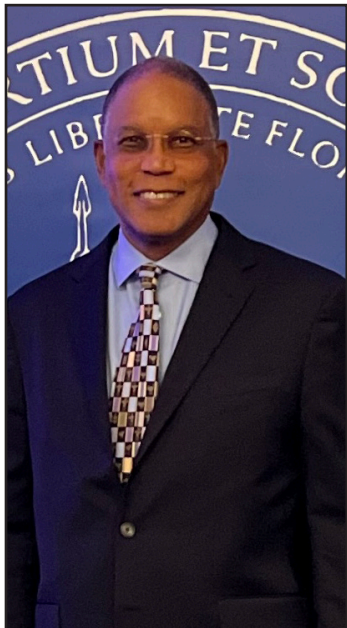




UCSF Department of Medicine ZUCKERBERG SAN FRANCISCO GENERAL

ZSFG Department of Medicine: Mission-Driven, Value Guided



A Message from Our Chief

During the past year, our department has made strides in fulfilling our missions of high-performing, compassionate clinical care, teaching learners, and making discoveries that will benefit the health and healthcare of San Franciscans and people worldwide. Our core values of creativity, teamwork, lifelong learning, and commitment to social justice have sustained us in the face of adversity and will in the future. Here we report on the state of the UCSF Department of Medicine at ZSFG.

-Neil R. Powe, MD

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, “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

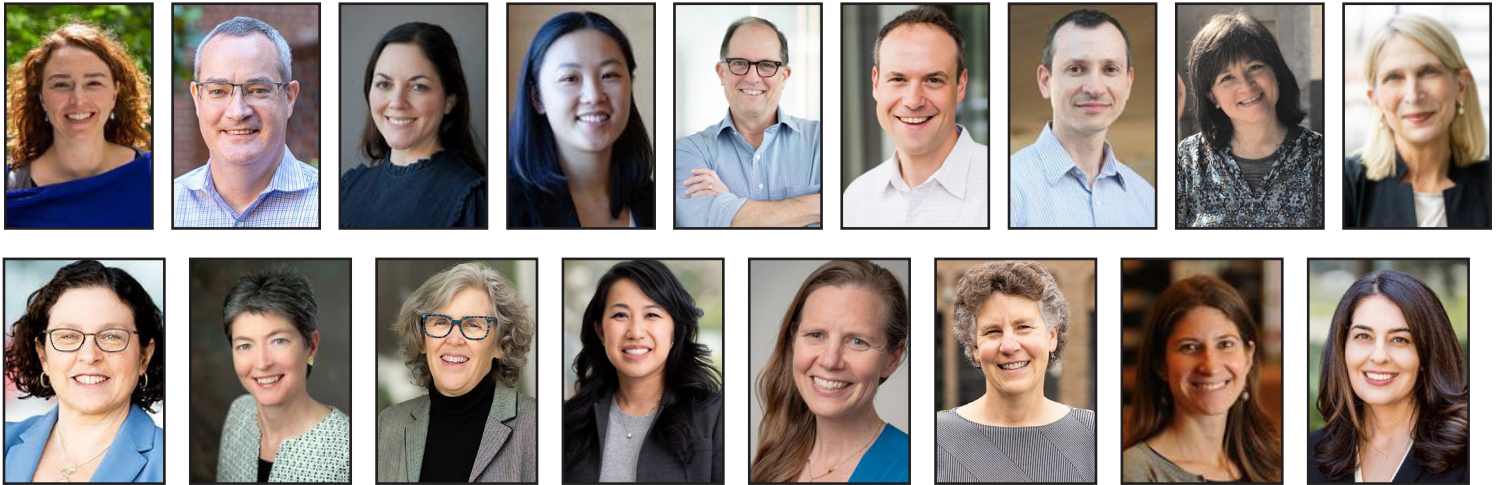
ZSFG DOM encompasses 13 divisions: 198 core faculty, 76 volunteer faculty, and 522 staff. Neil R. Powe, MD, is Chief of Medicine at ZSFG, and the Constance B. Wofsy Distinguished Professor and Vice-Chair of Medicine, UCSF. Leadership is comprised of a vice-chief, research chief, faculty experience and quality improvement directors, division chiefs, division 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; Peter Hunt, MD, serves as Associate Chief of Research; Larissa Thomas, MD, serves as Director of Faculty Experience; and Elaine Khoong, MD, serves as Director of Quality Improvement and Patient Safety. Several ZSFG faculty serve as leaders for faculty affairs, research and education in the overall DOM. Seventeen faculty members occupy key leadership roles in ZSFG administration, and a large number participate in medical staff committees. Many faculty and staff participate on UCSF 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.



