



UCSF Department of Medicine ZUCKERBERG SAN FRANCISCO GENERAL

STRENGTH IN NUMBERS AND IMPACT



Chief of Medicine Neil R. Powe MD



Cindy Chew

ZSFG Department of Medicine faculty, staff, and learners outside of Building 90 in December 2022.

A Message from Our Chief

As we begin 2023, I look across our department and am inspired by the purposeful work we have accomplished. We seek to deliver high performing health care, be among the top-tier in medical education, innovative in our research, and a transforming force for our patients and the community within we reside. Here, we report on the state of the UCSF Department of Medicine at ZSFG. There is strength in our numbers, but even more in our collective impact.

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 13 divisions: 196 core faculty, 107 volunteer faculty, and 466 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 DOM. Twenty faculty members occupy key leadership roles in ZSFG administration, and a large number participate in medical staff committees. Many staff participate on institutional committees 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
- 38,505 ambulatory specialty clinic visits
- 13, 637 eConsults in 16 services
- 29,839 primary care visits
- 13,917 HIV primary care visits

Emerging out of a three-year pandemic, both admission and visit volumes on our services are increasing or steady. Within primary care, ZSFG DOM continues to innovate with progressive and groundbreaking programs in the Richard Fine People's Clinic (RFPC) and Ward 86 in the Division of HIV, Infectious Diseases, and Global Medicine.



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UCSF Department of Medicine



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ZSFG DOM VICE CHAIR AND DIVISION CHIEFS



ZSFG DOM Vice Chair Beth Harleman, MD (Row 1, Far left) and 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, Delphine Tuot, Interim Nephrology, Diane Havlir HIV-Infectious Diseases-Global Medicine, Paul Blanc Occupational and Environmental Medicine, Brian Graham Pulmonary & Critical Care, Jinoos Yazdany Rheumatology

ZSFG DOM CENTRAL AND DIVISION ADMINISTRATION



Far Left: Laurae Pearson Director of Finance & Administration; Row One, Left to Right: ZSFG DOM Division Managers - Amy Akbarian Gastroenterology and Rheumatology, Eunice Chang HIV-Infectious Diseases-Global Medicine, Maxine Davis Occupational & Environmental Medicine, Jenny Fowler Cardiology and Pulmonary & Critical Care, Gato Gourley Center For Vulnerable Populations; Row Two: Mary Ellen Kelly Endocrinology and Hematology-Oncology, Jep Poon Nephrology; Fonda Smith Experimental Medicine, Jennifer Thomas General Internal Medicine, Justin Vang-Moore Hospital Medicine; Row Three: Vanessa York, Interim Experimental Medicine; Central Administration - Christine Khuu Associate Director of Finance and Administration, Melody Davenport-McLaughlin Clinical Operations Manager, Raeni Miller Research Administration Manager, Brooks Bigart, Executive Analyst and Administrative Officer

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 – Informatics Director, Digital Health & Tech. Integration
- 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
- 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; Co-medical Director, Sub-Specialties, eReferral
- Lisa Winston – Chief of Staff; Chair, Infection Control
- Lucas Zier – Cardiology PRIME and QIP Lead



Our HIV, ID and Global Medicine Division launched SPLASH (Special Program on Long-Acting Antiretrovirals to Stop HIV), the first program in the U.S. to provide long-acting antiretroviral medications administered as intramuscular injections to vulnerable patients with adherence-challenges. In January 2021, the Food and Drug Administration approved two of these medications for treatment of HIV infection and in December 2021 approved one of as pre-exposure prophylaxis to prevent HIV infection. These injectable agents are approved only for people living with HIV who have already achieved virologic suppression on an orally-administered antiretroviral therapy (ART); however there are various barriers to taking oral ART daily for our patients. Ward 86 is the first clinic to give these patients to patients with viremia and adherence challenges with success, thereby innovating for this important population.

DHM re-launched the Palliative Care Service under the direction of Sandra Moody, MD. The service's mission is to provides whole person care that relieves suffering and promotes wellbeing for people living with serious illness. The interdisciplinary service provides inpatient consultations and outpatient clinic services for all ZSFG patients.

