



# UCSF Department of Medicine ZUCKERBERG SAN FRANCISCO GENERAL

A DEPARTMENT LEADING RESOLUTELY WITH CARE



ZSFG Department of Medicine Chief Neil R. Powe, MD (inset); "Revival," by Nancy Blum, stained glass window depicting local indigenous medicinal wildflowers in Building 25.

### A Message from Our Chief

I am proud to be part of a department that is purposefully leading change for a better world—high performing health care, first class education, innovative research and resolute advocacy with community engagement. Almost two years into a pandemic of epic proportions, our talented faculty, staff and trainees have shown what dedication, teamwork and caring for each other can yield in fulfilling our mission. Here, we report on the state of the UCSF Department of Medicine at ZSFG.

*Neil R. Powe, MD, MPH, MBA*

### Mission, Values, and Vision

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: 203 core faculty, 60 volunteer faculty, and 418 staff. Neil R. Powe, MD, is Chief of Medicine at ZSFG, and Constance B. Wofsy Distinguished Professor and Vice-Chair of Medicine, UCSF. Leadership is comprised of a vice-chief, division chiefs and managers, directors of clinical services, directors of educational programs for students, residents, and fellows, and functional area directors.

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. Eighteen faculty members occupy key leadership roles in ZSFG administration, and a large number participate in medical staff committees. Many staff participate on institutional committee to help drive improvements in the areas of Human Resources, Research Administration, Diversity, Equity, & Inclusion (DEI), family services, and other important issues that impact our employees.

### 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.

- ~397 Medicine monthly admissions
- ~102 Cardiology monthly admissions
- ~67 Intensive Care monthly admissions
- 31,081 ambulatory specialty clinic visits
- ~19,000 eConsults in 19 services
- 16,109 telehealth consults
- 31,261 primary care visits
- 13,358 HIV primary care visits

COVID continues to impact both admissions and visits. Within primary care, ZSFG DOM continues to innovate with progressive and groundbreaking programs in the Richard Fine People's Clinic (RFPC) and the Division of HIV, Infectious Diseases, and Global Medicine.

The RFPC was established in 1970 as one of the first outpatient clinics at a public hospital in the

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## OUR VISIONARY AND DEDICATED LEADERS



ZSFG DOM Division Chiefs, Row 1, Left to Right: Priscilla Hsue *Cardiology*, Margot Kushel *Center For Vulnerable Populations*, Elizabeth Murphy *Endocrinology*, Joel Ernst *Experimental Medicine*, Jacquelyn Maher *Gastroenterology*, Eleanor Bimla Schwarz *General Internal Medicine*, Terence Friedlander *Hematology-Oncology*; Row 2: Sumant Ranji *Hospital Medicine*, Dean Sheppard *Lung Biology Center*, David Pearce *Nephrology*, Diane Havlir *HIV-Infectious Diseases-Global Medicine*, Paul Blanc *Occupational and Environmental Medicine*, Brian Graham *Pulmonary & Critical Care*, Jinoos Yazdany *Rheumatology*



ZSFG DOM Administration and Division Managers, Far Left: Laurae Pearson *Director of Finance & Administration*; Row 1, Left to Right: Christine Khuu *Assoc. Director of Finance*, Melody Davenport-McLaughlin *Clinical Operations Manager*, Raeni Miller *Research Administration Manager*, Jason Rahman *Cardiology and Pulmonary & Critical Care*, Gato Gourley *Center For Vulnerable Populations*; Row 2: Mary Ellen Kelly *Endocrinology and Hematology-Oncology*, Justin Vang-Moore *Experimental Medicine*, Amy Akbarian *Gastroenterology and Rheumatology*, Jennifer Thomas *General Internal Medicine*, Jena Desai *Hospital Medicine*; Row 3: Lorel Himamoto *Interim Hospital Medicine*, Leonard Telesca *Lung Biology Center*, Jep Poon *Nephrology*, Eunice Chang *HIV-Infectious Diseases-Global Medicine*, Kim Cantero *Occupational & Environmental Medicine*

For any news or ideas, please contact Laurae Pearson  
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## Key ZSFG Clinical Leaders from DOM

- Amy Ou – 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



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

The Division of HIV, Infectious Diseases, and Global Medicine was established in 1983 as one of the nation's first dedicated HIV clinics. Led by Chief Diane Havlir, MD, and Associate Chief Monica Gandhi, MD, the division represents a comprehensive medical model with 15 programs, including social services and case management.

