



UCSF Department of Medicine ZUCKERBERG SAN FRANCISCO GENERAL

A NEW YEAR, A DYNAMIC DEPARTMENT

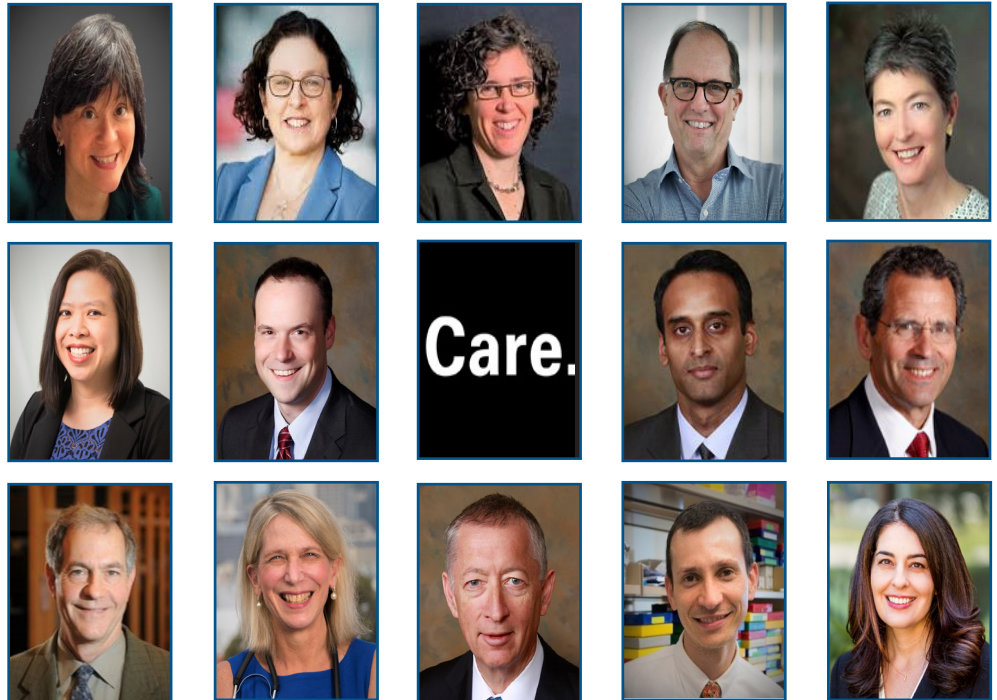
It's a new year and 2020! This is an opportunity to affirm our values, review the state of our department, highlight achievements, and mark our progress in achieving our goals. This issue is devoted to key points of information for our department.

Mission, Values, and Vision

With the aspiration of becoming the best internal medicine service in the country, ZSFG DOM is committed to realizing its mission and promoting core values each day. The DOM mission is "To advance health by developing and supporting innovators in patient-centered care, scientific discovery, medical education and public policy." Integrated with, and to fulfill this mission, the department affirms its core values as, "We take pride in conducting ourselves and our business as professionals, with respect for our patients and colleagues, and value the importance of diversity."

Leaders and Workforce

The ZSFG DOM encompasses 14 divisions: 181 faculty (a 53% increase over 10 years) and 346 staff. Neil R. Powe, MD, is Chief of Medicine at ZSFG, and Constance B. Wofsy Distinguished Professor and Vice-Chair of Medicine, UCSF.