Fifteen faculty are members of the DOM Council of Master Clinicians distinguished by their commitment to clinical medicine and their superb clinical skills - Soraya Azari, MD; John Cello, MD; Henry (Chip) Chambers, MD; Nora Goldschlager, MD; Antonio Gomez, MD; Jonathan Graf, MD; Mary Gray, MD; John Imboden, MD; Mimi Margaretten, MD; Lisa Murphy, MD; Edgar Pierluissi, MD; Anitha Toke, MD (posthumously); Margaret Wheeler, MD; and Lisa Winston, MD.

Finances

The ZSFG DOM budget supports vital clinical, research, and educational efforts. For FY22 ZSFG Medicine revenue sources amounted to \$191.1 million, with 58% from contracts and grants, 8% from clinical and affiliation funds, 22% from the City and County of San Francisco (CCSF) Affiliation Agreement, and 12% from the combination of endowments, state funds, recharges, and indirect cost return. In FY22, ZSFG DOM had expenditures of 53.61% for research, 43.00% for clinical operations, and 3.39% for education. In that same period, the ZSFG DOM comprised 21.8% of clinical revenue and 64% of research revenue of the total ZSFG SOM revenue.

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 goals of providing excellent, compassionate care to all, the RFPC fulfills a tradition of advocacy and activism for our patients.

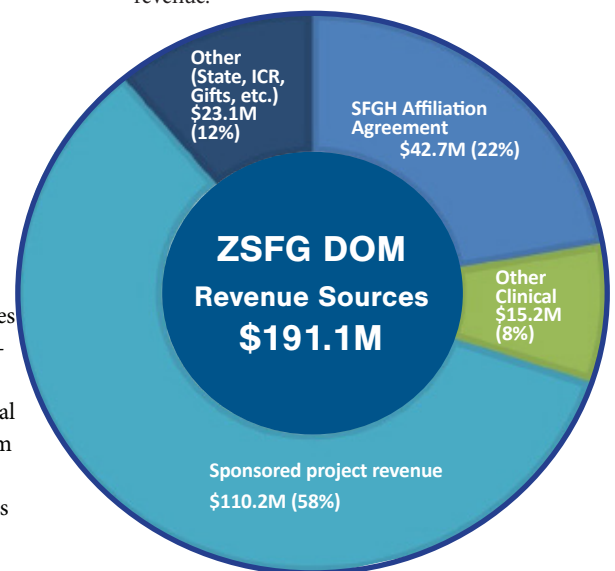
Ward 86 was established forty years ago in 1983 as one of the nation's first dedicated HIV clinics and provides comprehensive medicine with 15 programs, including social services and case management.

Clinical Programs

We are bringing state-of-the art cardiovascular care to our patients including tools to address heart failure, multidisciplinary cardiology clinics to address substance disorders, enhanced collaboration with cardiothoracic surgery, access to on-site electrophysiology specialists, a structural heart disease clinic, devices for cardiogenic shock, stress echocardiograms and magnetic resonance imaging in individuals with cardiac implantable electric devices.

Our novel Heart Plus Co-Management clinic for patients with stimulant use disorder and heart failure has decreased both emergency department visits and admissions, and increased clinic visits attended by patients.

We expanded advanced endoscopy services to enable complex GI procedures and implemented a comprehensive multidisciplinary (providers, nursing, pharmacy) patient education program for oral chemotherapy. The Addiction Care Team (ACT) is now an established and essential service for most hospitalized patients with substance use disorders (SUD).



Performance Improvement

Emerging from the substantial disruption of COVID, we continue to work on safe care transitions from hospital to the community with standard discharge practices and 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 (video visit platform and dashboard for tracking use by race/ethnicity/language), boosting enrollment in My Chart, reducing missed outpatient visits, ensuring COVID and flu vaccination, and daily huddles to improve engagement and workflow.

The Addiction Care Team provides care to more than 3,000 hospitalized patients with substance use disorders, a highly vulnerable patient population (nearly half are experiencing homelessness and over 40% have a comorbid mental health diagnosis). Preliminary data indicates that patients with SUD who are seen by ACT have lower post-discharge mortality compared to patients who are not seen, particularly for patients hospitalized for infections.

Education and Our Learners

In 2022, the Department of Medicine was recognized as #3 among U.S. Internal Medicine Programs in U.S. News & World Report of best graduate schools.