### Clinical Expansion

We are accelerating our learning health care system. 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 (SUDs). Through its success in linking inpatients to longitudinal care, the ACT, led by Marlene

Martin, MD, has been recognized as a national model and was awarded a \$3 million grant from the Kaiser Permanente Foundation. In 2021, the team saw 779 patients and data suggests that the program may reduce mortality by half among hospitalized patients with SUDs at ZSFG.

### 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

patients 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.

### COVID-19 Response

The Department has continued to innovate in its response to the global coronavirus pandemic. We established a multidisciplinary care team, led by Vivek Jain, MD, Annie Luetkemeyer, MD, and Lisa Winston, MD that has organized and directed the care of ZSFG inpatients with COVID-19. The response team ensures infection control, advises on therapeutics, evaluates for clinical trials, coordinates with labs, and addresses vaccine questions.

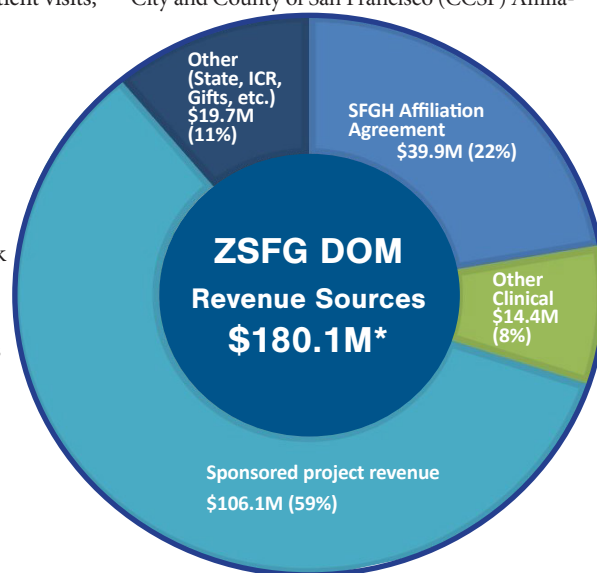
ZSFG cared for over 1,100 COVID-19

positive inpatients during the pandemic, through November 2021. Of 937 hospitalizations for symptomatic COVID-19, 25% required ICU care, of whom 62% required mechanical ventilation. Ninety-five percent of hospitalized patients were successfully discharged, with short efficient lengths of stay, and a remarkably lower overall mortality of 5.3% compared to medical centers nationally.

Our COVID-19 response advanced equity through community partnerships, service, and science. The Division of HIV, Infectious Diseases and Global Medicine with Carina Marquez, MD in partnership with Unidos en Solud administered over 58,000 COVID tests and 39,000 vaccines since April 2020. The Center for Vulnerable Populations, with the Benioff Homelessness and Housing Initiative led by Margot Kushel, MD, offered large scale test events for adults who are unhoused in the Bayview and Tenderloin neighborhoods and established rapid testing in all San Francisco shelters. The Latinx Center of Excellence (LCOE), led by Alicia Fernández, MD, conducted large scale testing events in Oakland/Fruitvale and launched the UCSF LCOE Vaccine Community Ambassador Program.

### Finances

The ZSFG DOM budget supports vital clinical, research, and educational efforts. For FY21 ZSFG Medicine revenue sources amounted to \$180.1 million, with 59% from contracts and grants, 8% from clinical and operating funds, 22% from the City and County of San Francisco (CCSF) Affilia-





tion Agreement, and 11% from the combination of endowments, state funds, recharges, and indirect cost return.

In FY21, ZSFG DOM had expenditures of 61.3% for research, 30.4% for clinical operations, and 8.3% for education. In that same period, the ZSFG DOM comprised 22.7% of clinical revenue and 62% of research revenue of the total ZSFG SOM revenue.

### Clinical Leaders Professional Development Program

Envisaged by Chief of Medicine Neil R. Powe, MD in 2019, and led by Vice Chief Beth Harleman, MD, the ZSFG DOM Clinical Leaders Professional Development Program continued in 2021 with its second cohort of providers. Participants are nominated by division chiefs and meet for five sessions over four months. Program elements include Myers-Briggs personality assessments, 360 reviews for formative feedback, and integrative personal executive coaching. Sessions ranged from leadership styles, administration and finance at both ZSFG and the Department of Public Health, to DEI and understanding staff and learner equity.



Clinical Leaders Professional Development Program Director Beth Harleman, MD, (left) with Fall 2021 cohort members.

### Anti-Racism

We are committed to establishing a department of belonging and growth across all identities. Anti-racism initiatives established in divisions in 2020 have expanded and continued and faculty and staff contributed to task forces and committees at the school, hospital and university levels. In Fall 2021, ZSFG DOM Division Managers began a yearlong program on Imagining An Anti-Racist UC learning and discussion module, led by Justin Vang-Moore, EdD, Division Manager of Experimental Medicine.

