# State of the SCHOO Address

## Dean John J. Reilly, Jr., MD

University of Colorado School of Medicine



January 10, 2024





## **2024 State of the School Address**

#### AGENDA

- New Leadership Recruits
- Faculty Recognition
- Report Card: How Did We Perform on Goals From Last Year?
- Snapshot of the Current State of the School
- Upcoming Challenges: A Look Ahead.
- Anschutz Acceleration Initiative Awardees

## **New Leadership Appointments**



Yuri Agrawal, MD, MPH Otolaryngology, Head & Neck Surgery



Ihab Kamel, MD, PhD Radiology Maryam Asgari, MD, MPH Dermatology

## **New Leadership Appointments**



Jerica Berge, PhD, MPH ACCORDS



Aimee Gardner, PhD Associate Dean of Faculty Development



David DiGregorio, PhD Physiology & Biophysics

## **Distinguished Professors**





Sean Colgan, PhD Medicine Frank deGruy, MD Family Medicine

# **Goals for 2023: Progress a Year Later**



## **Departmental Action from 2022 Survey**



#### CULTURE

- Recognition & appreciation
- Equity
- Transparent communication
- Work life integration

#### WORK OPTIMIZATION

- Email reduction
- In-basket
- Mini pilot grants
- Scheduling
- Check-out specialist
- Unanticipated event
  algorithm
- Innovation thinktank

#### FACULTY & LEADERSHIP DEVELOPMENT

- Faculty development
- Leadership pipeline
- Coaching
- Mentoring

# CONNECTION & COLLEGIALITY

- Book club
- Peer support
- DOM@Table
- Social events

Funded Departmental Well-being Leaders Launched (~ 20 New Initiatives)

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# Action From CU SOM 2022 Survey





#### ORGANIZATIONAL CULTURE

- Changes to paid parental leave
- New faculty recognition programs
- New processes to manage allegations of unprofessional conduct

#### WORK OPTIMIZATION

Prioritized initiatives to redesign clinical systems that highlight the importance of protected time for nonface-to-face patient care & inform pilot programs to align work to modern practice demands

## FACULTY & LEADERSHIP

DEVELOPMENT

New leader onboarding

- New mid-career leadership program
- Refresh of the Academy of Medical Educators
- Pilot of web-based coaching for faculty
- Support for the Mentoring Academy

#### REDUCE CLERICAL WORK

- Launch of initiatives to re-examine annual reviews & promotion dossiers
- Improve travel approval processes
- Reduce e-mail burden

#### ADVOCACY

CMS

- Verbal orders in ambulatory settings
- Telehealth

#### Aimee Gardner, PhD Associate Dean of Faculty Development

## **Faculty Development**

#### **Support Career Progression**

Academy of Medical Educators

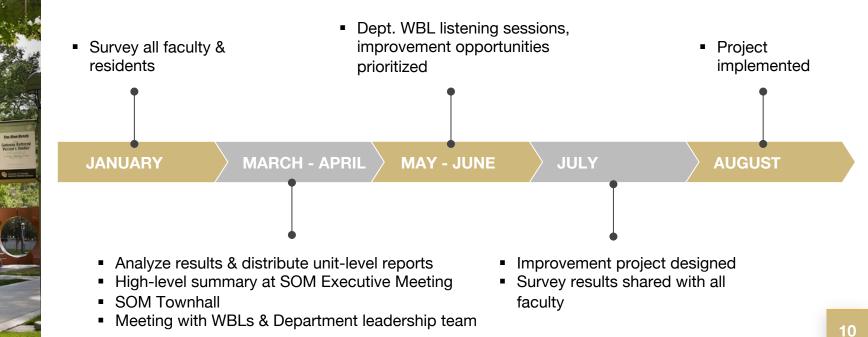
#### Leadership Development

- Leader Onboarding
- THRIVEForward

#### Mentoring

Taskforce (Niranjan Manoharan)

## **All Faculty Survey Timeline**



## Faculty & Resident/Fellow Survey



SCIENTIST & NON-CLINICAL FACULTY



# **Goals for 2023: Progress a Year Later**



## **Quality & Safety With Our Partners**

- Quality Incentive Program with UCHealth
  - Substantial improvement in most of the measures that we can influence
  - Mortality most notable
- Significant Improvement in Key Variables at CHCO





