
Report of the
Ad Hoc Committee Report on the Hiring of Dr. Joseph Ladapo

Committee Members

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Introduction

Following publicity surrounding the hiring by the UF College of Medicine of Dr. Joseph Ladapo, who was under consideration for the position of Florida Surgeon General, there was concern expressed that the hiring was irregular and did not follow required and necessary procedures. On December 10, 2021, David Bloom, Chair of the Faculty Senate, charged this ad hoc committee with inquiring into the facts of Dr. Ladapo’s hiring in light of required hiring practices used in the College of Medicine (COM) and University.

Charge

The charge of this ad hoc committee is to gather information and report to the Faculty Senate on whether hiring practices used in the hiring of Dr. Joseph Ladapo into the Department of Medicine in the UF College of Medicine were inconsistent with practices used in the College of Medicine to hire faculty. As the faculty on the Senate are aware from the press attention that this hiring has received, Dr. Ladapo was also nominated to be Florida’s Surgeon General. There have been allegations in the press that Dr. Ladapo’s hiring was accelerated and did not receive the normal faculty input that similar hires receive. The goal of this committee is to shed light on this question in an open and transparent manner.

Committee Findings

The committee solicited information through public documents requests, emails to relevant faculty and administrators, information from the media reports on the hiring of Dr. Ladapo, and reports from individual faculty obtained through informal interviews and meetings. From that information, the committee has constructed the following timeline:

Date	Information
Wednesday, 9/1	Dr. Ladapo’s CV was sent by Board of Trustees Chair Mori Hosseini to Sr. VP for Health Affairs, Dr. David Nelson
Thursday, 9/2	Sr. VP for Health Affairs forwards Dr. Ladapo’s CV to Deans for COM, Dr Collen Koch and PHHP, Dr. Michael Perri <ul style="list-style-type: none">○ “Google search him and see if you can guess the story. Will fill you in later but please keep confidential.”
Friday, 9/3	<ul style="list-style-type: none">● Sr. VP for Health Affairs sends a follow up email message to Deans for COM and PHHP<ul style="list-style-type: none">○ “As we discussed, I would like to introduce you to Joe, who we are interested in recruiting to UF Health and potential FL Surgeon General position. He will need to identify a home Department and then set up a Zoom talk for UF Health community along with some key interviews.”○ “Joe, Kent, and Mori are all aware and very supportive.”
Monday, 9/6	Labor Day
Tuesday, 9/7	<ul style="list-style-type: none">● Zoom meeting between COM Dean and Dr. Ladapo● COM Dean emails Chair of Department of Medicine, Dr Jamie Conti, as an introduction● Email from Sr. Assoc. Dean, Dr. Dewar COM to Sr VP HA<ul style="list-style-type: none">○ “Opinion pieces are certainly more conservative than the current public health community, but he is actually more measured and nuanced than either end of the spectrum. Center-right, but not far right.”

	<ul style="list-style-type: none"> • Chair of Department of Medicine emails General Internal Medicine (GIM) Division Chief, Dr Eric Rosenberg, re a position in GIM
Wednesday, 9/8	<ul style="list-style-type: none"> ◦ Department of Medicine Grand Rounds change of speaker is circulated to COM Faculty. No mention he is a candidate • COM HR Identified Position 56998 (full-time clinical general medicine position)
Thursday, 9/9	<ul style="list-style-type: none"> • Dr. Ladapo gives Grand Rounds presentation <ul style="list-style-type: none"> ◦ Tenured faculty are not asked to meet afterwards to discuss the candidate • Chair Dept of Med meets with Dr. Ladapo via zoom
Friday, 9/10	<ul style="list-style-type: none"> • Dr. Ladapo emails Sr VP HA, COM and PPHP Deans, and Chair Dept of Med <ul style="list-style-type: none"> ◦ “I am excited about how things are progressing and really appreciative of your efforts. Jamie, thanks for arranging several meetings for me with other key individuals on this coming Monday.” ◦ “I look forward to continuing my research efforts at University of Florida and I very much look forward to working with communities in the area. That’s been one of my favorite parts of being here in Los Angeles, working with low-income communities that have a disproportionate burden of cardiovascular disease, and I have every intention of continuing this work in Florida and finding partners that can help me do it.” <p>“In terms of my existing NIH grants, I am very happy to discuss which make sense to transfer, and which might be better off being left here with subcontracts issued to University of Florida.”</p> <ul style="list-style-type: none"> • Dr. Ladapo is referred to Position 56998
Monday, 9/13	<ul style="list-style-type: none"> • Dr. Ladapo submits job application and 3 letters of reference. • GIM Division Chief interviews Dr. Ladapo via zoom for 30 minutes <ul style="list-style-type: none"> ◦ HR lists GIM Division Chief and three other faculty on position’s Search Committee <ul style="list-style-type: none"> ▪ One of the three other members of the committee no longer works for UF Health • Dept of Med lists Division Chief and two other faculty on position’s S&S <ul style="list-style-type: none"> ▪ The two other faculty deny being invited or otherwise involved with candidate evaluation, notes, recommendation letter have been requested (not received)
Tuesday, 9/14	Sr VP HA requested an offer letter from Dean COM
Wednesday, 9/15	Tenure Vote requested via email at 5:30 pm
Thursday, 9/16	Offer Letter dated and signed by UF officials
Friday, 9/17	<ul style="list-style-type: none"> • Offer Letter extended <ul style="list-style-type: none"> ◦ with GIM Division Chief signature line • Offer Letter Signed and returned • Tenure Vote due 5:00 pm
Monday, 9/20	Dr. Ladapo’s official start date
Tuesday, 9/21	Governor DeSantis announces Dr. Ladapo’s appointment as Surgeon General stating that he was “recently granted a professorship at the University of Florida College of Medicine.”

Although it is not unprecedented for senior lateral hires in any college to be expedited when the circumstances warrant, there are numerous irregularities in this particular procedure that are of concern to the committee members.

1. The job position to which Dr. Ladapo applied was an open HR position which satisfied UF HR regulations that require job postings be listed on the UF website for at least fourteen days.¹ That position, #56998, had been open for nearly two years and had resulted in at least two previous offers that were declined. Position #56998 was advertised for full-time clinical care in the general internal medicine division.² These positions are typically a combination of clinic time (up to 8 sessions) and may include inpatient ward time. This particular position did not include any leadership functions. The position was adjusted to better reflect Dr. Ladapo's expected functions at the COM. Upon further discussion with COM senior administration, it seems that it is not uncommon for job postings to remain open for months if not years, and for postings to be altered at the last minute to better fit a potential hire.

2. Upon finding a successful candidate, a memorandum is required to be submitted to Human Resources identifying members of the search committee, the title and job posting number, the assigned duties, and any prior offers accepted or declined.³ In this case, the search committee members were identified as Eric Rosenberg, MD (SC Chair); Melanie Hagen, MD; Katherine Huber, MD; Shaima Coffey, MHA; and Admin Manager - Courtney Witt. When asked, Professors Melanie Hagen and Katherine Huber stated that they had not been consulted on this hire, had no knowledge that this position was being filled, and had not participated in any way in this candidate's application. Further, Shaima Coffey had ceased to be employed by the College of Medicine for approximately two years prior to this event. When asked by the committee for minutes of the search committee meeting/deliberations, none were provided. Furthermore, no other faculty from the Division of General Internal Medicine met with the candidate other than Chair Rosenberg.

3. The committee received contradictory explanations about the roles of search and screen committees in the COM. Some, including senior administrators in the COM, stated that it was not uncommon for COM physicians to be hired without being considered by a search and screen committee, as was the case with Dr. Ladapo. Others in the College responsible for hiring, however, stated that although committees generally do not undertake searches for faculty, they absolutely engage in screening functions. It was noted that search and screen committee members must go through University training and they regularly hold meetings, evaluate candidate records, solicit references, and take minutes of their meetings. An important element of University training for search and screen committees is on ensuring compliance with procedures in order to avoid preferential treatment for certain candidates. It was stated that it often takes at least six months for a physician candidate to be screened and for the paperwork to be finalized. The committee requested from the COM HR statistics on the length of time it normally takes to process a faculty candidate, as well as examples of any with unusually quick turn-around times, but HR did not provide that information.

¹ <https://hr.ufl.edu/manager-resources/recruitment-staffing/hiring-center/advertising-the-job/advertising-guidelines/>

² The relevant language of the job posting stated: "The University of Florida Department of Medicine is seeking physician applicants for two full-time clinical positions within the Division of General Internal Medicine. The successful candidates will practice as part of an academic group practice caring for a personal panel of patients as well as teaching and supervising medical students and residents in both ambulatory and inpatient settings. There is a significant emphasis on academic career development within the division with a strong record of development in medical education scholarship and collaborative research."

³ See Appendix D.

4. Although UF regulations provide relative flexibility to deans, department chairs, and directors in extending offers of employment to faculty, UF regulations are quite explicit about the role of department faculty in the decision to offer tenure. Those regulations state that the “eligible faculty members of the department or unit *shall* review the packet and may meet to discuss the nomination. A secret ballot of the eligible faculty of the department or unit *shall* be taken no earlier than one day following the meeting.”⁴ In this case, the unit faculty did take a vote by secret ballot but they did not hold a meeting to discuss the candidate’s qualifications, and the ballot did not close until 5:00 p.m. on Friday, September 17, 2021. Dr. Ladapo’s offer letter was dated the day prior, Thursday, September 16, 2021. Reports from the relevant office was that the offer letter was not posted to Dr. Ladapo until Friday, September, 17th, but it was apparently sent to him and he signed it before the results of the faculty vote could have been totaled and transmitted to the Provost’s office. Some members of the COM indicated that there was even less review of Dr. Ladapo’s file than usual tenure-upon-hire files. The UF Academic Personnel Board generally does not review tenure-upon-hire files, although it reviews all internal tenure decisions.

5. While there may be disagreement as to the necessity of the one-day delay in taking a tenure vote for a lateral candidate, while it is absolutely required for internal candidates, Dr. Ladapo’s offer letter dated September 16th, 2021, explicitly stated that:

The University of Florida President and Provost have approved a request that you be awarded tenure at the time of your appointment. Accordingly, upon your acceptance of this offer of employment, you will be recommended for tenure to the University of Florida Board of Trustees and, if approved by the Board of Trustees, you will be awarded tenure.⁵

It is difficult to understand how a request could be made to the President and Provost regarding a tenure application when the unit faculty had not yet voted on the matter. Given that the offer letter was requested by the Senior VP for Health Affairs on Tuesday, September 14th, the pledge of the President and Provost to recommend Dr. Ladapo for tenure could simply not have been made with the appropriate faculty input and tenure vote. To the extent unit faculty were consulted in this decision, their participation seems to have been pro forma at best, and non-existent at worst. It must be noted, as well, that the requirements for tenure include distinction in research, instruction, service, or extension. In most cases, promotion and tenure decisions are made only with extensive records that include external review letters of scholarship, teaching evaluations, and other documentation to support the faculty’s decision that the candidate has met the criteria of distinction sufficient to warrant tenure. It is unclear whether appropriate documentation was provided to the unit faculty before they were asked to take a vote on Dr. Ladapo’s tenure.⁶ Further, when queried by the committee about this particular language in the offer letter, Dr. Conti stated that it was incorrect and inappropriate.

⁴ UF Regulation 7.019(6)(c)(1) (emphasis added).

⁵ See Appendix E

⁶ Anonymized emails from COM faculty regarding the vote indicate that a CV may not have been provided to the faculty until they were asked to vote. See Appendix A. There was also some confusion as to whether faculty understood Dr. Ladapo was a potential faculty candidate when he gave Grand Rounds on September 9th.

6. Further underscoring the haste with which this hire was made is the fact that the offer letter to Dr. Ladapo stated that his full-time, twelve-month faculty position would begin on October 1, 2021, but he struck through that date and amended it to September 20, 2021, the Monday after his Friday acceptance of the offer.⁷ Dr. Ladapo officially applied for the position on Monday, September 13, 2021; the next day (Tuesday, September 14, 2021) an offer letter was requested by the Senior VP for Health Affairs from the office of the Dean of the College of Medicine; a faculty vote was not requested until the following day (Wednesday, September 15, 2021); the letter was drafted and signed by UF officials on Thursday, September 16, 2021; the letter was sent to Dr. Ladapo on Friday, September 17, 2021, the same day the faculty vote was slated to close at 5:00 p.m.; and the start date was changed to the following Monday morning, September 20, 2021. It is unclear to the committee whether HR could process the hiring paperwork for Dr. Ladapo between Friday when he signed it and Monday morning when he was set to begin his employment. When asked about Dr. Ladapo's reasons for changing the start date, senior COM administration stated that it was because he wanted it to be final before the announcement for Surgeon General, which occurred on September 21, 2021. The press release from Governor DeSantis' office announcing Dr. Ladapo's appointment states that he "was recently granted a professorship at the University of Florida (UF) College of Medicine."⁸ The time lag between being granted a professorship at UF and the announcement was four days.

7. Following news of the hire, numerous faculty in the Department of Medicine of the College of Medicine expressed displeasure at the covert nature of the process and indicated that they regretted that they were given insufficient time and information to properly evaluate this candidate.⁹ Several members asked to rescind their vote about tenure but were told that was not possible. There was also a request to hold a zoom meeting to discuss possible next steps, but faculty were asked not to convene the meeting.

8. One issue that arose frequently was the administrative appointment that Dr. Ladapo received as part of his offer. His offer letter stated that he would receive an additional \$75,000 for his "role in the SVP of Health Affairs office. For this effort you will be assigned to lead a Special Projects group on developing policies and interventions to reduce healthcare disparities for UF Health."¹⁰ It was understood by COM faculty that these duties concerned diversity and equity in access to health care and they felt that such an important administrative position should have been advertised and filled by someone with better credentials in this area or someone who would be more attentive to these duties. They viewed this appointment as an attempt to sweeten the pot for Dr. Ladapo while taking away an important opportunity for the COM to hire someone who would be better dedicated to the subject. Although it is indisputable that Dr. Ladapo is qualified in this area, many felt that such an important administrative position should have been advertised and given to someone with more experience and dedication to the subject.

9. Committee members received reports of displeasure, anger, dismay, and frustration with the process that was followed in this case. Faculty also indicated discomfort with what appeared to

⁷ See Appendix E.

⁸ <https://www.flgov.com/2021/09/21/governor-ron-desantis-announces-dr-joseph-a-ladapo-as-florida-surgeon-general/>

⁹ See Appendix A for anonymized emails from COM faculty.