### Workforce Care and Development

As part of the ZSFG DOM dedication to work-

force care, in 2021 we originated multiple initiatives to address resident work hours. Monthly days off were increased for interns and residents, while team caps were decreased, and rotation lengths were decreased from one month to 28 days. Novel cultural changes have been undertaken this year including standardized best practices for rounding to optimize teaching and patient care. Sign-out has been reimaged to include a handoff tool and specific curriculum. Changes to optimize Epic workflow and increase the number of workstations in teams' rooms are in progress.

The Department continues to monitor areas of cultural growth and expansion. In 2021 surveys, 77% of faculty affirmed that they "currently have a mentor." The 2021 Gallup Staff Engagement mean score increased from the 2019 survey by +.15 to 4.10. Staff identified increased engagement in professional development, growth, and understanding of what excellence in their role looks like to enable success.

Department employees are recognized annually with the ZSFG Medicine Faculty Awards and the ZSFG DOM Staff Excellence Awards. Additionally, faculty and staff were represented as recipients of multiple Department of Medicine, university, and hospital awards. Eighteen faculty were awarded teaching awards in 2020-2021.

### Education and Our Learners

In 2021, the Department of Medicine was recognized as #1 among U.S. Internal Medicine Programs in U.S. News & World Report best graduate schools.

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

David Chia, MD, serves as Inpatient Site Director for the residency program 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 the underserved and to cultivate the next generation

of leaders in primary care, education, advocacy, and scholarship." ZSFG DOM participates in nine ACGME fellowships.

Raphaela Lipinsky DeGette, MD and Adali Martinez, MD, lead as Inpatient Chief Residents and Andreas Mitchell, MD, as Ambulatory Chief Resident. Internal Medicine residents participate in community medicine programs that include working in Homeless Outreach Team (HOT), Street Outreach Services (SOS), supportive housing and medical respite.

The UCSF Primary Care Addiction Medicine Fellowship, directed by Paula Lum, MD, MPH, encompasses 19 dedicated ADM board-certified multidisciplinary faculty. Eleven fellows have completed the training since 2017.

The Department continues active involvement in UCSF Bridges curriculum, a medical student program that "educates MD graduates to excel in the competencies needed by 21st-century physicians." Seven ZSFG DOM faculty serve as coaches: Lawrence Haber, MD; Elizabeth Imbert, MD; Mimi Margaretten, MD, MAS; Marlene Martin, MD; Gabe Ortiz, MD, PhD; Binh An Phan, MD; Vanessa Thompson, MD. In 2021, preclinical and model ZSFG students were integral members of several pilot quality improvement and patient experience initiatives aligning with ZSFG True North metrics.

ZSFG DOM Members of The Halle T. Debas Academy of Medical Educators Academic Excellence		
<b>Alicia Fernandez MD</b> General Internal Medicine		<b>Binh An Phan MD</b> Cardiology
<b>Sarah Goglin MD</b> Rheumatology		<b>Sumant Ranji MD</b> Hospital Medicine
<b>Beth Harleman MD</b> Hospital Medicine		<b>Justin Sewell MD</b> Gastroenterology
<b>Claire Horton MD</b> General Internal Medicine		<b>Larissa Thomas MD</b> Hospital Medicine
<b>Kate Lupton MD</b> General Internal Medicine		<b>Vanessa Thompson MD</b> General Internal Medicine
<b>Mary Margaretten MD</b> Rheumatology		<b>Lisa Winston MD</b> Hospital Medicine and Infectious Diseases

**ZSFG DOM RESEARCH**

**T1**  
Translation to humans

**T2**  
Translation to patients

**T3**  
Translation to practice

**T4**  
Translation to community

### Crosscutting Themes

**Prevention**

- Colorectal cancer screening
- Hepatitis B screening
- Diabetes
- Malaria transmission
- Kidney disease awareness
- HIV bone loss

**Social & Environ Exposure**

- Homelessness
- Food insecurity & diet
- Tobacco & 2nd hand smoke
- Cannabis
- Disease outbreaks
- Ozone

**Disparities & Health Equity**

- Asthma
- Prostate cancer
- Diabetes & obesity
- Systemic Lupus Erythematosus
- Health technology
- Tobacco