# **Goals for 2023: Progress a Year Later**



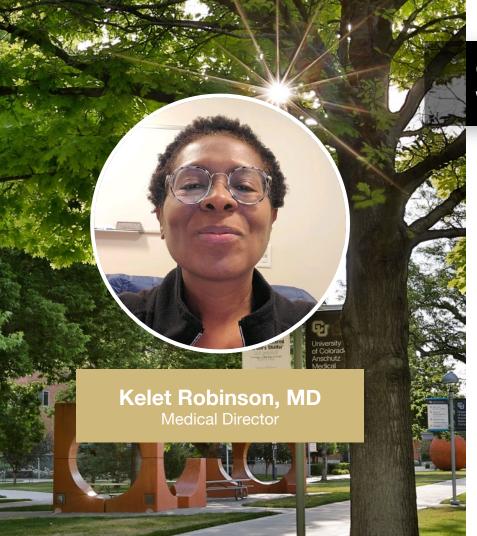


## Reaccreditation

- Report Due This Fall
- Site Visit March 2025
- Likely Areas of Focus
  - New curriculum
  - Branch campus at CSU
- 13 Working Groups on Schedule
- Effort Led by Bonnie Kaplan, MD

# **Goals for 2023: Progress a Year Later**





#### Clinic Space for Anschutz Wellness Center

- Finalizing Lease
  Agreement With Planned
  Opening in Spring 2024
- Hired Kelet Robinson, MD, as Medical Director Effective 2/1/2024

# Longer Term Goals from 2023



With Our Partners, Create & Sustain High Reliability Programs of Clinical Excellence Develop the Personalized Medicine Program to Have Meaningful & Growing Impact on Patient Care Delivery

Move Faculty Research Discoveries Into Clinical Care

## **Multidisciplinary Cancer Clinics**

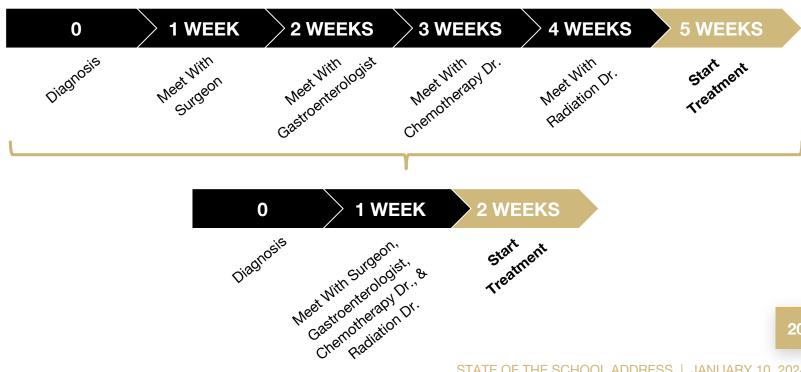
#### 1 Patient Visit, >4 Disciplines, >20 Providers Review Each Case

- Thoracic
- Breast
- Endocrine
- Sarcoma
- Gastrointestinal
- Head & Neck
- Genitourinary
- Brain

- Seen by 1-5 Providers in One Day
- Collective Experience of Thousands of Cases
- Expert Radiology & Pathology Reviews
- Supportive Care Services Provided
- ► Wait Time is **One Week**
- Outside Care Plan Altered >30% of the Time
- Providers Often Lead Cutting-edge Clinical Trials

## **Multidisciplinary Cancer Clinics**

atoway Battered



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## **Clinical Results**

#### Survival Rates 2023 - Stages 1-4 | % of Patient Living More Than 5 Years

	Metro Den	ver (UCCC)	Colorado	National	
Cancer Types (All Stages)			Relative Survival Rate	Relative Survival Rate- All Stages	
Prostate	1,921	98.8%	90.1%	97%	
Breast	2,319	95.4%	94.5%	91%	
Non-Hodgkin's Lymphoma	849	81.0%	73.9%	74%	
Rectal	441	77.0%	75.4%	68%	
Liver	695	41.1%	20.1%	21%	
Lung	1,579	46.3%	26.1%	23%	
Pancreatic	934	26.7%	12.8%	12%	

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## **5-Year Survival Rates for Stage IV Patients**