¹⁰ See offer letter in Appendix E, paragraph 1.

be a hire given preferential treatment on the basis of his political opinions or associations, which they thought were in violation of UF's non-discrimination policy. UF's non-discrimination policy prohibits discrimination on the basis of, among other things, "political opinions or affiliations."¹¹ There were also reports of dismay and frustration with the lack of faculty consultation within the College of Medicine and its lax attention to faculty participation in the hiring, promoting, and tenuring of faculty more generally, and the recognition that this example was a more extreme version of what often occurs. There was also concern that since the administrative position involving healthcare disparities was not posted, there was not an opportunity for anyone else to apply for this important position.

10. A subset of the committee met with Sr. VP Dr. David Nelson, Dean of College of Medicine Dr. Colleen Koch, and Department Chair Dr. Jamie Conti who provided important insights into the process and the pressures facing the College. They noted that there is a roughly 10%-15% turnover rate for physicians in the College, which means they are often hiring hundreds of faculty per year. However, only a small percentage of those hires come in with tenure. Given the COM's 1500 faculty, very few are hired through the kind of search and screen procedures that are more common on main campus. High level College of Medicine searches, for deans or chairs, use search committees in the same way they are used on main campus, even though UF HR regulations require a search committee for all hires. All three administrators felt that the process followed here was customary if not ideal. Often speed is of the essence in order to meet urgent clinical needs; often there is no *real* search committee or substantive screening by faculty, often they receive CVs from all sorts of third parties including the BOT chair, often they interview faculty hires and often they don't, and that it is customary for faculty to not have a hiring meeting to discuss a new tenured lateral hire and that tenure votes are often *pro forma*. They confirmed that COM hiring practices often involve perfunctory review of files and that the entire process can easily come down to whether someone has a CV that checks the right boxes, and that Dr. Ladapo's CV did. They also pledged to revisiting their procedures for future hires.

Conclusion

The committee is including any non-redacted information we collected in the appendices to this report as follows:

- A. Anonymized emails from COM faculty in response to the committee's request for comments on the hiring.
- B. Emails produced by UF in response to a public records request from the Gainesville Sun
- C. A list of questions the committee asked administrators of the COM as well as questions the committee posed to other parties involved in the hiring process.
- D. Memorandum from the COM to HR regarding this particular hire.
- E. Signed and returned Offer Letter to Dr. Ladapo dated September 16, 2021
- F. UF regulations regarding hiring and tenure

As a fact-finding committee, we were not charged with making recommendations for improving faculty participation in hiring and tenuring decisions. But the irregularities noted above were of concern to the members of this committee and appeared to violate the spirit, and in review the

¹¹ UF Regulation 1.006(1).

exact letter, of UF hiring regulations and procedures, particularly in the vital role faculty play in evaluating the qualifications of their peers.

Appendix A – Anonymized emails from COM faculty¹²

I am writing in response to the COM-ANNOUNCE-L message to day regarding the hiring of Dr Ladapo. I'm not sure how responding via email assures anonymity, but I'm happy to waive that anyway.

I have no problem with the hiring of Dr Ladapo. Having looked at his CV, I can't see that he would not be a strong candidate for hire into UFHealth and at the highest level and I'm confident that he will be an asset in whatever capacity his experience is directed.

I am unable to find specifically cited statistics on usual and supernormal hiring practices within UFHealth in any of the complaints I have seen. I participate in staff hiring within UFHealth and I don't see anything I have issue with in the timing and vetting process. Not every hire is the same. We are certainly more expedient with some candidates for a variety of reasons, but I feel that the complaints about this with regards to Dr Ladapo are based on personal issues about the candidate not actually questions of procedure.

I am personally unaware of faculty concerns raised during the hiring.

I am more concerned that this fact finding committee not serve as a witch hunt.

Hello

We get numerous requests such as the one below. I usually just vote Yes thinking they certainly must be adequately vetted. However, as you can see below we were given no information about Dr Ladapo 's views on Covid 19. I voted Yes something I deeply regret.

The Department of Medicine would like to offer “tenure-upon-hire” to Dr. Joseph Ladapo and would like your opinion. His CV is attached for your review.

Please respond to this email no later than 5pm, on Friday, 9/17.

Joseph Ladapo, MD, PhD

Dr. Joseph Ladapo is an accomplished physician and researcher in internal medicine and health policy research, whose primary research interests include assessing the cost-effectiveness of diagnostic technologies and reducing the population burden of cardiovascular disease. His current academic appointment is Associate Professor with tenure at the David Geffen School of Medicine at UCLA.

Dr. Ladapo's research program, funded by the NHLBI, NIMHD, and the Robert Wood Johnson Foundation, focuses on patient-centered approaches to improving the health of individuals evaluated for coronary artery disease, and behavioral economic interventions to promote sustainable cardiovascular health, including among adults with HIV. He also leads the health economic and quality of life evaluation of multiple NIH-funded randomized trials focused on cardiovascular disease and tobacco cessation. His national honors include the Daniel Ford Award for health services and outcomes research, and he was also a regular columnist for the Harvard Focus during medical school and

¹² Identifying information has been removed as much as possible by the committee.

residency, where he discussed his experiences on the medical wards and perspectives on health policy issues. He has an impressive 81 published peer-reviewed articles, including publications in JAMA, JAMA Internal Medicine, JAMA Psychiatry, Health Affairs, Annals of Internal Medicine, and Journal of the American College of Cardiology. Of note, Dr. Ladapo is also under consideration for the position of Surgeon General for the State of Florida.

I am responding to your email requesting feedback about Dr. Ladapo. First I will say I have ever met or had any communication or interaction with Dr. Ladapo. However, I do have an opinion on how and why he was hired and you asked for feedback.

I [have] cared for countless critically ill patients with COVID-19 and seen so many people lose loved ones, family, and friends to covid-19. I have also witnessed the burn out and stress that the doctors and nurses and respiratory therapists I work with experience. I have seen so many colleagues leave UF due to what we have experienced and knowing that starting Jan 2021, that the state of Florida and UF had the opportunity to advocate for and require vaccines but did not do so.

Dr. Ladapo's hiring is an embarrassment to me and should be to UF. The fact that he is one of my colleagues is offensive to me given what I have experienced. I personally believe that he has not demonstrated good sound judgment to even receive a Florida state medical license. I have heard from some that the college of medicine and department of medicine faculty were not included at all in the decision process to hire him. I think this is wrong since faculty are heavily involved in hiring and promotion process.

I do have some comments about his hiring. Lack of transparency and then blocking our attempts at making comments after the hire.

The vetting of Dr Ladapo in the UF Department of Medicine was at best atypical and cursory and at worst a total sham. In my decades at UF I've never seen anything like it.

As a faculty member . . . I take tenure approval very seriously. At the same time I want to be sure we recruit the most accomplished faculty and sometimes speed is of the essence. It was in this latter spirit when I received an urgent email on Friday afternoon 2 hours before the decision deadline that I quickly read the summary of Joseph Ladapo's CV and approved. It was a week later that I realized that I had been misled. I hadn't had time to review his full CV that revealed a peer reviewed publication recommending hydroxychloroquine for COVID-19 along with other disproven remedies. It also included a series of editorials in high profile papers containing incorrect facts about vaccines, face masks and other infectious disease control measures of great importance and verified as effective by multiple rigorous peer reviewed studies. A tenured professor should serve as a role model for students and junior faculty. Dr. Ladapo's record clearly do not fulfill this expectation and if I had the time to rigorously review his full CV I would have voted No with regards to tenure upon hire. I know of at least 8 other faculty who also would have done the same.

We all feel that tenure upon hire is too rushed and should require a in person or zoom meeting to discuss the decision and to fully review of all credentials. I also recommend that the hire be accompanied by at least 3 outside objective reviewers rigorous assessment of the candidates credentials.

I am messaging you on your gmail and through my Hotmail because I have concerns about retaliation by our governor for my concerns pertaining to the questions below. Thank you for being receptive to gathering information on this topic

- *The hiring of Dr. Joseph Ladapo* – I have serious concerns about his hiring. I am in medical education and we have severed relationships with preceptors who are not meeting acceptable standards in medicine and education like people who think you can convert a homosexual patient with “conversion therapies”. His lack of adhering to medical standards pertaining to vaccines and masks is equivalent.
- *The vetting of Dr. Joseph Ladapo* – I am not aware of any vetting process cannot believe people considered his peers would have been in favor of his hiring
- *Opportunities provided by the faculty to vet or provide feedback during the hiring of Dr. Joseph Ladapo* – see above. I would not have endorsed his hiring
- *Faculty concerns raised during the hiring of Dr. Joseph Ladapo.* – I was not aware of the process of his hiring or of concerns raised and if the concerns were taken seriously
- *Hiring practices within the College of Medicine, Health Sciences, or the University* – If he got hired then yes. I have serious concerns about the hiring practices/processes

Please feel free to contact me if you want me to elaborate.

I received your email regarding input for the ad hoc committee.

I have no information to share, but would like to offer my comments and perspective.

I am a faculty member in the College of Medicine . . . I am embarrassed by the hiring of Dr. Ladapo and his affiliation with UF, and feel it will hurt our rankings and reputation we have worked so hard to build.

I have been dismayed by the hiring of Dr. Ladapo and all that has come out about both his views on public health issues, and at what appears to be completely inappropriate political influence and bad judgement to rush his hiring process.

First, my promotion process to get to Associate Professor was well over a year long. It involved extensive reflection, documentation of my value as a clinician, educator, and researcher, and multiple levels of peer review and letters of support. He was given a full Professorship with Tenure, without any of that process simply because (it would appear) he was the governor’s choice for surgeon general. That hurts the integrity of University of Florida and what it means and takes to be promoted to a full professorship with tenure. It takes away from my accomplishments (and everyone else that has to go through the promotion process, or hiring process), that another physician can just waltz in and have it handed to him, in less than 2 days, without any vetting process simply because of politics.

Second, if he had been vetted properly, it would have come to light his completely oppositional views on COVID-19 to the experts of the same institution he was applying, UF Health. His views and comments on masks and vaccines are contradictory to all the experts in our community and at UF Health, and his appointment to our institution quite frankly makes us (UF) look bad, and takes away from all the important and evidence-based work all the other UF researchers and clinicians have added to the pandemic. Again, being frank, he is a quack and should not be representing the University of Florida.

Thank you for taking on the task to gather facts in the hiring process of Dr. Ladapo. I want to express my concerns about the process and the effects that his hiring has had on the University of Florida's reputation.

I am very familiar with the hiring and tenure approval process. . . . Even though I had over 200 publications and a strong resume, it was an over-a-year long process (and 100 pages of documents) for me to be granted tenure.

I am also concerned that UF leadership did not do due diligence in hiring Dr. Ladapo. A quick search on Google brings up the falsehoods that he has propagated about COVID-19, including his association with Frontline Doctors, his frequent newspaper editorials spouting untrue information, and his appearances on talk shows (the last two were included on his CV that was made available to me). How we chose to hire someone who we knew would later put the population of Florida's health at risk is beyond me. These aren't "differences of opinion" that he is touting -- he is propagating false information.

A note about our reputation -- as a member of the UF College of Medicine alumni board, I have heard several members express their concern about the hit our reputation has taken since he was hired. In addition, I am a member of the College of Medicine Interview Committee (for applicants) -- applicants have also asked about him, expressing concern that it could hurt the reputation of the school they are considering attending. I am disappointed that UF leadership has allowed this threat to our hard-earned reputation.

Thank you for the opportunity to express my concerns. I appreciate your keeping my input confidential.

My colleague may have more details, ----- We and several others had drafted a letter to be placed in the tenure documents of Dr. Ladapo. But we were then told not to submit the letter due to fears of reprisal.

I certainly have concerns regarding the Ladapo hiring process.

First, I am concerned that you requested information from faculty could be sent to your UF e-mail address and could be considered anonymous. My understanding is that email sent to UF email addresses cannot be considered anonymous, and is subject to review by University officials, and even to freedom-of-information requests. Is my understanding incorrect? If not, you may wish to make this explicitly clear to faculty responding to your request for information.

The request for the faculty vote in the Department of Medicine, where I am a tenured Professor of Medicine, regarding whether he should be hired with tenure was an open email. There was no opportunity for anonymous voting. I interpreted this as enabling the leadership that supported his hire to use the information for direct or indirect retaliation against faculty who did not support his hire with tenure. There also was not an opportunity to abstain from voting, which in all previous occasions of tenure decisions was officially counted as a vote against granting tenure.

The decision of UF Health and of College of Medicine leadership to support his hire certainly indicates that they valued political expediency over the negative impact of medical misinformation. Yes, I explicitly consider the comments, both written and verbal, by the person in question to raise to the level of medical misinformation generated for political purposes. In the middle of a major health pandemic, the choice to value political expediency over medical accuracy so explicitly indicated that the leadership did not wish UF Health to be a leader in providing the most appropriate and most necessary medical information to the community.

I consider this decision of UF leadership to do so to rise to the same level of inappropriate leadership as the decisions to prevent faculty from testifying or providing information in cases that raised questions as to the political purposes of the current governor and legislature.

The Chairman of the Department of Medicine, in a faculty meeting which I attended, stated she was aware of Dr. Ladapo's opinions regarding COVID-19, that she considered them to be political opinions, and that she felt that a faculty appointment could not be denied because of political differences. I have to disagree with her opinion that his comments, written and verbal, were political opinions, and I instead believe they rose to the level of active medical misinformation for political gain. This should have been sufficient reason to deny his hiring. Moreover, his hiring was certainly prompted for political purposes. Hiring someone for political reasons is not ethically different than not hiring someone for political reasons. Her actions, and the actions of leadership "above her" that were aware, as documented in publicly reported e-mails, indicate that his hiring was prompted and accelerated solely for political purposes.

My hope for the University of Florida is that it should consider its most important mission to be the generation of new information and then dissemination of that information to its students, to the people living in Florida, and to the world.

I am embarrassed that UF leadership does not share this hope. They have clearly indicated that they favor political favorship over independent gain of knowledge and dissemination of that knowledge.

Geez, other than the obvious kowtowing to political influences and lack of any oversight of conflicts of interest there nothing to see here. Please name one other doctor, professor of administrator hired in a weeks' time or less? This hire has political dirt all over it, UF needs to rethink policies.

Here are my comments concerning objective serious reservations about Dr. Ladapo's qualifications and fittingness as a UF COM faculty member or as Florida Surgeon General.

