



UCSF Department of Medicine ZUCKERBERG SAN FRANCISCO GENERAL

A DEDICATED DEPARTMENT IN A CHALLENGING TIME

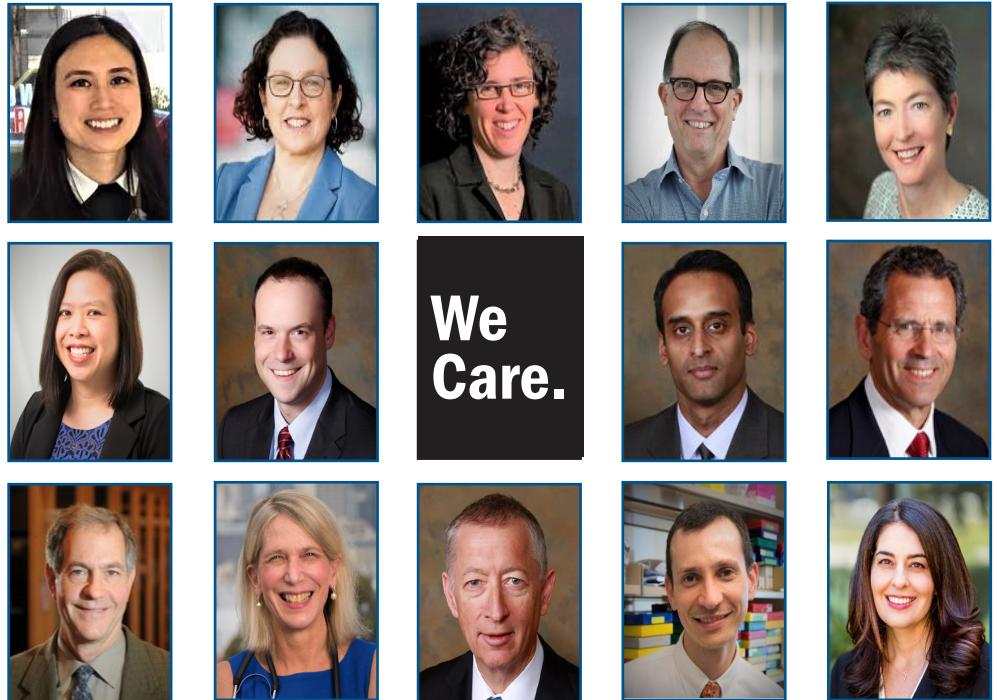
It's a new year and 2021 with brand new federal leadership! This is an opportunity to affirm our values and review the state of our department amidst COVID-19 surges, racial injustice and an increase in the vaccinated populace. In this issue we highlight achievements and mark our progress in achieving our goals.

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 core values. The DOM mission is "To advance health by developing and supporting innovators in patient-centered care, scientific discovery, medical education and public policy." 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

ZSFG DOM encompasses 14 divisions: 233 core faculty (29 emeriti), 68 volunteer faculty, and 380 staff. Neil R. Powe, MD, is Chief of Medicine at ZSFG, and Constance B. Wofsy Distinguished

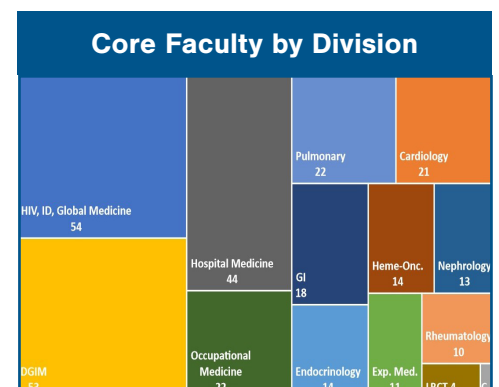


ZSFG DOM Division Chiefs, L to R, Row 1: Priscilla Hsue *Cardiology*, Margot Kushel *Center For Vulnerable Populations*, Elizabeth Murphy *Endocrinology*, Joel Ernst *Experimental Medicine*, Jacquelyn Maher *Gastroenterology*. Row 2: Neda Ratanawongsa *General Internal Medicine (interim)*, Terence Friedlander *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

Professor and Vice-Chair of Medicine, UCSF. Department leadership is comprised of division chiefs and managers, in addition to a vice-chair, directors of clinical services, directors of educational programs (for students, residents, and fellows) and administration. Beth Harleman, MD, serves as Vice Chief of Medicine. Several ZSFG faculty serve as leaders for faculty affairs, research and education in the overall DOM. 21 faculty members occupy key leadership roles in ZSFG administration, and a large number participate in medical staff committees.



