The department educates 86 residents each year in categorical pediatrics, medicine–pediatrics, triple board (pediatrics, child psychiatry, and general psychiatry), and child neurology. Fellowship programs are available in 12 pediatric subspecialties that are nationally recognized for preparing outstanding pediatric clinician scientists. Department trainees have opportunities to participate in global and rural child health care through formal partnerships with Indian Health Services in Chinle, Arizona; the University Teaching Hospital in Rwanda; and Kamuzu Central Hospital in Malawi, Africa. These locations are included in the department’s Global, Rural, and Child Health fellowship. The Department of Pediatrics is one of only four sites nationally to participate in Education in Pediatrics Across the Continuum. This unique program matches medical students at the end of their second year with residencies and allows students to advance through medical school and residency based on competency-based performance instead of time-based education.

DEPARTMENT STATISTICS

| Faculty (310 primary, 257 adjunct) | 567 |
| Residents | 86 |
| Subspecialty Fellows | 62 |
| Post-Doctoral Fellows | 3 |
| Advanced Practice Clinicians | 26 |
| Research Expenditures (FY19) | $41.2M |
| Dept. Funding Rank (NIH) | #18 |
Research
The strength of the department’s research activities is reflected by nearly $40 million in annual funding and a current total funded portfolio in excess of $120 million. Research involvement includes an integrated research cycle of discovery science, clinical–translational research, and health services investigation. Outstanding multi-institutional research programs include the NICHD-funded Neonatal Research Network, MCHB-funded Pediatric Emergency Care Applied Research Network (PECARN) and National EMSC Data Analysis Resource Center (NEDARC), the NHTSA-funded National EMS Information System (NEMISIS), and data coordinating centers for 13 national networks funded by NIH and philanthropy.

The department is one of only two in the country participating in all three research components of the NHLBI funded Bench-to-Bassinet (B2B) program. These three research components include the Pediatric Cardiac Genomics Consortium (PCGC), the Cardiovascular Development Consortium (CvDC), and the Pediatric Heart Network (PHN). In addition, the department is one of only four in the country participating in the American Heart Association Strategically Focused Children’s Research Network. The department also participates in the NCATS Trial Innovation Network as one of only three Trial Innovation Centers in the United States, providing clinical research support to CTSA institutions across the country. The department was one of the Vanguard centers in the National Children’s Study and is currently a major site in the Environmental Influences on Child Health Outcomes (ECHO) study.

Clinical
The department serves over two million children across the Mountain West through its well-established partnership with Primary Children’s Hospital (PCH), a 289-bed, non-profit children’s hospital on the U of U Health campus. More than 300 faculty in 22 divisions provide patient care in all areas of general and subspecialty pediatrics, and the hospital serves as the primary inpatient and outpatient specialty-teaching site for the department’s residency programs. Department and PCH joint programs are consistently ranked among the nation’s top, with 10 outstanding clinical programs cited by U.S. News & World Report. Additionally, the Department of Pediatrics collaborates with the U of U Community Physicians Group, and its primary care clinics play a significant role in U of U Health. The department’s South Main Clinic and University Pediatric Clinic serve children with special health care needs and underserved children throughout the community.

PHARMACEUTICS AND PHARMACEUTICAL CHEMISTRY
Focuses on biomedical research in biotherapeutics and the evolving field of drug delivery, the Department of Pharmaceutics and Pharmaceutical Chemistry (P&PC) prepares graduate students to work in a variety of settings. Graduates go on to academic, research, administrative, business management, legal, regulatory, and investment careers related to drug delivery and pharmaceutical chemistry.

DEPARTMENT STATISTICS
58 Faculty (9 tenure track, 6 research track, 43 adjunct)  
20 Students  
7 Post-Doctoral Fellows  
$3.5M Research Expenditures (FY19)

Education
P&PC curriculum provides a strong background in modern-day, basic biomedical sciences and trains students in fundamental concepts of pharmaceutics and drug delivery. Department faculty have won three University of Utah Distinguished Postdoc and Graduate Student Mentor Awards, three Distinguished Teaching Awards in the College of Pharmacy, and seven College of Pharmacy Class Teaching Awards.