NOTE: my comments below may be used for public consumption, but I request that my name shall not be referenced or otherwise associated with any of my comments, thereby keeping my comments in this email anonymous and untraceable to me.

* Dr. Ladapo chronically overtly violates the Hippocratic Oath on many levels. For example, Florida Surgeon General Ladapo continually dangerously jeopardizes the health of all his Florida citizens, collectively as medical patients, by the actions of his conscious, willing and deliberate neglect of published well-known medical knowledge of medical best-practices endorsed by the American Medical Association and other professional medical policy bodies, and in its place Dr. Ladapo prioritizes his medical recommendations as aligned solely on the governor's political motivations that are contrary to medical best practices.

* Dr. Ladapo is not now, nor was he at UCLA, primarily a clinical patient-centered physician; his CV demonstrates unacceptably minimal clinical experiences with actual patients. Dr. Ladapo is fundamentally a meta-data type epidemiologist.

* Dr. Ladapo's research has centered on the behavioral economics of medical knowledge as it is perceived through the eyes of the lay general public, with quantification of patient behaviors responding to financial incentives (see clinicaltrials.gov listing <https://clinicaltrials.gov/ct2/results?cond=&term=ladapo&cntry=&state=&city=&dist=>). This arena is an inappropriate qualification and conflict of interest for any state surgeon general that must be apolitical in guiding public health policy, especially in a pandemic setting. UF COM Dept of Medicine must scrutinize the content of each of his publications listed in his lengthy CV in order to assess a possible theme of personal policy biases that are not otherwise the responsibility of the journal peer reviewers who have approved his manuscripts. In addition to Dr. Ladapo's peer-reviewed publications, UF Dept of Medicine must also evaluate the medical truthfulness and political skewing of his lay essays and publications in newspapers and the popular press including TV appearances.

* Dr. Ladapo's publications and ongoing public comments reveal that he customarily perverts the interpretation of epidemiological data for political expediency at the expense of medical best-practices. One of his logic-twisting techniques of subverting common sense is to focus on misrepresenting the interpretation of control cohorts in the literature; this is a patently deliberate attempt to snow-blind the naïve lay public and therefore influence public health policy in alignment with his non-medical politician sympathizers. His amoral empty arguments are the metaphorical equivalent of pontificating that parachutes are not valid safety devices for skydiving and therefore should be banned by law because it has never been systematically examined in any hypothesis-driven randomized control cohort study to demonstrate and predict with statistical significance that deliberately not wearing a parachute would kill you.

* UF Dept of Medicine must hold a public Grand Rounds on the Gainesville campus with Dr. Ladapo as the main speaker, but this has not been done. Such a college-wide public seminar is a UF COM policy prerequisite before the tenured faculty can vote approval to hire any tenure-accruing faculty colleague. Furthermore, such a Ground Rounds should be conducted in a debate format with Dr. Ladapo facing a panel of UF COM faculty experts, with the debate topics centering on specific medical facts relevant to Dr. Ladapo's neglect of evidence-based medical policies and promotion of inappropriate laws, especially relating to COVID-19.

* UF should contact UCLA faculty to collect their comments on Dr. Ladapo during his time at UCLA in his capacity as a medical provider and as a medical policy academician. Any records of complaints by patients or by medical staff peers should be noted. Comments should be obtained from his departmental academic faculty peers concerning signs of loose interpretations of medical best practices or of mounting political ambitions.

* A UF COM subcommittee could be convened to consider barring Dr. Ladapo from being hired at UF COM on grounds of medical malpractice, based on collective evidence of the matters discussed above in Florida and/or at UCLA.

* A final comment:

Ruminations of faculty only at the campus level regarding the fitness of Dr. Ladapo will simply not move the needle in a productive direction. This is because the Florida governor's office responds to pressures only that have national-level newsworthy impact. Therefore, I suggest that UF COM Public Relations and faculty representatives from UF COM contact major national media outlets to expose your collection of UF faculty concerns about Dr. Ladapo. As an example, Dr. Fred Southwick or prominent UF epidemiologists from the UF Emerging Pathogens Institute could appear on MSNBC Rachael Madow TV show or other such venue.

* Please note: my comments above may be used for public consumption, but I request that my name shall not be referenced or otherwise associated with any of my comments, thereby keeping my comments in this email anonymous and untraceable to me.

Would you please send me an acknowledgment of receipt of this email that I am sending to your Gmail address, without including a copy of the content of this email.

I do think his membership in "frontline physicians" should have been pick up during hiring process.

The training doesn't have a specific # of who needs to be on the committee. Our best practices has been a minimum of 3 including the committee chair (a diverse group). For example, if its 2 men then you would want to have a woman appointed on the committee. You can have as many members as you like on the committee- again best practice is 5 - 6 from across different scopes of the departments that the candidate/hire will interact with. Just note the bigger the committee, sometimes the longer the process can take - especially with coordinating schedules.

I did hear from a colleague who is a full professor at UF COM, that the interim Chair in EM will be taking the Chair position, and that over half of the search committee resigned in protest. I cannot verify that this is accurate, however, I have no reason to question the statement. The ethos here has shifted considerably. Thank you for your service in this regard.

I would like to share the general feedback about hiring and granting tenure to faculty coming from other institutions. The process of granting tenure internally is exceptionally onerous, requiring numerous internal and external references in addition to a years long vetting process during which candidates must demonstrate national or international prominence in multiple University missions. Part of this process also includes the candidates supervisors presenting them to other faculty at multiple levels.

In contrast, tenure on hire seems to be based on an informal review of a candidates CV conducted through a single email for faculty to vote without any opportunity to discuss. I do believe that UF should abbreviate the process of tenure on hire, assuming that other universities also go through a rigorous process for granting tenure, however I believe the current process being used by the Dept of Medicine is lacking in rigor.

Call:: Overheard in discussions at a high level: higher ups knew the hire was it for political reasons, middle management did it because the bosses wanted it. Each layer blames the layer above it, to the point where David Nelson puts the blame on Mauri Hussein.

Never heard of one person search committees before.

Intended or unintended, there is a shadow of reprisals that occur in the COM/HS.

Call:: David Nelson was required to spend time with Mori Hosseini prior to be hired as the UF Health President.

Call:: Eric Rosenberg is very much a “company man,” and would never go against his bosses. Very damaging to the reputation of UF, already has had an impact on recruiting.

Other calls received covered much of what was sent in some of the e-mail messages and phone calls, many reiterating their fear of retaliation.

Appendix B: Emails Produced for Gainesville Sun Public Records Request

From: Mori Hosseini
<mhosseini@icihomes.com> **Sent time:**
09/01/2021 06:58:18 PM **To:** Nelson,David
R <nelsodr@ufl.edu> **Subject:** Dr. Joseph-
Ladapo-CV.pdf **Attachments:** Dr. Joseph-
Ladapo-CV.pdf

[External Email]

Fyi

Sent from my iPhone

From: Nelson,David R

Sent time: 09/02/2021 05:35:10 AM

To: Koch, Colleen G. <kochc@ufl.edu>; Sugrue,Stephen Paul <sugrue@UFL.EDU>

Subject: FW: Dr. Joseph-Ladapo-CV.pdf

Attachments: Dr. Joseph-Ladapo-CV.pdf

This faculty is interested in coming to join the UF family. Google search him and see if you can guess the story. Will fill you in later but please keep confidential.

From: Mori Hosseini <mhosseini@icihomes.com>

Date: Wednesday, September 1, 2021 at 7:00 PM

To: Nelson,David R <nelsodr@ufl.edu>

Subject: Dr. Joseph-Ladapo-CV.pdf

[External Email]

Fyi

Sent from my iPhone

From: Koch, Colleen G.

Sent time: 09/02/2021 02:39:24 PM

To: Nelson,David R <nelsodr@ufl.edu>; Sugrue,Stephen Paul <sugrue@UFL.EDU>

Subject: Re: Dr. Joseph-Ladapo-CV.pdf

Dave,

He looks fabulous—let me know what I can do to be supportive!

Best,

CK

From: Dave Nelson <nelsodr@ufl.edu>

Date: Thursday, September 2, 2021 at 5:35 AM

To: Colleen Koch <kochc@ufl.edu>, Stephen Sugrue <sugrue@UFL.EDU>

Subject: FW: Dr. Joseph-Ladapo-CV.pdf

This faculty is interested in coming to join the UF family. Google search him and see if you can guess the story. Will fill you in later but please keep confidential.

From: Mori Hosseini <mhosseini@icihomes.com>
Date: Wednesday, September 1, 2021 at 7:00 PM
To: Nelson,David R <nelsodr@ufl.edu>
Subject: Dr. Joseph-Ladapo-CV.pdf

[External Email]

Fyi

Sent from my iPhone

From: Nelson,David R
Sent time: 09/03/2021 05:17:30 AM
To: Koch, Colleen G. <kochc@ufl.edu>; Perri, Michael G <mperry@ufl.edu>; Sugrue,Stephen Paul <sugrue@UFL.EDU> **Cc:** J.Ladapo@mednet.ucla.edu
Subject: Dr. Joseph-Ladapo-CV.pdf
Attachments: Dr. Joseph-Ladapo-CV.pdf

Colleen and Mike,

As we discussed, I would like to introduce you to Joe, who we are interested in recruiting to UF Health and potential FL Surgeon General position. He will need to identify a home Department and then set up a Zoom talk for UF Health community along with some key interviews. I have also suggested a Gainesville visit in the near future.

I would ask you each to set up a Zoom call with Joe and give him an overview of your college and potential home departments. There are some sensitivities regarding timing and would ask if you could expedite this communication.

Steve, would ask you to also meet with Joe and discuss research opportunities at UF along with options for transfer of appropriate grants vs subcontracts to UCLA, etc.

Joe, Kent, and Mori are all aware and very supportive.

Thanks
Dave

David R Nelson, MD
Senior Vice President for Health Affairs
President, UF Health

From: Koch, Colleen G.
Sent time: 09/03/2021 07:22:17 AM
To: Nelson,David R <nelsodr@ufl.edu>; Perri, Michael G <mperry@ufl.edu>; Sugrue,Stephen Paul <sugrue@UFL.EDU> **Cc:** J.Ladapo@mednet.ucla.edu; Spink,Ashley B <ashley.spink@ufl.edu>
Subject: Re: Dr. Joseph-Ladapo-CV.pdf

Good morning all,

Dave- thank you for the virtual introduction.

Joe- I would be delighted to set up a zoom and or meet you in person. I have included my assistant Ashley who can set up a time for us to meet.
I look forward to meeting you!

Best,

CK

Colleen Koch, MD, MS, MBA
Folke H. Peterson Dean's Distinguished Professor
Dean, University of Florida College of Medicine
Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500

From: Dave Nelson <nelsodr@ufl.edu>
Date: Friday, September 3, 2021 at 5:17 AM
To: Colleen Koch <kochc@ufl.edu>, "Perri, Michael G" <mperry@ufl.edu>, Stephen Sugrue <sugrue@UFL.EDU> **Cc:** "JLadapo@mednet.ucla.edu" <JLadapo@mednet.ucla.edu>
Subject: Dr. Joseph-Ladapo-CV.pdf

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Dave

David R Nelson, MD
Senior Vice President for Health Affairs
President, UF Health
From: Koch, Colleen G.
Sent time: 09/03/2021 07:22:55 AM
To: Spink,Ashley B <ashley.spink@ufl.edu>
Subject: FW: Dr. Joseph-Ladapo-CV.pdf

Future State of FL surgeon general—we can accommodate whatever he
wants in terms of meeting times! Best,

CK

Colleen Koch, MD, MS, MBA
Folke H. Peterson Dean's Distinguished Professor
Dean, University of Florida College of Medicine
Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500

From: Colleen Koch <kochc@ufl.edu>
Date: Friday, September 3, 2021 at 7:22 AM
To: Dave Nelson <nelsodr@ufl.edu>, "Perri, Michael G" <mperry@ufl.edu>, Stephen Sugrue <sugrue@UFL.EDU> **Cc:** "JLadapo@mednet.ucla.edu" <JLadapo@mednet.ucla.edu>, Ashley Spink <ashley.spink@ufl.edu> **Subject:** Re: Dr. Joseph-Ladapo-CV.pdf

Good morning all,

Dave- thank you for the virtual introduction.

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Best,

CK

Colleen Koch, MD, MS, MBA
Folke H. Peterson Dean's Distinguished Professor
Dean, University of Florida College of Medicine
Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500

From: Dave Nelson <nelsodr@ufl.edu>
Date: Friday, September 3, 2021 at 5:17 AM
To: Colleen Koch <kochc@ufl.edu>, "Perri, Michael G" <mperry@ufl.edu>, Stephen Sugrue <sugrue@UFL.EDU> **Cc:** "JLadapo@mednet.ucla.edu" <JLadapo@mednet.ucla.edu>
Subject: Dr. Joseph-Ladapo-CV.pdf

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Thanks
Dave

David R Nelson, MD
Senior Vice President for Health Affairs
President, UF Health

From: Nelson,David R

Sent time: 09/03/2021 07:51:20 AM **To:**
Ross,Melanie H <mross@UFL.EDU>

Subject: FW: Dr. Joseph-Ladapo-CV.pdf

Attachments: Dr. Joseph-Ladapo-CV.pdf

From: Ross,Melanie H

Sent time: 09/03/2021 07:54:29

AM To: Nelson,David R

<nelsodr@ufl.edu> **Subject:** RE: Dr.

Joseph-Ladapo-CV.pdf **Thanks**

Sent via the Samsung Galaxy S8+, an AT&T 5G Evolution capable smartphone

----- Original message -----

From: "Nelson,David R" <nelsodr@ufl.edu>

Date: 9/3/21 7:51 AM (GMT-05:00)

To: "Ross,Melanie H" <mross@UFL.EDU>

Subject: FW: Dr. Joseph-Ladapo-CV.pdf

From: Perri, Michael G

Sent time: 09/03/2021 09:20:53 AM

To: Jladapo@mednet.ucla.edu

Cc: Nelson,David R <nelsodr@ufl.edu>; Koch, Colleen G. <kochc@ufl.edu>;
Sugrue,Stephen Paul <sugrue@UFL.EDU> **Subject:** RE: Dr. Joseph-Ladapo-CV.pdf

Dear Joe,

I would be delighted to meet with you either in person or via Zoom to discuss opportunities in the College of Public Health and Health Professions. Please feel free to contact me or my assistant, Lauren Guidi, to arrange a mutually convenient day and time.