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@Neil_R_Powe



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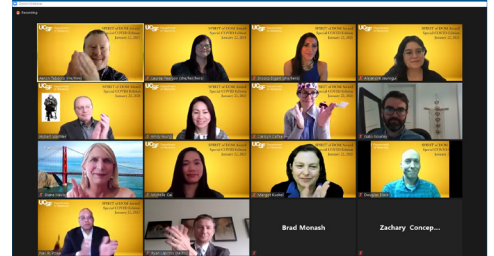
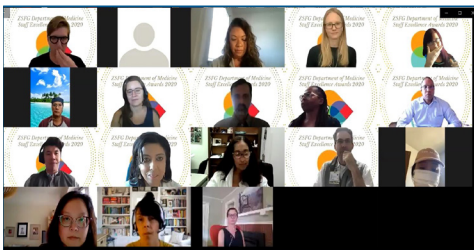
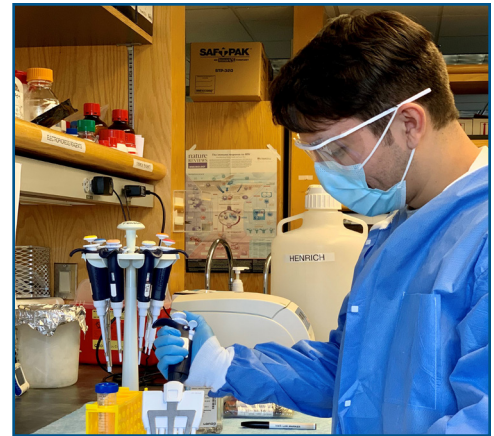
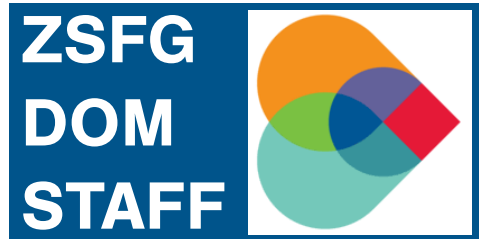
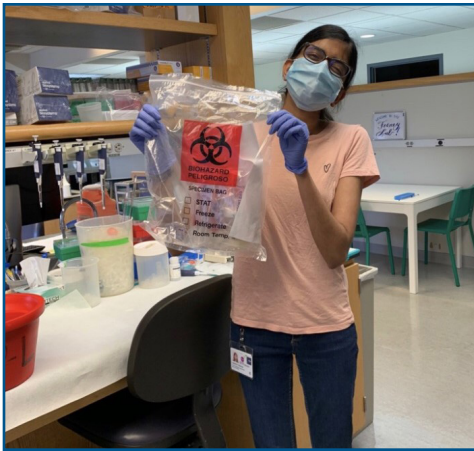


Department of Medicine



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

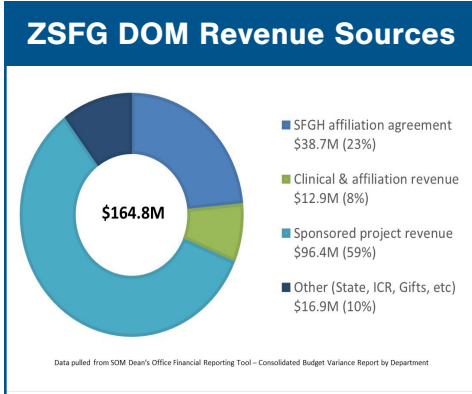
DOM Staff, Faculty, Academics & Scholars			
Staff 380	Core Faculty 233		
	Volunteer Faculty 68	Non-Faculty Academics 35	Postdoc Scholars 28