Research
Major research programs include drug targeting, biopolymers and nanoparticles for drug delivery, cancer immunotherapy, antibody–drug conjugates, gene therapy and gene delivery, peptide and protein delivery and therapies, biosensors, nanotoxicology, vaccines, cell-based therapies, and cell sheets for tissue regeneration. The department has been nationally ranked in the top 4 of pharmaceutics departments for two decades (Academic Analytics). The department has gained international research prominence in drug delivery, gene delivery, and polymeric materials. It is home to three University of Utah Distinguished Professors, faculty with two memberships in U.S. national academies, and editorship of major drug delivery journals.

Other
Other departmental strengths include interdisciplinary collaborations with more than 100 other scientists—locally, nationally, and internationally—success in research patents and commercialization, and formation of multiple viable companies. Academic Analytics ranks the department as No. 1 out of 65 departments in research impact at the University of Utah.

Department Chair
Hamid Ghandehari, PhD  
George S. and Dolores Doré Eccles Presidential Endowed Chair  
Professor, Pharmaceutics and Pharmaceutical Chemistry and Biochemical Engineering  
Director of Utah Center for Nanomedicine  
PhD, University of Utah
PHARMACOTHERAPY

The Department of Pharmacotherapy has a rich and dynamic history, training high-quality pharmacists and researchers who work in a broad range of settings, including hospital pharmacy, retail pharmacy, academia, and industry.

DEPARTMENT STATISTICS

25 Faculty (15 Clinical, 4 Research, 6 Tenure track)
4 PhD Students
4 Post-Doctoral Fellows
$12.3M Research Expenditures (FY19)

Research

Major research programs include drug discovery and chemical biology, epilepsy, cancer, addiction, mental health and aggression, and environmental toxicology as it relates to lung health. In addition, the department has considerable strength in analytical chemistry method development, and its funded research portfolio is the largest in the College of Pharmacy.

Education

The pharmacotherapy department offers a PhD in Pharmacotherapy Outcomes Research and a Master of Science in Health System Pharmacy Administration. It also supports the College of Pharmacy’s PharmD degree program.

Other

Other departmental strengths include interdisciplinary collaborations locally, nationally, and internationally, publications in high-impact journals, service to the National Institutes of Health on study sections, and many of our faculty have received major research awards. Our trainees have gone on to successful careers in academia, government, and the pharmaceutical industry.

Department Chair
Daniel M. Witt, PharmD, FCCP, BCPS
Professor, Pharmacotherapy
Assistant Dean for Clinical Affairs
PharmD, University of Washington

and many others. The Medicaid Drug Regimen Review Center (DRRC) improves the safety and efficacy of drug use in Medicaid patients, reducing prescription quantity and drug costs. DRRC also supports and educates providers who prescribe to utilizers of the Medicaid drug program. The Pharmacotherapy Outcomes Research Center (PORC) uses expertise in health economics, modeling, various clinical subspecialties, drug information, technology, and psychometrics to answer important questions pertaining to quality of life, cost-effectiveness, and other drug therapy outcomes. The Data-driven Collaborative of Informatics, Pharmacoeconomics, and Health Economics Researchers (DeCIPHER) conducts state-of-the-art pharmacoepidemiology and pharmacoeconomics research in osteoporosis, HIV, hepatitis C, and other chronic conditions.

Other

Clinical faculty innovate their clinical practice site “laboratories” as members of interprofessional teams, discovering new ways to ensure optimal patient care. All department members are passionate about engaging students in understanding how to advance health care by improving drug therapy outcomes for everyone.
PHYSICAL MEDICINE & REHABILITATION

The Division of Physical Medicine and Rehabilitation (PM&R) combines the strengths of academic physiatry with the collaborative, integrated resources of the University of Utah to preserve, enhance, and restore quality of life for people with disabling conditions.