ZSFG Faculty Leadership



Row 1, left to right: **Beth Harleman, MD** Vice Chair, **Peter Hunt, MD** Assoc. Chair, Research, **Larissa Thomas, MD** Director, Faculty Experience, **Elaine Khoong, MD, MS** Director, Quality and Patient Safety, **Joel Ernst, MD** Experimental Medicine, **Terence Friedlander, MD** Hematology & Oncology, **Brian Graham, MD** Pulmonary & Critical Care, **Mary Gray, MD** Cardiology, **Diane Havlir, MD** HIV, Infectious Diseases & Global Medicine. Row 2: **Margot Kushel, MD** Health Equity & Society, **Jacquelyn Maher, MD** Gastroenterology, **Elizabeth Murphy, MD, PhD** Endocrinology, **Oanh Nguyen, MD, MAS** Hospital Medicine, **Eleanor Bimla Schwartz, MD, MS** General Internal Medicine, **Gina Solomon, MD, MPH** Occupational, Environmental & Climate Medicine, **Delphine Tuot, MD** Nephrology, **Jinoos Yazdany, MD, MPH** Rheumatology.

ZSFG Staff Leadership & Support Team



Far left: **Leonard Telesca**, Director of Administration and Finance. Row 1, left to right: **Christine Khuu**, Associate Director of Finance & Administration, **Melody Davenport-McLaughlin**, Clinical Operations Manager, **Raeni Miller**, Research Administration Manager, **Amy Akbarian**, Gastroenterology and Rheumatology, **Eunice Chang**, HIV/AIDS, Infectious Diseases & Global Medicine, **Jenny Fowler**, Cardiology and Pulmonary & Critical Care, **Gato Gourley**, Health Equity & Society. Row 2: **Mary Ellen Kelly**, Endocrinology and Hematology & Oncology, **Serena Lee**, Occupational, Environmental & Climate Medicine, **Serena Loya**, Nephrology, **Fonda Smith**, Experimental Medicine, **Jennifer Thomas**, General Internal Medicine, **Justin Vang-Moore**, Hospital Medicine, **Catherine Chui**, Administrative Assistant, **Abraham Nelson**, Executive Analyst.

For any news or ideas, please contact Leonard Telesca
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Key ZSFG Clinical Leaders from DOM

- Amy Ou- ACMO Care Coordination
- Bob Brody- Medical Director Health at Home
- Jeff Critchfield- Interim Vice Dean ZSFG
- Gabe Ortiz- 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.
- Will Huen- Assoc. Chief Medical Officer and Medical Director of QI
- Nicolas Iverson- Medical Director of Patient Flow
- Vivek Jain- Co-Director, Infection Control
- Elizabeth Murphy- Co-Medical Director, Sub-Specialties, eReferral
- Shreya Patel- ACMO Specialty Care
- Edgar Pierluissi- Director of Acute Care of Elderly (ACE) Unit
- Neda Ratanawongsa- Deputy Chief Medical Informatics Officer
- Lisa Winston- Chair, Infection Control, Assoc Medical Director of Med/Surg
- Lucas Zier- Cardiology PRIME and QIP Lead

United States. Led by Director Emily Wistar, MD, with the goal 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 with one of the nation's first dedicated HIV clinics "Ward 86". Led by Chief Diane Havlir, MD, and Associate Chief Monica Gandhi, MD, Ward 86 represents a comprehensive medical model with 15 programs, including social services and case management.