Sincerely

Mike

Michael G. Perri, PhD, ABPP

Dean, College of Public Health and Health Professions

The Robert G. Frank Endowed Professor of Clinical and Health Psychology
University of Florida
PO Box 100185
1225 Center Drive, HPNP Suite 4101
Gainesville, FL 32610 (zip for overnight 32611)
Tel: 352-273-6214
Email: mperri@phhp.ufl.edu

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From: Ladapo, Joseph A. <JLadapo@mednet.ucla.edu>

Sent time: 09/03/2021 10:27:04 AM

To: Koch, Colleen G. <kochc@ufl.edu>; Nelson, David R <nelsodr@ufl.edu>; Perri, Michael G <mperri@ufl.edu>; Sugrue, Stephen Paul <sugrue@UFL.EDU>

Cc: Spink, Ashley B <ashley.spink@ufl.edu>

Subject: Re: Dr. Joseph-Ladapo-CV.pdf

[External Email]

Thanks so much! I really appreciate having this opportunity. I'll schedule with Ashley right away. Joe 617-794-7770

Joseph A. Ladapo, MD, PhD ([webpage](#))

Associate Professor of Medicine

Division of General Internal Medicine and

Health Services Research

David Geffen School of Medicine at UCLA

1100 Glendon Ave, Suite 850, Los Angeles, CA 90024

From: "Koch, Colleen G." <kochc@ufl.edu>

Date: Friday, September 3, 2021 at 4:22 AM

To: "Nelson, David R" <nelsodr@ufl.edu>, "Perri, Michael G" <mperri@ufl.edu>, "Sugrue, Stephen Paul" <sugrue@UFL.EDU>

Cc: "Ladapo, Joseph A." <JLadapo@mednet.ucla.edu>, "Spink, Ashley B" <ashley.spink@ufl.edu> **Subject:** Re: Dr. Joseph-Ladapo-CV.pdf

CAUTION - EXTERNAL EMAIL: Do not click links or open attachments unless you recognize the sender.

Good morning all,

Dave- thank you for the virtual introduction.

Joe- I would be delighted to set up a zoom and or meet you in person. I have included my assistant Ashley who can set up a time for us to meet.

I look forward to meeting you!

Best,

CK

Colleen Koch, MD, MS, MBA

Folke H. Peterson Dean's Distinguished Professor

Dean, University of Florida College of Medicine
Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500

From: Dave Nelson <nelsodr@ufl.edu>
Date: Friday, September 3, 2021 at 5:17 AM
To: Colleen Koch <kochc@ufl.edu>, "Perri, Michael G" <mperry@ufl.edu>, Stephen Sugrue <sugrue@UFL.EDU> **Cc:** "JLadapo@mednet.ucla.edu" <JLadapo@mednet.ucla.edu>
Subject: Dr. Joseph-Ladapo-CV.pdf

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Joe, Kent, and Mori are all aware and very supportive.

Thanks
Dave

David R Nelson, MD
Senior Vice President for Health Affairs
President, UF Health

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From: Ladapo, Joseph A. <JLadapo@mednet.ucla.edu>

Sent time: 09/03/2021 10:28:30 AM

To: Perri, Michael G <mperry@ufl.edu>

Cc: Nelson, David R <nelsodr@ufl.edu>; Koch, Colleen G. <kochc@ufl.edu>; Sugrue, Stephen Paul <sugrue@UFL.EDU> **Subject:** Re: Dr. Joseph-Ladapo-CV.pdf

[External Email]

Dear Mike,

Thank you very much! I'll reach out to Lauren right away.

Warmest,
Joe 617-794-7770
Joseph A. Ladapo, MD, PhD ([webpage](#))
Associate Professor of Medicine
Division of General Internal Medicine and
Health Services Research
David Geffen School of Medicine at UCLA
1100 Glendon Ave, Suite 850, Los Angeles, CA 90024

From: "Perri, Michael G" <mperry@ufl.edu>
Date: Friday, September 3, 2021 at 6:21 AM
To: "Ladapo, Joseph A." <JLadapo@mednet.ucla.edu>
Cc: "Nelson,David R" <nelsodr@ufl.edu>, "Koch, Colleen G." <kochc@ufl.edu>, "Sugrue,Stephen Paul" <sugrue@UFL.EDU>
Subject: RE: Dr. Joseph-Ladapo-CV.pdf

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Dear Joe,

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Sincerely

Mike

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Dean, College of Public Health and Health Professions
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From: Spink,Ashley B
Sent time: 09/03/2021 10:38:13 AM
To: Koch, Colleen G. <kochc@ufl.edu>
Cc: Nelson,David R <nelsodr@ufl.edu>
Subject: FW: Dr. Joseph-Ladapo-CV.pdf

FYI that Koch/Ladapo meeting is set up for next week.

Thanks!

Ashley Spink
Administrative Specialist III
Assistant to the Dean, Dr. Colleen Koch, MD, MS, MBA
Office of the Dean, College of Medicine
(352) 733-1003
ashley.spink@ufl.edu

From: Ladapo, Joseph A. <JLadapo@mednet.ucla.edu>
Sent: Friday, September 3, 2021 10:30 AM
To: Spink,Ashley B <ashley.spink@ufl.edu>
Subject: Re: Dr. Joseph-Ladapo-CV.pdf

[External Email]

Hi Ashley, how about 2pm ET on Sept 7? Thanks,
Joe

From: "Spink,Ashley B" <ashley.spink@ufl.edu>
Date: Friday, September 3, 2021 at 5:57 AM
To: "Ladapo, Joseph A." <JLadapo@mednet.ucla.edu>
Subject: RE: Dr. Joseph-Ladapo-CV.pdf

CAUTION - EXTERNAL EMAIL: Do not click links or open attachments unless you recognize the sender.

Good Morning Dr. Ladapo,

I am happy to set up a zoom meeting for you and Dean Koch. We will accommodate your schedule to make this easier. However, if one of the times below work, please let me know and I would be more than happy to send out a zoom invite:

Tuesday, September 7th, 1:00 – 3:00PM EST
Wednesday, September 8th, 10:00 – 12:00pm EST
Friday, September 10th, 1:00pm EST or later

Thank you and I look forward to hearing from you.

Ashley Spink
Administrative Specialist III

Assistant to the Dean, Dr. Colleen Koch, MD, MS, MBA
Office of the Dean, College of Medicine
(352) 733-1003
ashley.spink@ufl.edu

From: Koch, Colleen G.
Sent: Friday, September 3, 2021 7:22 AM
To: Nelson,David R <nelsodr@ufl.edu>; Perri, Michael G <mperri@ufl.edu>;
Sugrue,Stephen Paul <sugrue@UFL.EDU> **Cc:** JLadapo@mednet.ucla.edu;
Spink,Ashley B <ashley.spink@ufl.edu>
Subject: Re: Dr. Joseph-Ladapo-CV.pdf

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Folke H. Peterson Dean's Distinguished Professor
Dean, University of Florida College of Medicine
Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500

From: Dave Nelson <nelsodr@ufl.edu>
Date: Friday, September 3, 2021 at 5:17 AM
To: Colleen Koch <kochc@ufl.edu>, "Perri, Michael G" <mperri@ufl.edu>,
Stephen Sugrue <sugrue@UFL.EDU> **Cc:** "JLadapo@mednet.ucla.edu"
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Senior Vice President for Health Affairs
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From: Nelson,David R

Sent time: 09/07/2021 07:48:15 AM

To: Jimenez,Edward <JIMEDW@shands.ufl.edu>; Dewar,Marvin A <dewarma@ufl.edu>; Jenkins,Randall C <JenkinsR@sip.ufl.edu>; Kelly,James J., Jr. <KELLJJ@shands.ufl.edu>

Subject: Fwd: Dr. Joseph-Ladapo-CV.pdf

Attachments: Dr. Joseph-Ladapo-CV.pdf

Sent from my iPhone

Begin forwarded message:

From: "Nelson,David R" <nelsodr@ufl.edu>

Date: September 2, 2021 at 5:35:11 AM EDT

To: "Koch, Colleen G." <kochc@ufl.edu>, "Sugrue,Stephen Paul" <sugrue@ufl.edu>

Subject: FW: Dr. Joseph-Ladapo-CV.pdf

-257 ?

This faculty is interested in coming to join the UF family. Google search him and see if you can guess the story. Will fill you in later but please keep confidential.

From: Mori Hosseini <mhosseini@icihomes.com>

Date: Wednesday, September 1, 2021 at 7:00 PM
To: Nelson,David R <nelsodr@ufl.edu>
Subject: Dr. Joseph-Ladapo-CV.pdf

[External Email]
Fyi

Sent from my iPhone

From: Dewar,Marvin A

Sent time: 09/07/2021 11:11:55 AM

To: Nelson,David R <nelsodr@ufl.edu>; Jimenez,Edward <JIMEDW@shands.ufl.edu>; Jenkins,Randall C <JenkinsR@sip.ufl.edu>; Kelly,James J., Jr. <KELLJJ@shands.ufl.edu>

Subject: RE: Dr. Joseph-Ladapo-CV.pdf

Opinion pieces are certainly more conservative than the current public health community, but he is actually more measured and nuanced than either end of the spectrum. Center-right, but not far right.

Marvin A. Dewar, M.D., J.D.
Senior Associate Dean
University of Florida College of Medicine
CEO UF Health Physicians

From: Nelson,David R

Sent: Tuesday, September 07, 2021 7:48 AM

To: Jimenez,Edward <JIMEDW@shands.ufl.edu>; Dewar,Marvin A <dewarma@ufl.edu>; Jenkins,Randall C <JenkinsR@sip.ufl.edu>; Kelly,James J., Jr. <KELLJJ@shands.ufl.edu>

Subject: Fwd: Dr. Joseph-Ladapo-CV.pdf

Sent from my iPhone

Begin forwarded message:

From: "Nelson,David R" <nelsodr@ufl.edu>

Date: September 2, 2021 at 5:35:11 AM EDT

To: "Koch, Colleen G." <kochc@ufl.edu>, "Sugrue,Stephen Paul" <sugrue@ufl.edu>

Subject: FW: Dr. Joseph-Ladapo-CV.pdf

-257 ?

This faculty is interested in coming to join the UF family. Google search him and see if you can guess the story. Will fill you in later but please keep confidential.

From: Mori Hosseini <mhosseini@icihomes.com>

Date: Wednesday, September 1, 2021 at 7:00 PM

To: Nelson,David R <nelsodr@ufl.edu>

Subject: Dr. Joseph-Ladapo-CV.pdf

[External Email]

Fyi

Sent from my iPhone

From: Jenkins,Randall C

Sent time: 09/07/2021 12:02:45 PM

To: Dewar,Marvin A <dewarma@ufl.edu>; Nelson,David R <nelsodr@ufl.edu>; Jimenez,Edward <JIMEDW@shands.ufl.edu>; Kelly,James J., Jr. <KELLJJ@shands.ufl.edu>

Subject: RE: Dr. Joseph-Ladapo-CV.pdf

I had a similar reaction to the few articles I saw on the world wide web. One quoted Fauci carefully to make the point of his writing for example.

From: Dewar,Marvin A <dewarma@ufl.edu>

Sent: Tuesday, September 7, 2021 11:12 AM

To: Nelson,David R <nelsodr@ufl.edu>; Jimenez,Edward <JIMEDW@shands.ufl.edu>; Jenkins,Randall C <JenkinsR@sip.ufl.edu>; Kelly,James J., Jr. <KELLJJ@shands.ufl.edu>

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[External Email]

Fyi

Sent from my iPhone

From: Koch, Colleen G.
Sent time: 09/07/2021 03:00:27 PM
To: Joe Ladapo <JLadapo@mednet.ucla.edu>; Conti,Jamie B <Jamie.Conti@medicine.ufl.edu>
Subject: Introduction
Attachments: Re- Dr. Joseph-Ladapo-CV.pdf

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Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500
From: Conti,Jamie B
Sent time: 09/07/2021 03:19:16 PM
To: Koch, Colleen G. <kochc@ufl.edu>; Joe Ladapo <JLadapo@mednet.ucla.edu>
Subject: Re: Introduction

Good afternoon Dr. Ladapo,

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Date: Tuesday, September 7, 2021 at 12:21 PM

To: "Koch, Colleen G." <kochc@ufl.edu>, "Ladapo, Joseph A." <JLadapo@mednet.ucla.edu> **Subject:** Re:

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To: Bohannon, Penny S <Penny.Bohannon@medicine.ufl.edu>

Subject: Fwd: Introduction

Can you set up some time for me this week? Contact him directly per email below. 30 min to an hour, based upon his availability. Nothing too early please

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To: Joe Ladapo <JLadapo@mednet.ucla.edu>; Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>
Subject: Introduction

Good afternoon Jamie,

I wanted to introduce you to Dr. Joe Ladapo who will be considering a move from UCLA to FL in the near future. As you can see from Joe's CV, he is an accomplished individual. He would be best suited in Medicine as an academic home. I will let you review his CV and connect with him.

Joe- it was great to meet you today.

Best,

CK

Colleen Koch, MD, MS, MBA
Folke H. Peterson Dean's Distinguished Professor
Dean, University of Florida College of Medicine
Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500

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From: Ladapo, Joseph A. <JLadapo@mednet.ucla.edu>

Sent time: 09/07/2021 04:40:40 PM

To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

Cc: Koch, Colleen G. <kochc@ufl.edu>; Nelson, David R <nelsodr@ufl.edu> **Subject:** Re: Introduction

[External Email]

Yes thanks!

Sent from my iPhone

On Sep 7, 2021, at 1:30 PM, Conti, Jamie B <Jamie.Conti@medicine.ufl.edu> wrote:

-257 ?

CAUTION - EXTERNAL EMAIL: Do not click links or open

attachments unless you recognize the sender. Are you

possibly available to speak at our medical grand

rounds this Thursday at 11 AM?

Jamie B. Conti, MD, FACC
Chair | Department of Medicine
Professor of Medicine | University of Florida
AHA Eminent Scholar in Cardiology
PO Box 100277 | 1600 SW Archer Road | Gainesville, FL 32610-0277
Office 352.265.0655 | Fax 352.265.1107 | contijb@medicine.ufl.edu

Penny Bohannon | Admin Assistant | Penny.Bohannon@medicine.ufl.edu

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<Jamie.Conti@medicine.ufl.edu>, Colleen Koch
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Subject: Re: Introduction

[External Email]

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I've cc'd Dave Nelson to keep him in the loop.