**DEPARTMENT STATISTICS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (primary, adjunct)</td>
<td>64</td>
</tr>
<tr>
<td>Residents</td>
<td>22</td>
</tr>
<tr>
<td>Advanced Practice Clinicians</td>
<td>8</td>
</tr>
<tr>
<td>Research Expenditures (FY19)</td>
<td>$873,534</td>
</tr>
</tbody>
</table>

**Education**

PM&R hosts a competitive residency program of 22 residents. Fellowships are offered in sports medicine, interventional spine, and spinal cord injury. Post-doctoral programs are offered in rehabilitation psychology and neuropsychology.

**Research**

PM&R faculty are currently participating in several research projects focusing on neuromodulation to improve fitness and function, prevent sport injuries, reduce pain, and improve medical techniques. Faculty members also participate in translational neurotrauma research and collaborate with various departments locally, as well as with medical centers nationally to design and conduct research. Residents have opportunities to collaborate with faculty to conduct their own research projects and present findings at local and national meetings.

**Clinical**

PM&R provides specialized, individualized care for a variety of conditions including brain injury, stroke, spinal cord injury, cancer rehab, polytrauma, spasticity, and amputation. It is the only inpatient rehabilitation program in the Mountain West region with Hospital CARF certification for adults, children, and adolescents. It also holds subspecialty certification in spinal cord injury, stroke, traumatic brain injury, and comprehensive outpatient rehabilitation. The inpatient Rehabilitation Center is ranked among the nation’s Top 20 Rehabilitation Hospitals by U.S. News & World Report. In May 2020, the PM&R Division moved into the new state-of-the-art 75-bed Craig H. Neilsen Rehabilitation Hospital.

**Other**

The division enjoys a collaborative and integrated work environment through close association with other departments including orthopaedics, neurosurgery, and radiology. The spinal cord injury team has developed significant collaborations with the Gaapp Lab, Department of Mechanical Engineering, School of Business, and Lassonde Entrepreneur Institute to develop innovative technologies to enhance the quality of life for individuals with spinal cord injuries.

**Division Chair**

David P. Steinberg, MD, MMM  
Associate Professor, Physical Medicine & Rehabilitation - Executive Medical Director of the Craig H. Neilsen Rehabilitation Hospital - MD, University of Chicago, Pritzker School of Medicine - Residency: Physical Medicine & Rehabilitation, Northwestern University and the Rehabilitation Institute of Chicago - Subspecialty Boarded in Pain Management

---

PHYSICAL THERAPY AND ATHLETIC TRAINING

The Department of Physical Therapy and Athletic Training provides opportunities for collaboration in education, research, and clinical practice across the disciplines of physical therapy, athletic training, and rehabilitation science. We share expertise in human movement and function to work toward better health for the communities we serve.

**Department Programs**

**Residency Programs**
- Orthopedic Physical Therapy
- Neurologic Physical Therapy
- Sports Physical Therapy

**Clinical Programs**
- Balance and Mobility Clinic
- Student Run Pro Bono Clinics
- L.S. Skaggs Patient Wellness Center
- Athletic Training Student Clinic

**DEPARTMENT STATISTICS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (primary, adjunct)</td>
<td>112</td>
</tr>
<tr>
<td>Students (programs)</td>
<td>250</td>
</tr>
<tr>
<td>Research Expenditures (FY19)</td>
<td>$5.5M</td>
</tr>
</tbody>
</table>

**Education**

In the new entry-level professional Master of Athletic Training (MAT) program, students learn core competencies related to health care and athletic training in a collaborative medical academic setting. The program offers unique clinical experiences with athletes at every level of competition and the performing arts. The Doctor of Physical Therapy (DPT) program is currently ranked in the top 10 percent of all physical therapy programs nationally (No. 13 of 250 programs) and reflects the breadth, depth, and necessary rigor of the professional physical therapist education curriculum in response to the current and expected future health care environment.

**Research**

Current overall funded research budget exceeds $16 million. Investigation spans cellular mechanisms of muscle function to clinical outcomes and health services research as we work to advance understanding of human function and apply discoveries to improving health. Motion Analysis core labs, muscle biology and function labs, a skeletal muscle exercise research facility, and a sports medicine research lab form the backbone of our research facilities.