STAFF AWARDS 2020	
ZSFG DOM STAFF APPRECIATION AWARD	Julius Cervania, Nephrology Rebecca Crowder, Pulmonary & Critical Care Jon Oskarsson, HIV, ID, and Global Medicine Binh Tran, General Internal Medicine
UCSF SPIRIT OF DOM AWARD	Brooks Bigart, Central Administration Douglas Black, HIV, ID, Global Medicine Gato Gourley, Center for Vulnerable Populations Evelin Trejo, Hematology-Oncology
UCSF CHANCELLOR AWARD FOR EXCEPTIONAL UNIVERSITY MANAGEMENT	Clarice Estrada, Lung Biology Center Laurae Pearson, Central Administration

Finances

In honoring its mission of innovation and continued learning, the ZSFG DOM budget addresses vital clinical, research, and educational components. For FY20 ZSFG Medicine revenue sources amounted to \$164.8 million, with 59% from contracts and grants, 8% from clinical and operating funds, 23% from the City and County of San Francisco (CCSF) Affiliation Agreement, and 10% from the combination of endowments, state funds, recharges, and indirect cost return.



In FY20, ZSFG DOM dedicated expenditures of 60% to research, 30% to clinical operations, and 10% to education. In that same period, the ZSFG DOM comprised 22.7% of clinical revenue and 53% of research revenue of the total ZSFG SOM revenue.

Clinical Operations

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 2020, COVID-19 impacted both admissions and visits:

- ~397 Medicine monthly admissions
- ~92.5 Cardiology monthly admissions
- ~64 Intensive Care monthly admissions
- 44,333 specialty clinic visits
- 16,798 eConsults in 19 services
- 31,118 primary care visits
- 11,732 HIV primary care visits

Within primary care, 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. Led by Director Anne Rosenthal, MD, with the principles of providing excellent, compassionate care to all, the RFPC fulfills a tradition of advocacy and activism

Established in 1983 as one of the first dedicated HIV clinics in the country, the PHP provides integrated care for San Francisco Health Network (SFHN) HIV-positive 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.

Performance Improvement

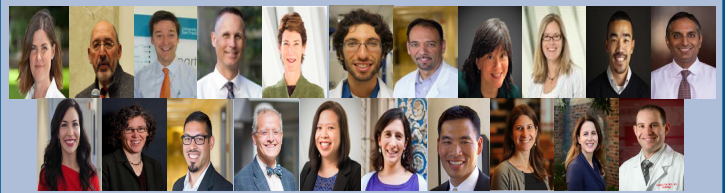
Despite the substantial disruption of COVID, we continue to work on safe care transitions from hospital to the community with standard discharge practices and ensuring during inpatient admission pre-exposure prophylaxis referral for those at HIV risk and hepatitis C clinic referral for outpatients with chronic infection. In the outpatient setting we continue our commitment to reducing racial disparities in blood pressure and diabetes control and increasing breast cancer screening rates. Our teams are also working on telehealth implementation, reducing missed outpatient visits, ensuring flu vaccination and daily management huddles to improve workflow.

Who We Teach

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

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 Medical Officer, San Francisco Health Network
- Will Huen – Assoc. Chief Medical Officer and Medical Director of QI
- Vivek Jain – Co-Director, Infection Control
- Marlene Martin – Transitions PRIME and QIP Lead
- Elizabeth Murphy – Co-Medical Director, Sub-Specialties, eReferral
- Gabriel Ortiz – Medical Director of Medical/Surgical Care Areas
- Edgar Pierluissi – Director of Acute Care of Elderly (ACE) Unit
- Neda Ratanawongsa – Chief Medical Informatics Officer
- 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 – Chief of Staff; Co-Director, Infection Control
- Luke Zier – Cardiology PRIME and QIP Lead



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 compre-

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	
Sarah Goglin MD Rheumatology		Justin Sewell MD Gastroenterology	
Beth Harleman MD Hospital Medicine		Larissa Thomas MD Hospital Medicine	
Claire Horton MD General Internal Medicine		Vanessa Thompson MD General Internal Medicine	
Kate Lupton MD General Internal Medicine		Lisa Winston MD Hospital Medicine and Infectious Diseases	



hensive, high quality medicine for the underserved and to cultivate the next generation of leaders in primary care, education, advocacy, and scholarship." ZSFG DOM participates in nine ACGME fellowships and seven non-ACGME fellowships.