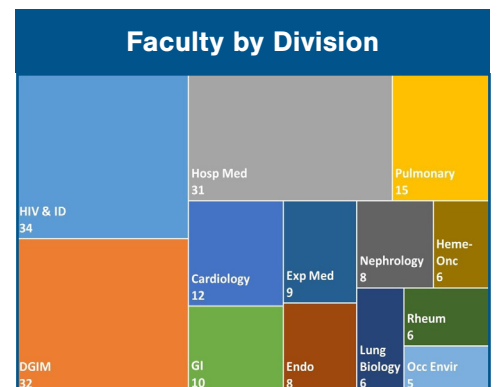


ZSFG DOM Division Chiefs, L to R, Row 1: Mary Gray *Cardiology (interim)*, Margot Kushel *Center For Vulnerable Populations*, Elizabeth Murphy *Endocrinology*, Joel Ernst *Experimental Medicine*, Jacquelyn Maher *Gastroenterology*. Row 2: Neda Ratanawongsa *General Internal Medicine (interim)*, Terence Friedlander *Hematology-Oncology*, Sumant Ranji *Hospital Medicine*, Dean Sheppard *Lung Biology Center*. Row 3: David Pearce *Nephrology*, Diane Havlir *HIV-Infectious Diseases-Global Medicine*, Paul Blanc *Occupational Medicine*, Brian Graham *Pulmonary and Critical Care*; Jinoos Yazdany *Rheumatology*.

ZSFG DOM Core Values

- Creativity, fairness, respect for diversity and innovation
- Supportive and effective work life
- Teamwork and multidisciplinary approach
- Honest, open and truthful communication
- Transparency, accountability, fiscal discipline & timeliness
- Aligning incentives with best interests of our workforce
- Lifelong learning, mentoring and advocacy
- High ethical standards
- Caring, compassionate, commitment to social justice and responsibility

Department leadership is comprised of division chiefs and managers, in addition to vice-chairs, directors of clinical services, directors of educational programs (for students, residents, and fellows) and administration. Lisa Winston, MD, serves as Vice Chief of Inpatient Medicine. Several ZSFG faculty serve as leaders for faculty affairs, research and education in the overall DOM. Twenty faculty members occupy key leadership roles in ZSFG administration, and 20 participate in medical staff committees.



FOLLOW US ON:



@Neil_R_Powe



/ZSFGDOM



Department of Medicine



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

DOM Staff, Faculty, Academics & Scholars

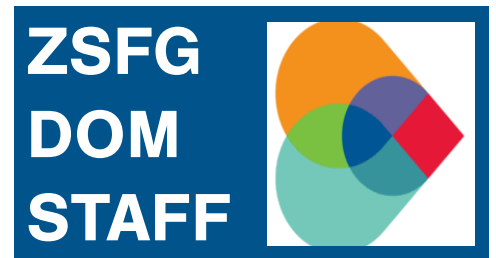
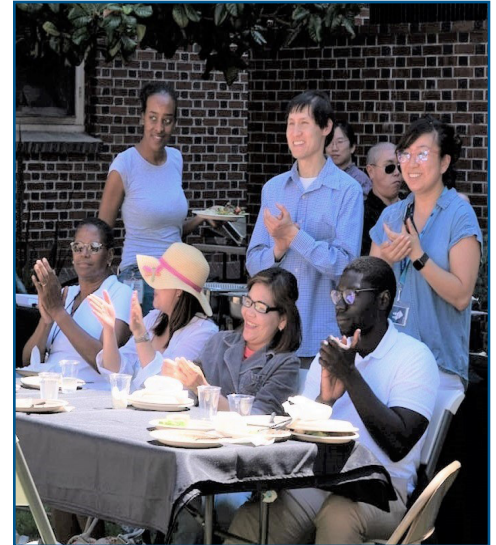
Staff
346

Faculty
182

Volunteer
Faculty
55

Non-Faculty
Academics
31

Postdoc
Scholars
30



Photos: Elisabeth Fall, Karen Gehrman Kevin Weil

For any news or ideas, please contact [Laurae Pearson](mailto:laurae.pearson@ucsf.edu) laurae.pearson@ucsf.edu