#### Improved Survival Across 11 Cancer Types

	UC Cancer Center	SEER	UC Cancer Center Survival Rates % of SEER Rates		
Cancer Type (All Stages)	Survival Rate	Survival Rate			
Prostate	63%	32%	197%		
Breast	45%	30%	150%		
Lung	16%	7%	229%		
Melanoma	45%	32%	141%		
Thyroid	81%	53%	153%		
Liver	15%	3%	500%		
Pancreatic	11%	3%	367%		
Kidney & Renal	30%	15%	200%		
Colorectal	31%	14%	221%		
Corpus Uteri	29%	18%	161%		
Lymphoma*	73%	67%	109%		

\*Non-Hodgkin's Lymphoma

# **Recognitions & Awards**

- **QOPI** (Quality Oncology Practice Initiative) **Certified**
- ASCO/COA Patient-Centered Cancer Care Certification
- Faculty Set International National Treatment Guidelines (~50 Committees)
- **Benchmarking** via 33 Member Institutions
- **INCP** (Integrated Network Cancer Program) Member
- **Radiation Oncology Program of Excellence**
- **FACT** Accredited (Foundation for the Accreditation of Cellular Therapy) for Bone Marrow Transplant & Immune Effector Cells
- Kaiser & Optum Program of Excellence for Bone Marrow Transplant
- Aetna Institute of Excellence for Bone Marrow Transplant







ASTRO Accreditation Program for Excellence





# Longer Term Goals from 2023



With Our Partners, Create & Sustain High Reliability Programs of Clinical Excellence Develop the Personalized Medicine Program to Have Meaningful & Growing Impact on Patient Care Delivery

Move Faculty Research Discoveries Into Clinical Care

## By the Numbers

238,000+ patients consented **31** drugs in Pharmacogenomics Panel

**97,539** genotyped

**39,393** with return of results

# GI Oncology Pharmacogenomics Pilot

# **Personalized Medicine**

#### CYP2C19 \*1/\*17

Rapid metabolizer.

The patient is a rapid metabolizer of Clopidogrel. The US Food and Administration suggests label-recommended dosage and administra Clopidogrel. The CPIC Dosing Guidelines report risk of increased pla and decreased residual platelet aggregation. Ultrarapid metabolize associated with an increased risk of bleeding complications.

CES1 rs71647871 C/C (WT)

Consider label recommended dosage of Clopidogrel if no contraindi

CYP1A2 rs762551 A/A (HOM)

Patient may have decreased on-treatment platelet reactivity when clopidogrel as compared to patients with the wild-type genotype.

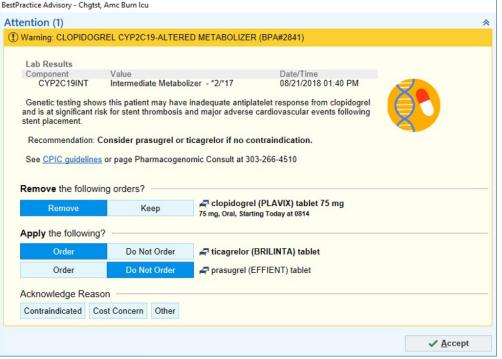
#### ABCB1 rs1045642 A/G (HET)

People with this genotype may have an increased risk of major adv cardiovascular events (MACE such as cardiovascular death, myocar or stroke) when treated with clopidogrel in people with acute coron or myocardial infarction as compared to people with homozygous g Contradictory findings have been reported in the literature.

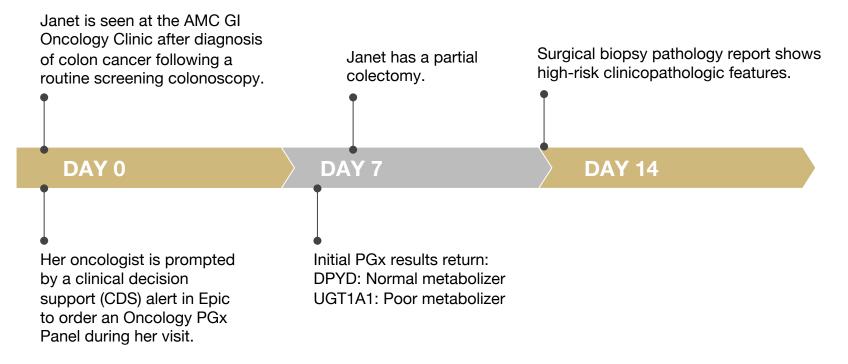
CYP3A4 rs2242480 C/C (WT)

Extensive (normal) metabolizer.