- 37 residents circulate monthly across inpatient services
- 42 residents are in continuity clinics
- 20 full time equivalent clinical fellows
- 28 Post-doctoral scholars
- Approximately one-third of each UCSF medical class learns on-site at ZSFG DOM.

Rebecca Brusca, MD, serves as Inpatient Site Director for the residency program and Binh An Phan, MD, as Site Director of Medical Student Clerkship. The ZSFG Primary Care Internal Medicine Program, directed by Joan Addington-White, MD, is committed "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 scholar-

ship." ZSFG DOM participates in nine ACGME fellowships. Jessica Holtzman, MD and Veronica Manzo, MD lead as Inpatient Chief Residents and Catherine Crawford, MD, as Ambulatory Chief Resident. Internal Medicine residents participate in community medicine programs including working in Homeless Outreach Team (HOT), Street Outreach Services (SOS), supportive housing and medical respite.

The Department continues active involvement in the UCSF medical student Bridges curriculum that "educates MD candidates to excel in the competencies needed by 21st-century physicians." Alex Logan, MD; Kate Lupton, MD; Binh An Phan, MD; and Justin Sewell, MD have key faculty roles in the Foundations segments of the SOM Bridges Curriculum. Eight ZSFG DOM faculty serve as Bridges coaches: Rebecca Brusca, MD; Bethlehem Churnet, MD; Elizabeth Imbert, MD; Mimi Margaretten, MD, MAS; Marlene Martin, MD; Meghan O'Brien, MD; Gabe Ortiz, MD, PhD; and Vanessa Thompson, MD.

Diversity, Equity, and Inclusion

We are committed to establishing a department of belonging and growth across all identities for our workers and patients. Through partnerships to improve heart failure care equality across both ZSFG and the San Francisco Health Network (SFHN), we have been able to make significant strides in diminishing the disparity gap for African Americans in 30 day readmissions after a heart failure hospitalization. We have worked to increase sexual orientation and gender identity data collection for patients seen in in our clinics. We are stratifying quality improvement metrics by race and ethnicity to identify disparities in processes

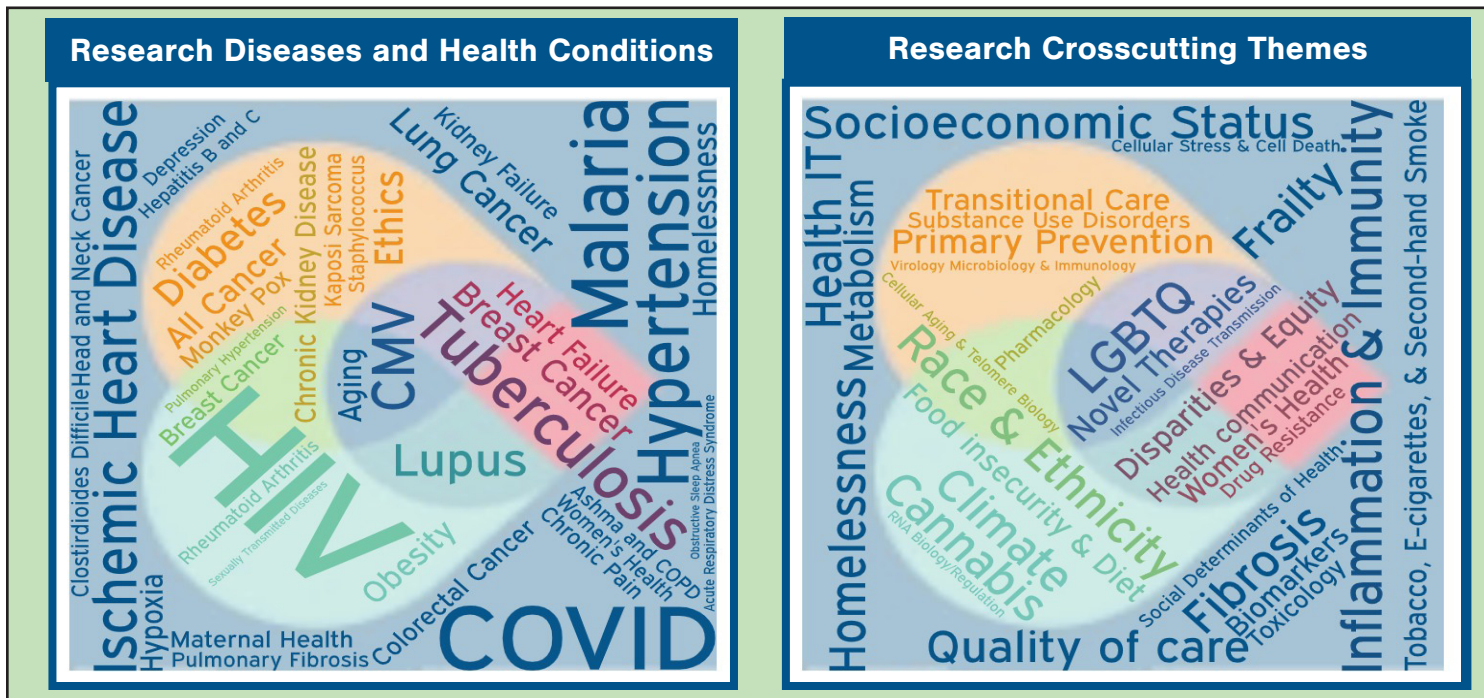
(i.e, vaccination, no-shows) and outcomes and working towards closing gaps.