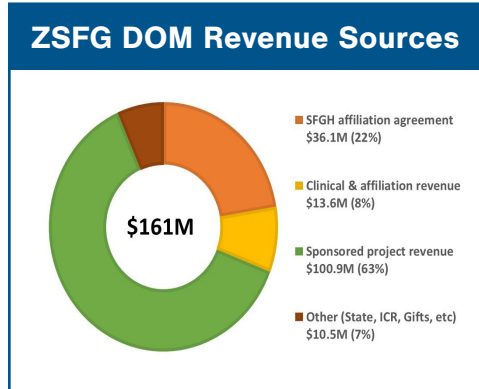
UCSF Department of Medicine



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

Finances

In honoring its mission of innovation and continued learning, the ZSFG DOM budget addresses vital clinical, research, and educational components. For FY19 ZSFG Medicine revenue sources amounted to \$161 million, with 63% from contracts and grants, 8% from clinical and operating funds, 22% from the City and County of San Francisco (CCSF) Affiliation Agreement, and 7% from the combination of endowments, state funds, recharges, and indirect cost return.



In FY19, the ZSFG DOM dedicated expenditures of \$96.1 million to research, \$45.8 million to clinical operations, and \$16.4 million to education. In that same period, the ZSFG DOM comprised 22% of clinical revenue and 58% of research revenue of the total ZSFG SOM revenue. Research funding has grown from \$70.6 million in 2011 to \$109 million in 2019.

Clinical Operations

The ZSFG DOM provides clinical operations across four areas composed of inpatient principal care (General Medicine, Cardiology, and Critical Care), inpatient consultative care, primary ambulatory and specialty ambulatory care. In 2019, there were:

- 7,673 inpatient admissions
- 51,215 specialty clinic visits
- 5,775 eConsults in 19 services
- 34,638 primary care visits
- 22,031 HIV primary care visits

Within primary care, the ZSFG DOM continues to innovate in progressive and groundbreaking programs, including the Richard Fine Peoples Clinic (RFPC) and the Positive Health Program (PHP).

The RFPC was established in 1970 as one of the

first outpatient clinics at a public hospital in the United States. Currently led by Director Anne Rosenthal, MD, with the guiding principles of providing excellent, compassionate care to all, the RFPC fulfills a tradition of advocacy, activism, and social justice.

Established in 1983 as one of the first dedicated HIV clinics in the country, PHP provides integrated primary and specialty care for San Francisco Health Network (SFHN) HIV-infected patients. The program, led by Director Monica Gandhi, MD, represents a comprehensive medical model with 15 programs, including social services and case management, with providers dedicated to treating not only the disease but the person.

The ZSFG DOM continues to advance clinical innovation with new services like POP-UP, a patient-centered program to see marginally housed patients with HIV without appointments, led by Elizabeth Imbert, MD, MPH, Physician Lead. Also newly established, the Addiction Care Team, directed by Marlene Martin, MD, engages hospitalized persons with substance use disorders in a compassionate destigmatizing framework with an interprofessional consult service.

Performance Improvement

We are working hard to improve the quality of care on the ZSFG Medical Service.

Initiatives include:

- Reducing readmissions
- Improving access to care in a timely fashion
- Control of blood pressure in primary care
- Improving opioid safety
- Implementing behavioral health vital signs
- Following up on depression remission
- Influenza immunization in specialty clinics
- Mitigating health care provider burnout

Key ZSFG Clinical Leaders from DOM

- Molly Anderson – Assoc. Medical Director of Care Coordination
- Bob Brody – Medical Director Health at Home
- Jeff Critchfield – Chief Medical Experience Officer, Dir. of Risk Mgmt.
- Lukejohn Day – Chief Medical Officer
- Susan Ehrlich – ZSFG CEO
- Seth Goldman – Assoc. Chief Medical Informatics Officer, Inpatient
- Antonio Gomez – Director of Critical Care
- Mary Gray – Assoc. Director of Risk Mgmt.
- Claire Horton – Chief of Staff
- Will Huen – Assoc. Chief Medical Officer and Medical Director of QI
- Marlene Martin – Transitions PRIME and QIP Lead
- Gabriel Ortiz – Medical Director of Medical/Surgical Care
- Edgar Pierluissi – Director of Acute Care of Elderly (ACE) Unit
- Neda Ratanawongsa – Chief Medical Informatics Officer
- Pallabi Sanyal-Dey – Medical Director, Clinical Documentation Integrity
- Rachel Stern – Medical Director for SFHN PRIME/QIP
- George Su – Medical Director for Telehealth
- Delphine Tuot – Assoc. Chief Med Officer, Specialty Care and Diagnostics
- Lisa Winston – Chair, Infection Control
- Luke Zier – Cardiology PRIME and QIP Lead