Five inpatient general medical services have faculty attending physicians who supervise and teach learning residents and medical students. Three inpatient medical services have

faculty attending physicians who provide direct patient care, and another co-manages patients with orthopedic physicians and provides medical consultation.

The medical intensive care unit has pulmonary faculty physicians who supervise residents and fellows who provide care to critically ill patients. The cardiology inpatient service has cardiology faculty physicians who supervise residents and fellows providing care to patients with cardiovascular disease including those critically ill.

Across the ZSFG DOM, generalists and subspecialists are committed to providing high-quality, patient-centered care. In recent years we have weathered sizable increases in demand for both inpatient and outpatient clinical services. Faculty have risen to continued challenges in patient census and access concerns, and DOM leadership is actively involved in collaboration and advocacy to increase resources.

Performance Improvement

Addressing unprecedented hospital volumes, the medicine inpatient services provide high-quality care to increasing volumes of patients. Quality improvement efforts have targeted improving overall length of stay, addressing the challenges of provider overburden, increasing prescription of life-saving naloxone for patients at risk for overdose, and establishing connections to street teams for patients experiencing homelessness.

The successful efforts by our Cardiology Division and the PROSPECT Lab to reduce 30-day heart failure readmission rates, especially in disparities for Black African American patients, were recognized with the 2024 California Association of Public Hospitals and Health Systems and Safety Net Institute Quality Leaders Award and the 2024 Bernard Tyson Equity Award.

The Addiction Care Team (ACT) 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). Analysis indicates that patients with SUD who are seen by ACT have lower rates of self-directed discharge, post-discharge readmission rates, and post-discharge mortality, particularly for patients hospitalized for infections. ACT is working to increase uptake of medications for opiate use disorders, alcohol use disorders and tobacco use and to mitigate disparities by race/ethnicity in uptake of these medications.

Clinical Operations

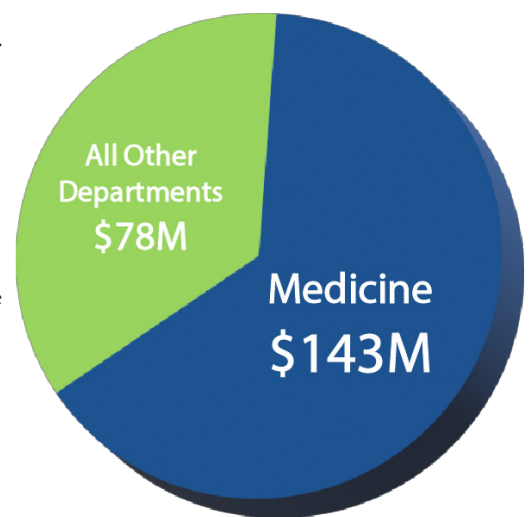
ZSFG DOM provides clinical operations across four areas composed of inpatient principal care (General Medicine, Cardiology, and Critical Care), inpatient consultative care, primary ambulatory, and specialty ambulatory care.

- ~398 Medicine monthly admissions
- ~94 Cardiology monthly admissions
- ~62 Intensive Care monthly admissions
- 19,105 ambulatory specialty clinic annual visits
- ~14,100 annual eConsults
- 10,962 annual telehealth consults
- 28,994 annual primary care visits
- 16,846 annual HIV primary care visits

ZSFG DOM continues to innovate with progressive and groundbreaking primary care 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

Research Funding at ZSFG (2023-2024)



Finances

The ZSFG DOM budget supports vital clinical, research, and educational efforts. For FY24 ZSFG Medicine revenue sources amounted to \$227.2 million, with 63% from research contracts and grants, 7% from clinical professional fees, 24% from the City and County of San Francisco (CCSF) Affiliation Agreement, and 7% from the combination of endowments, state funds, recharges, and indirect cost recovery.

In FY24, ZSFG DOM had expenditures of 62.8% for research, 31.9% for clinical operations, and 5.4% for education. In that same period, the ZSFG DOM comprised 22.9% of clinical revenue and 62.6% of research revenue of the total SOM revenue at ZSFG.