Consider label recommended dosage of Clopidogrel if no contraindi



# Patient Impact: GI Oncology Pilot



# **Patient Impact**

Janet chooses to pursue adjuvant chemotherapy (5-FU & irinotecan) after shared decision making with her oncologist.

Janet receives her first round of chemotherapy & develops nausea & vomiting.

**DAY 28** 

Her oncologist enters an irinotecan treatment plan. A CDS alert shows the UGT1A1 result & guidance to decrease the dose by 30%. Dose adjusted as recommended.

**DAY 21** 

Her oncologist orders ondansetron (Zofran). A CDS alert shows her CYP2D6 result (ultrarapid metabolizer) & guidance to select an alternative therapy. Her oncologist changes the order to granisetron.

# Longer Term Goals from 2023



With Our Partners, Create & Sustain High Reliability Programs of Clinical Excellence Develop the Personalized Medicine Program to Have Meaningful & Growing Impact on Patient Care Delivery

Move Faculty Research Discoveries Into Clinical Care



## **Gates Institute**

- A State-of-the-Art Facility Translating Laboratory Discoveries into Regenerative, Cellular & Gene Therapies for Patients
- Launched with Terry Fry, MD, as Inaugural Director

## **Early Phase Clinical Trials - Adult**

#### Adult CD19 CAR-T & Adult CD19X22 CAR-T Trials

#### UCD19

Phase I Study of Feasibility and Safety of UCD19 Chimeric Antigen Receptor (CAR) T Cells in Adult Subjects with Relapsed/Refractory (R/R) B-Cell Non-Hodgkin's Lymphoma (B-NHL)

Phase I Safety and Tolerability Trial of CD19 Directed CAR T Cells in Adult Patients with B-Cell Acute Lymphoblastic Leukemia (B-ALL) with Minimal Residual Disease (MRD) Positivity at First Complete Remission

#### CD19x22

Phase 1/1b Study of Bispecific CD19 and CD22 Chimeric Antigen Receptor Co-Expressing T Cells (CD19x22 CAR T) in Adolescent and Adult Patients with Relapsed and/or Refractory B-Non-Hodgkin's Lymphoma (B-NHL)

## **Early Phase Clinical Trials - Pediatric**

#### Pediatric CD19 CAR-T & Pediatric CD19X22 CAR-T Trials

#### UCD19

Phase I/II Dose Escalation and Preliminary Efficacy of CD19 Directed CAR-T Cells Generated Using the Miltenyi CliniMACs Prodigy System (UCD19 CAR-T) in Pediatric Patients with Relapsed and/or Refractory B-Cell Acute Lymphoblastic Leukemia (B-ALL) and B-Cell Non-Hodgkin Lymphoma (B-NHL)

#### CD19x22

Phase I Dose Escalation and Preliminary Efficacy Study of Bispecific CD19 and CD22 Chimeric Antigen Receptor Co-Expressing T Cells (CD19x22 CAR T) in Pediatric Patients with Relapsed and/or Refractory B-Cell Acute Lymphoblastic Leukemia (B-ALL)

## **Early Phase Clinical Trials**



Home > News > CU Ophthalmologists Administer Novel Treatment for Single Patient Facing Rare Genetic Condition

#### CU Ophthalmologists Administer Novel Treatment for Single Patient Facing Rare Genetic Condition

Fewer than 20 patients have been diagnosed with posterior column ataxia with retinitis pigmentosa (PCARP) in the last 50 years. When Grace Hoyt became one of them, Department of Ophthalmology faculty members sought out a treatment solution.