**Other**

Physical therapy clinicians offer the most current, evidence-based approaches in our clinics. The University Balance and Mobility Clinic services individuals with vestibular, balance, pelvic floor, and neurologic disorders. The Athletic Training program provides preventative assessments, evaluations, and therapeutic guidance of sports medicine injuries.

**Department Chair**

R. Scott Ward, PhD, PT, FAPTA  
Professor, Physical Therapy & Athletic Training  
Adjunct Professor, Occupational Therapy & Recreational Therapies  
PhD, University of Utah
System Summary

Departmental Divisions

- Adult Psychiatry
- Child & Adolescent Psychiatry

Education

The psychiatry department provides teaching for medical students and training for residents from around the country and the world. During the 2019 Utah State legislative session, two additional training slots were funded. Furthermore, the Idaho State Legislature funded three new slots for a joint training program with the department to provide much-needed psychiatric resources to the State of Idaho. This success was the result of several years of effort between our training department faculty and counterparts in Idaho. Combined, these additional training dollars will allow us to increase our training programs to a total number of 77 residents by 2024.

Research

The department’s research portfolio is broad, with research focusing on behavioral interventions, the use of mobile interventions, health disparities, community prevention and outreach, cancer and molecular epidemiology, cancer etiology, pharmacogenetics, health care policy, quality of life, health economics, and outcomes research. The department’s research strengths come from the diverse methods and expertise of faculty members and by collaborating broadly across the health system and with external partnerships worldwide.

Other

The department is four years old.

Psychiatry

The Department of Psychiatry’s mission is to improve mental health through education, research, clinical care, and collaboration with other disciplines and community partners. Department faculty are dedicated to academic excellence, collaborative research, and compassionate behavioral and mental health care, with the goal of giving patients healthier minds and better lives.

Departmental Divisions

- Adult Psychiatry
- Child & Adolescent Psychiatry

DEPARTMENT STATISTICS

| 314 | Faculty (116 primary, 198 adjunct) |
| 57  | Residents |
| 5   | Post-Doctoral Fellows |
| 24  | Advanced Practice Clinicians |
| $9.9M | Research Expenditures (FY19) |

Education

The psychiatry department provides teaching for medical students and training for residents from around the country and the world. During the 2019 Utah State legislative session, two additional training slots were funded. Furthermore, the Idaho State Legislature funded three new slots for a joint training program with the department to provide much-needed psychiatric resources to the State of Idaho. This success was the result of several years of effort between our training department faculty and counterparts in Idaho. Combined, these additional training dollars will allow us to increase our training programs to a total number of 77 residents by 2024.

Research

The department’s research mission is growing quickly, with strong investments and research groups in psychiatry genetics, neuroimaging, autism, mood disorders, and clinical trials to propel new discoveries of the causes of and treatments for psychiatric illnesses. Current projects include the genetics of psychiatric disorders, along with the root causes and the search for more effective and personalized treatment of chronic illness such as schizophrenia, depression, and bipolar disorder. Research initiatives also examine illness co-occurrence with healthy and pathological aging or conditions such as chronic pain.

Clinical

The department supports mental and behavioral health services throughout U of U Health and the surrounding community. This includes providing clinical expertise at the University Neuropsychiatric Institute (UNI), University of Utah Hospital, and a continuum of outpatient services within UNI and in outlying community health centers.

Other

Department faculty and U of U Health leaders worked closely with representatives from the Huntsman Family Foundation, laying the groundwork for the amazing $150M grant that was announced in 2019.
RADIATION ONCOLOGY

The Department of Radiation Oncology is dedicated to providing the highest quality patient-centered cancer care and advancing the field through research, education, and service. The department’s multidisciplinary partnership with surgical, medical, and pediatric oncology, pathology, and radiology allows it to provide state-of-the-art conventional and experimental therapy to patients.

DEPARTMENT STATISTICS

35 Faculty (26 primary, 9 adjunct)
9 Residents
$1.5M Research Expenditures (FY19)

Education

The department offers accredited Radiation Oncology and Medical Physics Residency Programs. Faculty support our programs through lectures, clinical instruction, and research mentorship. In addition, they assist the School of Medicine by volunteering in the radiation oncology interest group, research opportunities, career fair, and more. Fifty percent of our physician residents pursue academic careers.