- Genetic counseling
- Undocumented immigrant health
- Implementation science

**Methods**

- Omics & biomarkers
- Implementation science
- Informatics & data science

**Interventions**

- HIV, TB, Hepatitis
- Malaria Rx
- Immunotherapy
- Hemodialysis & artificial kidney
- Bariatric surgery
- Acupuncture, pain control
- Cholesterol therapeutics

**Health Care Delivery**

- Quality of care
- Transitional care
- Health communication
- Health IT
- Electronic referral

### Conditions

- Infectious Diseases**
  - HIV
  - Malaria
  - Tuberculosis
  - COVID-19
  - Hepatitis B
  - Zika
  - Cytomegalovirus
- Chronic Diseases**
  - Hypertension
  - Diabetes & obesity
  - Cardiovascular disease
  - Rheumatoid arthritis
  - Lupus
  - Depression
- Cancer**
  - Prostate, breast, lung, anal, and colorectal
- Other Conditions**
  - Fatty liver & fibrosis
  - Autoimmune hepatitis
  - Intrahepatic cholestasis
  - Pulmonary hypertension
  - Pulmonary fibrosis
  - Airway metaplasia
  - Skeletal dysplasia
  - Bone loss
  - ARDS
  - Sickle cell disease

lish an interdisciplinary UCSF building at ZSFG that is key to the DOM's future research success. The five-story building will feature wet and dry labs, a patient research center, surgical training facility, and learning center, as well as conference rooms and collaborative workspaces. Department faculty and staff have played an integral role in the creation of the building, co-chairing and serving on design groups. Laurae Pearson, Director of Administration and Finance, co-chairs the governance committee that advises the Dean's office.

### Looking Forward

Our challenges are many, but our fortitude to overcome them is steadfast. We hope to transition to a post-COVID-19 world using what we have learned over the past two years to engineer a bright and successful future.

### Challenges

- Continuing weariness and stress on work and life well-being during and post-COVID
- ACGME challenges: workload and components with little educational value
- Generating clinical and operational data in a timely fashion for performance feedback
- Stewarding a clearer but complex funds flow
- Space for ambulatory clinical operations

### The Future

- Emerge from COVID with resilience and economic stability using strategic and equitable stewardship of resources
- Innovate quality, safety, patient centeredness, integration and efficiency of care
- Recruit, develop, manage & maintain talent in faculty, trainees, and staff
- Continue to improve communication and collaboration within and outside department
- Advance philanthropy to support missions

We should all be proud of what we have accomplished this past year. Congratulations and thank you, to all the magnificent people who help fulfill our mission!

### Research

Research from bench to bedside to populations continues to expand annually, with the ZSFG DOM occupying a central position in UCSF DOM total research and NIH funding. In FY21, ZSFG total sponsored research dollars amounted to over \$106 million, with the divisions of HIV-Infectious Diseases-Global Medicine, General Internal Medicine, Pulmonary, Lung Biology Center, and Experimental Medicine totaling more than 75% of funding. In 2021, ZSFG DOM faculty were 21% of all UCSF DOM faculty, however, comprised 41% of total UCSF DOM NIH funding. ZSFG Division of HIV, Infectious Diseases, and Global Medicine faculty Steven G. Deeks, MD and Monica Gandhi, MD are two of the top five overall UCSF NIH research funding recipients. Diane Havlir, MD, HIV,

Infectious Diseases and Global Medicine; Adithya Cattamanchi, MD, Pulmonary and Critical Care; and David J. Erle, MD, Lung Biology Center, rounded out the top ten.

The Department leads the way in research in infectious diseases, chronic diseases, cancer, and other conditions. Themes across divisions include disparities and health equity, prevention, social and environmental exposures, health care delivery, disease mechanisms, methods, and interventions.

The COVID-19 pandemic has led to new research in viral therapeutics and immunity. ZSFG DOM faculty produced 838 publications in 2021, with women authoring half. Faculty are represented across national honor societies, with 15 in the American Society of Clinical Investigation, 13 in the Association of American Physicians, and five in the National Academy of Medicine.

### RAB Building

The UCSF Research and Academic Building (RAB) celebrated multiple project milestones this year, including a topping-off ceremony on August 5, 2021. The RAB fulfills a longtime goal to estab-

**Chan Zuckerberg Biohub Investigators 2022**





Oanh Nguyen, MD, MAS, Hospital Medicine; Isabel Rodriguez-Barraquer, MD, PhD, HIV, ID, Global Medicine; Sara Suliman, PhD, MPH, Experimental Medicine

**Newsletter Edition Contributors**

Thank you to our special edition editors & contributors: Brooks Bigart, Melody Davenport-McLaughlin, Christine Khuu, Raeni Miller, Laurae Pearson, Neil Powe