Workforce Care and Development

The 2024 Net Promoter Score increased by 14 and burnout improved to 35% from 43% for medicine faculty at ZSFG compared to 2023, with faculty highlighting their wonderful colleagues, innovative divisional efforts, and new space in Pride Hall as bright spots. In the fall of 2024, the Chief conducted a series of lunch or tea and cookies sessions with faculty to hear about challenges, generate ideas, and share progress related to faculty experience. Clinical FTE (cFTE) support for ambulatory care sessions was increased, and cFTE support for each week of inpatient service was increased for many specialties. In collaboration with the UCSF DOM residency, we were also able to add a resident admitting

moonlighting role and an additional resident at night to decompress inpatient admission workload for both residents and faculty. We are launching a series of faculty peer affinity sessions and will continue ongoing initiatives related to clinical workload and efficiency and support for education and research activities. Please join the Faculty Town Hall on February 3 for more information.

The 2024 Gallup Staff Engagement mean score increased from the 2023 survey by +.03 to 4.23. ZSFG DOM has a 20:1 engagement ratio, which means that for every twenty engaged staff members, there is one disengaged staff member. For reference, the national average is less than 2:1. Staff overwhelmingly agree or strongly agree that their supervisor or someone at work cares about them, that they believe the mission of their work is important, and that their colleagues are committed to quality work. Approximately 26% of staff members are experiencing burnout, which continues to be a challenge that we remain dedicated to improving.

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 hospital, Department of Medicine, university, and national awards.

In Fall 2024, we conducted our third round of the ZSFG Clinical Leaders Professional Development (CLPD) Seminar. Fourteen ZSFG faculty leaders representing ten different divisional and clinical areas participated.

ZSFG DOM Members of The Haile T. Debas Academy of Medical Educators



Katherine Brooks, MD
Hospital Medicine



David Chia, MD
Hospital Medicine



Alicia Fernandez, MD
General Internal Medicine



Sara Goglin, MD
Rheumatology



Beth Harleman, MD
Hospital Medicine



Claire Horton, MD, MPH
General Internal Medicine



Kate Lupton, MD
General Internal Medicine



Jennifer Mandal, MD
Rheumatology



Mimi Margaretten, MD
Rheumatology



Megan O'Brien, MD
Hospital Medicine



Lisa Ochoa-Frongia, MD
General Internal Medicine



Binh An Phan, MD
Cardiology



Edgar Pierluissi, MD
Hospital Medicine



Sumant Ranji, MD
Hospital Medicine



Mike Reid, MD, MPH, MA
Infectious Diseases



Justin Sewell, MD, PhD, MPH
Gastroenterology



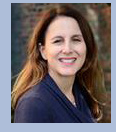
Shelene Stine, MD, MPH
Hospital Medicine