Research

Radiation oncology faculty members currently have 21 funded investigations/grants, are the principal investigator (PI) or co-PI on two National Cooperative Group Trials, lead seven investigator-initiated trials, and serve on over 50 national committees including the National Institutes of Health, the Children’s Oncology Group, the FDA, and the National Comprehensive Cancer Network.

Clinical

Our 12 board-certified radiation oncologists, as well as a full complement of physics, dosimetry, radiation therapy, and oncology-certified nursing personnel, provide comprehensive radiation therapy services with the most modern treatments available, including proton therapy starting in early 2021. Our department places a strong emphasis on multidisciplinary care and is a recognized leader in patient satisfaction within the institution and nationally.

RADIOLOGY & IMAGING SCIENCES

The Department of Radiology & Imaging Sciences offers subspecialty imaging and interventional services and provides advanced technology to diagnose and treat disease. Our highly skilled clinical team perform nearly half a million procedures and studies each year. Our physicians, scientists, and staff improve health care through imaging practice, research and innovation, and education.

DEPARTMENT STATISTICS

144 Faculty (81 primary, 42 adjunct, 21 research)
29 Residents
13 Post-Doctoral Fellows
8 Advanced Practice Clinicians
$6.8M Research Expenditures (FY19)
#19 Funding Research (NIH)

Research

Radiation oncology faculty members currently have 21 funded investigations/grants, are the principal investigator (PI) or co-PI on two National Cooperative Group Trials, lead seven investigator-initiated trials, and serve on over 50 national committees including the National Institutes of Health, the Children’s Oncology Group, the FDA, and the National Comprehensive Cancer Network.

Clinical

Our 12 board-certified radiation oncologists, as well as a full complement of physics, dosimetry, radiation therapy, and oncology-certified nursing personnel, provide comprehensive radiation therapy services with the most modern treatments available, including proton therapy starting in early 2021. Our department places a strong emphasis on multidisciplinary care and is a recognized leader in patient satisfaction within the institution and nationally.

Other

The radiology department has created internationally used internet-based education products like STATdx and RADPrime, and distributes research software worldwide.

Department Chair

Satoshi Minoshima MD, PhD
Professor, Radiology and Imaging Sciences - MD, Chiba University School of Medicine (Japan) - PhD, Radiological Science, Chiba University School of Medicine - Residency: Radiology, Chiba University Hospital - Fellowship: Nuclear Medicine, University of Michigan

Department Chair

Dennis C. Shrieve, MD, PhD
Rudolph S. and Edna Reese Research Professor, Radiation Oncology - MD, University of Miami School of Medicine - PhD, Radiation Biophysics, University of California, Berkeley - Residency: Radiation Oncology, University of California, San Francisco

Department Chair

Satoshi Minoshima MD, PhD
Professor, Radiology and Imaging Sciences - MD, Chiba University School of Medicine (Japan) - PhD, Radiological Science, Chiba University School of Medicine - Residency: Radiology, Chiba University Hospital - Fellowship: Nuclear Medicine, University of Michigan

Department Chair

Dennis C. Shrieve, MD, PhD
Rudolph S. and Edna Reese Research Professor, Radiation Oncology - MD, University of Miami School of Medicine - PhD, Radiation Biophysics, University of California, Berkeley - Residency: Radiation Oncology, University of California, San Francisco

Department Chair

Satoshi Minoshima MD, PhD
Professor, Radiology and Imaging Sciences - MD, Chiba University School of Medicine (Japan) - PhD, Radiological Science, Chiba University School of Medicine - Residency: Radiology, Chiba University Hospital - Fellowship: Nuclear Medicine, University of Michigan
The Department of Surgery is a nationally ranked academic surgical program that provides comprehensive, high-value patient care, leads in research and innovation, and inspires and educates tomorrow’s leaders in surgery.