Thank you!
Joe 617-794-7770
Joseph A. Ladapo, MD, PhD ([webpage](#))
Associate Professor of Medicine
Division of General Internal Medicine and
Health Services Research
David Geffen School of Medicine at UCLA
1100 Glendon Ave, Suite 850, Los Angeles, CA 90024

From: "Conti, Jamie B" <Jamie.Conti@medicine.ufl.edu>
Date: Tuesday, September 7, 2021 at 12:21 PM
To: "Koch, Colleen G." <kochc@ufl.edu>, "Ladapo, Joseph A." <JLadapo@mednet.ucla.edu> **Subject:** Re: Introduction

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I'm excited to speak with you about the Department of Medicine at the University of Florida. I'd like to have my assistant reach out to schedule us some time to meet. Is there someone specific on your end we can work with? Looking forward to it!

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From: Conti, Jamie B

Sent time: 09/07/2021 07:57:01 PM

To: Gonzalez, Janelis <Janelis.Gonzalez@medicine.ufl.edu>

Subject: Re: Re:

Dr. Joseph A. Ladapo JLadapo@mednet.ucla.edu. Guest speaker. Ask for his title and tell him the length, zoom etc. thanks! let me know if you need my help.

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From: Gonzalez, Janelis <Janelis.Gonzalez@medicine.ufl.edu>

Sent: Tuesday, September 7, 2021 6:09 PM

To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

Subject: Re:

Understood. Yes, send me the contact info and I'll reach out ASAP to get it all organized.

I'll have Vicki resend the MGR announcement with the new speaker once we get it all confirmed.

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Sincerely,

Janelis Gonzalez, M.D.

Chief Resident, UF Health Shands Hospital
Department of Internal Medicine
Office: (352) 265-3154 | Cell: (305) 588-2797

On Sep 7, 2021, at 5:44 PM, Conti, Jamie B <Jamie.Conti@medicine.ufl.edu> wrote:

-257 ?
Yes, that's correct.

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Sent: Tuesday, September 7, 2021 5:09:48 PM
To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>
Subject: Re:

Hello Dr. Conti,

Do you mean in lieu of Dr. Aranda's lecture for 9/9/21?

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Sent time: 09/07/2021 08:44:28 PM
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Subject: Re: Re:

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Thanks, Dr. Conti.

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Penny Bohannon | Admin Assistant | Penny.Bohannon@medicine.ufl.edu
Tracy Conger | Admin Assistant | Tracy.Conger@medicine.ufl.edu

From: Conti, Jamie B
Sent time: 09/08/2021 12:11:41 PM
To: Bohannon, Penny S <Penny.Bohannon@medicine.ufl.edu>
Subject: Re: Introduction

Jamie B. Conti, MD, FACC
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Penny Bohannon | Admin Assistant | Penny.Bohannon@medicine.ufl.edu
Tracy Conger | Admin Assistant | Tracy.Conger@medicine.ufl.edu

From: Bohannon, Penny S <Penny.Bohannon@medicine.ufl.edu>
Sent: Wednesday, September 8, 2021 12:10:57 PM
To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>
Subject: RE: Introduction

While on vacation correct? I will offer mid-day options for

Thursday and Friday if that works for you. [Regards](#),

Penny Bohannon

University of Florida | Department of Medicine
Administrative Specialist II | Dr. Jamie B. Conti, Chair of Medicine
Administrative Specialist II | Dr. Juan Aranda, Jr., Vice-Chair of Clinical Affairs
PO Box 100277 | 1600 SW Archer Road | Gainesville, FL 32610-0277
(p)352.265.0655 |(f) 352.265.1107
Penny.Bohannon@ufl.edu

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From: Conti, Jamie B
Sent: Tuesday, September 7, 2021 4:32 PM
To: Bohannon, Penny S <Penny.Bohannon@medicine.ufl.edu>
Subject: Fwd: Introduction

Can you set up some time for me this week? Contact him directly per email below.
30 min to an hour, based upon his availability. Nothing too early please

Jamie B. Conti, MD, FACC
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Penny Bohannon | Admin Assistant | Penny.Bohannon@medicine.ufl.edu
Tracy Conger | Admin Assistant | Tracy.Conger@medicine.ufl.edu
From: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>
Sent: Tuesday, September 7, 2021 4:29:38 PM
To: Koch, Colleen G. <kochc@ufl.edu>; Ladapo, Joseph A. <JLadapo@mednet.ucla.edu>
Cc: Nelson, David R <nelsodr@ufl.edu>
Subject: Re: Introduction

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To: Jamie Conti <Jamie.Conti@medicine.ufl.edu>, Colleen Koch <kochc@ufl.edu>
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Subject: Re: Introduction

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From: Conti, Jamie B

Sent time: 09/08/2021 12:12:23 PM

To: Gonzalez, Janelis <Janelis.Gonzalez@medicine.ufl.edu>

Subject: Re: Re:

Is this arranged?

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From: Gonzalez, Janelis <Janelis.Gonzalez@medicine.ufl.edu>

Sent: Tuesday, September 7, 2021 8:44:28 PM

To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

Subject: Re: Re:

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Sent time: 09/08/2021 12:13:27 PM

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Subject: Re: Re:

Hello,

I just emailed him right now to follow up. He hasn't responded yet since my email last night.

--

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Dr. Joseph A. Ladapo Jladapo@mednet.ucla.edu. Guest speaker. Ask for his title and tell him the length, zoom etc. thanks! let me know if you need my help.

Jamie B. Conti, MD, FACC
Chair | Department of Medicine
Professor of Medicine | University of Florida
AHA Eminent Scholar in Cardiology
PO Box 100277 | 1600 SW Archer Road | Gainesville, FL 32610-0277
Office 352.265.0655 | Fax 352.265.1107 | contijb@medicine.ufl.edu

Penny Bohannon | Admin Assistant |
Penny.Bohannon@medicine.ufl.edu
Tracy Conger | Admin Assistant |
Tracy.Conger@medicine.ufl.edu

From: Gonzalez, Janelis <Janelis.Gonzalez@medicine.ufl.edu>
Sent: Tuesday, September 7, 2021 6:09 PM
To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>
Subject: Re:

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Sincerely,

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Department of Internal Medicine
Office: (352) 265-3154 | Cell: (305) 588-2797

On Sep 7, 2021, at 5:44 PM, Conti, Jamie B <Jamie.Conti@medicine.ufl.edu> wrote:

-257 ?

Yes, that's correct.

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To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>
Subject: Re:

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From: Gonzalez, Janelis

Sent time: 09/08/2021 12:15:18 PM

To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

Subject: Re: Re:

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Sent: Wednesday, September 8, 2021 12:13 PM

To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

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From: Gonzalez, Janelis
Sent time: 09/08/2021 12:44:59 PM
To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>
Subject: Re: Re:

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Tracy Conger | Admin Assistant | Tracy.Conger@medicine.ufl.edu

From: Conti, Jamie B
Sent time: 09/08/2021 12:49:39 PM
To: Gonzalez, Janelis <Janelis.Gonzalez@medicine.ufl.edu>

Subject: Re: Re:

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From: Zoom <no-reply@zoom.us>
Sent time: 09/08/2021 12:50:31 PM
To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>
Subject: New Zoom meeting scheduled - Dr. Joseph Ladapo Meeting with Dr. Conti

[External Email]



Hi Jamie Conti,

Penny Bohannon (pbohannon@ufl.edu) scheduled a Zoom meeting for you. As a host, you have the ability to start and end the meeting.

Meeting Topic: Dr. Joseph Ladapo Meeting with Dr. Conti
Meeting Time: Sep 9, 2021 02:30 PM Eastern Time (US and Canada)

[Join Zoom Meeting](#)

Phone one-tap: US : [+13017158592](tel:+13017158592), [+13126266799](tel:+13126266799), [+16465588656](tel:+16465588656) or [+12532158782](tel:+12532158782) or [+13462487799](tel:+13462487799) or [+16699006833](tel:+16699006833)
Meeting URL: <https://ufl.zoom.us/j/2556956550>

Join by Telephone

For higher quality, dial a number based on your current location.

Dial:
US : +1 301 715 8592 or +1 312 626 6799 or +1 646 558 8656 or +1 253 215 8782 or +1 346 248 7799 or +1 669 900 6833

Meeting ID: 255 695 6550

International numbers

Join from an H.323/SIP room system

H.323:
162.255.37.11 (US West)
162.255.36.11 (US East)
115.114.131.7 (India Mumbai)
115.114.115.7 (India Hyderabad)
213.19.144.110 (Amsterdam Netherlands)
213.244.140.110 (Germany)
103.122.166.55 (Australia Sydney)
103.122.167.55 (Australia Melbourne)
149.137.40.110 (Singapore)
64.211.144.160 (Brazil)
149.137.68.253 (Mexico)
69.174.57.160 (Canada Toronto)
65.39.152.160 (Canada Vancouver)
207.226.132.110 (Japan Tokyo)
149.137.24.110 (Japan Osaka)

Meeting ID: 255 695 6550
SIP: 2556956550@zoomcrc.com

Skype for Business (Lync)

<https://ufl.zoom.us/j/2556956550>



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From: Shearin, Victoria L
Sent time: 09/08/2021 02:23:11 PM

To: . DOM-Mail-HS-All <DOM-Mail-HS-All@ad.ufl.edu>; . DOM-Mail-ZZ-Fellows <DOM-Mail-ZZ-Fellows@ad.ufl.edu>; . DOM-Mail-ZZ Faculty <DOM-Mail-ZZ-Faculty@ad.ufl.edu>; . DOM-Mail-ZZ-All <EveryoneMedicine@medicine.ufl.edu> **Subject:** Medicine Grand Rounds - Sept. 9, 2021 Update
Attachments: MGRflyerSept09,2021.doc

An opportunity arose to have a guest speaker, Dr. Joseph Ladapo from UCLA to present at our Medicine Grand Rounds tomorrow therefore Dr. Juan Aranda's presentation will be re-scheduled at a later date.

Presented on Zoom
<https://zoom.us/j/7064067411>

University
of Florida
Department
of Medicine
Presents

MEDICAL GRAND ROUNDS

September 9, 2021
11:00am – 12:00pm

“Effectiveness of Goal-directed versus Outcome-based Financial Incentives for Weight Loss”

Joseph A. Ladapo, M.D., Ph.D.
Associate Professor
David Geffen School of Medicine
University of California, Los Angeles

Upon completion of this activity participants will be able to:

- 1) *List examples of behavioral economic strategies used in clinical interventions.*
- 2) *Review the effectiveness of financial incentives for weight loss.*
- 3) *Discuss the effects of financial incentives on intrinsic motivation.*

Dr. Ladapo has disclosed he has no relevant financial relationships. No one else in a position to control content has any financial relationships to disclose. Conflict of interest information for the CME Advisory Committee

members can be found on the following website: <https://cme.ufl.edu/disclosure/>. All relevant financial relationships have been mitigated.

ACCREDITATION: The University of Florida College of Medicine is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

CREDIT: Credit: The University of Florida College of Medicine designates this live activity for a maximum of 1 *AMA PRA Category 1 Credit*[™]. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Section #1637

Vicki Shearin
Program Assistant

From: Nelson,David R

Sent time: 09/08/2021 07:40:32 PM

To: Paton,Nancy <nancypaton@ufl.edu>; Kaplan,Mark E <mark.kaplan@ufl.edu>

Subject: Fwd: Dr. Joseph-Ladapo-CV.pdf

Attachments: Dr. Joseph-Ladapo-CV.pdf

Sent from my iPhone

Begin forwarded message:

From: "Nelson,David R" <nelsodr@ufl.edu>

Date: September 2, 2021 at 5:35:11 AM EDT

To: "Koch, Colleen G." <kochc@ufl.edu>, "Sugrue,Stephen Paul" <sugrue@ufl.edu>

Subject: FW: Dr. Joseph-Ladapo-CV.pdf

-257 ?

This faculty is interested in coming to join the UF family. Google search him and see if you can guess the story. Will fill you in later but please keep confidential.

From: Mori Hosseini <mhosseini@icihomes.com>

Date: Wednesday, September 1, 2021 at 7:00 PM

To: Nelson,David R <nelsodr@ufl.edu>

Subject: Dr. Joseph-Ladapo-CV.pdf

[External Email]

Fyi

Sent from my iPhone

From: Department of Medicine Announcements <announcements@medicine.ufl.edu>

Sent time: 09/09/2021 06:28:27 AM

To: deptmedinfo-l@lists.ufl.edu; medres-l@lists.ufl.edu; medfellows-l@lists.ufl.edu; uf-shands-hospitalists-L@lists.ufl.edu; .DOM- Mail-ZZ-All <EveryoneMedicine@medicine.ufl.edu>

Subject: Department of Medicine Grand Rounds Today

Dear All

You are receiving this automated message for Department of Medicine. Please do not reply.

Medicine Grand Rounds

Date: Thursday, September 9, 2021 at 11:00 AM

Location: via Zoom

Presenter: Joseph A. Ladapo, M.D., Ph.D. - UCLA

"Effectiveness of Goal-directed versus Outcome-based Financial Incentives for Weight Loss"

Topic:

Zoom link:

<https://zoom.us/j/7064067411>

CME: Yes

Meal: No

For more information, please visit

<https://sharepoint.ahc.ufl.edu/edu/dom/ConferenceCalendars/Lists/Medicine%20Grand%20Rounds/calendar.aspx>

Thank you,

Department of Medicine

From: Shearin, Victoria L

Sent time: 09/09/2021 08:33:28 AM

To: . DOM-Mail-HS-All <DOM-Mail-HS-All@ad.ufl.edu>; . DOM-Mail-ZZ-Fellows <DOM-Mail-ZZ-Fellows@ad.ufl.edu>; . DOM-Mail-ZZ Faculty <DOM-Mail-ZZ-Faculty@ad.ufl.edu>; . DOM-Mail-ZZ-All <EveryoneMedicine@medicine.ufl.edu> asavetmd@gmail.com; generyerson@gmail.com; pposner@comcast.net; kathyclore@aol.com; grcooper@yahoo.com; Fantone, Joseph C, III <jfantone@ufl.edu>; Balbis, Roberto B. <BALBRB@shands.ufl.edu>; Bosman, Elenora L. <BOSMAE@shands.ufl.edu>; Rackleff, Colette R. <crac0001@shands.ufl.edu>; Allegra, Carmen Joseph <Carmen.Allegra@medicine.ufl.edu>; Tompkins, Rhonda L. <TOMPKR@shands.ufl.edu>;

Cc:

Howard, Richard <howarr@lifequest.ufl.edu>; Bewak, Daylee S. <dbew0001@shands.ufl.edu>; DiGennaro, Danielle F. <ddig0001@shands.ufl.edu>; Bouchard, Lindsay R. <lbou0003@shands.ufl.edu>; Silloway, Cathy J. <SILLOC@shands.ufl.edu>; Weiner, Roy S <rweiner@tulane.edu>; Joan McTigue <jcmctigue@gmail.com>; Stein, Gerald H <jerrydoc@ufl.edu>; ric gonzalez <ricg23@gmail.com>; Poceski, Hiroko <pocesh@shands.ufl.edu>; Topping, Daniel B <dtopping@ufl.edu>

Subject: Medicine Grand Rounds - September 9, 2021

Medicine Grand rounds will be presented on zoom today. I will be taking attendance online so please sign in using your **First** and **Last** name to receive CME credit.