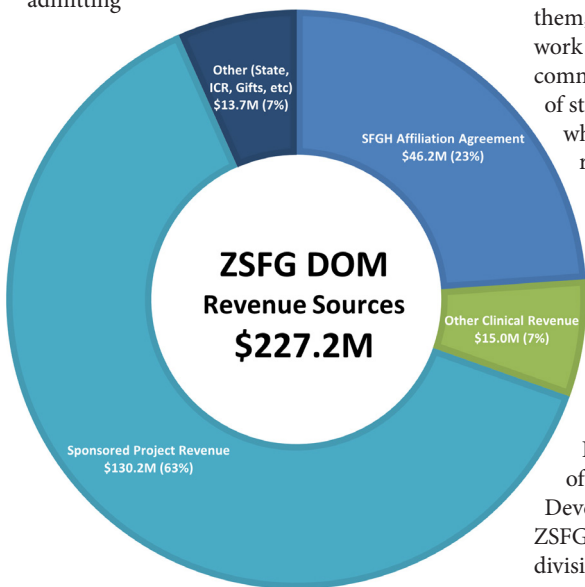
Larissa Thomas, MD
Hospital Medicine



Vanessa Thompson, MD
General Internal Medicine



Lisa Winston, MD
Hospital Medicine & Infectious Diseases



This five-session, interactive series focused on navigating the unique challenges and opportunities of working within blended teams of UCSF and DPH members. It also included a 360 evaluation and professional coach session to debrief the results and make an action plan for further growth. The CLPD seminar provides opportunities for established and emerging leaders to connect and discuss challenges and successful strategies to motivate, unite, and coach others in our diverse healthcare environment. We are proud to have this opportunity to invest in our amazing current and future division, department, hospital, and medical school leaders.

Education and Our Learners

- In 2024, the Department of Medicine was recognized as #3 among U.S. Internal Medicine Programs in U.S. News & World Report's best graduate schools. In ZSFG DOM, we host:
- 31 residents each month across inpatient services
- 50 residents in continuity clinics
- 10 full-time equivalent clinical fellows
- 25 Post-doctoral scholars

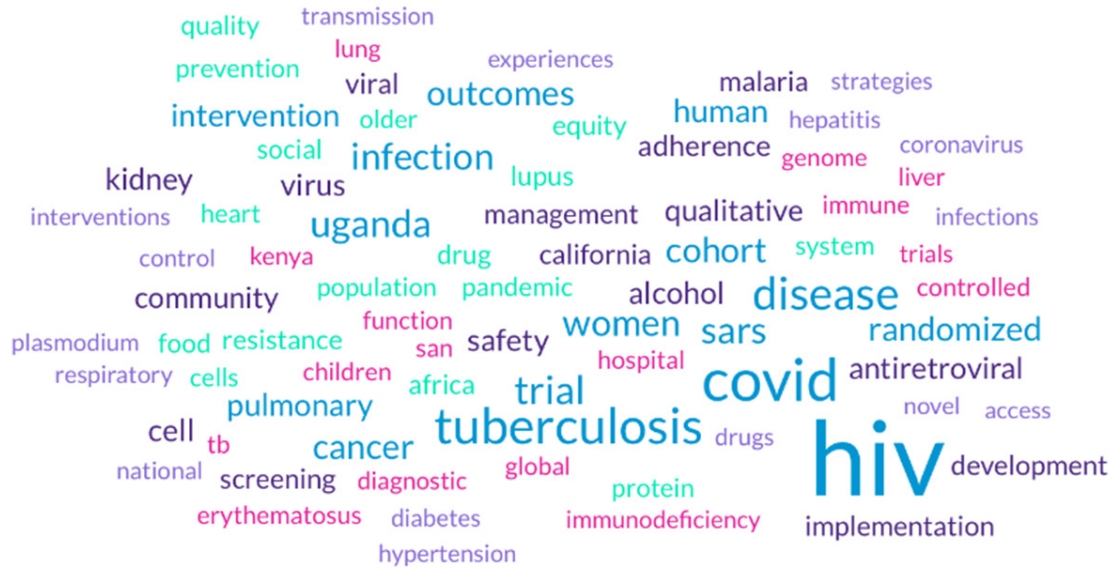
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ZSFG DOM Publications in Words (2023-2024)



And more than one-third of each UCSF medical class learns on-site at ZSFG DOM.

Rebecca Brusca, MD, MPH, 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, and Lisa Ochoa-Frongia, MD, is committed to the mission “to teach the 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.

Rob Short, MD, and Madison Wilson, MD, lead as Inpatient Chief Residents, and Ellena Popova, MD, leads as Ambulatory Chief Resident. Internal Medicine residents participate in community medicine programs that include working in the 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. 26 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.” Six ZSFG DOM faculty serve as coaches: Rebecca Brusca, MD, MPH; Bethlehem Churnet, MD; Veronica Manzo, MD, MS; Mimi Margaretten, MD, MAS; Meghan O’Brien, MD; Jamie Yao, MD.

