Department of Pediatrics  
University of Utah School of Medicine

**Mission:** Improving the lives of children through excellence in advocacy, education, research and clinical care.

**Vision:** Caring for children, caring for their future.

The Department of Pediatrics is the second largest department in the University of Utah School of Medicine and one of the largest pediatric departments in the country. There are 270 faculty members in the department with a fairly equal distribution of men and women, and we have the greatest number of tenured female faculty in the School of Medicine. The department is comprised of 22 medical divisions and programs operating in conjunction with four key enterprises: Education, Research, Clinical, and Academic. Divisions provide a full spectrum of specialty and subspecialty pediatric services for children throughout the Intermountain West.

Pediatrics is a dynamic department dedicated to excellence in clinical care, medical education, research and knowledge expansion, and faculty development. The widespread spirit of collegiality throughout the department and the blurred distinction between faculty classes fosters the collaborative environment necessary for innovation and improvement. Our partnership with Intermountain Healthcare maximizes efforts in quality, research, risk, and process improvement. Due to our extensive resources, expertise, and quality of care, we hold the dominant market position in the Intermountain region. This bolsters our financial strength, allowing us to further invest in clinical research, faculty career development, progressive education strategies and care delivery models, and key systemic infrastructures. Faculty and staff members in the Department of Pediatrics are engaged, talented, and forward thinking, making it a rich environment for growth, discovery, and exceptional clinical care.

**Academic Enterprise**

The mission of the Academic Enterprise, headed by Dr. Nanette Dudley, is to guide the career paths of the department’s faculty members from recruitment to retirement. The number of faculty members in Pediatrics has more than doubled in the last thirteen years, growing from 117 in FY2000 to our current number of 270. The enterprise focuses on retention, promotion, and tenure requirements for faculty members and assists them through the university’s formal review process.

To ensure their success, the Department links faculty members with effective mentors early in their careers, hosts focused discussion groups geared toward specific career-stages, and otherwise cultivates a supportive environment to help our faculty successfully navigate the complexities of a career in an academic medical setting.

In FY2007, Pediatrics implemented an education debt repayment program for junior faculty to help address the significant debt burden they face upon graduation. Faculty members are eligible to apply for $20K per year plus partial payment of the tax liability for up to three years. Thus far, we have paid over $3 million in loan repayment support. In FY2016, 27 faculty, fellows, and chief residents received loan repayment support totaling $540K. We have budgeted another $500K in FY2017. Our loan assistance program has been a critical factor in retention and recruitment.

**Clinical Enterprise**

The Clinical Enterprise in the Department of Pediatrics is responsible for both ambulatory and hospital-based services, including the Emergency Department, Pediatric and Neonatal Intensive Care Units, and inpatient
wards. There are over 60,000 outpatient visits per year in our specialty clinics. Our physicians also participate in care delivery process improvement initiatives and clinical protocol development for PCH, its counterpart in Riverton, and their collective ambulatory clinics.

We have developed and implemented several innovative approaches to healthcare delivery designed to promote high-value care. A few of these include new septic shock protocols in the ED; genetic testing stewardship; disruptive models of care delivery to complex, high-cost patient populations; and a collaborative project involving the NICU and the Infant Medical-Surgical Unit at PCH to assess appropriate and efficient placement of newborn patients within the two units.

The department uses a comprehensive approach to managing clinical operations which entails continual evaluation and improvement of productivity and patient access, rigorous revenue and expense management, efficient utilization of clinic space, and judicious deployment of resources.

Education Enterprise

The Education Enterprise oversees the educational programs in pediatrics for medical students, residents, and fellows. The department currently supports 44 fellows within ten of our subspecialties and 77 residents in our three residency programs: Categorical Pediatrics, Internal Medicine and Pediatrics, and Triple Board (Child Psychiatry, Adult Psychiatry, and Pediatrics). Our residency program consistently ranks among the top 10 to 15 pediatric programs nationwide in board (ABP) passage rates.

Pediatrics is a required rotation for all University of Utah medical students during their third or fourth year. To give students a rich, instructive experience in caring for pediatric patients, the department organized and manages the Glasgow Service which enables students to function like interns on the inpatient wards under the supervision of a senior pediatric resident and a faculty member from our Division of Inpatient Medicine. Over the past five years, 10-15% of U of U Medical School graduates have chosen a career in pediatrics.

In January 2014, the department initiated its first medical student cohort in the Education in Pediatrics Across the Continuum (EPAC) program. The program offers a novel curriculum in which progress in medical school and residency is assessed through competencies, rather than the current time- and tradition-based metrics, and educational experiences are focused in pediatrics rather than internal medicine. The students in the EPAC program will continue their education in our residency program, providing consistency and individualized mentorship throughout their entire medical education experience. In summer 2015, a selection of second-year medical students was guaranteed a position in the U of U pediatric residency program.

The Education Enterprise also fosters professional growth of our faculty members in their educational roles. Within the department, 253 faculty members contribute an average of four hours per week teaching in 17 different pediatric services. We conduct annual reviews of faculty proficiency in education, helping them to objectively assess their effectiveness. Our Education in Progress forum series presents faculty with useful educational strategies, and the Academic Pediatric Education & Leadership program provides support to faculty who wish to improve their skills as an educator and leader.