# Snapshot 2023





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## We Are Big & We Continue to Grow

533 new faculty in 2023 **2973** volunteer clinical faculty

**4521** employed by CU SOM **982** employed by affiliates

#### TABLE Faculty and Student Comparisons

University of Colorado School of Medicine Benchmarked against All Medical Schools

	Students				Faculty			
Percentile	Medical Students	Total Full-Time (FT) Faculty <sup>1</sup>	Tot. FT Fac. FY 2021-FY 2022 % Change	Tot. FT Fac. FY 2017-FY 2022 CAGR <sup>2</sup>	Basic Science FT Faculty	Percent Basic Sci. FT Faculty	Clinical FT Faculty	Percent Clinical FT Faculty
		4,992			293		4,699	
90	869	2,767	8.7%	6.6%	255	27.5%	2,471	94.6%
				5.9%				94.1%
80	776	1,928	4.7%	5.2%	197	18.6%	1,741	92.7%
	754							
70	733	1,495	3.2%	3.8%	166	15.5%	1,386	91.5%
			2.9%					
60	676	1,269	2.3%	3.3%	137	12.4%	1,115	90.0%
50	613	1,004	1.3%	2.6%	101	11.0%	895	89.0%
40	528	820	0.0%	1.4%	80	10.0%	740	87.6%
30	493	639	(0.7%)	0.7%	64	8.5%	562	84.5%
20	436	376	(3.2%)	(1.3%)	50	7.3%	326	81.4%
						5.9%		
10	331	182	(9.1%)	(3.9%)	37	5.4%	132	72.5%
Mean	621	1.305	0.1%	2.9%	129		1,176	85.4%
Valid N	144	144	144	143	144	144	144	144

CU SOM vs. All Medical Schools (Faculty & Students)

	AAMC				Univer	sity of Co		INS of of Medicine Medical Sch					
						F	Reported Measu	ures & Trends					
Percentile	Total Revenue	Tot. Rev. FY 2021- FY 2022 % Change	Tot. Rev. FY 2017- FY 2022 CAGR <sup>1</sup>	Practice Plan Revenue	Prac. Plan Rev. FY 2021- FY 2022 % Change	Prac. Plan Rev. FY 2017- FY 2022 CAGR <sup>2</sup>	Hospital Support <sup>s</sup>	Total Federal Research Grants and Contracts	Other Grants and Contracts	Government and Parent Support	Gift and Endowment Revenue	Tuition & Fees Revenue	Misc. Reven
	\$2,426,356,533			\$969,841,927			\$522,125,611	1.1.1	\$202,132,159		\$100,255,800		\$146,495,1
90	\$1,955,085,249	13.5%	9.9%	\$734,963,918	21.6%	12.2%	\$518,789,005	\$306,101,404	\$151,879,403	\$130,638,014	\$64,483,336	\$50,756,426	\$119,264,2
			8.3%			8.3%						\$50,460,921	
80	\$1,518,105,454	11.4%	7.9%	\$602,985,659	15.4%	8.2%	\$304,349,067	\$208,905,865	\$110,333,957	\$103,066,062	\$35,024,111	\$40,794,680	\$73,934,1
		10.6%			12.7%								
70	\$1,023,358,361	10.1%	7.2%	\$441,477,724	11.4%	7.5%	\$247,495,872	\$138,846,308	\$80,231,216	\$83,602,433	\$20,468,473	\$37,123,752	\$28,560,7
60	\$844,120,429	8.3%	6.3%	\$330,263,833	9.0%	6.4%	\$198,055,601	\$94,454,388	\$53,186,759	\$69,314,380	\$16,869,114	\$32,728,360	\$13,615,3
50	\$623,887,310	7.1%	5.7%	\$266,479,899	6.7%	6.0%	\$140,578,691	\$67,095,220	\$40,647,000	\$55,319,482	\$8,883,287	\$29,736,032	\$10,249,2
40	\$490,975,837	5.2%	5.2%	\$167,904,125	4.9%	4.7%	\$103,476,861	\$42,093,693	\$29,139,667	\$42,456,533	\$4,718,463	\$23,955,937	\$7,776,1
30	\$328,899,532	3.7%	4.3%	\$128,180,918	3.1%	4.1%	\$68,996,869	\$17,479,087	\$17,224,093	\$35,813,734	\$3,188,945	\$20,755,331	\$4,061,5
20	\$240,308,203	2.4%	3.1%	\$56,347,250	1.2%	2.7%	\$32,227,972	\$10,343,590	\$9,455,266	\$28,454,888 \$27,739,210	1 1 1	\$14,915,198	\$2,338,5
10	\$109,128,154	(1.5%)	1.4%	\$15,219,637	<b>(4</b> .0%)	(2.6%)	\$10,686,789	\$7,967,833	\$4,439,951	\$17,623,337	J	\$11,154,229	\$630,8
Mean	\$902,266,199	8.1%	5.9%	\$357,761,916	7.6%	5.2%	\$205,612,470	\$128,832,780	\$72,669,848	\$69,491,643	\$24,699,080	\$29,657,129	\$41,679,9
Valid N	89	89		82	81	79		89	89	89	. 89		