Research

Our research community within the ZSFG-DOM continues to grow and make impactful contributions to science from basic lab discovery, clinical studies including randomized trials, health services research, and implementation science, addressing issues important to vulnerable populations locally and across the globe. In FY 2023-2024, our sponsored research funding grew by an astonishing 35% compared to FY22, now at \$143M in total grant support, accounting for nearly two-thirds of all sponsored research on the ZSFG campus.

In the last fiscal year, our research community published an impressive 867 papers, of which our investigators were either the first or last author on over 40%. The word cloud above generated from the titles of these manuscripts conveys the breadth of our department’s work and global reach. In addition to publishing in many top-tier journals, our researchers are also highly cited, with three of our investigators making Clarivate’s list of most influential scientists in 2024 (top 0.1% of all scholars in citations).

Our researchers’ achievements have also been

widely celebrated by national honor societies, with 13 in the American Society of Clinical Investigation (four in the last four years), 12 in the Association of American Physicians, and six in the National Academy of Medicine, including Alicia Fernandez’s recent induction in 2024. This past year, Neil Powe was also inducted into the American Academy of Arts and Sciences. Our researchers are also highly recognized for their outstanding mentorship, including Monica Gandhi, who received UCSF’s 2024 Lifetime Achievement in Mentoring award. Indeed, we continue to grow the next generation of research leaders with four new K-series career development awards in 2024.

Lastly, we look forward to new opportunities in 2025 for our researchers who use electronic medical record (EMR) data. After years of work by investigators in UCSF’s CTSI and the DPH, a new de-identified EMR dataset from ZSFG/DPH - fully integrated with the existing de-identified UCSF Health dataset - is now available to our investigators. We expect this positive development to accelerate clinical research addressing the needs of the populations we serve at ZSFG.

Space

Pride Hall, UCSF’s state-of-the-art facility, stands as a testament to our commitment to fostering an inclusive and cutting-edge environment for medical education and research. The Department



of Medicine is proud to have a significant presence in Pride Hall, where our faculty, staff, and students benefit from the building's advanced technological resources and collaborative spaces. This modern facility not only enhances our ability to deliver top-tier medical education but also supports our mission to drive innovative research and compassionate patient care.

UCSF's strategic move of some research laboratories into the newly designed 499 Illinois Street building – currently expected in May 2025 – marks a significant milestone in enhancing our research capabilities, particularly for the Department of Medicine. This state-of-the-art facility is tailored to support groundbreaking scientific inquiry and fosters an environment of collaboration and innovation. For DOM at ZSFG, this relocation offers our researchers access to cutting-edge resources and optimally designed lab spaces, furthering our mission to advance health worldwide. The move will stimulate interdisciplinary collaboration, driving forward our vision for impactful scientific discovery. With dedicated spaces for some of our department's research programs, we are poised to make significant advancements in patient care and medical science.

Looking Forward

We are fortunate to have coalesced our academic programs into Pride Hall, a common workspace. Our faculty, housestaff, and fellows are outstanding and deliver high-quality care. Our research funding remains robust and a beacon of creativity. We are making strides in better compensation for our workforce in the face of living in an area with a high cost of living and an expensive housing market. There is much more to do.

Challenges are ahead of us in 2025: a record-high inpatient census that puts stress on work and life well-being; suboptimal space and patient access pressures for ambulatory clinical operations; inefficient and untimely access to clinical and operational data to improve our work processes; and changes in our government leaders at both the national and local levels that either threaten our very fabric or make the road ahead a bit hazy. However, our fortitude to navigate these challenges is steadfast and our history of working and learning together to solve problems will help us achieve success. We have faced significant challenges in the past, and together we can meet the moment yet again.

Let's continue to innovate, collaborate and steward responsibly the remarkable gifts of our purpose, people, and passion. 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!

Newsletter Edition Contributors

Thank you to our special edition editors and contributors: Ali Cunningham, Beth Harleman, Will Huen, Peter Hunt, Melody Davenport-McLaughlin, Christine Khuu, Raeni Miller, Neil Powe, Sumant Ranji, Leonard Telesca, Larissa Thomas





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