Dear Colleagues:

I am delighted to announce the appointment of Dr. Michelle Mourad as our inaugural Vice Chair for Clinical Affairs and Value Improvement for the Department of Medicine. Michelle will begin her role part-time on March 1st, expanding to full time on July 1st.

I created this position, and elevated it to Vice Chair status, because our department needs a faculty leader who can devote substantial time and energy to overseeing our performance improvement and clinical strategy efforts across the continuum of care. While the main focus will be on our UCSF Health practices, and on inpatient more than outpatient work (Andy Gross, Associate Chair for Ambulatory Care and Population Health, focuses primarily on the latter), it is the Vice Chair's job to help manage and improve our clinical work in all of our divisions, at all of our practice settings, and across the continuum of care. The Vice Chair also considers the interfaces between clinical practice and research and education.

For this role, we sought a faculty member with great skills and experience in performance improvement, change management, health IT, clinical leadership, medical education, Lean, billing and finance, and more. After a rigorous internal search, I'm pleased to say that we've found such a person: Michelle Mourad.

Michelle received her bachelor's degree from Williams College and her MD from New York University. After superb stints as a UCSF medicine resident and a fellow in hospital medicine, she joined our department's faculty in 2009. She is currently Associate Professor of Medicine and Director of Care Transitions for UCSF Health. She also co-chairs the Health System's Medical Records committee and leads documentation improvement efforts as well.

Michelle led the Division of Hospital Medicine's Quality and Value Improvement efforts from 2010 to 2016. In that role, she built a world-class improvement enterprise, one characterized by constant innovation, excellent communication, great esprit, and effective use of data. She also led the division's efforts to broaden its view of value to include not just quality and patient safety but also patient experience and efficiency, and to integrate digital data and tools into the workflow.

In addition to her improvement work, Michelle has published extensively in the areas of quality, safety, and value. She is also well known for her clinical and teaching skills, the latter recognized by her receipt of the UCSF Medical Residents Teaching Award and the Medical Student Excellence in Teaching Award. She is unendingly enthusiastic, and her can-do spirit is contagious.

Dr. Krishan Soni, a cardiologist and the director of inpatient quality and value for our subspecialty services, will report to Michelle in his departmental role.

Among the issues Michelle will tackle in the first several months will be expanding our department's telemedicine strategy, developing clinical dashboards for our divisions and department, crafting our approach to adult medical genetics, improving collaboration between generalists and specialists on the wards, and refining our approach to affiliated practices. With the rapid growth of UCSF Health and our department's clinical portfolio, there will be no shortage of issues to address.

Please join me in welcoming Michelle Mourad to this vital and exciting role.

-- Bob

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