COVID-19 Response

The Department has made great strides in responding to the global coronavirus pandemic with high quality hospital care during the initial and subsequent surges and a mortality rate of less than 5%. We established inpatient multi-service COVID-19 management rounds contributing to the very low mortality. Our advocacy and collaboration with community stakeholders and the SFDPH has helped to ensure an effective COVID response and mitigated key social determinants of health such as homelessness, food insecurity, violence, and language access.

Anti-Racism

In 2020, our institution and department responded to a growing reckoning on race and recognized systemic racism as both a national issue of injustice and public health crisis. Anti-racism initiatives were established in divisions, and faculty and staff contributed to task forces and committees at the school, hospital and university levels.

Clinical Expansion

We expanded advanced endoscopy services to enable complex GI procedures, implemented a comprehensive multidisciplinary (providers, nursing, and pharmacy) patient education program for oral chemotherapy and established the Addiction Care Team (ACT) as an essential service for most hospitalized patients with substance use disorders. Through its success in linking inpatients to longitudinal care, the ACT has been recognized as a national model and was awarded a \$3 million grant from the Kaiser Permanente Foundation.

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 2020, ZSFG total sponsored research dollars amounted to over \$118 million, with the divisions of HIV-Infectious Diseases-Global Medicine, General Internal Medicine, Pulmonary, Hematology-Oncology, and

Experimental Medicine totaling more than 75% of funding. In 2019, ZSFG DOM comprised 34% of total UCSF DOM NIH funding, with ZSFG Division of HIV, Infectious Diseases, and Global Medicine faculty, Steven G. Deeks, MD, and Monica Gandhi, MD, as two of the top ten overall UCSF NIH research funding recipients.

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 ■ COVID-19 ■ 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
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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
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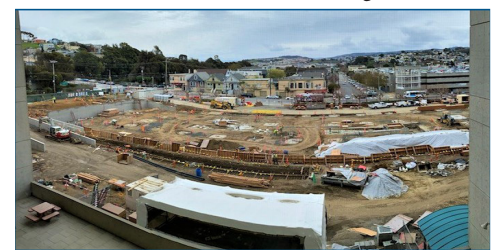
The COVID-19 pandemic has led to new research in viral therapeutics and immunity. Across all field of research, ZSFG DOM faculty produced 747 publications in fiscal year 2020. Faculty are represented across national honor societies, with nine in the American Society of Clinical Investigation, 14 in the Association of American Physicians, and six in the National Academy of Medicine.

Challenges

- Enduring a global pandemic with its health, social and economic consequences
- Finding solutions to enhance work-life balance and integration
- Improving telehealth technology, education and workflows
- Reorganizing to reduce housestaff workload and increase both learning and well-being
- Optimizing our electronic health record

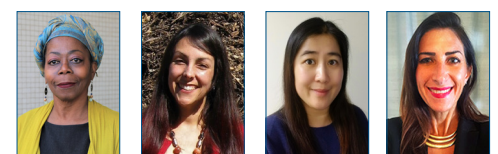
The Future

- Innovatively transition to a post-COVID 19 world
- Maintain resilience and economic stability that supports our entire mission.
- Improve quality, safety, patient-centeredness, integration and efficiency of care
- Enhance implementation science at ZSFG
- Reinforce and improve diversity, equity and inclusion
- Prepare for our new home in the new UCSF Research and Academic Building at ZSFG



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

Newsletter Edition Contributors



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