### CU SOM vs Public Medical Schools (Revenue)

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#### Revenue Comparisons University of Colorado School of Medicine Benchmarked against Public Medical Schools

		Gra	nts and Contra	acts (G&C	;)				Deriv	ed Measure	es of Total Rev	enue		
Percentile	Total G&C	Federal Research G&C (Direct)		Indirect Rate for Organized Research <sup>1</sup>	Other G&C (Direct)	Other G&C (Indirect)	% Practice Plan		% Federal Research Grants and Contracts	Grants and	% Government and Parent Support	% Gifts and Endowment		% Mis
	\$609,437,891	\$295,406,216	\$111,899,516		\$177,298,132	\$24,834,027								
90	\$449,063,748	\$219,698,015	\$89,285,702	60.6%	\$131,727,899	\$22,432,445	51.7%	36.3%	19.3%	16.1%	30.2%	4.2%	15.1%	11.1
												4.1%		6.0
80	\$311,759,962	\$150,560,750	\$62,796,122	57.7%	\$96,818,881	\$15,616,175	46.3%	29.9%	16.8%	9.7%	23.9%	3.2%	9.3%	5.4
									-					
70	\$206,942,199	\$100,073,479	\$38,027,965	56.3%	\$72,835,730	\$9,389,514	41.9%	27.4%	14.5%	8.7%	16.5%	2.7%	5.8%	4.0
					1		40.0%			8.3%				
60	\$154,841,341	\$67,930,361	\$24,622,962	55.5%	\$43,978,623	\$6,399,930	38.5%	25.2%	13.5%	7.8%	11.4%	2.0%	4.7%	2.9
50	\$115,931,600	\$43,828,029	\$19,996,057	54.5%	\$36,089,680	\$4,300,953	35.2%	22.4%	11.7%	6.2%	9.2%	1.8%	4.3%	2.0
40	¢00.000.005	¢00,000,705	¢40 740 070	50.50	¢00.404.470	¢0.450.404	24.49/	21.5%	0.4%	F F0/	0.00/	4.00/	34%	
40	\$68,329,825	\$26,363,705	\$10,749,873	53.5%	\$28,164,176	\$2,158,134	34.1%	18.8%	9.4%	5.5%	6.9%	1.6%	3.4%	1.3
30	\$39.976.836	\$13,770,376	\$4,383,551	52.0%	\$15,231,421	\$1,115,451	28.9%	15.6%	6.7%	4.3%	5.6%	1.2%	2.9%	1.1
	400,010,000	\$10,110,010	ψ4,000,001	02.070	ψ10,201, <del>1</del> 21	ψι, πο, τοι	20.070	10.070	0.170	4.070	0.070	1.270	2.070	
20	\$22,543,887	\$7,490,623	\$2,966,145	49.8%	\$8,628,728	\$689,887	22.1%	12.7%	4.4%	3.3%	4.2%	0.8%	2.3%	0.6
													2.1%	]
10	\$14,127,970	\$5,495,530	\$1,679,410	47.5%	\$4,289,887	\$452,442	7.6%	7.8%	2.8%	2.4%	2.0%	0.6%	1.8%	0.4
										[	1.1%			
Mean	\$201,502,628	\$92,473,470	\$36,359,310	53.8%	\$62,857,910	\$9,811,939	33.6%	22.8%	11.5%	7.5%	13.7%	2.2%	6.6%	4.7
Valid N	89	89	89	89	89	89	82	. 89	. 89		89		89	

