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
ZSPG 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
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 Solid administrated 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-
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.

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 +1.15 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 Lumi, 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.

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 workforce care, in 202 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 reimagined 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.
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 themes. Topics 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 in viral therapeutics and immunity. ZSFG DOM faculty produced 838 publications in 2021, with women authoring half. Faculty are represented in viral therapeutics and immunity. ZSFG DOM faculty produced 838 publications in 2021, with women authoring half. Faculty are represented in viral therapeutics and immunity. ZSFG DOM faculty produced 838 publications in 2021, with women authoring half. Faculty are represented in viral therapeutics and immunity. ZSFG DOM faculty produced 838 publications in 2021, with women authoring half. Faculty are represented in viral therapeutics and immunity. ZSFG DOM faculty produced 838 publications in 2021, with women authoring half. Faculty are represented in viral therapeutics and immunity. ZSFG DOM faculty produced 838 publications in 2021, with women authoring half. Faculty are represented in viral therapeutics and immunity.

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

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!