If you are new to medicine grand rounds please email me your license number so I can add you to the CME list.

Date: September 9, 2021

Time: 11:00 am – 12:00pm

Title: "Effectiveness of Goal-directed versus Outcome-based Financial Incentives for Weight Loss"

Presenter: Joseph A. Ladapo, M.D., Ph.D.
Associate Professor
David Geffen School of Medicine
University of California, Los Angeles

Please click this link to join the meeting :
<https://zoom.us/j/7064067411>

After viewing please take a few minutes to evaluate the presentation by clicking the link below. This is required for the CME office and is also very helpful to the speaker for feedback.

https://ufl.qualtrics.com/jfe/form/SV_2IX4FdHNKeKhUqh

Thank you,

Vicki Shearin
Program Assistant
Department of Medicine
Residency Office
(352)265-0239 office
(352)265-1107 fax

From: Shearin,Victoria L

Sent time: 09/09/2021 12:26:06 PM

To: DOM-Mail-ZZ-Fellows <DOM-Mail-ZZ-Fellows@ad ufl edu>; DOM-Mail-ZZ-Faculty <DOM-Mail-ZZ-Faculty@ad ufl edu>; DOM-Mail-ZZ-All <EveryoneMedicine@medicine ufl edu>; DOM-Mail-HS-All <DOM-Mail-HS-All@ad ufl edu>
cc: Bosman,Elenora L <BOSMAE@shands ufl edu>; DiGennaro,Danielle F <ddig0001@shands ufl edu>; Weiner, Roy S <rweiner@tulane edu>; Joan McTigue <jcmetigue@gmail com>; Stein,Gerald H <jerrydoc@ufl edu>; ric gonzalez <ricg23@gmail com>; Poceski,Hiroko <pocesh@shands ufl edu> **Subject:** Medicine Grand Rounds recording - September 9, 2021

Good afternoon,

Below is the link for the recording of today's Medicine Grand Rounds:

Title: " Effectiveness of Goal-directed versus Outcome-based Financial Incentives for Weight Loss"

Speaker: Joseph A. Ladapo, M.D., Ph.D.
Associate Professor
David Geffen School of Medicine - UCLA

Link:

https://ufl.zoom.us/rec/share/PeewqrNO54yulG54kFLUc_6xGdEQdd0PEP_MjST8E91sdHU_YsKGGUma3IyhLiNn.Gf6AE3Fh1T0AnOro

To receive CME credit please email me once you have viewed the recording.

Note: It needs to be viewed within 48 hours to receive credit.

Also, please take a few minutes to evaluate today's presentation by clicking the link below. This is required for the CME office and is also very helpful to the speaker for feedback.

https://ufl.qualtrics.com/jfe/form/SV_2IX4FdHNKeKhUqh

Thank you!

Vicki Shearin

From: Conti, Jamie B

Sent time: 09/10/2021 12:28:52 PM

To: Bohannon, Penny S <Penny.Bohannon@medicine.ufl.edu>

Subject: Fwd: Inter Med Faculty Posting - 56998

Can you send this job link to dr. Ladapo?

Jamie B. Conti, MD, FACC

Chair | Department of Medicine

Professor of Medicine | University of Florida

AHA Eminent Scholar in Cardiology

PO Box 100277 | 1600 SW Archer Road | Gainesville, FL 32610-0277

Office 352.265.0655 | Fax 352.265.1107 | contijb@medicine.ufl.edu

Penny Bohannon | Admin Assistant | Penny.Bohannon@medicine.ufl.edu

Tracy Conger | Admin Assistant | Tracy.Conger@medicine.ufl.edu

From: Palmer, Rachel M <rpalmer@ufl.edu>

Sent: Wednesday, September 8, 2021 5:17:30 PM

To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

Subject: FW: Inter Med Faculty Posting - 56998

Here is the link to our open Internal Medicine faculty positions. The link should take you right there, but the unique job number is also referenced.

Thank you,

Rachel

From: McFarland, Christy <Christy.McFarland@medicine.ufl.edu>

Sent: Wednesday, September 8, 2021 3:58 PM

To: Palmer, Rachel M <rpalmer@ufl.edu>

Subject: Inter Med Faculty Posting - 56998

Below is the link to job number 56998:

<https://facultyjobs.hr.ufl.edu/posting/72145>

Thank You,
Christy McFarland
Human Resources Manager
Department of Medicine
352-265-8054

From: Ladapo, Joseph A. <JLadapo@mednet.ucla.edu>

Sent time: 09/10/2021 02:23:25 PM

To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

Subject: Re: Introduction - -Hi Jamie do you have a few minutes to talk?

[External Email]

Hi Jamie do you have a few minutes to talk? Please let me know how best to reach you and when, thanks. Joe 617-794-7770

Joseph A. Ladapo, MD, PhD ([webpage](#))

Associate Professor of Medicine

Division of General Internal Medicine and

Health Services Research

David Geffen School of Medicine at UCLA

1100 Glendon Ave, Suite 850, Los Angeles, CA 90024

From: "Conti, Jamie B" <Jamie.Conti@medicine.ufl.edu>

Date: Tuesday, September 7, 2021 at 1:30 PM

To: "Koch, Colleen G." <kochc@ufl.edu>, "Ladapo, Joseph A." <JLadapo@mednet.ucla.edu> **Cc:** "Nelson, David R" <nelsodr@ufl.edu>

Subject: Re: Introduction

CAUTION - EXTERNAL EMAIL: Do not click links or open

attachments unless you recognize the sender. Are you

possibly available to speak at our medical grand rounds

this Thursday at 11 AM?

Jamie B. Conti, MD, FACC

Chair | Department of Medicine

Professor of Medicine | University of Florida

AHA Eminent Scholar in Cardiology

PO Box 100277 | 1600 SW Archer Road | Gainesville, FL 32610-0277

Office 352.265.0655 | Fax 352.265.1107 | contijb@medicine.ufl.edu

Penny Bohannon | Admin Assistant | Penny.Bohannon@medicine.ufl.edu

Tracy Conger | Admin Assistant | Tracy.Conger@medicine.ufl.edu

From: Koch, Colleen G. <kochc@ufl.edu>
Sent: Tuesday, September 7, 2021 4:16 PM
To: Ladapo, Joseph A.; Conti, Jamie B
Cc: Nelson, David R
Subject: Re: Introduction

Jamie- If Joe does Grand Rounds or another time slot let

me know—I will work to attend! Best,

CK

Colleen Koch, MD, MS, MBA
Folke H. Peterson Dean's Distinguished Professor
Dean, University of Florida College of Medicine
Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500

From: Joe Ladapo <JLadapo@mednet.ucla.edu>
Date: Tuesday, September 7, 2021 at 3:45 PM
To: Jamie Conti <Jamie.Conti@medicine.ufl.edu>, Colleen Koch <kochc@ufl.edu>
Cc: Dave Nelson <nelsodr@ufl.edu>
Subject: Re: Introduction

[External Email]

Thank you, Jamie, and thank you, Colleen!

Jamie, your assistant can schedule with me directly. I believe Colleen suggested that I might give a talk about my work or something similar (like a fireside chat) to the faculty members. I'd be very happy to, and if doing so this week were a possibility for you all, I'd be happy to do it this week. I want to make myself as available as possible to help support the process.

I've cc'd Dave Nelson to keep him in the loop.

Thank you!
Joe 617-794-7770
Joseph A. Ladapo, MD, PhD ([webpage](#))
Associate Professor of Medicine
Division of General Internal Medicine and
Health Services Research
David Geffen School of Medicine at UCLA
1100 Glendon Ave, Suite 850, Los Angeles, CA 90024

From: "Conti, Jamie B" <Jamie.Conti@medicine.ufl.edu>

Date: Tuesday, September 7, 2021 at 12:21 PM
To: "Koch, Colleen G." <kochc@ufl.edu>, "Ladapo, Joseph A." <JLadapo@mednet.ucla.edu> **Subject:** Re: Introduction

CAUTION - EXTERNAL EMAIL: Do not click links or open attachments unless you recognize the sender.

Good afternoon Dr. Ladapo,

I'm excited to speak with you about the Department of Medicine at the University of Florida. I'd like to have my assistant reach out to schedule us some time to meet. Is there someone specific on your end we can work with? Looking forward to it!

Jamie B. Conti, MD, FACC

Chair | Department of Medicine

Professor of Medicine | University of Florida

AHA Eminent Scholar in Cardiology

PO Box 100277 | 1600 SW Archer Road | Gainesville, FL 32610-0277

Office 352.265.0655 | Fax 352.265.1107 | contijb@medicine.ufl.edu

Penny Bohannon | Admin Assistant | Penny.Bohannon@medicine.ufl.edu

Tracy Conger | Admin Assistant | Tracy.Conger@medicine.ufl.edu

From: Koch, Colleen G. <kochc@ufl.edu>

Sent: Tuesday, September 7, 2021 3:00 PM

To: Joe Ladapo <JLadapo@mednet.ucla.edu>; Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

Subject: Introduction

Good afternoon Jamie,

I wanted to introduce you to Dr. Joe Ladapo who will be considering a move from UCLA to FL in the near future. As you can see from Joe's CV, he is an accomplished individual. He would be best suited in Medicine as an academic home. I will let you review his CV and connect with him.

Joe- it was great to meet you today.

Best,

CK

Colleen Koch, MD, MS, MBA
Folke H. Peterson Dean's Distinguished Professor
Dean, University of Florida College of Medicine
Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500

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From: Conti, Jamie B

Sent time: 09/10/2021 02:34:12 PM

To: Ladapo, Joseph A. <JLadapo@mednet.ucla.edu>

Subject: Re: Introduction - -Hi Jamie do you have a few minutes to talk?

Of course! Call me at 352-215-7769

Jamie B. Conti, MD, FACC
Chair | Department of Medicine
Professor of Medicine | University of Florida
AHA Eminent Scholar in Cardiology
PO Box 100277 | 1600 SW Archer Road | Gainesville, FL 32610-0277
Office 352.265.0655 | Fax 352.265.1107 | contijb@medicine.ufl.edu

Penny Bohannon | Admin Assistant | Penny.Bohannon@medicine.ufl.edu
Tracy Conger | Admin Assistant | Tracy.Conger@medicine.ufl.edu

From: Ladapo, Joseph A. <JLadapo@mednet.ucla.edu>

Sent: Friday, September 10, 2021 2:23:25 PM

To: Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

Subject: Re: Introduction - -Hi Jamie do you have a few minutes to talk?

[External Email]

Hi Jamie do you have a few minutes to talk? Please let me know how best to reach you and when, thanks. Joe 617-794-7770

Joseph A. Ladapo, MD, PhD ([webpage](#))

Associate Professor of Medicine

Division of General Internal Medicine and

Health Services Research

David Geffen School of Medicine at UCLA

1100 Glendon Ave, Suite 850, Los Angeles, CA 90024

From: "Conti, Jamie B" <Jamie.Conti@medicine.ufl.edu>
Date: Tuesday, September 7, 2021 at 1:30 PM
To: "Koch, Colleen G." <kochc@ufl.edu>, "Ladapo, Joseph A." <JLadapo@mednet.ucla.edu> **Cc:** "Nelson, David R" <nelsodr@ufl.edu>
Subject: Re: Introduction

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this Thursday at 11 AM?

Jamie B. Conti, MD, FACC
Chair | Department of Medicine
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Penny Bohannon | Admin Assistant | Penny.Bohannon@medicine.ufl.edu
Tracy Conger | Admin Assistant | Tracy.Conger@medicine.ufl.edu

From: Koch, Colleen G. <kochc@ufl.edu>
Sent: Tuesday, September 7, 2021 4:16 PM
To: Ladapo, Joseph A.; Conti, Jamie B
Cc: Nelson, David R
Subject: Re: Introduction

Jamie- If Joe does Grand Rounds or another time slot let me know—I will work to attend!

Best,

CK

Colleen Koch, MD, MS, MBA
Folke H. Peterson Dean's Distinguished Professor
Dean, University of Florida College of Medicine
Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500

From: Joe Ladapo <JLadapo@mednet.ucla.edu>
Date: Tuesday, September 7, 2021 at 3:45 PM
To: Jamie Conti <Jamie.Conti@medicine.ufl.edu>, Colleen Koch <kochc@ufl.edu>
Cc: Dave Nelson <nelsodr@ufl.edu>

Subject: Re: Introduction

[External Email]

Thank you, Jamie, and thank you, Colleen!

Jamie, your assistant can schedule with me directly. I believe Colleen suggested that I might give a talk about my work or something similar (like a fireside chat) to the faculty members. I'd be very happy to, and if doing so this week were a possibility for you all, I'd be happy to do it this week. I want to make myself as available as possible to help support the process.

I've cc'd Dave Nelson to keep him in the loop.

Thank you!

Joe 617-794-7770

Joseph A. Ladapo, MD, PhD ([webpage](#))

Associate Professor of Medicine

Division of General Internal Medicine and
Health Services Research

David Geffen School of Medicine at UCLA

1100 Glendon Ave, Suite 850, Los Angeles, CA 90024

From: "Conti, Jamie B" <Jamie.Conti@medicine.ufl.edu>

Date: Tuesday, September 7, 2021 at 12:21 PM

To: "Koch, Colleen G." <kochc@ufl.edu>, "Ladapo, Joseph

A." <JLadapo@mednet.ucla.edu> **Subject:** Re:

Introduction

CAUTION - EXTERNAL EMAIL: Do not click links or open attachments unless you recognize the sender.