#### CU SOM vs Public Medical Schools (Revenue)

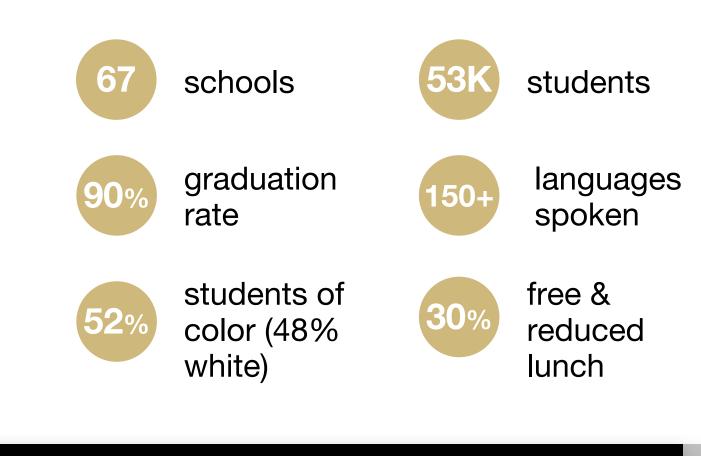
## Snapshot 2023



We Are Big & We Continue to Grow Partnerships With the Community

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## Traverse Academy Partnership with Cherry Creek Schools



Cherry Creek School District Snapshot



### **Traverse Academy**

- Partnership with CU
  Department of Psychiatry &
  Cherry Creek School District
- CU Provides 6 Clinicians (Psychologists & LCSWs) & Clinical Director
- Intensive Outpatient Program Model
- Full Schedule of Educational Offerings Designed Around Therapeutic Need

# Aurora Public Schools

## Partnership w/ Aurora Public Schools

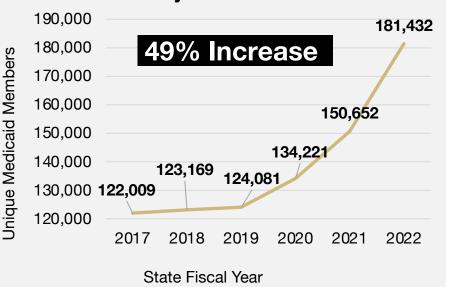
- We (AWC) Are Part of the ABC Collective
  - Young Improvements, which is the nonprofit arm of Driven By Our Ambitions
  - Apprentice of Peace Youth Organization Young Aspiring Americans for Social & Political Activism (YAASPA)
- Negotiating With APS for the Repurposing of the Paris School Into a Community Center
- Goal is to Address Aspects of the Social Determinants of Health

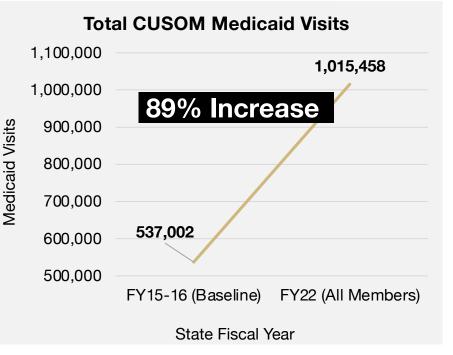


## Serving the Community Partnership with HCPF

## **Colorado Patient Growth**

#### Total Unique Medicaid Members Served by CUSOM Providers





## **UPL Program Growth**

### **ADULT AMBULATORY SPECIALTY CARE**

Total Unique Members Served *FY'18:* **32,387** *FY'22:* **66,041** 

INCREASED 104%

Total Member Specialty Care Visits *FY'18:* **202,081** *FY'22:* **386,940** 

**INCREASED 91%** 



Health First Colorado Members experience *like wait times* for Specialty appointments compared to all payor data

0	0						

Members with CUSOM as their medical home **secured accelerated access** to Specialty Care via enhanced navigational support

## **Programs Supported By UPL Funds**

- Six Building Blocks + Behavioral Health
- Aurora Wellness Network: Medical Legal Partnership
- WORTH (Wellness Opportunity, Resiliency

- Colorado Pediatric Psychiatry Consultation & Access Program Rural Project
- ECHO
- Adolescent Medicine

- Statewide Facilitation of Care for Sickle Cell Disease & Other Hemoglobinopathies in Colorado
- Colorado Hospitals

### **Total Investment in Programs to Date: \$189.2M**

Team)

 Expanding Access to Mental Health Treatment for Refugees & Traumatized Immigrant Populations

- Aurora Wellness Network: Just Keep Breathing
- Delivering Specialty Neurological & Psychiatric Care to Medicaid Population With Functional Neurological Disorders (FND)

Collaborative

Post-Discharge Telehealth Nursing Visits for Medically Complex Children at High Risk for Readmission

# Upcoming Challenges



## **A Look Ahead**



Improving professional satisfaction while meeting an unceasing demand for clinical services