Workforce Care and Development

As part of the ZSFG DOM dedication to workforce care, in 2023 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 2022, 189 ZSFG Department of Medicine staff completed the Gallup Survey. The Gallup Staff Engagement mean score increased from the 2021 survey by +.06 to 4.16 with our largest gains in the questions "In the last six months, someone has talked with me about my progress (+0.27)" and "Someone at work encourages my development (+0.24). A vast majority of staff indicated a plan to stay employed in the department at ZSFG (77% agree/strongly agree) with the primary reasons: Flexible/Hybrid





Work (21%), Work/Life Balance (11%), Benefits (21%), Organization Culture (7%), and Manager/Management (4%).

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.

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 FY22, 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 2022, 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 among the top five recipients of NIH funding at UCSF. The COVID-19 pandemic has led to new research in viral therapeutics and immunity. For example, Dr. Deeks leads the Re-

searching COVID to Enhance Recovery (RECOVER) study, a NIH initiative seeking to understand and prevent long COVID.

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.

ZSFG DOM faculty produced 838 publications in 2022, with women authoring half. Faculty are represented across national honor societies, with 11 in the American Society of Clinical Investigation, 12 in the the Association of American Physicians and five in the National Academy of Medicine.

ZRAB Building

The UCSF Research and Academic Building (ZRAB), the first UCSF owned and operated structure on the ZSFG campus, is scheduled to open this May. The ZRAB fulfills a longtime goal to establish an interdisciplinary UCSF building at ZSFG that is key to the DOM's future research success. We will now be in juxtaposition with faculty and staff in other departments that will allow new collaborations. The five-story building will feature wet and dry labs, a patient research center, surgical training facility, and learning center, con-

ference 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.

Looking Forward

New challenges present themselves often at ZSFG, but our fortitude and working as a team to address them makes us the great department that we are today. As we celebrate the 150th anniversary of ZSFG and UCSF partnership, we use what we have learned to engineer a bright and successful future. This year we look forward to working to enhance our community, collaborating with our city colleagues, strategically enabling equitable stewardship of resources, innovating in patient care, education and research, and recruiting, developing, managing and maintaining our talented faculty, trainees and staff.

We all should be proud of our accomplishments. Congratulations and thank you, to all the magnificent people who with strength in impact and numbers are making a difference!

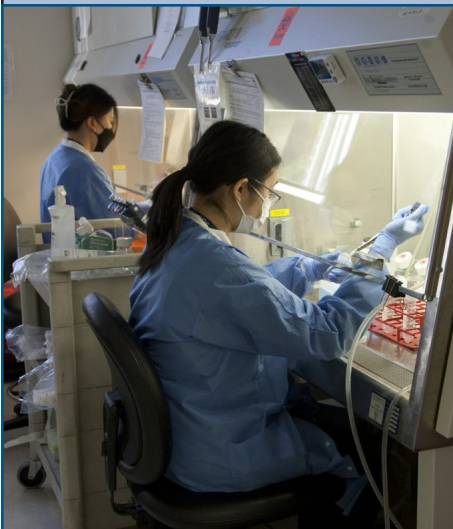
Newsletter Edition Contributors

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





ZSFG DOM: Learn, Innovate, and Connect in Community



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