Who We Teach

- 31 residents circulate monthly across services
- 50 residents are in continuity clinics
- 4 residents are in the ED rotation
- 10 clinical fellows
- 30 Post-doctoral scholars
- More than one-third of each UCSF medical class learns on-site at ZSFG DOM.

ZSFG DOM Members of The Halle T. Debas Academy of Medical Educators Academic Excellence

Alicia Fernandez, MD General Internal Medicine		Sumant Ranji, MD Hospital Medicine	
Beth Harleman, MD Hospital Medicine		Justin Sewell, MD Gastroenterology	
Claire Horton MD General Internal Medicine		Larissa Thomas, MD Hospital Medicine	
Kate Lupton, MD General Internal Medicine		Lisa Winston, MD Hospital Medicine and Infectious Diseases	



David Chia, MD, serves as Inpatient Site Director for the residency and Margaret Wheeler, MD, as Site Director of Medical Student Clerkship. The ZSFG Primary Care Internal Medicine Program, directed by Joan Addington-White, MD, is committed to the mission, "to teach practice of comprehensive, high quality medicine for underserved and to cultivate the next generation of leaders in primary care, education, advocacy, and scholarship." The ZSFG DOM participates in nine ACGME fellowships and seven non-ACGME fellowships. The newest, the UCSF Primary Care Addiction Medicine Fellowship (SFPC), directed by Paula Lum, MD, is a one-year clinical fellowship that prepares primary care physicians to become leaders in the care of persons with unhealthy substance use in SF safety net communities.

Developing Leaders

The ZSFG DOM values continuing education and training for both established and emerging leaders. Currently, 37 faculty have participated in A3 Thinking training, five are Lean Certified, and seven are SOM Bridges Coaches.

In Fall 2019, the ZSFG DOM established the new Clinical Leaders Professional Development Program. Led by Beth Harleman, MD, Associate DOM Chair for Faculty Development, the program advances skill building, diversity strategies, and leadership among a cohort of clinical faculty over the course of four months.



Beth Harleman, MD, with ZSFG DOM Clinical Leaders Professional Development Program cohort, Fall 2019

Research

Research from bench to bedside to populations continues to expand annually, with the DOM occupying a central position in UCSF DOM total

research and NIH funding. In 2018, ZSFG total sponsored research dollars amounted to over \$106 million, with the divisions of HIV-Infectious Diseases-Global Medicine, General Internal Medicine, Pulmonary, Hematology-Oncology, and Experimental Medicine totaling more than 80% of funding.

The department leads the way in research in infectious diseases, chronic diseases, cancer, and other conditions.

Research: Diseases & Conditions
Green = includes basic biomedical research

<p>Infectious Diseases</p> <ul style="list-style-type: none"> ■ HIV ■ Malaria ■ Tuberculosis ■ Hepatitis B ■ Zika ■ CMV <p>Chronic Diseases</p> <ul style="list-style-type: none"> ■ Hypertension ■ Diabetes & obesity ■ Chronic kidney disease ■ Cardiovascular disease ■ Asthma & COPD ■ Rheumatoid arthritis ■ Lupus ■ Depression 	<p>Cancer</p> <ul style="list-style-type: none"> • Prostate, breast, lung, anal and colorectal cancer <p>Other Conditions</p> <ul style="list-style-type: none"> • Fatty liver & fibrosis • Autoimmune hepatitis • Intrahepatic cholestasis • Pulmonary hypertension • Pulmonary fibrosis • Airway metaplasia • Skeletal dysplasia • Bone loss • ARDS • Sickle cell disease
--	--

Themes across divisions include disparities and health equity, prevention, social and environmental exposures, health care delivery, disease mechanisms, methods, and interventions.