Good afternoon Dr. Ladapo,

I'm excited to speak with you about the Department of Medicine at the University of Florida. I'd like to have my assistant reach out to schedule us some time to meet. Is there someone specific on your end we can work with? Looking forward to it!

Jamie B. Conti, MD, FACC

Chair | Department of Medicine

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PO Box 100277 | 1600 SW Archer Road | Gainesville, FL 32610-0277

Office 352.265.0655 | Fax 352.265.1107 | contijb@medicine.ufl.edu

Penny Bohannon | Admin Assistant | Penny.Bohannon@medicine.ufl.edu

Tracy Conger | Admin Assistant | Tracy.Conger@medicine.ufl.edu

From: Koch, Colleen G. <kochc@ufl.edu>
Sent: Tuesday, September 7, 2021 3:00 PM
To: Joe Ladapo <JLadapo@mednet.ucla.edu>; Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>
Subject: Introduction

Good afternoon Jamie,

I wanted to introduce you to Dr. Joe Ladapo who will be considering a move from UCLA to FL in the near future. As you can see from Joe's CV, he is an accomplished individual. He would be best suited in Medicine as an academic home. I will let you review his CV and connect with him.

Joe- it was great to meet you today.

Best,

CK

Colleen Koch, MD, MS, MBA
Folke H. Peterson Dean's Distinguished Professor
Dean, University of Florida College of Medicine
Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500

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From: Bohannon, Penny S
Sent time: 09/10/2021 04:33:07 PM
To: Rosenberg, Eric I. <Eric.Rosenberg@medicine.ufl.edu>
Subject: Meeting with Dr. Joseph Ladapo
Attachments: JL-CV-2021-08-11 848AM hew.docx

Good afternoon Dr. Rosenberg,

Dr. Conti has asked that I set a time for you to meet with Dr. Joseph Ladapo the first of the week. He is on the west coast so I am trying to schedule Monday afternoon. Are you available for a 30 minute zoom meeting any of the times listed below?

12:00
12:30
1:30
2:00
2:30
3:30

Regards,

Penny Bohannon

University of Florida | Department of Medicine
Administrative Specialist II | Dr. Jamie B. Conti, Chair of Medicine
Administrative Specialist II | Dr. Juan Aranda, Jr., Vice-Chair of Clinical Affairs
PO Box 100277 | 1600 SW Archer Road | Gainesville, FL 32610-0277
(p)352.265.0655 |(f) 352.265.1107
Penny.Bohannon@ufl.edu

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From: Rosenberg, Eric I.

Sent time: 09/10/2021 04:35:30 PM

To: Bohannon,Penny S <Penny.Bohannon@medicine.ufl.edu>

Subject: Re: Meeting with Dr. Joseph Ladapo

Attachments: image003.png

12:30 best
1:30 doable

Eric Rosenberg
iPhone email

On Sep 10, 2021, at 4:33 PM, Bohannon,Penny S
<Penny.Bohannon@medicine.ufl.edu> wrote:

-257 ?

Good afternoon Dr. Rosenberg,

Dr. Conti has asked that I set a time for you to meet with Dr. Joseph Ladapo the first of the week. He is on the west coast so I am trying to schedule Monday afternoon. Are you available for a 30 minute zoom meeting any of the times listed below?

12:00
12:30
1:30
2:00

2:30
3:30

Regards,

Penny Bohannon

University of Florida | Department of Medicine
Administrative Specialist II | Dr. Jamie B. Conti, Chair of Medicine
Administrative Specialist II | Dr. Juan Aranda, Jr., Vice-Chair of Clinical Affairs
PO Box 100277 | 1600 SW Archer Road | Gainesville, FL 32610-0277
(p)352.265.0655 |(f) 352.265.1107
Penny.Bohannon@ufl.edu
<image003.png>

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<JL-CV-2021-08-11 848AM hew.docx>

From: Ladapo, Joseph A. <JLadapo@mednet.ucla.edu>

Sent time: 09/10/2021 06:01:22 PM

To: Koch, Colleen G. <kochc@ufl.edu>; Nelson, David R <nelsodr@ufl.edu>; Perri, Michael G <mperri@ufl.edu>; Sugrue, Stephen Paul <sugrue@UFL.EDU>

Cc: Spink, Ashley B <ashley.spink@ufl.edu>; Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

Subject: Re: Dr. Joseph-Ladapo-CV.pdf

[External Email]

Colleen, Jamie, Mike, and Dave,

It's been a pleasure making your acquaintance and I truly appreciate how supportive you've been of me. I am excited about how things are progressing and really appreciative of your efforts. Jamie, thanks for arranging several meetings for me with other key individuals on this coming Monday.

I look forward to continuing my research efforts at University of Florida and I very much look forward to working with communities in the area. That's been one of my favorite parts of being here in Los Angeles, working with low-income communities that have a disproportionate burden of cardiovascular disease, and I have every intention of continuing this work in Florida and finding partners that can help me do it.

In terms of my existing NIH grants, I am very happy to discuss which make sense to transfer, and which might be better off being left here with subcontracts issued to University of Florida.

Again, thanks very much for being so supportive. I'll keep following through with my understanding of whatever steps I need to complete next. If there's anything else you need from me or if you have any questions for me, please let me know! Best,
Joe 617-794-7770

Joseph A. Ladapo, MD, PhD ([webpage](#))

Associate Professor of Medicine

Division of General Internal Medicine and

Health Services Research

David Geffen School of Medicine at UCLA

1100 Glendon Ave, Suite 850, Los Angeles, CA 90024

From: "Koch, Colleen G." <kochc@ufl.edu>
Date: Friday, September 3, 2021 at 4:22 AM
To: "Nelson,David R" <nelsodr@ufl.edu>, "Perri, Michael G" <mperry@ufl.edu>, "Sugrue,Stephen Paul" <sugrue@UFL.EDU>
Cc: "Ladapo, Joseph A." <JLadapo@mednet.ucla.edu>, "Spink,Ashley B" <ashley.spink@ufl.edu> **Subject:** Re: Dr. Joseph-Ladapo-CV.pdf

CAUTION - EXTERNAL EMAIL: Do not click links or open attachments unless you recognize the sender.

Good morning all,

Dave- thank you for the virtual introduction.

Joe- I would be delighted to set up a zoom and or meet you in person. I have included my assistant Ashley who can set up a time for us to meet.
I look forward to meeting you!

Best,

CK

Colleen Koch, MD, MS, MBA
Folke H. Peterson Dean's Distinguished Professor
Dean, University of Florida College of Medicine
Box 100215
Gainesville, FL 32610-0215
Email: kochc@ufl.edu
352.273.7500

From: Dave Nelson <nelsodr@ufl.edu>
Date: Friday, September 3, 2021 at 5:17 AM
To: Colleen Koch <kochc@ufl.edu>, "Perri, Michael G" <mperry@ufl.edu>, Stephen Sugrue <sugrue@UFL.EDU> **Cc:** "JLadapo@mednet.ucla.edu" <JLadapo@mednet.ucla.edu>
Subject: Dr. Joseph-Ladapo-CV.pdf

Colleen and Mike,

As we discussed, I would like to introduce you to Joe, who we are interested in recruiting to UF Health and potential FL Surgeon General position. He will need to identify a home Department and then set up a Zoom talk for UF Health community along with some key interviews. I have also suggested a Gainesville visit in the near future.

I would ask you each to set up a Zoom call with Joe and give him an overview of your college and potential home departments. There are some sensitivities regarding timing and would ask if you could expedite this communication.

Steve, would ask you to also meet with Joe and discuss research opportunities at UF along with options for transfer of appropriate grants vs subcontracts to UCLA, etc.

Joe, Kent, and Mori are all aware and very supportive.

Thanks
Dave

David R Nelson, MD
Senior Vice President for Health Affairs
President, UF Health

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From: Koch, Colleen G.

Sent time: 09/11/2021 10:01:20 AM

To: Ladapo, Joseph A. <JLadapo@mednet.ucla.edu>; Nelson, David R <nelsodr@ufl.edu>; Perri, Michael G <mperry@ufl.edu>; Sugrue, Stephen Paul <sugrue@UFL.EDU>

Cc: Spink, Ashley B <ashley.spink@ufl.edu>; Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

Subject: Re: Dr. Joseph-Ladapo-CV.pdf

Good morning Joe,

It was a pleasure to talk with you last week. I am looking forward to meeting you and your family in person in the near future! Let me know if you are in need of anything as you transition to FL. Jamie and her team will keep me posted too!

Enjoy your weekend!

Best,

CK

From: Ladapo, Joseph A. <JLadapo@mednet.ucla.edu>

Sent: Friday, September 10, 2021 6:01 PM

To: Koch, Colleen G. <kochc@ufl.edu>; Nelson, David R <nelsodr@ufl.edu>; Perri, Michael G <mperry@ufl.edu>; Sugrue, Stephen Paul <sugrue@UFL.EDU>

Cc: Spink, Ashley B <ashley.spink@ufl.edu>; Conti, Jamie B <Jamie.Conti@medicine.ufl.edu>

Subject: Re: Dr. Joseph-Ladapo-CV.pdf

[External Email]

Colleen, Jamie, Mike, and Dave,

It's been a pleasure making your acquaintance and I truly appreciate how supportive you've been of me. I am excited about how things are progressing and really appreciative of your efforts. Jamie, thanks for arranging several meetings for me with other key individuals on this coming Monday.

I look forward to continuing my research efforts at University of Florida and I very much look forward to working with communities in the area. That's been one of my favorite parts of being here in Los Angeles, working with low-income communities that have a disproportionate burden of cardiovascular disease, and I have every intention of continuing this work in Florida and finding partners that can help me do it.

In terms of my existing NIH grants, I am very happy to discuss which make sense to transfer, and which might be better off being left here with subcontracts issued to University of Florida.

Again, thanks very much for being so supportive. I'll keep following through with my understanding of whatever steps I need to complete next. If there's anything else you need from me or if you have any questions for me, please let me know! Best,

Joe 617-794-7770

Joseph A. Ladapo, MD, PhD ([webpage](#))

Associate Professor of Medicine

Division of General Internal Medicine and

Health Services Research

David Geffen School of Medicine at UCLA

1100 Glendon Ave, Suite 850, Los Angeles, CA 90024

From: "Koch, Colleen G." <kochc@ufl.edu>

Date: Friday, September 3, 2021 at 4:22 AM

To: "Nelson,David R" <nelsodr@ufl.edu>, "Perri, Michael G" <mperry@ufl.edu>, "Sugrue,Stephen Paul" <sugrue@UFL.EDU>

Cc: "Ladapo, Joseph A." <JLadapo@mednet.ucla.edu>, "Spink,Ashley B" <ashley.spink@ufl.edu> **Subject:** Re: Dr. Joseph-Ladapo-CV.pdf

CAUTION - EXTERNAL EMAIL: Do not click links or open attachments unless you recognize the sender.

Appendix C: List of Questions Faculty Members Asked the Committee to Pursue

The committee received input from numerous faculty members regarding questions they wished we would ask. These included the following:

who contacted them and when regarding the candidate
can they provide other examples of such quick process in hiring
are there other times a search committee was not used for a faculty hire
were references contacted
explain the tenure process for this faculty hire--again is this typical and if so example?

2/12/22

To the Committee investigating the recent hire of Joseph Ladapo, As a former Chair of the UF Department of Anesthesiology and former Interim Chair of the UF Department of Dermatology, I am steeped in the processes for hiring, assigning and compensating faculty as required by both the University of Florida and its College of Medicine. As such, I have several queries about the hiring, assignment and compensation of Dr. Joseph Ladapo, a recent hire of the Department of Medicine within the College of Medicine.

HIRING PROCESS

1. Was there an open posted tenure accruing part time position in the Department of Medicine when the candidate was considered?
 - a. Was the job appropriately advertised so other qualified candidates could apply?
 - i. Who were the other candidates?
 - b. If he was hired at a 1.0 FTE was this job appropriately posted so other qualified candidates could apply?
 - i. Who were the other candidates?
2. Was there a search committee in the Department of Medicine that vetted this candidate at their posted meeting date?
 - a. If not was an exemption to this process granted?
 - b. If an exemption was granted, who granted it?
3. Was the candidate offered tenure on hire?
 - a. Did the candidate have tenure in his previous position?
 - b. What was the tenure vote in the Department of Medicine?
 - c. Was the University required “cooling off” period from presentation of his packet to the departmental tenure vote followed?
 - d. Was the tenure approved at the usual Board of Trustees meeting and appropriated posted with the agenda of that meeting?
4. Was the candidate promoted on hire?

- a. If he was promoted on hire, did the COM promotions committee review his packet prior to his offer?
5. Does UF Health currently credential Dr. Ladapo for clinical activity?

I specifically ask this question because his compensation appears to be based on AAMC clinical tables.

ASSIGNMENT

1. How is Dr. Ladapo's UF effort being accounted for?
2. How is Dr. Ladapo's mission distributed in terms of clinical, educational, research and service?
3. Is Dr. Ladapo Board certified by the American Board of Internal Medicine with the appropriate Maintenance of Certification as required by UF Health for its clinical employees?
4. Is Dr. Ladapo's work at the Department of Health allocated within his UF assignment or outside of his UF employment?
 - a. If within his UF assignment, then he cannot be compensated by the State of Florida outside of his UF compensation. This would be considered double dipping of taxpayer funds.
 - b. If not within his UF assignment, has he filled out an Outside Employment Disclosure?
 - i. Who approved this?
 - ii. How is his time working for his outside employer tracked and who is the keeper of this information?
 - iii. Who designed the plan and who approved the plan?

The tracking of an employee's time spent on outside activities is extremely important to the University of Florida and tracking plans have been required for other UF employees, including me, in the past.

5. Is Dr. Ladapo's special projects work for the UF VP for Health Affairs allocated within his UF assignment or outside of his UF employment?
 - a. Who is his supervisor for this work?
 - b. If within his UF assignment, then his compensation for this work should be considered in his total UF compensation.
 - c. If this work is not within his UF assignment, has he filled out an outside employment disclosure?
 - i. Who approved this?
 - ii. How is his time working for this outside employer tracked and who is the keeper of this information?
 - iii. Who designed the plan and who approved the plan?