Research Enterprise

Our robust research environment includes basic laboratory, clinical, translational, comparative effectiveness, and health services research. This is reflected by our Intermountain Injury Control Research Center (IICRC), Clinical Trials Office, and the Woman and Child Institute (WCI), established in collaboration with the Department of Obstetrics & Gynecology. The department participates in a number of NIH research networks, including the Pediatric Heart Network; Collaborative Pediatric Critical Care Research Network; Pediatric
Our research infrastructure provides core support as well as career and scientific mentoring for investigators interested in child health research. We maintain multiple career development programs such as the Pediatric Clinical and Translational Research Scholars Program, the Translational and Comparative Effectiveness Research Scholars Program, the Native American Research Internship Summer Program, and the Child Health Research Career Development Award. Pediatrics currently holds 27 of the 59 NIH Career Development (K) Awards in the School of Medicine clinical departments. We are closely aligned with the Utah Center for Clinical and Translational Science to enhance our resources and research opportunities. Our rich, scientific environment measures success by collaborative efforts that result in improved health care for children, rather than individual scientific achievements.

Administration

The Department of Pediatrics employs a matrix management model, allowing us to provide support that meets the specific needs of each division. We provide centralized support for accounting, human resources, information systems, grant preparation, clinical trials, clinical operations, health information management, and outpatient scheduling. Seven of our larger divisions have administrative managers; smaller divisions are administered by support staff and division chief oversight. Although division managers and support staff report to their chief, they are integrated into and accountable to central administration through joint mission, staff cooperation, standard accounting and HR practices, and shared responsibilities. The matrix model enables us to maximize resources and optimize processes throughout the department despite being organized into distinct specialty-specific divisions.

Financial

The Department of Pediatrics pursues an evidenced based, business operation model, relying on strategic planning, tactical deployment, meticulous revenue and expense management, and prudent resource allocation. Our focus on funds flow, budget accountability, careful research accounting, and clinical efficiencies has facilitated our strong financial position and assures the sustainability of this strength in the uncertain climate of healthcare reimbursement reform.

Partnerships

The department engages in a unique partnership with Utah’s Intermountain Healthcare network. Our physicians operate primarily out of Primary Children’s Hospital (PCH) and the Primary Children’s Outpatient Services Building (PCOS), Intermountain-owned facilities located on the University’s Health Sciences campus. PCH is a 289-bed children’s hospital and is the only tertiary pediatric care center in the broader region, serving Utah, Idaho, Wyoming, Nevada, and Montana. It is the primary inpatient teaching site for our residency programs and hosts residents from Idaho and Montana during their emergency care rotations. US News and World Report recently ranked it as one of the nation’s best children’s hospitals, recognizing it nationally in 8 of 10 pediatric subspecialties. Thirteen (13) of our subspecialty divisions are housed in PCOS where they see patients from across Utah, Idaho, Wyoming, Nevada, and Montana on an outpatient basis.

We also care for children at the Primary Children’s Riverton location, Intermountain Medical Center, and several other Intermountain facilities throughout the state. We contract with Intermountain to provide medical
directorship to many of PCH's clinical programs as well as leadership support in some of Intermountain’s system-wide projects.

In addition to Intermountain facilities, our physicians see patients in the University School of Medicine clinics, the Utah Diabetes and Endocrinology Center, the Clinical Neurosciences Center, the South Main Clinic for Salt Lake’s underserved populations, and various other specialty clinics across our five-state service area.

The Pediatric Divisions and Programs are:

Administration – Edward Clark, M.D., Department Chair  
Adolescent Medicine – Nikki Mihalopoulos, M.D., M.P.H., Chief  
Allergy/Immunology – John F. Bohnsack, M.D., Chief  
Behavioral Health – Richard Martini, M.D., Chief  
Cardiology – Lloyd Tani, M.D., Chief  
Critical Care – J. Michael Dean, M.D., M.B.A., Chief  
Emergency Medicine – Howard Kadish, M.D., M.B.A., Chief  
Endocrinology – Mary Murray, M.D., Chief  
Gastroenterology – Stephen Guthery, M.D., M.Sc., Chief  
General Pediatrics – Karen Buchi, M.D., F.A.A.P., Chief  
Genetics – Nicola Longo, M.D., Ph.D., Chief  
Hematology/Oncology – Richard Lemons, M.D., Ph.D., Chief  
Infectious Diseases – Andrew Pavia, M.D., Chief  
Inpatient Medicine – Christopher Maloney, M.D., Ph.D., Chief  
Medical Ethics – Jeffrey Botkin, M.D., M.P.H., Chief  
Neonatology – Robert Christensen, M.D., Chief  
Nephrology – Raoul Nelson, M.D., Ph.D., Chief  
Neurology – Francis Filloux, M.D., Chief  
Physical Medicine & Rehabilitation – Nancy Murphy, M.D., F.A.A.P., FAAPMR, Chief  
Pulmonary & Sleep Medicine – Brian McGinley, M.D., Chief  
Rheumatology – Aimee Hersh, M.D., Chief  
Safe and Healthy Families – Antoinette Laskey, M.D., M.P.H., M.B.A., Chief  
Academic Enterprise – Nanette Dudley, M.D., Associate Chair  
Clinical Enterprise – John Bohnsack, M.D., Vice Chair  
Clinical Pharmacology – Catherine Sherwin, Ph.D., M.S.C.I., Interim Division Chief  
Clinical Trials Office – J. Michael Dean, M.D., M.B.A., Director  
Education Enterprise – Bruce Herman, M.D., Director  
Research Enterprise – J. Michael Dean, M.D., Vice Chair  

H. Joseph Yost, Ph.D., Vice Chair