Research: Crosscutting & Other Themes
Green = includes basic biomedical research

<p>Disparities & Health Equity</p> <ul style="list-style-type: none"> ■ Asthma ■ Prostate cancer ■ Diabetes & obesity ■ Systemic Lupus Erythematosus ■ Health technology ■ Transitional care ■ Tobacco ■ Genetic counseling ■ Undocumented immigrant health <p>Prevention</p> <ul style="list-style-type: none"> ■ Colorectal cancer screening ■ Hepatitis B screening ■ Diabetes ■ Malaria transmission ■ HIV transmission ■ Kidney disease awareness ■ HIV bone loss 	<p>Social & Environ Exposures</p> <ul style="list-style-type: none"> • Homelessness • Food insecurity & diet • Tobacco, eCigarettes & 2nd hand smoke • Cannabis • Substance use/addiction • Disease outbreaks & surveillance • Ozone <p>Health Care Delivery</p> <ul style="list-style-type: none"> • Quality of care • Transitional care • Health communication • Health IT • Electronic referral 	<p>Disease Mechanisms</p> <ul style="list-style-type: none"> • Inflammation & immunity • Fibrosis • Cellular stress & cell death <p>Methods</p> <ul style="list-style-type: none"> • Omics & biomarkers • Implementation science • Informatics & data science <p>Interventions</p> <ul style="list-style-type: none"> • HIV, TB & Hepatitis Rx • Malaria Rx • Immunotherapy • Hemodialysis and artificial kidney • Bariatric surgery • Acupuncture & pain control • Cholesterol therapeutics
--	---	--

ZSFG DOM faculty produced 720 publications in 2019, with 390 as first author. Faculty are represented across national honor societies, with 15 in the American Society of Clinical Investigation, 13 in the Association of American Physicians, and six in the National Academy of Medicine.

In 2019, the department's commitment to serving underrepresented populations increased with the establishment of the UCSF Benioff Homelessness and Housing Initiative in the DOM's Center for Vulnerable Populations, with Margot Kushel, MD,

appointed as division chief. Created with a \$30 million gift from Marc and Lynne Benioff to UCSF to provide five years of funding, the mission of the initiative is "to develop, disseminate, and evaluate research-driven solutions to prevent and end homelessness in the Bay Area and beyond."

Challenges

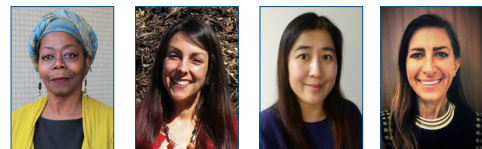
- Reducing housestaff workload and increasing learning
- Optimizing our electronic health record
- Modernizing technology to community standards
- Overcoming space and infrastructure limitations
- Finding solutions to minimize work-life stress

The Future

- Innovate and improve quality, safety, patient-centeredness, integration and efficiency of care.
- Maintain resilience and economic stability that supports our entire mission.
- Improve communication and collaboration within the department and with others outside.
- Recruit, develop, manage and maintain talent, including faculty, trainees, and staff.
- Advance philanthropy to support missions.

Congratulations, and thank you, to all the magnificent people in our department!

Newsletter Edition Contributors



Melody Davenport-McLaughlin, Clinical Operations Manager; Raeni Miller, Research Administration Manager; Kapo Tam, Budget Manager; Brooks Bigart, Executive Analyst



Laurae Pearson, Director of Administration; Neil Powe, MD, MPH, MBA, Vice-Chair of Medicine, UCSF, and Chief of Medicine, ZSFG; Christine Khuu, Assoc. Director of Finance and Administration