COMPENSATION

1. What AAMC table was used to determine Dr. Ladapo's compensation?
 - a. If clinical tables were used then he needs to have a clinical assignment. Please refer to Question 5 on hiring process and question 2 and 3 on assignment.
 - b. Is his special projects compensation given by the UF Office for Health Affairs considered in his total UF compensation? See question 5 on assignment.
 - c. Is his compensation given by the State of Florida considered in his total compensation? See question 4 in assignment

It appears from published reports that Dr. Ladapo's base salary is at the 75th percentile for *clinical* professors in internal medicine exclusive of his special projects compensation and his compensation from the State of Florida. It is difficult for me to understand how Dr. Ladapo's compensation does not exceed the AAMC 75th percentile for total compensation for a clinical professor of internal medicine. Not exceeding the 75th percentile of the AAMC for the appropriate rank and specialty is an explicit and essential cornerstone of the UF COM compensation plan for new hires. This needs to be explicitly reviewed.

ONGOING ISSUES

1. Has an interdepartmental exchange contract been executed?
2. Has Dr. Ladapo been assigned UF lab space or other UF resources to continue his research efforts?
3. Has Dr. Ladapo appropriately moved his grant funding to UF from his previous institution?
 - a. If he has no clinical activity grant funding is his only source of salary support and becomes crucial in his ongoing compensation discussion.
4. When will Dr. Ladapo's onboarding process be finished? Is this the usual period for Department of Medicine faculty to be on boarded?
5. Who is his direct supervisor?
 - a. If the Chair of the Department of Medicine, will they follow the Department of Medicine published compensation plan in his yearly evaluation?

I greatly appreciate that the UF Faculty Senate has committed to investigating the unusual and potentially unlawful hiring, assignment, and compensation of Dr. Joseph Ladapo. I hope my queries have helped to round out the committee's understanding of the usual requirements and constraints for hiring, assignment, and compensation for UF COM faculty. I look forward to your response to my questions.

Sincerely,



F. Kayser Enneking MD
Professor Department of Anesthesiology
University of Florida College of Medicine

Appendix D: Human Resources Report [This position was originally opened in December 2019]

1. Job requisition #56998, Title: Assistant/Associate/Full Professor - General Internal Medicine
 - a. Position numbers on job req - #00035005 (hired on), #00031791 (this is stated as the position number accepted in Interfolio and on the offer letter, but the highlighted is active in myUFL)
2. Members of SC and SC Chair:
 - a. Eric Rosenberg (SC Chair)
 - b. Melanie Hagen
 - c. Katherine Huber
 - d. Shaima Coffey
 - e. Admin Manager - Courtney Witt
3. Interfolio states:
 - a. Maryam Famouri - "Accepted other offer" - date updated 2/16/21
 - b. Joesph Ladapo - "Accepted" - dated updated 9/13/21
 - c. Jennifer Shiroky - "Candidate declined" - date updated 11/20/20
4. Official letter is saved in his documents in myUFL, faculty do not receive a PD in myUFL. His duties listed on his offer letter are below:
 - a. 80% Research - Establish and maintain an energetic, independent research program in internal medicine and health policy. Documented evidence of productivity, based on publications in appropriate peer-reviewed journals and successful competition for external funding,
 - b. 20% Clinical Teaching - As an academic health center, our clinical work is in a teaching setting, Many of the clinical rotations will have students, residents, and/or fellows. You will be expected to participate in the teaching responsibilities of the division and department as appropriate. It is expected that you will lecture in your area of expertise in the division, department and College of Medicine when requested, and participate regularly in scheduled department conferences and activities.

Appendix E: Dr. Ladapo's Signed Offer Letter

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College of Medicine

PO Box 100215
Gainesville, FL 32610-0215
352-273-7500 (Tel)
352-273-8309 (Fax)

September 16, 2021

Joseph A. Ladapo, M.D., Ph.D.
Associate Professor of Medicine
Division of General Internal Medicine and
Health Services Research
David Geffen School of Medicine at UCLA

*September 20, 2021
J.L.
Joseph Ladapo*

Dear Dr. Ladapo,

We are pleased to extend an invitation to you to join the faculty of the University of Florida's College of Medicine. This letter confirms our offer of a 1.0 FTE, full-time, twelve (12) month faculty position in the Department of Medicine, Division of General Internal Medicine beginning ~~October 1, 2021~~. Your title is Professor in the tenure-track (Job Code #000504, Position #00035005). Your initial annual salary will be \$337,000 which includes an administrative supplement of \$75,000 for your role in the SVP of Health Affairs office. For this effort you will be assigned to lead a Special Projects group on developing policies and interventions to reduce healthcare disparities for UF Health. In the event that you no longer serve in this role, the associated administrative supplement will end.

The University of Florida President and Provost have approved a request that you be awarded tenure at the time of your appointment. Accordingly, upon your acceptance of this offer of employment, you will be recommended for tenure to the University of Florida Board of Trustees and, if approved by the Board of Trustees, you will be awarded tenure.

Your appointment is subject to an annual renewal effective July 1st in accordance with University of Florida Regulations, [UF-7.004](#), and [UF-7.013](#). During the term of your employment, both you and the University of Florida are subject to the [constitution and laws of the State of Florida](#), and the rules, regulations and policies of the [Florida Board of Governors](#), [University of Florida Board of Trustees](#), and the [University of Florida Human Resources](#), including the [College of Medicine's Faculty Compensation Plan](#), [Promotion and Tenure Guidelines](#), [Conflict of Interest Program](#), and [Intellectual Property Policy](#). The State of Florida and the University of Florida retain the right to modify or rescind any law or regulation governing the conditions of your employment.

You are eligible to participate in the generous benefits programs offered by the University of Florida, College of Medicine, and the state of Florida. Enrollment in insurance and retirement programs are not automatic; you must enroll within 60 days of your date of hire for coverage. Details may be obtained by contacting the College of Medicine Human Resources team at (352) 265-8017 or by visiting their [website](#).

An Equal Opportunity Institution

Duties and Responsibilities: Your assignment may be changed based on the needs of the department and/or college. As a member of the University of Florida College of Medicine faculty, your first year assignment will be:

- 80% Research - Establish and maintain an energetic, independent research program in internal medicine and health policy. Documented evidence of productivity, based on publications in appropriate peer-reviewed journals and successful competition for external funding.
- 20% Clinical Teaching -As an academic health center, our clinical work is in a teaching setting. Many of the clinical rotations will have students, residents, and/or fellows. You will be expected to participate in the teaching responsibilities of the division and department as appropriate. It is expected that you will lecture in your area of expertise in the division, department, and College of Medicine when requested, and participate regularly in scheduled department conferences and activities.

As discussed in our conversations, the following terms have been mutually agreed upon as part of our investment in starting your career at the University of Florida:

- The department will provide a flat allowance in the amount of \$15,000 to offset out of pocket expenses associated with your relocation. The allowance will be paid on the next regularly scheduled pay date once you have completed your pre-employment paperwork and after your appointment start date with the College of Medicine less any applicable taxes.

Special Conditions of Employment: Should you decide to accept this offer, it will be contingent upon completion of all required new hire forms, health assessments, and applicable screenings. This includes your eligibility to work under the provisions of the Immigration Reform and Control Act of 1986 and the Controlled Substance Conviction Requirement of Chapter 893, Florida Statutes, completion of successful pre-employment screening which includes a review of criminal records, Office of Inspector's General (OIG's) List of Excluded Individuals and Entities (LEIE) database records, the System for Award Management (SAM) excluded list, the state sanctioned provider list, verification of education, and professional reference checks. In conjunction with the verification of your education, an official copy of the transcript of your highest degree must be submitted prior to the start date of your employment. If applicable, this offer is also contingent on your securing valid immigration status and work authorization before your expected start date and maintaining your valid immigration status and work authorization throughout your employment. The University of Florida will be the owner of all medical or patient records generated by the practitioner.

You acknowledge that as an employee of the University of Florida, you will assign your rights to bill to, and receive payment from, the Medicare program, and as such you will assist with the filing of a CMS-855R, Reassignment of Medicare Benefits, as appropriate. You also will ensure that, to the extent required, you will assist in terminating any previous assignments of such rights by executing a CMS-855R. If your Medicare billing privileges are revoked at any time during your employment, you must

notify the University of Florida immediately. Such revocation may be appealed, but the time for the appeal is limited. In the event your billing privileges are revoked and an appeal is not successful, your employment with the University may be terminated immediately.

Your effective date of employment is contingent upon your receipt of a valid Florida Medical License or Medical Faculty Certificate and credentials with UF Health Shands Hospital. It is your individual and sole responsibility to obtain and maintain an unrestricted license to practice medicine in the State of Florida and to obtain and maintain unrestricted clinical privileges at the institution(s) to which you are or may be assigned. Your failure to obtain and maintain appropriate licensure or clinical privileges will be considered just cause for revocation of this offer or immediate termination of your employment.

As a College of Medicine faculty member, you are subject to the college's minimum resignation notice requirement policy, which requires a faculty member to provide a minimum notice of at least four months prior to resignation or retirement. Additionally, upon separation of your employment with the University, you agree that, for a period of one year from your last day of employment with the University, you will not, individually or as part of any organization in which you are a shareholder, partner, employee or agent, engage in clinical practice within a radius of fifty miles from any location which has been the site of your major faculty clinical teaching assignment within the two years preceding the date of termination.

All of us who have met with you are extremely enthusiastic about your coming to the University of Florida and anticipate that you will have a highly successful and enjoyable career. You will be invited to attend a mandatory orientation upon your arrival. We are confident that you will find the opportunities for professional development, clinical care, discovery, and service and as a member of UF's academic community to be unparalleled. To accept this offer, please sign and return within 14 days of receipt.

Sincerely,

Eric I. Rosenberg, MD

Eric I. Rosenberg, M.D.
Clinical Professor
Chief, Division of General Internal Medicine
Department of Medicine

Jamie Conti

Jamie Conti, M.D., F.A.C.C.
Chair and Professor AHA Eminent Scholar of
Cardiology
College of Medicine, Department of Medicine

Colleen Koch, MD, MS, MBA

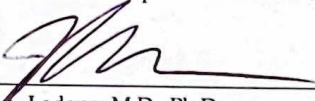
Colleen Koch, M.D., M.S., M.B.A.
Dean, College of Medicine
Folke H. Peterson Dean's Distinguished
Professor

David Nelson

David Nelson
Senior Vice President, Health Affairs
President, UF Health

ACCEPTANCE:

I understand and accept the conditions of this letter of offer.



Joseph A. Ladapo, M.D., Ph.D.

9/17/2021

Date

Enclosures: Department Compensation Plan

Appendix F: UF regulations re: hiring and tenure

7.004(1)(b) requires that faculty/administration “secure reliable and detailed information on prospective candidates and reach decisions on their relative merits.”

7.019 (2)(a) Tenure, a status granted by the Board of Trustees, is attained by the faculty member through distinction in teaching, research, extension, or other scholarly or creative activities, and service and contributions to the University and to the profession.

(2)(c) Decisions to promote or to grant tenure, although not identical, differ more in emphasis than they do in kind. The granting of tenure is a more critical action than promotion, for it represents a commitment by the institution to the individual, which is a very serious undertaking for the University. Both decisions, however, represent an evaluation on the part of the University of the faculty member's total value to the University and of his or her potential for the future as evidenced by his or her record. Both require not only a consideration of the candidate's fulfillment of his or her assigned responsibilities in teaching, research, extension, and service, but also a broad scale evaluation of his or her fitness to fulfill effectively the responsibilities attendant to membership in the University community. They also require a determination that the individual understands the concepts of academic freedom and academic responsibility and their close interrelationship. The same criteria are to be applied in making or evaluating recommendations in both tenure and promotion judgments.

3(a)(3). The award of tenure may be recommended to the Board of Trustees at the time of initial appointment to associate professor or above. Requests for tenure upon appointment should be submitted to the Provost or designee with a statement of the reasons for the request and supporting documentation, including but not limited to, a copy of the nominee's resume and the vote of the appropriate departmental or unit faculty. This statement shall set forth the special circumstances which warrant granting tenure as a condition of employment, including a brief summary of the nominee's academic credentials and employment. If the Provost approves the request, the letter of offer of appointment to the nominee should address the tenure issue by indicating that the recommendation for tenure will be sent to the Board of Trustees for its consideration and decision. The social security number, documentation required by the I-9 Form, and an assurance that the internal procedures for tenure approval were followed, including the results of the vote of the appropriate departmental or unit faculty, must also be submitted to the Provost with the appropriate documents.

(4)(d) “Distinction” in the categories listed in subsection (4)(a) above shall be defined by each college. Each college shall disseminate annually in writing its criteria for tenure and promotion to all faculty members. The criteria also shall be available from the dean’s office in each college. Reviews of nominations for promotion and tenure shall include evidence that review letters from outside the University have been sought for the evaluation of research and creative or extension service activities. In the case of tenure nominations at least five (5) review letters from outside the university must be presented.

5(b) Each review of a nomination for tenure shall reflect careful consideration of the qualifications of the faculty member, including evaluation by colleagues and the department chairperson and/or immediate supervisor. Evaluation of the faculty member's research and other creative activities or extension programs by qualified scholars in pertinent disciplines both within and outside the University shall be sought. When one of the duties of the faculty member being recommended is teaching, the quality of the faculty member's teaching shall be evaluated by the procedures outlined in these regulations and the University policies which govern faculty evaluation and improvement. Refer to University of Florida Regulation 7.010.

7.010(2)

(2) Areas of Performance to be Evaluated. The performance of each faculty member shall be evaluated annually in writing based on the faculty member's contribution to the orderly and effective functioning of the academic-administrative unit (program, department, school, college), those professional responsibilities arising from the nature of the education process, and/or the total University and his or her performance in each of the following areas appropriate to the terms of his or her employment and assigned duties and responsibilities.

(a) Teaching -- Teaching involves the presentation of knowledge, information, and ideas by various methods including lecture, discussion, assignment and recitation, demonstration, laboratory exercise, practical experience, direct consultation with students, etc. The utilization and effectiveness of each of these methods, when appropriate, shall be considered. The evaluation of the total effectiveness of teaching shall be related to approved written objectives of each course which shall be given to each class at the beginning of the semester or academic term. Evaluation shall include consideration of:

1. effectiveness of teaching related to knowledge and skills imparted that correspond with the objectives of the course;
2. effectiveness of teaching related to stimulation of the students' critical thinking and/or creative ability in light of the objectives of the course; and
3. the faculty members' adherence to accepted standards of professional behavior in meeting his or her responsibilities to his or her students