**Departmental Divisions**
- Cardiothoracic Surgery
- Emergency Medicine
- General Surgery
- Otolaryngology
- Pediatric Surgery
- Plastic Surgery
- Transplantation & Advanced Hepatobiliary Surgery
- Urology
- Vascular Surgery

**DEPARTMENT STATISTICS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (177 primary, 152 adjunct)</td>
<td>329</td>
</tr>
<tr>
<td>Residents</td>
<td>106</td>
</tr>
<tr>
<td>Post-Doctoral Fellows</td>
<td>13</td>
</tr>
<tr>
<td>Advanced Practice Clinicians</td>
<td>92</td>
</tr>
<tr>
<td>Research Expenditures (FY19)</td>
<td>$10.1M</td>
</tr>
</tbody>
</table>

**Education**
The Department of Surgery supports training programs across seven surgical specialties and emergency medicine, including several unique, highly specialized fellowship programs. A core of education-focused faculty in the department are recognized leaders, having garnered multiple local and national education awards.

**Research**
The department aims to increase the value of surgical care through an aggressive program of discovery and innovation. A focused strategy of research sponsorship has led to 145 percent growth in external research revenue over the last five years, covering the areas of basic, translational, clinical, and health services research.

**Clinical**
The department continues to expand its clinical impact with new and growing programs, including fetal surgery, live-donor liver transplantation, men’s health, and minimally invasive cardiovascular surgery. Geographically, we provide surgical care beyond the local population through a multi-state referral network, telemedicine, and direct staffing in hospitals across the Mountain West region.

**Other**
The department is home to the nation’s first Center for Global Surgery, which supports faculty-led academic programs in East Asia, West Africa, and South America.

**Department Chair**
Samuel R.G. Finlayson, MD, MPH, MBA
*Professor, Surgery · MD, Harvard Medical School · MPH, International Health, Harvard School of Public Health · MBA, University of Utah David Eccles School of Business · Residency: General Surgery, Massachusetts General Hospital*
VISION FOR THE FUTURE

As I write this note, our health system, state, nation, and world confront what may be the most challenging time of our generation. The world is fighting a pandemic the likes of which we have not seen in a century. Our nation is facing accountability with regard to unresolved racial inequities that have plagued us since our founding. And we are all looking down the barrel of an unknown economic impact that may challenge the ways we achieve our core missions in the coming years.

So, as our days are consumed by managing whatever crisis the next hour brings, it seems like a far-off fantasy to be thinking about a “vision for the future.” With all we have to manage today, what’s the point in lifting our heads long enough to see to the horizon?

Two words: Hope and perseverance.

In these uncertain times I am reminded that the sun will rise in the east and set in the west. After being a part of the team here at U of U Health for the past two years, I know that we can rely on a few other certainties that are unique to our faculty, students, staff, and community.

U of U Health has a legacy of innovation that has benefitted patients not just here in Utah but around the world. A distinguishing feature on the national stage is our unmatched culture of collaboration—people working together to advance health and pioneering discoveries in science and medicine, all while training the next generation of health care professionals.

Our vision for the future is One U, united in serving the people of Utah as a University FOR Utah. The future of health care is interdisciplinary, collaborative, and innovative. With the patient at the center of everything we do, we are dedicated to caring for those who care for our communities. At U of U Health, we have a unique opportunity to extend this leadership into all areas of health, in turn helping both our populations and those beyond our borders.

We invite you all to join us on this journey.

Michael L. Good, MD
Chief Executive Officer, University of Utah Health
Dean, University of Utah School of Medicine
A. Lorris Betz Senior Vice President for Health Sciences

Report prepared by University of Utah Health, Marketing and Communications:

Joe Borgenicht,
Director, Strategic Communications
Mitchell Davis,
Manager, Strategic Communications
Julie Kiefer,
Associate Director, Science Communications
Aaron Lovell,
Associate Director, Strategic Communications
Nick McGregor,
Sr. Communications Editor
Luat Nguyen,
Designer
Jessica Peterson,
Manager, Strategic Communications
William Sorensen,
Sr. Writer/Editor, Strategic Communications

Special thanks to the contributions of others throughout the system for their efforts in compiling the information in this report.

If you note rankings or statistics that need to be updated, please contact a member of the Strategic Communications Team.