### Challenge 2

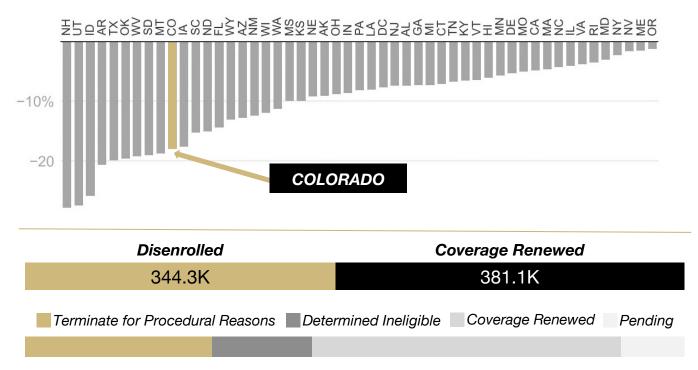
Continuing to improve quality & safety in collaboration with our hospital partners

### Challenge 3

The potential for a rise in the uninsured population in Colorado with the expiration of the public health emergency



#### Change in Medicaid Enrollment - Colorado



https://www.kff.org/report-section/medicaid-enrollment-and-unwinding-tracker-overview/

#### **Eligibility Redetermination**

## Summary

- Please Fill Out the Faculty Survey!
- We Continue to Attract Outstanding Talent
- We Are a Unique Resource in the State
- We Continue to Grow at 8+%
  CAGR
  - Despite that, access for patients remains a struggle



× /



## **Project:**

Implementation of Personalized Skin Cancer Screening: Using Genetic & Clinical Risk Factors to Identify a High-Risk Subgroup



## **Project:**

Retinal Transplant to **Restore Vision in Patients** with Macular Degeneration

Associate Professor, Ophthalmology CU School of Medicine



## **Project:**

MyD88 Platform for Enhancing Cellular Cancer Immunotherapy

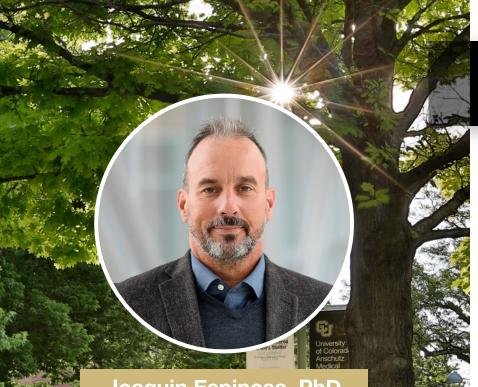


# AWARDEES

Anschutz Acceleration Initiative

### **Project:**

Transforming Gastrointestinal Cancer Care from Inpatient Surgery to Outpatient Endoscopy by Enabling Third Space Endoscopy



Joaquin Espinosa, PhD Professor, Pharmacology CU School of Medicine

## Anschutz Acceleration Initiative

## **Project:**

Immunomodulatory Therapy for Down Syndrome



## **Project:**

Targeting Protein Translation Elongation to Treat Cancer Patients

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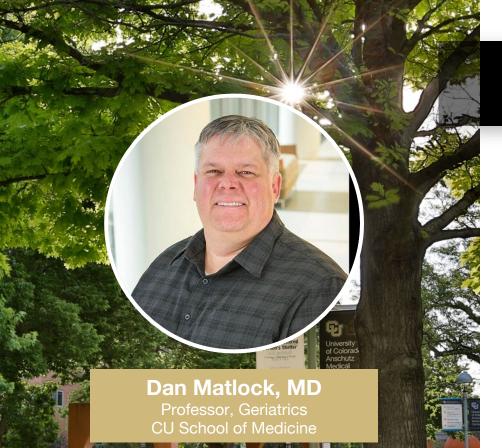
Jayashree Kalpathy-Cramer, PhD Professor, Ophthalmology CU School of Medicine



### Anschutz Acceleration Initiative AWARDEES

## **Project:**

Oculomics as a Biomarker for Comprehensive & Non-Invasive Patient Health Assessment



## **Project:**

Making Personalization the Standard Through Rapid Design, Implementation, Testing & Maintenance



## **Project:**

Multi-material 3D Print Processing of Antimicrobial & Antifungal Dental Prosthetics

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Anschutz Medical Campus